



The Data will set you Free

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Ancore Health is a professional services firm focused on enabling healthcare organizations to better leverage internal and third-party data to make informed operational and strategic decisions. Our mission is to humanize data insight: we connect the dots between the business of healthcare and people through data. To make this happen, we bring together administrative, operational, clinical, financial, and technical expertise to drive a new vision based on trusted data and actionable visualizations.

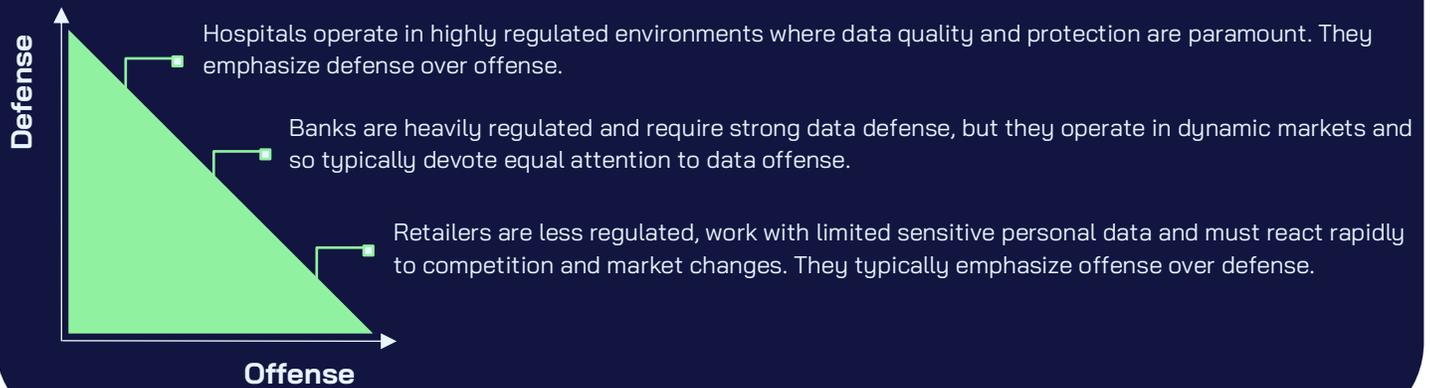
Ancore Health's services are focused on:

- Building offensive data strategies.
- Developing physician compensation strategies.
- Performing strategic financial analytics.

Ancore Health believes that **traditional healthcare organizations must develop an offensive data strategy** in order to survive and thrive in a value-based payment marketplace. Cross-industry studies show less than 50% of structured data is used in making decisions, less than 1% of unstructured data is analyzed, more than 70% of employees have access to data they should not, and 80% of analysts' time is spent discovering and preparing data¹.

The healthcare industry has been focused on a defensive data strategy, which is critically important given the strict regulations surrounding the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and ensuring proper controls to protect Protected Health Information ("PHI"). However, traditional healthcare organizations must equally prioritize the need to defend this information while efficiently providing actionable data for clinicians and administrators to diagnose issues and make the right decisions.

The Data-Strategy Spectrum¹



This balanced prioritization requires a new way of thinking about data strategy, with a clear distinction between a defensive and an offensive data strategy. Offensive data strategies must involve strong collaboration between technical, financial, clinical, and operational leadership and resources.

What is the difference between and offensive and defensive data strategy?

The Elements of Data Strategy¹

	Defense	Offense
Key Objectives	Ensure data security, privacy, integrity, quality, regulatory compliance, and governance	Improve competitive position and profitability
Core Activities	Optimize data extraction, standardization, storage, and access	Optimize data analytics, modeling, visualization, transformation, and enrichment
Data-Management Orientation	Control	Flexibility

A **defensive data strategy** is about the creation of a single source of truth from disparate data sources and ensuring accurate and secure data storage. By comparison, an **offensive data strategy** is about transforming the data into actionable insights, providing flexibility to end users to drill into root cause issues, and to create their own reports.

Case in Brief-Piedmont Healthcare

About Piedmont Healthcare



- 11 hospitals.
- 660 locations.
- Based in Atlanta, GA.

Piedmont Healthcare's Data Strategy Journey



As a result of both significant organizational growth and a data-driven philosophy, Piedmont made a strategic decision to establish a business intelligence program that embraces a self-service approach where they train analysts and others throughout the organization on "how to fish."

Lesson's Learned



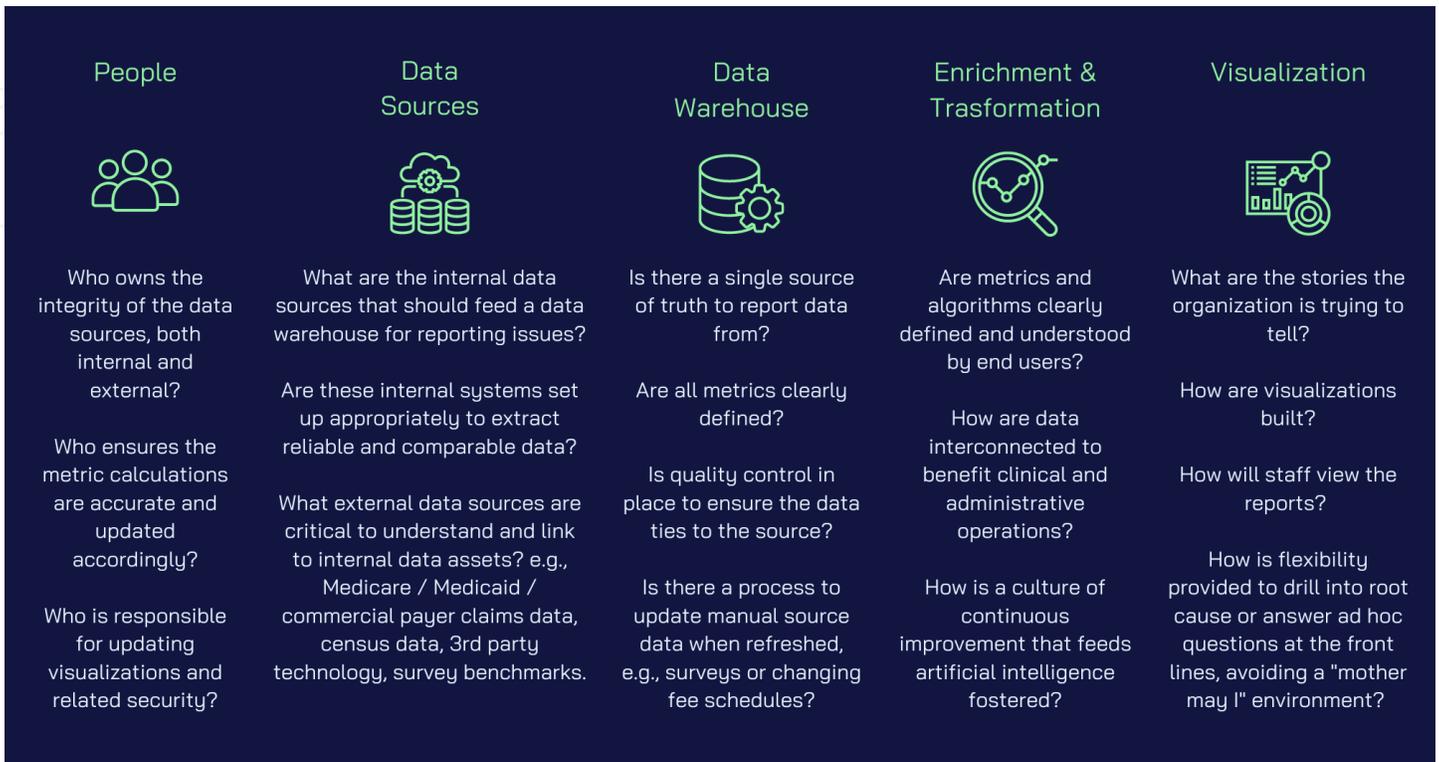
- Having a primary source of truth is critical to the success of any BI program.
- Reliable and comprehensive information allows organizations to move beyond data distrust.
- No matter how advanced your program, there is always an appetite for deeper insights.
- Answering "next level" questions is critical to performance improvement.
- Select a business intelligence tool that is flexible and satisfies both novice and expert users.
- Be prescriptive when it comes to critical metric definitions.

Piedmont Healthcare is an example of a large, complex, growing health system, which decided to develop an offensive data analytics capability beyond its traditional defensive structure and embrace a self-service approach. This enabled end users to answer "next level" questions without being in a "mother-may I" traditional report request environment, which may take weeks or months to answer.

What happens when healthcare organizations are void of a coherent defensive and offensive data strategy?

The absence of a robust defensive and offensive data strategy often times results in data silos, duplicate staffing, data distrust, and multiple versions of the truth. As a result, it becomes easy to point fingers if performance suffers and difficult to drive accountability throughout the organization. To make matters worse, more money is typically spent managing this "Frankenstein" through overbuilt staffing and underutilized "bolt on" business intelligence technologies.

Ancore Health's Data Strategy Core Components



Core components of a coherent data strategy include people and governance, data sources, an enterprise data warehouse (e.g., a single source of truth), enrichment and transformation, visualization, and distribution.

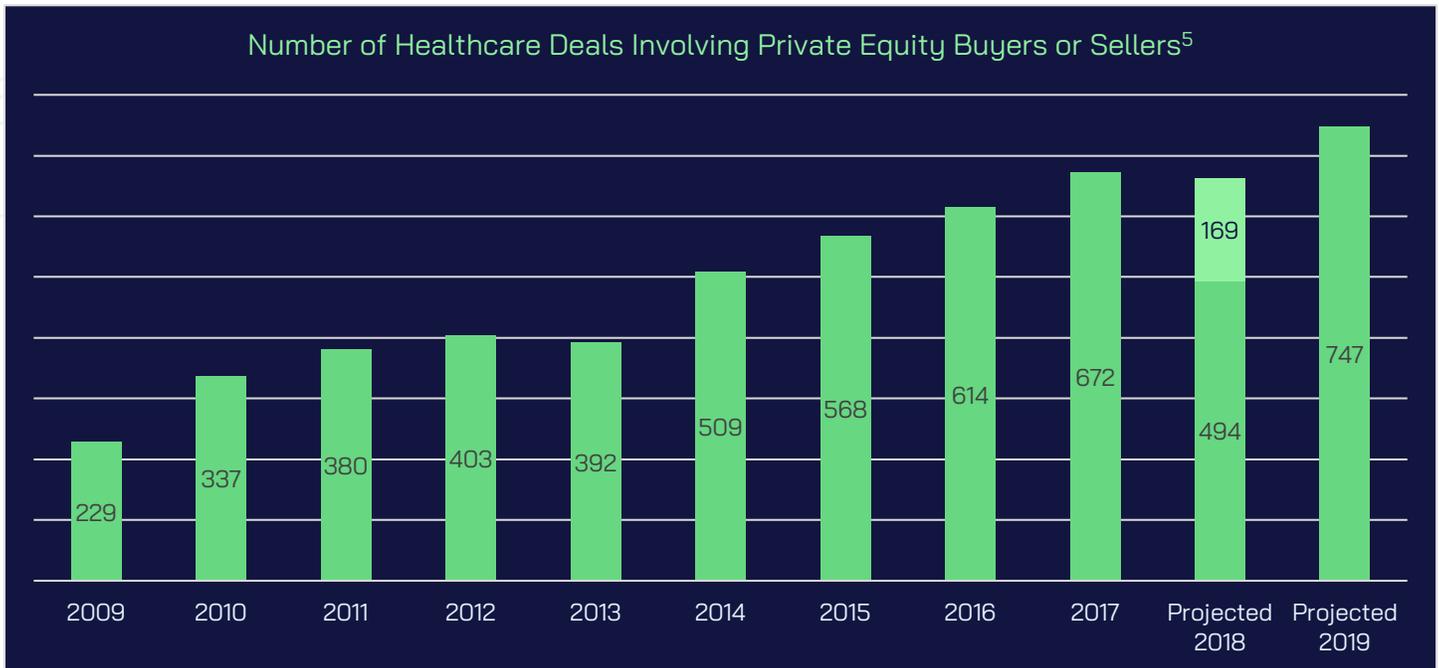
Why is having a coherent data strategy a critical success factor in today's healthcare landscape?

Healthcare spend in our country is projected to be 19.4% of GDP by 2027², and the Medicare trust fund will be in the red by 2026³. **Something must give, either through private market innovation and/or cuts in reimbursement** (e.g., site neutral payment reform).

Non-traditional healthcare organizations, such as Apple and Amazon, see this opportunity as "red meat" and have entered the healthcare market. These retail and consumer-oriented organizations have built robust offensive data strategies related to their core businesses. They see innovations within the healthcare market as a win/win/win in terms of new product development, reduced employee health cost, and more loyal and productive employees.

Additionally, with nearly \$1 trillion of committed capital available⁴, healthcare private equity deals are on the rise, focused in areas like data analytics and efficient care delivery. However, **potentially the most**

impactful driver of change will be the combination of shifting risk to the consumer through high deductible plans and price transparency.



The U.S. Department of Health and Human Services is seeking public comment on whether patients have a right to see the secretly negotiated prices between healthcare providers and insurance companies, in an effort to “empower the American public to shop for their care and control it.”

As the market moves towards informed consumers and increased transparency, healthcare organizations need a robust offensive data strategy to ensure market and brand relevancy.

Ancore Health believes that a robust offensive data strategy with strong collaboration between technical, financial, clinical, and operational leadership needs to be a core competency of any healthcare organization.

Questions to consider as you evaluate your current data strategy:

- Do you have data silos?
- Do you have a single source of truth?
- What data or information are you missing from your single source of truth?
- Do you have a coherent offensive data strategy?
- Who owns your offensive data strategy today?
- Do strategy, finance, and operations analysts have the ability to create their own reports or analysis based on the single source of truth or data mart?
- Are physicians, managers, and directors looking at the right information to drive current and future performance? Do they feel empowered to find the answers?
- Do you have to fill out a help desk ticket to ask for a new report?

For questions or to request more information, please see contact info below.

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