

HOSPITAL DECISION SUPPORT PLAY BOOK

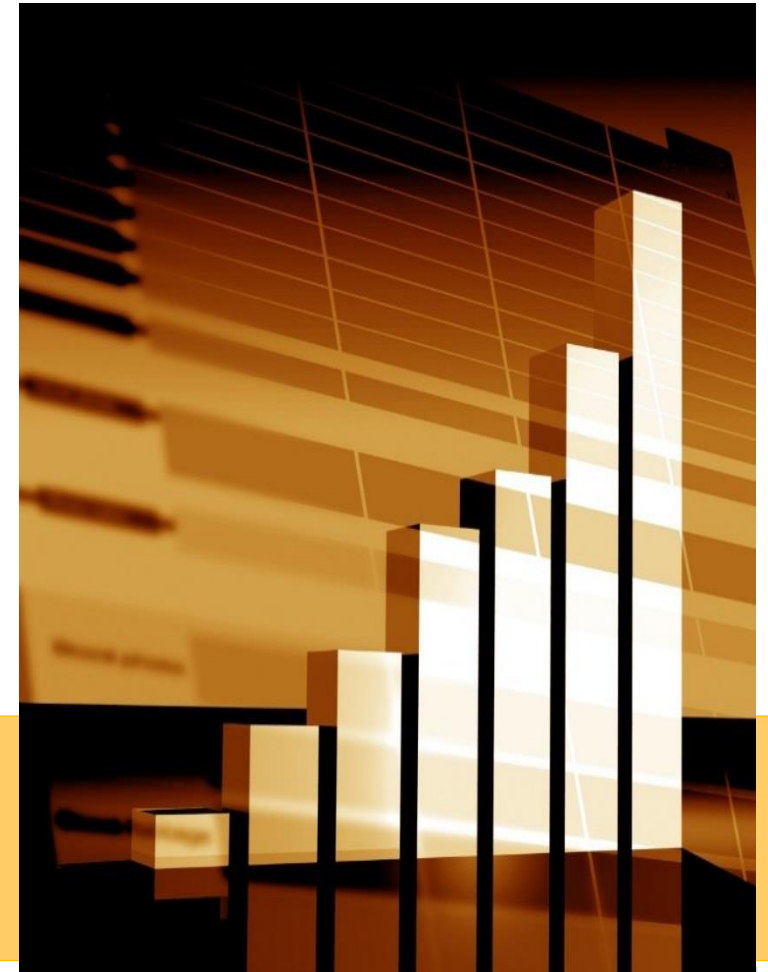
Getting the most insight from your business data

WHY?

- **Hospital executives and IT management are bombarded** with messages about analytics, big data and business intelligence.
- At the same time, **leaders are challenged with staggering workloads** and staffs that are too small for the demand. There is no time for researching the practical solutions.
- Yet, there is a need to **put the foundational elements in place** in most health systems today.

So... we developed this **Play Book** full of the **key elements** and **practical advice** to elevate your decision support performance.

Our mission is to **bring data clarity to healthcare** and we are sharing our best advice to give you the most **insight from your business data**.



BROUGHT TO YOU BY

POLARIS

Health Care Enterprise Reporting

www.PolarisStrategic.com

Unwavering Focus

Why it's important

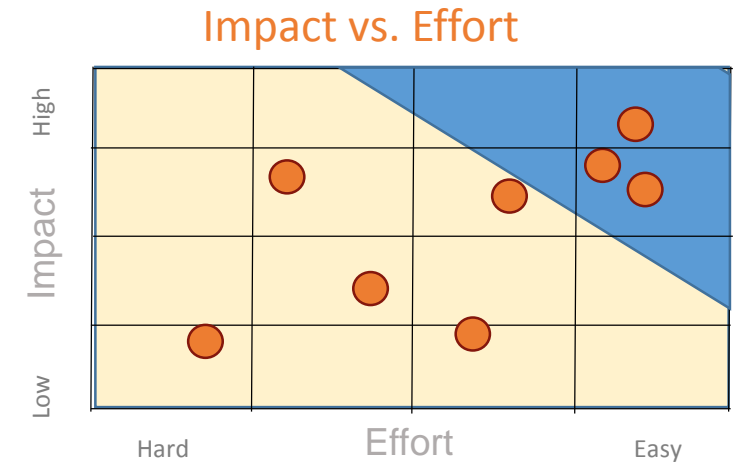
Airline pilots are required to file a flight plan before they take off. They must identify their departure and arrival points, estimated flight time, number of people on board and alternate airports in case of emergency. It's the best way to ensure they reach their destination. Shouldn't you insist on the same rigor?

The drill

Having a clear line of sight between your organization's goals and your reporting strategy forms the basis for prioritizing the work.

- Use a rating system to make it easier to rank the requests
- The next step is to estimate the effort required so you can plan your resources
- Then use your plan and your rating system to assign work
- That gives the plan importance and will ensure that everyone is addressing the top requirements

RATING SYSTEMS TO CONSIDER



Request/initiative weighting

REQUEST	IMPROVE CARE	REDUCE COST	IMPROVE PATIENT SAT	TOTAL
Physician referral patterns	1	1	3	5
Core measure dashboard	5	1	3	9
Registration process evaluation	2	4	4	10

Enterprise-wide Reporting

Why it's important

We've all heard the idiom that you can't see the forest for the trees. It's especially true in the world of hospital reporting. Too much attention is given to the silos of the organization. There are too many departmental spreadsheets that don't synchronize with each other which is a productivity drain. Worst of all, it obscures the big picture.

The drill

Employ an enterprise-wide reporting system to pull it all together. Key attributes include:

- Common database which is fed by all applications
- A consistent look and feel
- Easy distribution of reports throughout the organization
- Hands-on access to data

THE ADVANTAGE OF GUIDELINES FOR REPORTS

Consistency of style & content

promotes ease of use so the information has the starring role. Consistent placement of information saves time for both the report creator and the reader. Training and development costs are lower. Information on reports are more likely to be complete. Finally, a style guide can help your team achieve and maintain a more professional presentation.

Trusted Data

Why it's important

Data transparency and quality are essential for problem solving. When one report doesn't reconcile with a related one, then people don't believe the data is accurate. If it's not perceived as accurate, then people neither trust it nor use it. Then problem solving cannot be fact-based. How much time is wasted? How can informed decisions be made?

The drill

Organizing and managing your data is essential:

- Determine sources and format (Note: they will change over time)
- Aggregate data in a centralized repository used exclusively for reporting
- Include current as well as historical data so trending is possible
- Assign data stewards who are responsible for ongoing accuracy (See #3)
- Standardize calculations for consistency (i.e. LOS, FTE, etc)

Data loses integrity over time

CATEGORIES OF "BAD" DATA
Unknown values
Duplication
Stale (expired shelf life)
Missing elements
Incorrect type
Redundant
Inconsistent calculations

Constant care & diligence are required

WHY DATA GOES "BAD"
Application evolution
Non-adherence to standards
Business events (mergers & acquisitions)
Lack of application edits
Data entry errors
Time changes (new address, different status)
Process re-engineering

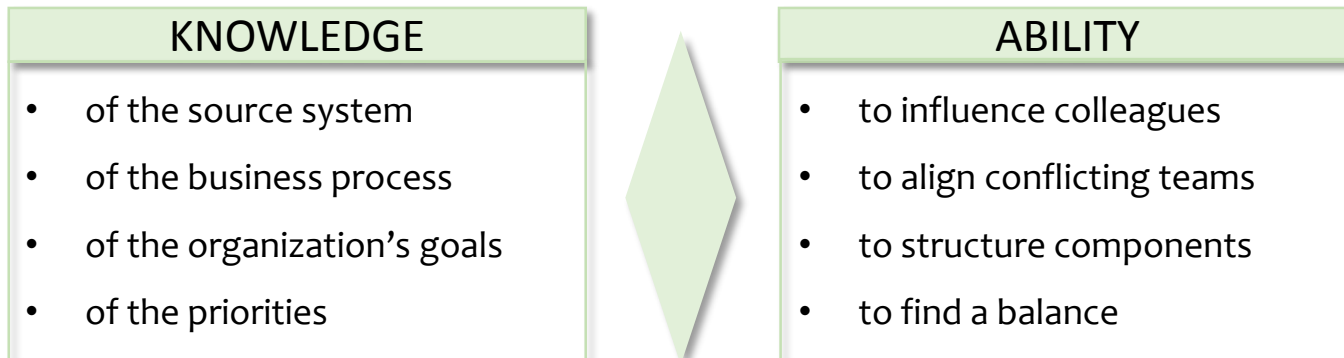
Accountable Stewards

Why it's important

“Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decision making, it is a burden, not a benefit.” William Pollard eloquently stated the importance of organizing information. Data stewards are those individuals ultimately responsible for the definition, management, control, integrity or maintenance of a data resource. They are vital to ensuring that information has integrity.

The drill

Good stewards have the following traits:



A FEW INSPIRATIONAL QUOTES

“Management is the decisions you make.
Governance is the structure for making them.”
- CIO Magazine

“In the middle of difficulty lies opportunity.”
- Albert Einstein

“Hope is a path in the forest that isn't there;
but when you walk on it, it appears.”
- Unknown

“Never believe that a few caring people can't
change the world. For, indeed, that's all who
ever have.”
- Margaret Mead

Enabling Automation

Why it's important

How often do we miss information because it takes too much time to find it? Or printed reports get delayed (or lost) in the mail? Shouldn't you have the reports you need with the latest information at your fingertips? The answer is a resounding YES! Automation is the answer.

The drill

Report automation is not only possible, it's a major time saver. Here are some attributes that are essential:

- Real time (or near real time) data
- Easy to understand, electronic format
- Enterprise-wide distribution capability
- Role-based security
- Audit trail feature

REPORTS COME IN MANY FORMS

Type	Best use
Grid	Lots of data, drill down, research
Dashboard	Quick glance, daily status
Graph	Trends, comparisons
Control Chart	Process improvement
Indicators	Status on goals over time
"Cubes"	On the fly analysis
Ad Hoc	For special requests, one time needs

For optimal results, align the report type with it's strength

Ad Hoc Option

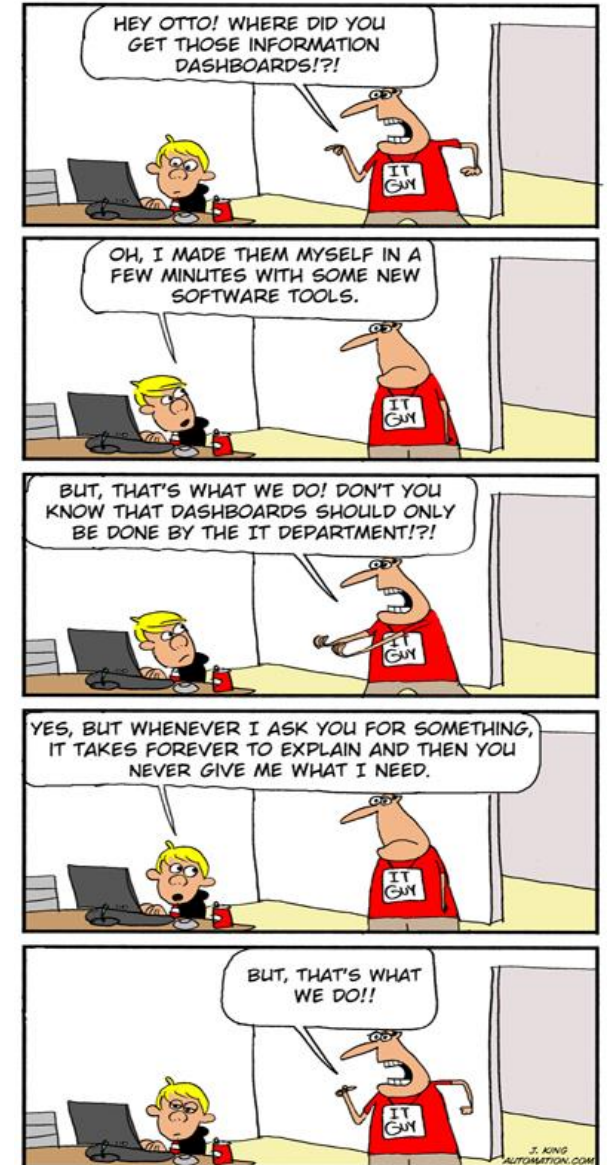
Why it's important

You have to chuckle at the Otto's dilemma in this comic strip. Like all good cartoons, it resonates with truth. All too often, end users see their IT guys as taking too long to produce reports. Perhaps not all requests (especially the simple, one-of-a-kind reports) need to be done by the IT department. That's where an ad hoc tool prevails.

The drill

A good ad hoc tool along with a clear instructions can serve to clear those special requests that are clogging the IT project pipeline. Choose wisely and consider the following:

- Information security
- User-based software licensing
- Support and troubleshooting may still be required



Visualization Skill

Why it's important

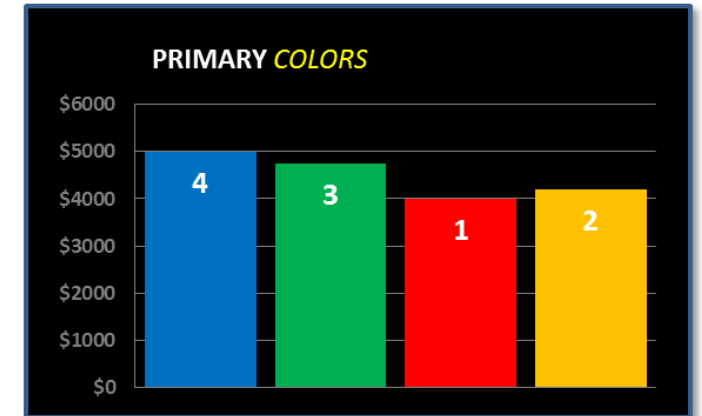
There is both an art and a science to presenting data. The combination creates a picture of the information that leads to a quick understanding of the story told by the data. The important message needs to stand out – not fade into the background. There is a unique skill required to achieve this clarity of design.

The drill

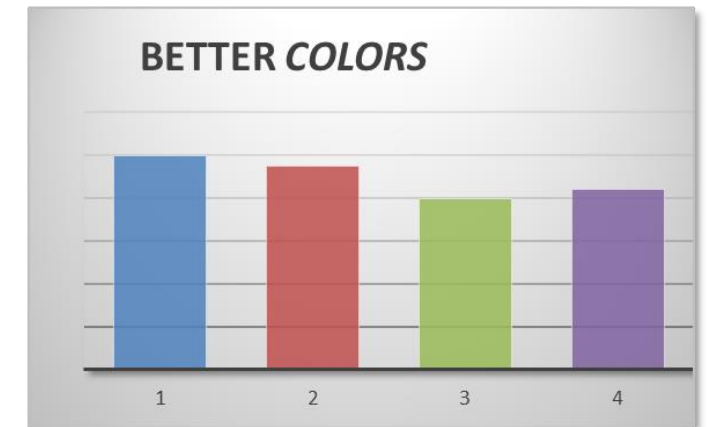
Look for the following in a data visualization expert:

- Good problem solver (likes to solve puzzles)
- Statistical skills
- Experience with data modeling and data design
- Good sense of aesthetics and usability
- Excellent communication and presentation skills

MAKE IMPORTANT INFO STAND OUT



Everything is bold and fights for attention



Background fades into... the background

Engaged Stakeholders

Why it's important

Most people ignore meaningless numbers. So to make sure the audience is engaged, you must make sure the information is relevant to them. It's helpful to explain the implications of the data to the organization and to the individuals themselves. This is where the line of sight to strategic goals plays a big role. Focus on the key points and be willing to explain the significance of the statistics.

The drill

The 5 “rights” of meaningful reporting:

- What are the right metrics?
- What is the right level of detail?
- Who are the right recipients?
- What is the right timing?
- What is the right format?

AUDIENCE ENGAGEMENT Techniques that will help

- Be prepared
- Develop a rapport
- Tell a story (within the data)
- Manage expectations
- Use questions to prompt thought
- Stay on point
- Experiment
- Listen to the feedback

Adapted from tried & true presentation techniques
which apply to the reporting world, too

Empowered Staff

Why it's important

Managers are being asked to do more with less ... so a high performing team is essential. Yet Doug Dickerson, a leadership consultant, reports that in 2011 "... MarketTools, Inc. conducted a survey on employee satisfaction. The results revealed that most employees may not feel appreciated." As a leader, it is within your power to boost employee satisfaction & performance.

The drill

Supporting your team can be a key factor in their success. Here are 5 top boosters:

- Leverage their passion -- assign work based on both skills and preference
- Be there for them -- help them push through barriers
- Equip them with resources and training -- don't forget to communicate your expectations
- Reward both hard work and innovation -- finding a better way is important, too
- Listen to their ideas and suggestions -- they are closer to the problem and have a clearer view

Advice from
LYNDELL FOGARTY
CEO of PerformHR

The idea of engaged, productive & happy employees has become somewhat of an urban myth.

Building a culture where employees feel empowered in their decision-making, respected and noticed can actually result in better employee engagement than if it's sought only through a salary increase.

Here are a few ways to engage your employees that feel good on your pocket and good for your employees:

- Reward input, not just output
- Help them connect
- Accommodate for life outside of work
- Celebrate the success together
- Make your ideas theirs
- Support their passions, both professionally and personally
- Remember your manners ... say "thank you"

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*We hope you found the Play Book useful. Please send your thoughts &
suggestions to info@PolarisStrategic.com*