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Driving Performance: Optimizing Data Tools and Transparency

James Proctor & Jenine Vincent / October 26, 2022

Key Takeaways

- ✓ . What it takes for data to be useful

- ✓ . The concept of data transparency

- ✓ . Overcoming common problems experienced in expanding the use of analytics across organizations

- ✓ . Best practice for developing dashboards and what to look for in a data analytics platform

Presenters

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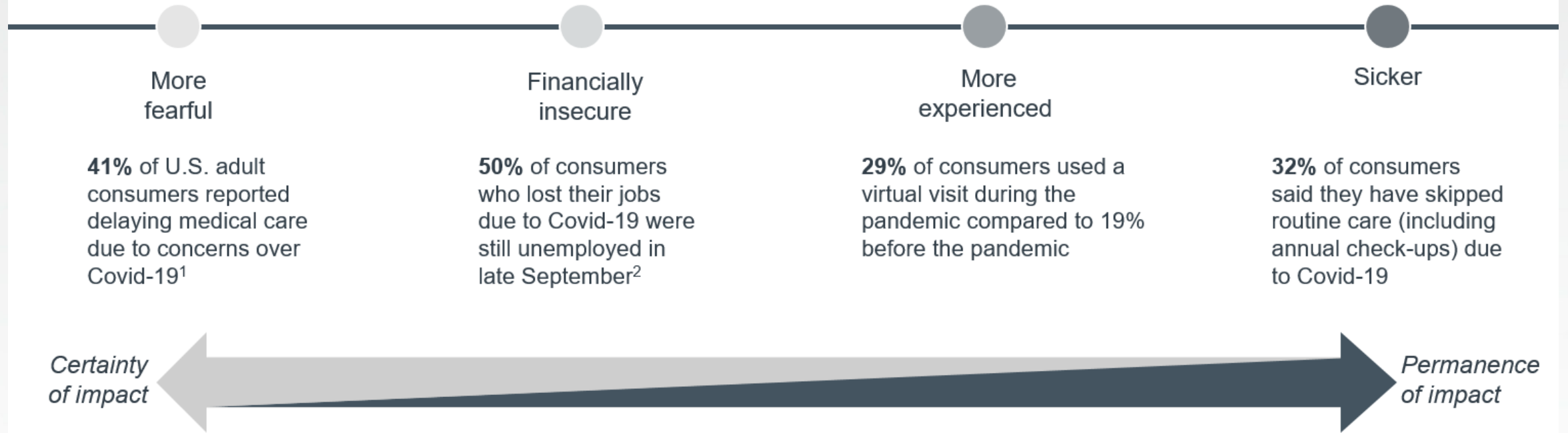
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Headwinds for 2022

- Continued fluctuation of volume due to deferred care and COVID-19 waves
- Higher supply expenses with longer length of stay, higher patient acuity
- Stock market and investment income volatility
- Inflationary pressures, including higher interest rate environment
- Higher staffing costs, including travelers
- Repayment of 2020 loans, Medicare accelerated payments
- Uncertainty of additional Federal stimulus for healthcare organizations

Meet Your New Consumer

Profile of the “peri-Covid-19” consumer



Worsened health status expected across the board

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“Long-hauler” Covid-19 survivors at risk of long-term damage to vital organ systems



Heart – 60% of patients had ongoing myocardial inflammation



Kidneys – 20% of hospitalized patients have experienced acute kidney injury, many of whom require future dialysis



Lungs – 77% of patients in Chinese study developed scarring on lungs



Nervous system – 37% percent of hospitalized patients in Wuhan study had neurologic symptoms

Even those who never contracted Covid-19 suffering from stress and isolation



Physical health – Social isolation has been linked to a 29% increased risk of heart disease and a 32% increased risk of stroke



Behavioral health – 45% of Americans reported their mental health has been negatively impacted by stress and worry over virus

Short and long-term challenges remain

FOUR CHALLENGES



Manage capacity, staff resiliency through remaining Covid-19 surges



Stabilize financials, recover volume



Adjust to new consumer behaviors, preferences



Address changing health status, equity

NEAR TERM

LONGER TERM

Four Keys to Financial Success

- 1.** / Having an accurate picture of where you are financially at any given moment
- 2.** / Understanding your organizations key financial drivers
- 3.** / Having a tool to accurately track your financial drivers
- 4.** / Having a financial planning process in place with monthly goals defined and tracked

Dr. H. James Harrington says in his book, *Things Matter* :

“Measurement is the first step that leads to control & eventually improvement. If you can’t measure something, you can’t understand it. If you can’t understand it you can’t control it. If you can’t control it, you can’t improve it.”

Questions to Ponder

- 1.** / Do you struggle with getting people to look at data and their performance?
- 2.** / Is it challenging to interpret the data and draw conclusions?
- 3.** / Are you using data to guide decision-making in your organization?

Market Observations on Data

Volume

The sheer amount of data being harvested across all platforms is staggering; what is valuable and useful, and what isn't?

Availability

Data isn't easily accessible or consistent. Data reporting platforms difficult to use and may require multiple systems to get full picture.

Accessibility

Analysts "own" the access to the data and run reports when requested. Report turnaround time depends on workload.

Complexity

Significant time and energy required to summarize data and draw conclusions.

Timeliness

The relevance of the data decreases as the time gap widens.

Context

Transparent

Understandable

Timely

Trustworthy

Often, access to data is restricted to analysts and senior leadership



Senior Leadership

Traditional recipient of reports run by analysts. Reviews performance on periodic basis.



Providers

Typically only privy to wRVU performance at a predefined interval, rarely more frequent than monthly, but often more infrequent.



Middle Management & Staff

Rarely (infrequently) sees personal performance or reports over areas they control. Guided by Senior Leadership with respect to areas to focus on improving. Reliant on Analysts for data.



Analysts

Traditional users of data, pulls data and interprets results primarily for senior leadership. Frequently run the same series of reports every week or month.

Successful data transparency empowers users to drive change FORVIS



Senior Leadership

On-demand access to data with performance tracking and KPI alerts of performance deviations increase speed of proactive interventions.



Providers

Monitor and track real-time performance to gauge quality productivity.



Middle Management & Staff

Identifies opportunities to drive change and behavior to impact localized understanding and performance in areas of influence.

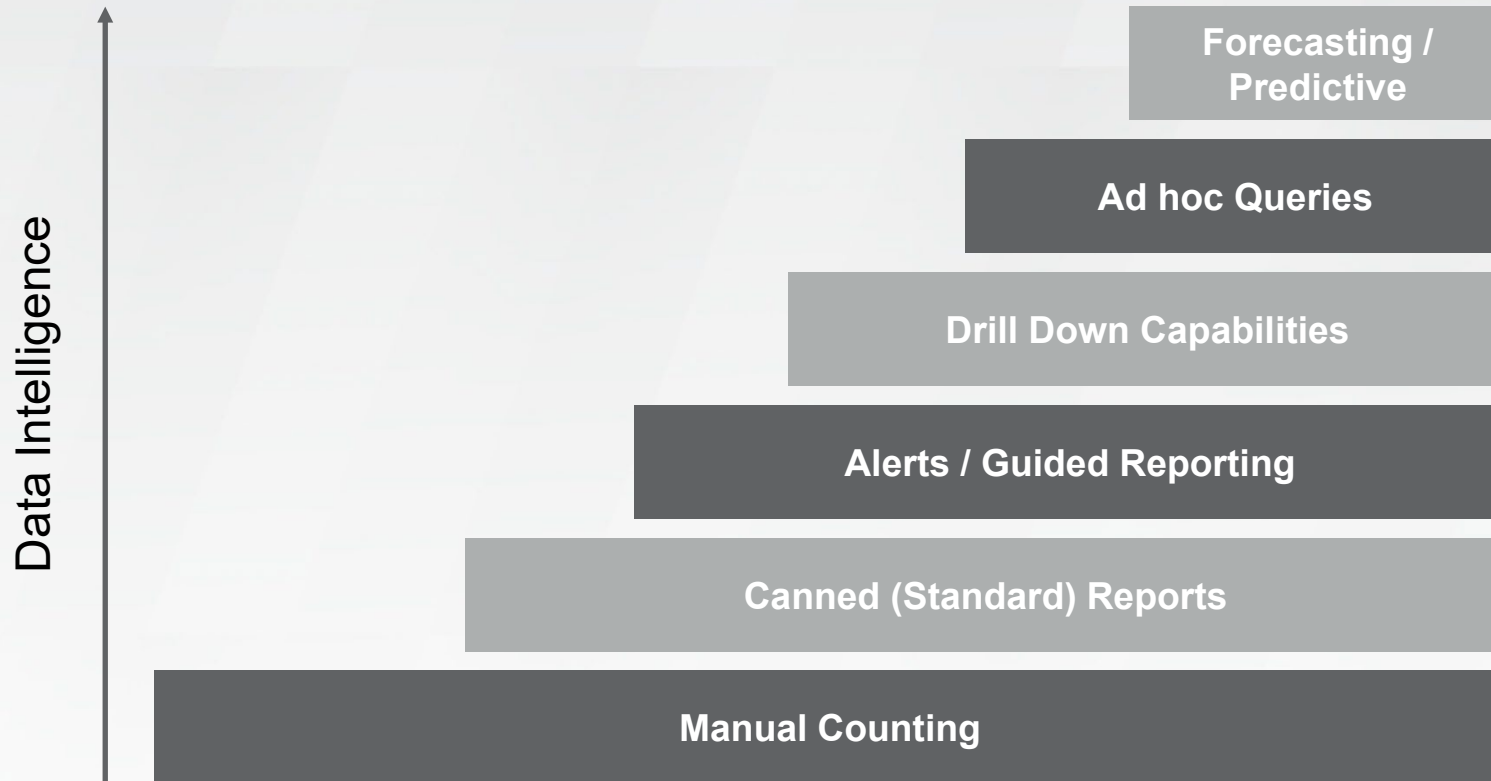


Analysts

Supports organizational strategic priorities by being the conduit for users to discover the capability and capacity of their analytics platforms.

Data as a Strategic Advantage

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Common pitfalls experienced by organizations expanding the use of analytics

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- Data normalization, validation and accuracy

- Incomplete / Inadequate training on data system

- Understanding metrics and how to impact them

- Unnecessary limitations to access and transparency

- Identifying and creating data evangelists

- Communication, accountability, and resistance

Four Steps to Create a Culture of Data-Driven Decision Making

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Alignment

Leadership articulation of values expected behaviors

Update processes to reinforce desired behaviors



Education

Continuous education and reinforcement

Encourage others to use data whenever possible



Accountability

Communicate expectations

Monitor behaviors and reward success



Consistency

Use data publicly and consistently

Ensure data is easily accessible

Data Transparency, KPI Development, Goal Tracking

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TOS Collections

Goal: Improve frequency of collection and amount collected and time-of-service



Check-In Registration

Goal: Improve capture rate of email addresses and portal registrations at check-in



Provider Productivity

Goal: Increase provider satisfaction, trust, and productivity.



Days to Enter Charges

Goal: Reduce the number of days to enter charges



Telehealth Adoption

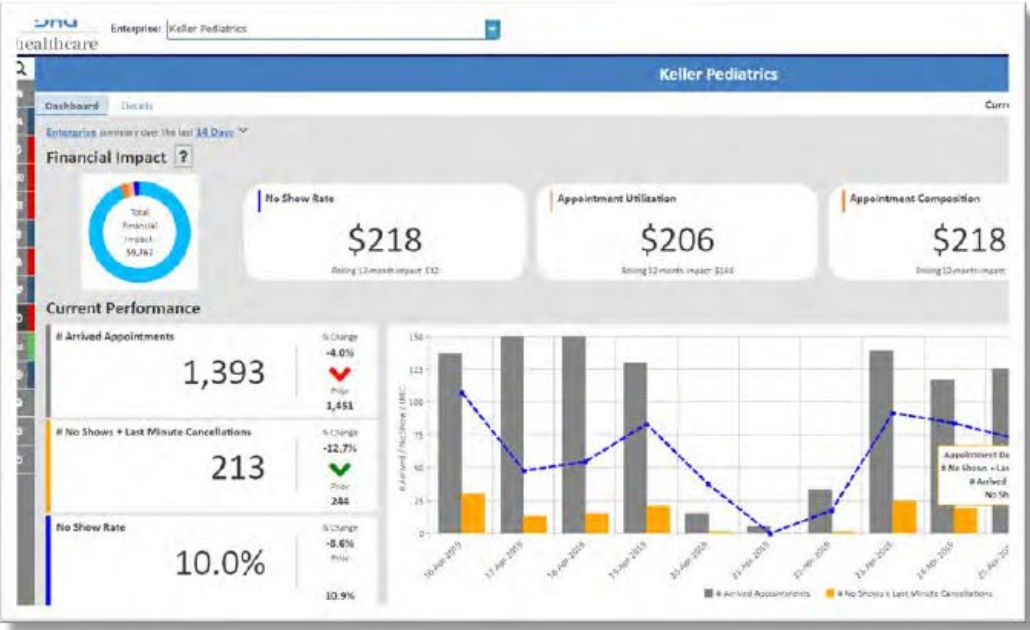
Goal: Track adoption of telehealth and increase visit efficiency

Tailor Data to be Easy to Understand

Overly Complicated / Hard to Understand



Tailored Dashboards



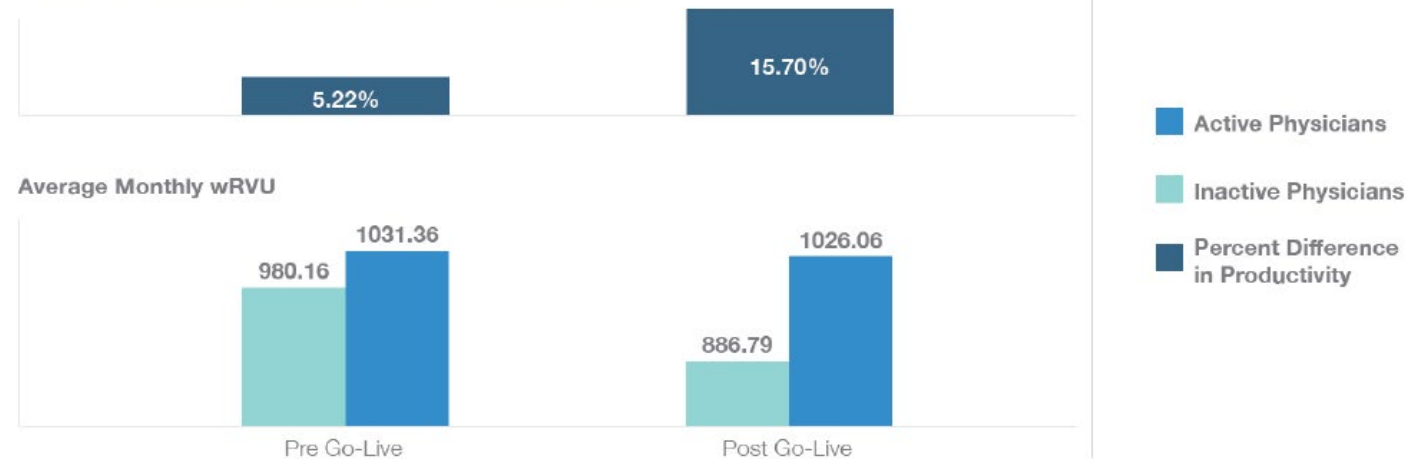
Data Influences Performance – Case Study

Orthopedic single specialty physician enterprise

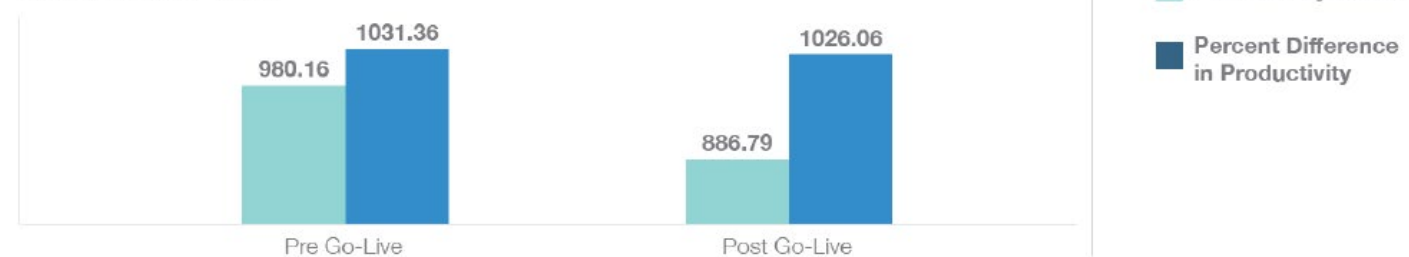
Active Physicians Became More Productive Following Go-Live

(Pre Go-Live is considered June 2019-December 2019 and Post Go-Live is considered January 2020-July 2020)

Productivity Difference Between Active and Inactive Users



Average Monthly wRVU



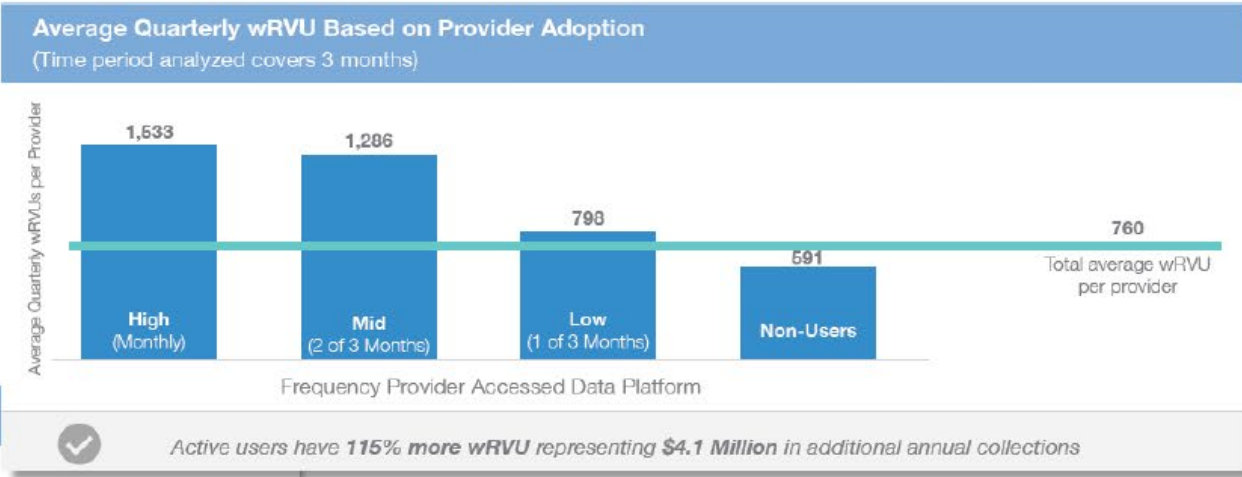
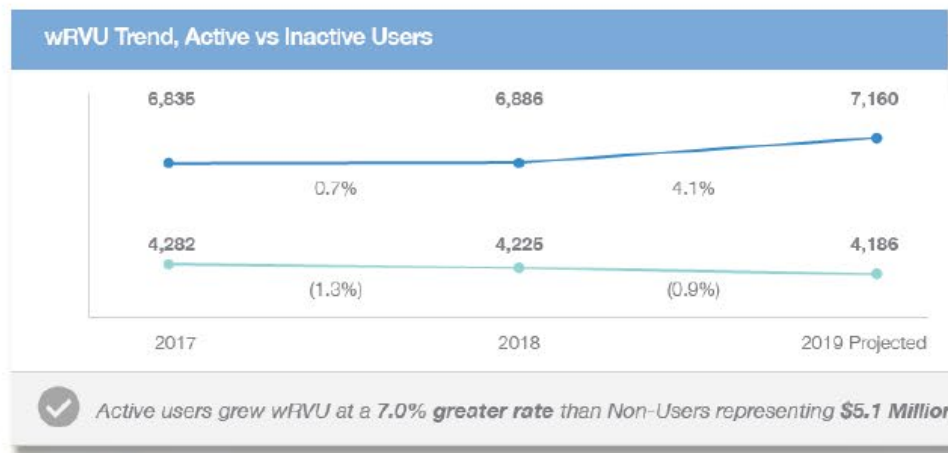
Data Influences Performance – Case Study

Multispecialty physician enterprise

450+
Providers

28%
Provider adoption

67%
Leadership engagement



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Thank you!

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