



# *SAMHSA-HRSA Center for Integrated Health Solutions*

## Improving Staff Analytic Capability for Population Health Management

April 28, 2015



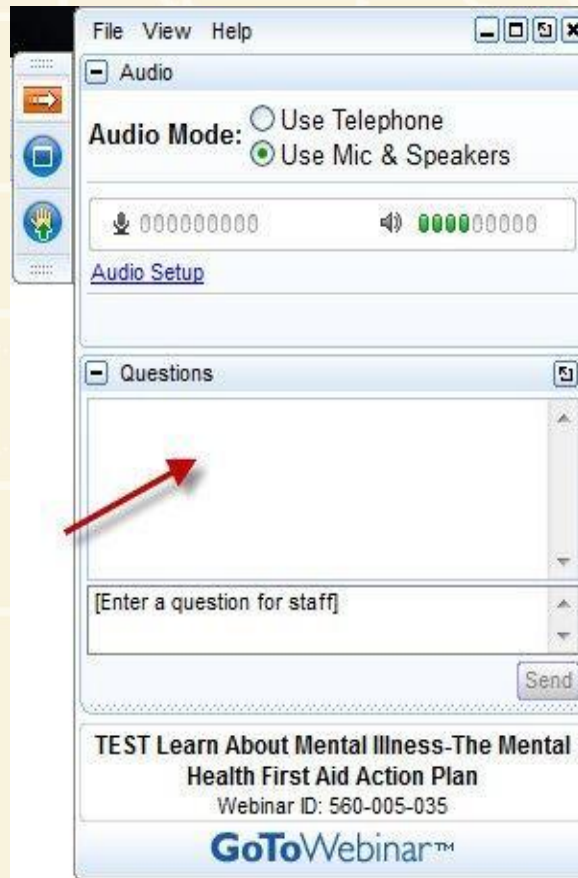
# *SAMHSA-HRSA Center for Integrated Health Solutions*

**Slides for today's webinar are  
available on the CIHS website at:**

[www.Integration.samhsa.gov](http://www.Integration.samhsa.gov)

*under About Us/Innovation Communities*

## Our format...



### Structure

Short comments from experts  
Specifics from their point of view

### Polling You

Every 20-minutes  
Finding the “temperature” of the group

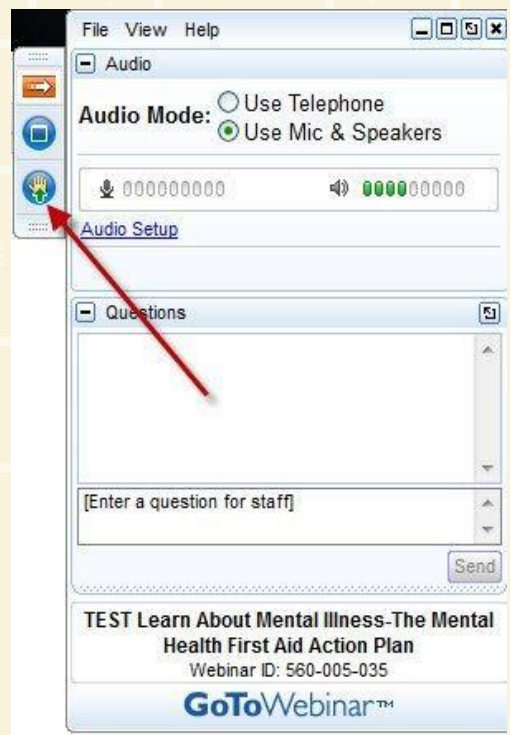
### Asking Questions

Watching for your written questions

### Follow-up and Evaluation

Ask for what YOU want or expect  
Ideas and examples added to the  
AOS Resource Center

# How to ask a question during the webinar



If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. **(left)**

If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**



# Today's Agenda

- Welcome
- Updates from the Innovation Community Members
- Four Steps for Improving Analytic Capability
- Discussion/Questions
- Next Steps



# Let's do this!!

1. Identify the Need (*Completed!*)
2. Allocate Resources to Address the Need (*Completed!*)
3. Conduct an Agency Needs Assessment (*Completed!*)
4. Use the Needs Assessment Findings to Develop your Work Plan (Feb-March)
5. Execute the Work Plan with Passion & Urgency (March-August)
6. Seek Out Resources (Dec-August)
7. Share What you Learn!! (Dec-August)

# ***Analytics at Work: Smarter Decisions Better Results***

by Davenport, Harris & Morison

- **D** for accessible, **high-quality data**
- **E** for an **enterprise** orientation
- **L** for analytical **leadership**
- **T** for strategic **targets**
- **A** for **analytical** talent

Source: Gemignani & Gemignani

**INDIVIDUAL  
STAFF**

**ORGANIZATION**

<b>Data Customer</b>	<b>Data Author/ Producer</b>
<b>Culture of Measurement/ Data Fluent Culture</b>	<b>Data Product Ecosystem/ CQI</b>



# Building Staff Analytic Capability

1. Leadership Buy-in & Defining terms
2. Leveraging CQI Processes & Staff Champions
3. Basic Training through Pilot Process
4. Building the routine & Celebrating Results

# 1. Leadership Buy-in & Defining Terms

- Leadership must drive this change through robust metric choice, communication, & follow-thru
- Must Insure Processes, Tools, & Standards are maintained in place

## **Definitions:**

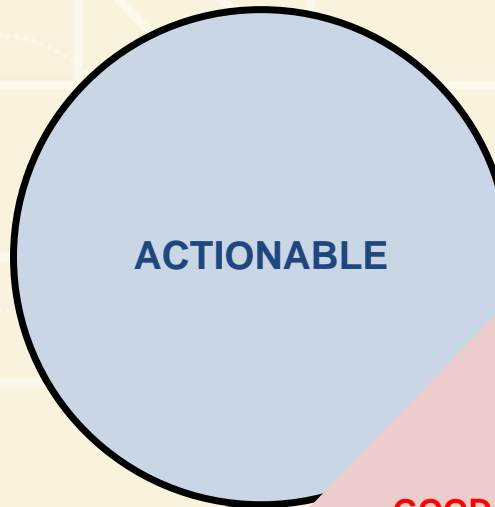
- Population Health Management
- Continuous Quality Improvement
- Key Performance Indicator
- Dashboard
- Rapid Cycle Test
- Others?

## 2. Leveraging CQI Processes & Staff Champions

- Leverage your CQI team/committee & Adopt a CQI method (e.g., Niatx)
- Use past successful efforts (& address past “failures”) to carry forward a method for rapid-cycle change
- Find staff who do this naturally (i.e., analytically inspired) and engage them as Champions

Source: Gemignani & Gemignani

When metric changes the cause & required actions are clear



**ACCESSIBLE & CREDIBLE DATA**

Data can be collected with modest effort from source that is trusted

**GOOD METRIC**

**COMMON INTERPRETATION**

Staff know what the metric means

**TRANSPARENT & SIMPLE TO CALCULATE**

Method for generating metric is shared & well understood

## 3. Basic Training through Pilot Process

- Organization-wide team based effort
- Team data targets must roll-up to organizational/mission level targets
- Keep it simple to start
- Beware of the weeds...
- “Over-communicate”



## 4. Building the Routine & Celebrating Results

- Test staff data use readiness & train to target
- Use dashboards to convey progress
- Benchmark across organization to drive innovation
- Move-forward without leaving behind...
- Celebrate, celebrate, celebrate, then celebrate again
- Always tie progress or setbacks to the vision
- Remind often that CQI and PHM do not end

# General Staff Training

## Data Fluency Inventory Survey

**Use of Data:** In My Organization & By My Colleagues

**Data Skills:** How Would Your Ability to... & Your  
Colleagues Ability to...

**Value Placed on Data:** For Me & For My Colleagues

# Primary Drivers of Successful PHM

- Do you have a **strategic plan** for how data is shared and leveraged to improve care? If you do, is it being used/updated regularly?
- Is your **leadership involved** in the creation, articulation, and monitoring of this plan? If yes, how are they involved?
- Are your IT, QI, finance and clinical leads **meeting regularly** to execute this PHM plan?
- Are all staff taking the time to think through your PHM/CQI efforts?

# Questions?

**KEEP  
CALM  
AND  
ASK  
ON**



# Suggested Reading

**Keeping up with the Quants** By Davenport

<https://enterpriseproject.com/sites/default/files/Keep%20Up%20With%20Your%20Quants.pdf>

**Data Fluency: Empowering Your Organization with Effective Data Communication**

By Gemignani & Gemignani

<http://pdf.th7.cn/down/files/1502/Data%20Fluency.pdf>



## For More Information...

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## ***SAMHSA-HRSA Center for Integrated Health Solutions***

**Thank you for joining us today.**

**Please take a moment to provide your feedback by completing the survey at the end of today's webinar.**