AtlantiCare

A MEMBER OF GEISINGER HEALTH SYSTEM

LOCATION
New Jersey

WEBSITE
www.atlanticare.org

SIZE
70 Locations

DEPLOYMENT
Fall, 2016

EMPLOYED SANTA ROSA SOLUTIONS
Business Intelligence & Analytics

ABOUT THE CLIENT

AtlantiCare, a member of Geisinger, is an integrated system of services designed to help people achieve optimal health.

AtlantiCare is southeastern New Jersey's largest healthcare organization and largest non-casino employer with more than 5,500 employees and 900 physicians and providers in more than 90 locations.

AtlantiCare comprises AtlantiCare Regional Health Services including AtlantiCare Regional Medical Center with three locations, ambulatory services and AtlantiCare Physician Group; the AtlantiCare Foundation, and AtlantiCare Health Solutions, an accountable care organization.

BUSINESS INTELLIGENCE & ANALYTICS

INTRODUCTION

In collaboration with Santa Rosa, AtlantiCare launched a focused yet rigorous assessment and planning initiative aimed at identifying the actions with the most potential for enterprise-wide improvement of its business intelligence and analytics (BI&A) program. The initiative leveraged and refreshed work that previously had been done to narrow scope and focus to areas in greatest need of attention. The details regarding part one of this case study are available here: www.santarosaconsulting.com/atlanticare_one.

Review of stakeholders' needs established clear priorities for BI&A program improvement across both non-technology and technology lines – all aligned with **Santa Rosa's BI&A Program Maturity Model**. Key findings, insights and recommendations were established with a philosophy based on quick wins and continuous learning. Here's how those recommendations are being actively implemented through Santa Rosa operational leadership with minimal incremental investments:

TOP IMPLEMENTATION PRIORITIES & ACCOMPLISHMENTS

1. ESTABLISH NEW GOVERNANCE

IMPLEMENTATION PRIORITY:
Establish information and data governance committees that were action-oriented and fostered strong executive sponsorship focused on BI&A needs.

THE PROBLEM:
Without Strong Executive Sponsorship, any initiative, no matter how essential, can fail. AtlantiCare needed to establish executive sponsorship through focused BI&A governance to drive enhanced access to better quality data and promote consistency of enterprise metrics and analytics. AtlantiCare had disparate analytics teams working under different reporting structures across the organization that did not often have opportunities for communication. They also experienced two prior BI&A startup initiatives that did not achieve the desired results. This resulted in user frustration and doubt and led to the Santa Rosa initial engagement. It also meant that securing executive stakeholder commitment and agreement on direction would be essential. AtlantiCare needed a clearly defined BI&A vision supported by the executive team.

WHAT WAS DONE?
Based on communications with the executive team, a clearly defined vision for the BI&A function at AtlantiCare was established. With input from over 60 stakeholders, AHS had clear priorities for the BI&A program focused on quick wins within the context of that vision. We emphasized the need for constant communication with and among senior executives in order to establish governance and implement new automated support tools. Concurrently, we prioritized quick wins, with focused learning objectives, to demonstrate the organization's dedication to and value associated with meeting those data needs.

The two-tiered committee structure, which included information and data governance, was launched. Information governance was created first to enable the basic framework and related

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policy to guide the more tactical Data Governance Committee. We established specific Charters and engaged both mid-level (data governance) and executive management (information governance) in the BI&A program. Doing so kept the teams focused and engaged while maintaining energy and momentum.

Santa Rosa provided active leadership to both committees assisting the AtlantiCare chairpersons to drive the agenda and committee action items. We established clear scope and project charter expectations, milestone charts outlining major project timelines and ensured ongoing communications with enterprise IT steering committees. The Committees worked closely within the context of the overall Business Plan to ensure we stayed focused on the right strategic objectives.

Santa Rosa established clear communications and understood the related project initiatives being undertaken by AtlantiCare. With Santa Rosa, AtlantiCare was able to build executive stakeholder commitment and sponsorship and improved governance. This facilitated focus, clarity and communication throughout all aspects of BI&A program improvement.

WHAT WAS ACHIEVED?

Fully functioning Data Governance and Information Governance committees, representing key constituencies across the Health System now guide our data related decisions and solutions. These Committees are focused on the clearly defined vision for Business Intelligence and Analytics. Apart from determining focus and helping to drive the agenda for the governance committees, Santa Rosa helped to enhance the organization's ability to transform data into useable information. The committees define data-related priorities and target resources on key initiatives. While it's a journey and not a destination, new automated tools are live. Our end-users can access a multitude of new data sources within the context of new data quality focused structures. That work and the future roadmap, have clear executive sponsorship and is focused on the strategic needs of the organization.

Now more fully recognizing the strategic value of its internal information assets and cognizant of external information needs, the two-tiered governance structure establishes policy, prioritizes investments, values and protects information assets, enhances usage and determines accountability in a manner worthy of the community's trust. Scarce organizational resources are focused on those data related initiatives that provide the greatest value to the organization.

Furthermore, a formalized data stewardship program was initiated to promote proper data governance, and strengthen alignment and collaboration between AtlantiCare's various centers of excellence and the information governance committee and executive stakeholders.

2. TECHNOLOGY SOLUTIONS

IMPLEMENTATION PRIORITY:

Implement new automated solutions that support AtlantiCare's BIA& initiatives including Cerner HealtheIntent solutions (HealtheRegistries, HealtheEDW) and McKesson Performance Manager/Explorer, along with new data visualization tools.

THE PROBLEM:

A patient's stay in the hospital can have over ten thousand data elements associated with it. Transforming that data into useable information requires effective automated solutions which enhance operations and improve clinical care. Like most healthcare systems, AtlantiCare was experiencing significant issues with access to — and the quality of — their data due to antiquated solutions. Related issues included the lack of single sources of truth, repeated calls for a new visualization technology, growing proliferation of departmental BI&A tools, lack of

common patient identifier (no linkage across applications), lack of user-friendly data access, cumbersome manual processes, no central prioritization and many other related challenges.

WHAT WAS DONE?

Santa Rosa assisted AtlantiCare in replacing antiquated systems with new automated solutions leveraging state of the art BI&A tools. Santa Rosa assisted in the detailed selection process, implementation planning and activation of new automated software solutions. AtlantiCare had never had an enterprise data warehouse before this initiative. Today, their tools are some of the best in the market, including a patient care gap tool that allows them to proactively predict care needs. Finance tools that had been in place since the `90s were replaced and supplemented by the installation of decision support including data visualization tools, which has already had a tremendous impact for AtlantiCare.

WHAT WAS ACHIEVED?

Based on a well-defined set of requirements from the Information Governance committee and guided by the Business Plan, the organization set priorities with regard to the implementation of new automated solutions to enhance our analytics capability. A selection was conducted for the replacement of the McKesson Trendstar solution. The team identified and implemented McKesson performance analytics with Explorer which is now live. Many new data visualizations are now available from that platform including service line reporting.

The AtlantiCare team installed Cerner's HealtheIntent solution which enables disparate data sources to be aligned under a single patient identifier. With their big data platform, AtlantiCare implemented a pilot with focused use cases providing value to their leadership community focused on access management dashboards, oncology bundle reporting, ED Wait Times and ACO reporting. Over 25 dashboards and new data solutions are now available to 100+ end-users and leadership. The organization is also leveraging Tableau, a state-of-the-market data visualization tool, for dashboards and system output. They are now planning and working on many additional use cases to leverage the solution.

With another component of the solution, known as HealtheRegistries, AtlantiCare is also able to generate patient care gaps for internal medicine clinic providers associated with 12 major disease registries and over 100 specific measures or conditions. They are in the process of rolling this solution out house-wide to all owned physician practices.

3. QUICK WINS

IMPLEMENTATION PRIORITY:

Accomplish quick wins that meet a clear strategic business need while enhancing collaboration across analytics teams and end-users.

THE PROBLEM:

New automated software solutions and fully functioning governance committees take time to establish. With competing priorities and limited resources, Santa Rosa recognized the need for quick strategic impact. There were clear business needs that were data related and needed to be addressed. Each quick-win project represented a strategic business need that provided clear organizational learning opportunities while transforming data into useable information. One of the challenge areas targeted was the duplication of effort, inconsistent quality and significant backlogs in access to reportable information and system output. Data quality is an ongoing journey that requires significant commitment from business stakeholders and system end-users and represented another challenge Other focused project areas included issues with optimizing patient flow across the organization and a lack of critical care performance reporting.

WHAT WAS DONE?

The newly formed Information Governance Committee helped to identify, and then closely monitor, a few carefully chosen project initiatives (Quick-Win Focus Areas) as a portion of its initial work. By incorporating a broad cross-section of the organization in these initiatives, we were able to avoid departmental silos and ensure everyone was on the same page. Communication remained essential throughout the process with regular meetings, established agendas and a documented vision.

Santa Rosa was able to help AtlantiCare establish quick wins that provided learning opportunities for the organization and enhanced operations while the new systems were installed. We established clear definitions and project goals for each quick win. With strong executive sponsorship, effective project teams, and defined milestones, we successfully completed a series of quick win projects.

WHAT WAS ACHIEVED?

Santa Rosa was instrumental in defining and driving a series of quick win deliverables for the organization. These quick wins were essential for establishing AtlantiCare's BI&A program. Their focused wins included combining all report writers across the organization. Common design specification, testing, documentation and communications processes were implemented on a newly built easy-to- use web-based platform. This significantly reduced the duplication of effort and enhanced team productivity while improving the quality of output. All AtlantiCare staff can now go to one easily accessible online solution to request reports and all other BI&A output. This has further reduced AtlantiCare end-user frustration, enhanced solution documentation and speed of delivery.

Report development backlogs that used to number over 200 have been reduced to the 40's and 50's. There is much greater communication and collaboration among the report writers, as well as clarity into the priorities of those requests based on business goals. In the prior state, there were report requests that were literally years old and instances where various groups were working on the same request at the same time due to the lack of communication.

Other high-profile quick wins included a web-based patient flow solution. This web-based solution has improved patient flow across the health system, heightened executive communication relating to patient location, and enhanced the patient experience.

Another quick win created a web-based tracking solution for data incidents enabling teams to understand, track and resolve these data quality issues. With focused teams and the leveraging of this process, several data quality issues have been resolved. Another significant quick win provided complex Critical Care Performance reporting not previously available that merged data across multiple applications.

THE RESULTS

For AtlantiCare, success has been demonstrated by achieving three clearly stated goals:

1. Clear executive sponsorship for all data related initiatives across the Health System (established through information and data governance structure/committees);

2. Better technology and tools (implementing new automated BI&A tools and solutions with value planning); and

3. Increased data quality and related processes (establishing BI&A function through quick wins, including data incident tracking, centralized reports request processes).

AtlantiCare is now reaping the benefits of a highly impactful and nimble BI&A program resulting in significant and sustainable improvements. It has successfully increased its focus on data and achieved all three primary goals outlined at the start of the project.

Ultimately, success for AtlantiCare was becoming better stewards of the data and making it accessible to end-users which has proven to be a critical tool in helping identify data quality issues early on. Through establishing new governance committees, building out the BI&A structure, implementing new solutions and getting quick wins, AtlantiCare is now able to store, reference, analyze and act upon key patient data.

BI&A is an ongoing journey and, as such, implementation continues to be refined and expanded into new priorities which include: Defining the road map for BI&A initiatives over the coming year; adding data sources to their enterprise data warehouse; expanding the strategic use cases available to their end users; expanding their HealtheRegistries (patient care gap) solution house-wide; enhancing data quality and leveraging information to directly impact and achieve their strategic business initiatives.

"In the initial assessment and planning collaboration with Santa Rosa, we built a rock-solid foundation for AtlantiCare BI&A program. The resulting roadmap reflected realistic and practical steps toward achieving our top priorities.

Over the past year or so, we've executed on that roadmap with emphasis on quick wins to build enterprise-wide support. We have significantly improved BI&A information and data governance, including formal Data Governance and Information Governance programs, which are paying huge dividends in our ability to focus on priority initiatives while ensuring consistency across the enterprise.

We have also implemented new technologies and tools to expand BI&A capabilities, including population health management, and processes. In doing so, we've realized much-needed gains in core BI&A processes.

From here, we are forging an ongoing path to BI&A program improvements, turning planning into value-driven action. In continued collaboration with Santa Rosa, we fully expect to elevate the strategic value of BI&A to our organization. It has been a pleasure to have worked with the incredibly forward-thinking executive leadership at AtlantiCare who are rapidly transforming this organization."

– Robert Goetzinger
Interim Senior Director Business Intelligence and Analytics