

CASE STUDY CARILION CLINIC

Encore Improves Effectiveness of Health Analytics Program

CHALLENGE

Carilion engaged Encore to improve the effectiveness of their Health Analytics program across the organization. Carilion had implemented components of a health analytics infrastructure, including an Enterprise Data Warehouse. The existing Health Analytics/ Business Intelligence infrastructure was not being fully utilized, so Carilion needed assistance with determining how to make the components fit together and the necessary resources to deliver an effective Health Analytics program. The overall challenge Carilion faced in this effort was having portions of a health analytics infrastructure in place as well as fragmented tools and reporting organizations.

Carilion requested Encore’s support to perform the following activities:

- Assess the effectiveness of general Health Analytics operations and processes
- Provide recommendations of the skills sets, resources, and staffing levels necessary for an optimized Health Analytics organization providing clinical informatics and reporting
- Create a future-state Health Analytics strategy for clinical informatics and reporting for the entire organization
- Develop a strategy to create a centralized functional organization for analytics
- Construct a plan to migrate functionality from redundant tools to smaller tool set
- Establish processes for identifying business requirements and for developing business intelligence reports as well as an analyses and quality assurance process


SOLUTION

Encore’s solution to meeting Carilion’s needs involved using a 5-phase Health Analytics strategy development process. This process involved meeting with stakeholders from across the organization to identify the current state of health analytics and documenting the findings from discovery sessions. Encore facilitated the development of the guiding principles for the Health Analytics program with the Carilion Executive Steering Team (EST) and developed a set of alternative solutions based on those principles. Encore presented these alternatives to the EST who selected the preferred solutions. Encore was then able to deliver a Health Analytics strategy that defined 9 components through the perspectives of people, processes, and technology. Encore delivered a final presentation which reviewed the solution and the 18-month detailed strategy as well as a 5-year, high-level strategy for the Health Analytics program.

RESULTS

Encore provided key deliverables for this engagement:

- Data governance structure and plan
- Reporting organization structure and transition plan
- Analytics design process
- New, defined roles and skill sets

Carilion is now in the process of utilizing the implementation steps provided in the final report to move forward with the recommended Health Analytics strategy. 



ABOUT CARILION CLINIC

Carilion Clinic (Carilion) is a not-for-profit healthcare organization that is based in Roanoke, Virginia, and serves almost 1 million Virginians in 18 counties and 6 cities in western Virginia and southern West Virginia. This 1,187-bed organization has net revenues of over \$1.4B, employs 600 physicians representing more than 60 specialties, serves 195 practice sites, has over 50,300 annual admissions, and provides care for 850,000 primary care and 187,176 emergency department visits.

