

CASE STUDY CAROLINAS HEALTHCARE SYSTEM

Encore Defines Five-Year Business Intelligence Strategy for Carolinas HealthCare System

CHALLENGE

Carolinas HealthCare System (CHS) is a complex and extremely broad organization with many unique reporting and data management needs. At the time that CHS was seeking a consulting partner they had deployed a variety of technologies for the organization's clinical, revenue cycle, financial, and analytical needs. As a result, CHS was facing an increased demand for information from all of its systems.

CHS sought a consulting partner to develop unified business intelligence (BI) approach to support their business reporting, medical informatics, and analytics/planning activities. CHS engaged Encore Health Resources (Encore) to define a BI strategy that would provide for:

- A BI governance model with steering committee oversight and roles / responsibilities
- Data integrity and stewardship standards and procedures
- A BI architecture that would support data access and enterprise BI needs along with necessary controls, security, and auditing
- Processes and methods to access and utilize data, information and BI, including appropriate software tools, systems, and staff resources
- Corporate policies that support CHS's BI objectives
- A value proposition of associated costs and expected benefits

SOLUTION

Using Encore's proven approach to data management strategy development, coupled with a BI framework of people, process and technology, Encore assisted CHS in their journey to becoming a data-driven and accountable organization. Encore evaluated CHS's current state and desired future state to develop a five-year strategy for each of the above components.

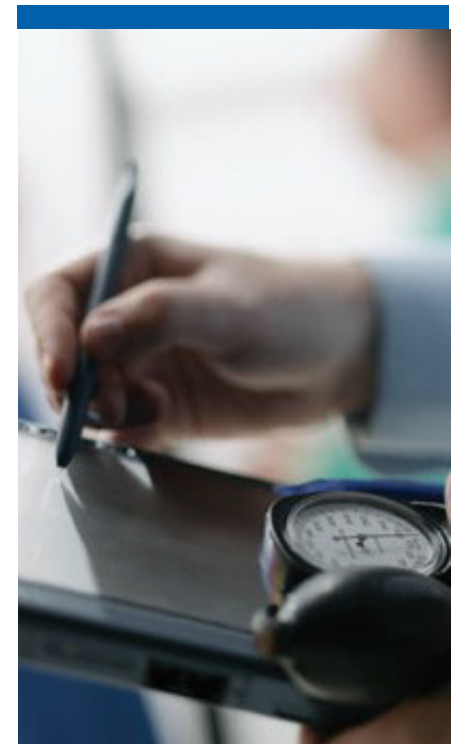
The key phases in Encore's approach included:

- **Project Initiation:** This vital first step in the project level-set expectations, defined roles and responsibilities, and established timeframes for deliverables.
- **Decision Framework Definition:** This step included education, information gathering, documentation, and analysis to build a firm understanding of the clinical and business requirements that would drive strategy definition.
- **Alternative Strategies Definition:** Encore team members evaluated the difference between the current and future states of the organization relative to enterprise integrated informatics and identified and evaluated the various alternatives the organization might pursue to achieve their goals.
- **Analytics Strategy Decisions:** Encore presented the alternatives to the Executive Steering Team and facilitated a discussion and decision on which alternative to adopt as the data management strategy.
- **Roadmap Delivery:** Encore defined an implementation plan that turned the strategy into a series of action steps that started the organization on its path to achieving the objectives defined in the decision framework.



ABOUT CAROLINAS HEALTHCARE SYSTEM

Carolinas Healthcare System (CHS) is one of the largest public, not-for-profit healthcare systems in the country. CHS has about 40 hospitals and more than 900 healthcare locations. Altogether, these facilities account for nearly 7,800 licensed beds. There are approximately 60,000 employees, full-time and part-time, including more than 3,000 physicians and advanced clinical practitioners and 14,000 nurses. Annually, CHS serves more than 3 million patients and exceeds 10.5 million patient encounters.



CASE STUDY **CONTINUED**

IMPACT

The final BI strategy defined a centralized Center of Competency approach to coordinating collaborative efforts (people) between both common and disparate functional domains of healthcare analytics.

These functional domains include:

- Clinical analysis, such as quality and population management
- Applied clinical or implementation research
- Research, including population research
- Operational components, including managed care analysis and product line management

The strategy also defined a data governance structure (process) and phased approach to addressing the pressing governance disciplines of data stewardship, data quality, 'gold sourcing', and information lifecycle management.

Finally, the strategy included a multi-year, phased approach to completing an enterprise data warehouse (technology) applying commercially available 'accelerators.' CHS is now in the process of acquiring approvals to implement the agreed upon strategy. 