You Bought the Gear, Are You Ready for the MOUNTAIN?

Technology may be the easiest part of the journey

The rapid expansion of health care data and pervasive use of IT in health system processes have set the stage to leverage advanced analytics and AI for better, more efficient care delivery.

Just as climbing a mountain requires extensive training and meticulous preparation, there are disciplines health care organizations must master to get repeatable, sustainable value from their analytics and AI initiatives.

PREP FOR THE CLIMB

Gather the assets you need for success

Health care organizations are eager to implement innovative technologies. But without a strong foundation in data sources, architecture, governance, and a culture of data-driven decision making, these programs will fail to deliver consistent value.

You need:

A range of **data sources**

- Social determinants data
- Patient-reported data
- Unstructured clinical data
- Unstructured non-clinical data
- Clinical partner data
- Mobile or IoT device data

A **mature platform** for data management

Questions to ask yourself:

- ☐ Do you have an enterprise data warehouse?
- ☐ Do you have your data governance under control?
- ☐ Have you reconciled data across your source systems?

A supportive organizational **culture**

Questions to ask yourself:

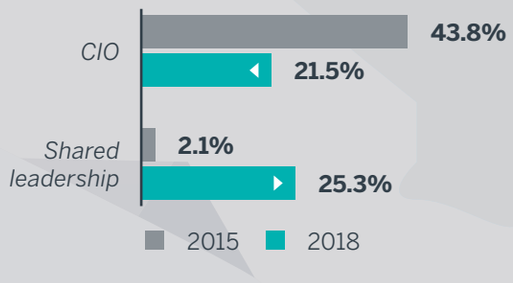
- ☐ Do you have a team that celebrates analytics as a corporate asset?
- ☐ Do you have widespread stakeholder agreement on program goals?

PICK YOUR TEAM

Successful programs require strong talent and effective leadership models

As analytics programs mature, they start to impact the entire organization, opening up opportunities for non-IT leaders to use data to improve processes. Our recent analytics and AI survey shows that while deep technology expertise is in demand when building an analytics team, executive leadership has shifted away from technologists to include other members of the C-suite.

Which C-suite executive **leads** your analytics efforts?[1]



When building your analytics teams, which of the following have been your **most productive** sources of talent?[1]

THE PATH FORWARD

The AI may be the easy part

With all of the necessary assets in place, health care organizations are ready to put analytics and AI into practice. The process begins with explicit agreement from leaders on outcome goals, what constitutes success, and a theory about how the benefits will be realized. This should also include early participation by frontline representatives of the impacted processes. Building an analytics and AI program is an ongoing journey, following a cycle of development and performance improvement.

Acquire data

- The more the better, but…
- High-quality, well-governed data pays enormous dividends
- Diverse, cross-continuum sources improve predictions and robustness of models

Train or refine the model

- Decide what features are important (e.g., explainability)
- Apply practical and ethical constraints
- Evaluate under realistic conditions (silent mode, real-time, incomplete data)

Incorporate models into workflow

- Embed insights directly into applications at key decision points
- Reengineer processes as warranted
- Consider the "five rights"[2] of decision support

Monitor performance and revisit

- Ensure all AI models have a sponsor and regular evaluation against goals
- All models require tune-ups as the environment changes

Advisory Board | Health Care IT Advisor

1) Results are from a mix of C-suite members, VPs, directors, and other IT and non-IT leaders who took the 2018 Analytics and AI Survey.

2) The right information, to the right person, in the right format, through the right channel, at the right time.

Visit us on the web:
advisory.com/hcita/AnalyticsSurvey