Why ADOPT Analytics?

It’s a complex healthcare environment we operate in today and the complexity is only growing. Can you confidently state that your organization’s analytics strategy is mature enough to support value-based reform? How about a future littered with multiple converging yet divergent payment models where organizational survival and success will depend on effective use of analytics?

Given the continually escalating performance pressures in today’s healthcare environment, an intelligent enterprise is becoming a more important core competency for large health care enterprises as more businesses look at internal data to improve efficiencies. One overwhelming challenge, beyond harnessing data, is cultivating the talent, aptitude, and confidence to leverage the insights within the data that can transform your business. Given the complexity of the healthcare data model and associated toolsets, the variety of disparate data sources and the often competitive agendas of required stakeholders, it is not an easy competency to master. The agility of information orientation required today to support rapid decisions is not met by traditional decision support models.

Analytics Across Populations and Care Settings

Analytics can be crucial to the success of complex organizations and never more so than with the healthcare transformation taking place right now. The advent of ACOs, bundled payments, provider reimbursement tied to patient care outcomes, and population-based health management are among the challenges faced by some as healthcare organizations. To succeed, physician offices, hospitals, payers, extended care facilities, retail pharmacies, and other care settings must be able to “share data effortlessly, identify high-risk patients, manage costs and quality, avoid unnecessary services, and measure results”¹ in the context of a comprehensive analytics program.
Healthcare organizations can be overwhelmed with data ranging from the explicit and implicit details of the patient’s clinical condition to the timing of revenue receipts. Transforming that data into information and employing it productively to use for decision-making is the goal of analytics.²

A successful and cost effective analytics program may require the coordination of people, processes, and technology to develop and manage data, attract and maintain talented analysts, educate and reward managers and executives, develop and improve the program’s functions and processes, and acquire and manage the many analytics technologies and applications.

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**Expertise To Expand Your Analytics Competencies**

At Change Healthcare, we handle 3.1 billion clinical transactions annually and contemporary clinical, financial, and operational analytics in more than 1,000 facilities.

**Benefit From Our Experience**

Change Healthcare has identified the key components of the successful analytics program in its ADOPT framework. ADOPT is based on academic and professional literature and the experience of our many customers and highly experienced staff.

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**The ADOPT Analytics Maturity Scale**

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ADOPT Analytics: Setting the Course for a Clear Analytics Strategy
The ADOPT Framework

The ADOPT Analytics Maturity Framework provides insight into an organization’s scalable infrastructure for an analytics culture and program. The framework includes five categories that measure and assess analytics competencies including the people, processes, and technologies that align to support an information-driven culture.

Analysts: Team Engagement and Alignment
Qualified and competent analysts who can successfully communicate their methodology and results are difficult to find and a challenge to keep. Successful organizations have a career track for their analysts which identifies those with the required background or knowledge, develops their skills, and continually challenges them with rewarding work. Skills can range from routine report writing and publication, to sophisticated statistical analysis of detailed clinical data. A unique combination of communication skills, analytics know-how and healthcare process knowledge are required for an analyst to be effective and useful to the organization.

Data: Development and Management of An Organizational Resource
Data can be both explicit (such as the detailed tracking of medication use by diagnosis) as well as implicit (such as the mental processes of patient care decisions). Both types of information must be identified, developed, and employed to facilitate optimal decisions by managers and caregivers. Converting data and the expertise of decision-makers into informed action requires a data development and management program that is based in organizational strategies as well as meeting the decision-making needs at all levels of the organization.

Optimization: Executive Buy-In For Transformational Change
It is people who make decisions and people who create the culture and expectations of the organization. Recognizing the motivations and goals of stakeholder communities helps the organization structure an analytics program that works by producing the required information, and is worked effectively by those required to make decisions. Nobody is free of responsibility for the development and use of analytics. At the highest levels, analytics requires that specific strategies be stated and that at the most operational levels of the organization, that performance is measured against progress toward those strategies. The goal of optimization is the alignment of the people, processes, and technology of analytics to produce the best possible decisions for today and predict future challenges.

Performance: Organizational Alignment Around Drive to Be A Data-Driven Culture
Performance improvement is, simply stated, the number one goal of analytics. This includes performance at both the highest and most basic levels of the organization; from evaluating the strategic decisions of the organization’s board and administrators, to measuring the efficiency of routine processes such as billing or materials management.

Key to performance improvement is the engagement of both business managers and clinicians in the development, testing, and use of performance metrics. Neither business nor clinical decisions exist in a silo – they affect each other, and the organization’s success. The sound principles of performance improvement cycles should be working continuously to escalate performance and outcomes to the highest possible levels.

Technology: Strategic Use of Functionality and Applications
No specific technology alone is a magic bullet for the development of a successful analytics program. Making sound decisions about technology requires knowledge about the design and capabilities of analytics applications, as well as in-depth knowledge of the people and resources required to make them useful as conditions and strategies change. As with many other technologies, adoption for analytics can be complicated by human issues of acceptance and trust, which requires a complex understanding of individuals’ mental processes and motivations. These may be difficult decisions to make and even more difficult to implement.
## Assessing the Strengths and Challenges of Your Analytics Program

<table>
<thead>
<tr>
<th>Analytics Maturity</th>
<th>ENTRANT</th>
<th>EVOLVING</th>
<th>EMERGING</th>
<th>EMPOWERED</th>
<th>EXPERT</th>
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<tbody>
<tr>
<td><strong>ANALYST</strong></td>
<td>• Analysts not identified or viewed as strategically important</td>
<td>• Analysts identified but work in silos</td>
<td>• Analysts identified and classified by skill level, expertise, and tools used</td>
<td>• Analysts actively developed with learning, specialization, and an optimized structure</td>
<td>• Highly skilled analysts use creativity and imagination to develop new meanings from data and metrics</td>
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<td></td>
<td>• Analysts quantify but do not interpret or explain</td>
<td>• Analysts quantify and link variables (e.g., relationship between procedure cost and avoidable events)</td>
<td>• Analysts interpret needs of decision-makers and help design analytic output</td>
<td>• Analysts create advanced visualizations that support predictive analytics</td>
<td>• Analysts create analysis and visualizations to help identify strategy &amp; tactics</td>
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<tr>
<td><strong>DATA</strong></td>
<td>• Data sits in transaction systems and used inefficiently and/or redundantly</td>
<td>• Redundancies in data and metrics</td>
<td>• Data actively managed and developed, with providers involved in metric development</td>
<td>• Data &amp; metric lifecycles actively managed</td>
<td>• Data quality and consistency is universal across the organization</td>
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<td></td>
<td>• Data stewardship and data quality validation that needs to be identified</td>
<td>• Data is actively managed and developed, with providers involved in metric development</td>
<td>• Data quality accountability is assumed</td>
<td>• Data acquisition strategies developed</td>
<td>• Data developed where needed to meet strategic initiatives</td>
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<tr>
<td><strong>OPTIMIZATION</strong></td>
<td>• Leadership has not sustained an analytics program and is not sure where to begin</td>
<td>• Pockets of organizing analytics in development (i.e., department reports), but analytics not effective and efficient</td>
<td>• Analytics function actively managed and well led, expectation of utilizing technology</td>
<td>• Data shopping eliminated</td>
<td>• Analytics shape business strategy – from descriptive to predictive to prescriptive</td>
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<td>• Performance metrics incomplete and/or don’t reflect strategy</td>
<td>• Performance metrics in development but conflicts/redundancies may exist</td>
<td>• Active management of metrics creation and accountability</td>
<td>• Leadership supports and enforces analytic governance tools, structures, and processes</td>
<td>• Analytics alignment communicated and demonstrated by leadership</td>
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<tr>
<td><strong>PERFORMANCE</strong></td>
<td>• Analytics technology not implemented or not used effectively</td>
<td>• Analytics technology implemented but not maintained or used effectively</td>
<td>• Active management of metrics creation, accountability, and alignment to strategic goals</td>
<td>• Active management of metrics creation, accountability, and alignment to strategic goals</td>
<td>• Robust performance improvement model using analytics, with new metrics continually developed to advance performance</td>
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<td></td>
<td>• Data and metrics distributed via many different methods (email, print)</td>
<td>• Data and metrics distributed via many different methods (email, print)</td>
<td>• Use of benchmarks, targets, and trends</td>
<td>• Metrics used to identify performance gaps</td>
<td>• Technology and applications are used to improve/advance the organization’s competitive position and actively used for decision making</td>
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<td>• Performance metrics in development but conflicts/redundancies may exist</td>
<td>• Data acquisition and aggregation tools in place, maintained</td>
<td>• Data transformation tools used, maintained</td>
<td>• Data transformation tools required to achieve business goals</td>
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The Path Forward

If your organization is like most, you understand the urgency to manage the transition to value-based care, but may feel overwhelmed with where to start or go next. The ADOPT framework can help you establish the cornerstone on which to build your analytics competency and a roadmap for ongoing analytics maturity to help you reach your business objectives and strategic goals. With years of real-world experience in the healthcare analytics industry, the framework squarely identifies your analytics strengths, gaps, and opportunities, providing a realistic view of your analytics competency level – and a path forward.

Experienced Business Advisors Can Help You

Do you have a comprehensive understanding of your organization’s level of development and sophistication with respect to analytics? Can you pinpoint some of the trouble spots in your analytics program and identify solutions which will enable the program to be more effective? Do your senior executives buy the notion of analytics by supporting the program with both strategic and financial decisions?

The Change Healthcare Business Advisors have many years of experience in assessing the strengths and challenges of analytics programs and improving the personnel, tools, and processes of analytics. They can be engaged at levels from a simple self-assessment of your program to a comprehensive goal-based engagement to insure your organization is optimizing one of your most strategic assets.....data to drive clinical and financial excellence.
