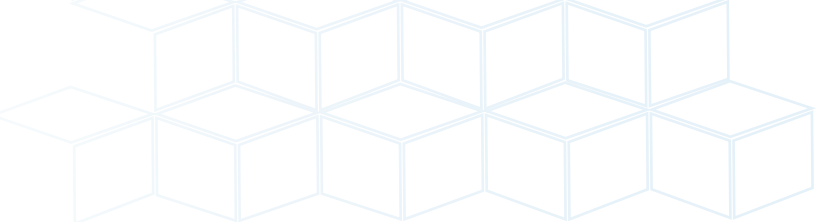




HIMSS Analytics Survey

Sponsored by Dimensional Insight®

**How Successful Is Analytics in Supporting
Executive Level Strategic Decision-Making?**



EXECUTIVE SUMMARY

We've all heard that "data is king" and that one of the keys to winning in this new value-based world is to use data to make more informed, numbers-backed decisions. Indeed, hospitals and health systems have mountains of clinical, operational, and financial data at their disposal, thanks to the proliferation of electronic health records (EHRs), time management systems, and other sources of data within their organizations. But are they able to successfully harness that data to support strategic decision-making at the executive level?

This is the question HIMSS Analytics and Dimensional Insight set out to answer. What we found was that despite the investment in tools to support data-driven decision-making, the data isn't being leveraged daily by the executive ranks.

THE RESULTS

HIMSS Analytics surveyed 110 senior healthcare leaders about their use of analytics.

- ☐ While the majority (92.7%) of organizations have an analytics strategy, less than one-third (31.8%) have been executing on that strategy for some time.
- ☐ Approximately two-thirds (67.9%) of hospitals and health systems have an executive dashboard to support strategic decision-making.
- ☐ However, only one-third (35.1%) of those who have an executive dashboard use it on a daily basis to make decisions.

That means less than 1 in 4 (23.9%) leverage their data at an executive level daily.

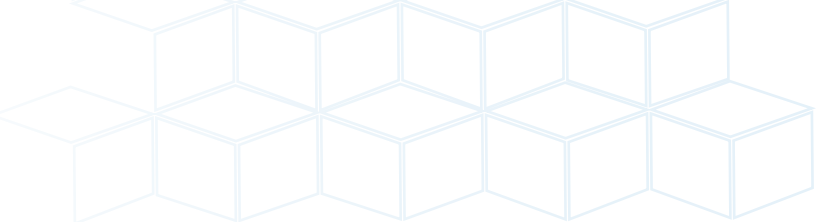
Furthermore, the survey results show that decision-making is largely siloed.

- ☐ The majority of organizations (58.6%) use the analytics provided through their executive dashboard to facilitate decisions at a departmental or single-hospital level.
- ☐ Only 24.3% of healthcare organizations are able to leverage analytics throughout an entire multi-hospital system.

Are the number of analytics tools in use by healthcare organizations hampering organization-wide decision-making? While it may seem that more tools correspond to more insights, conflicting numbers or definitions of measures can lead to a lack of consensus and more siloed decisions.

- ☐ Healthcare organizations have an average of nearly 4 analytics tools in use.
- ☐ 1 in 6 organizations (16.5%) use 10 or more analytics tools system-wide.

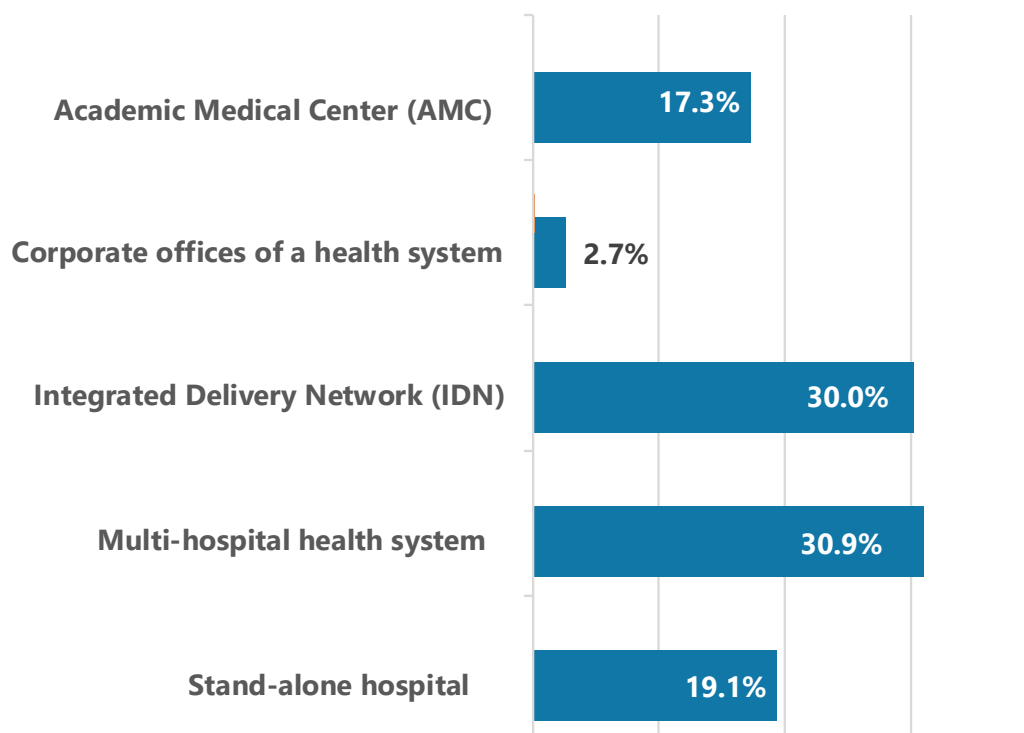
Hospitals and health systems may have purchased analytics solutions, but how do they extract value from those solutions? How do they get real results from their investment? This is the challenge healthcare organizations now face when it comes to their data.

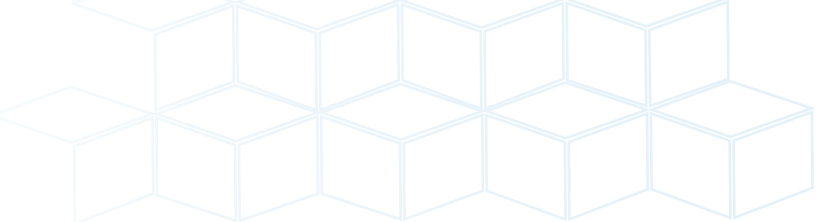


SURVEY DEMOGRAPHICS

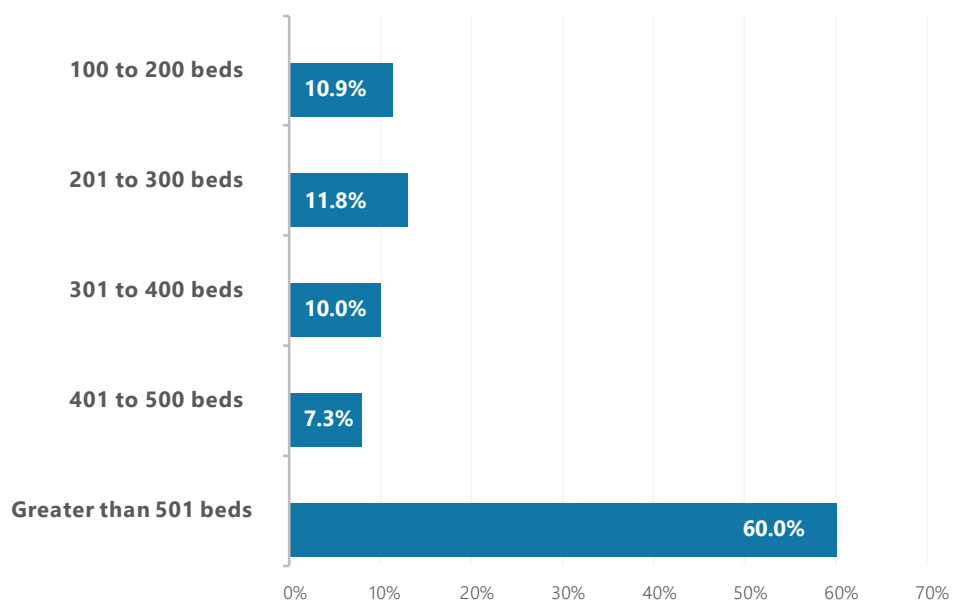
For the survey, HIMSS Analytics gathered responses from 110 senior healthcare leaders at hospitals and health systems.

Type of organization

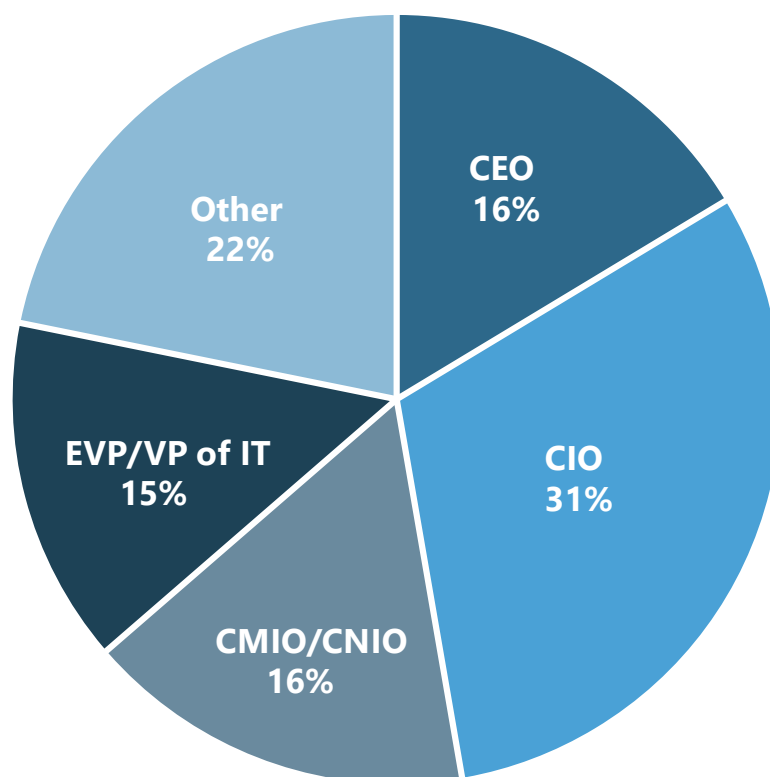




Number of beds

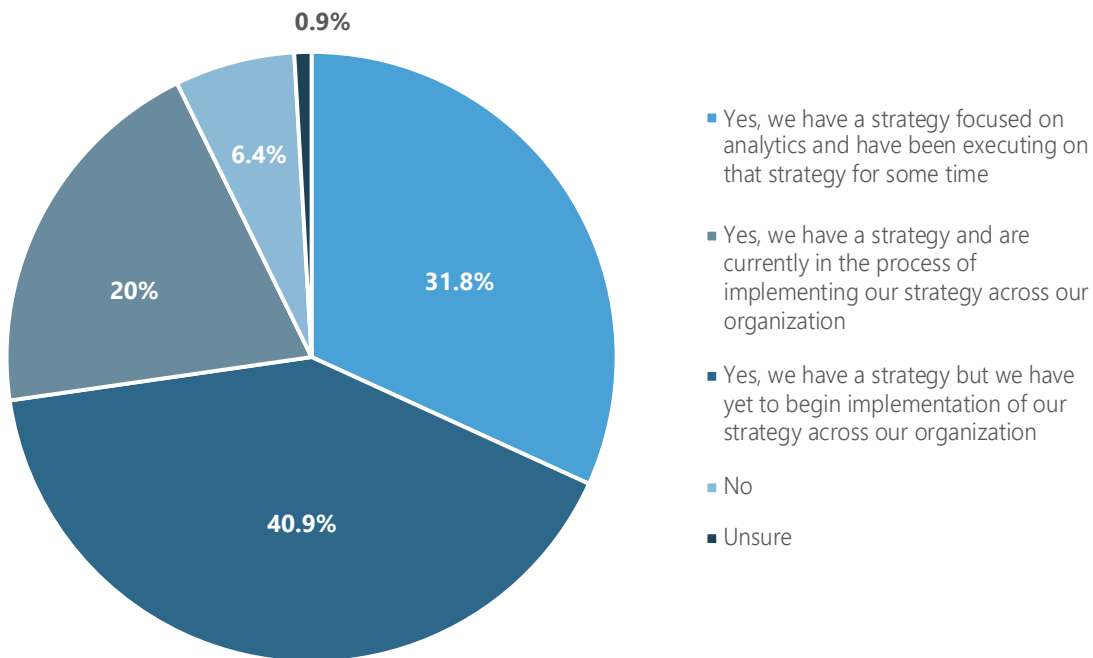


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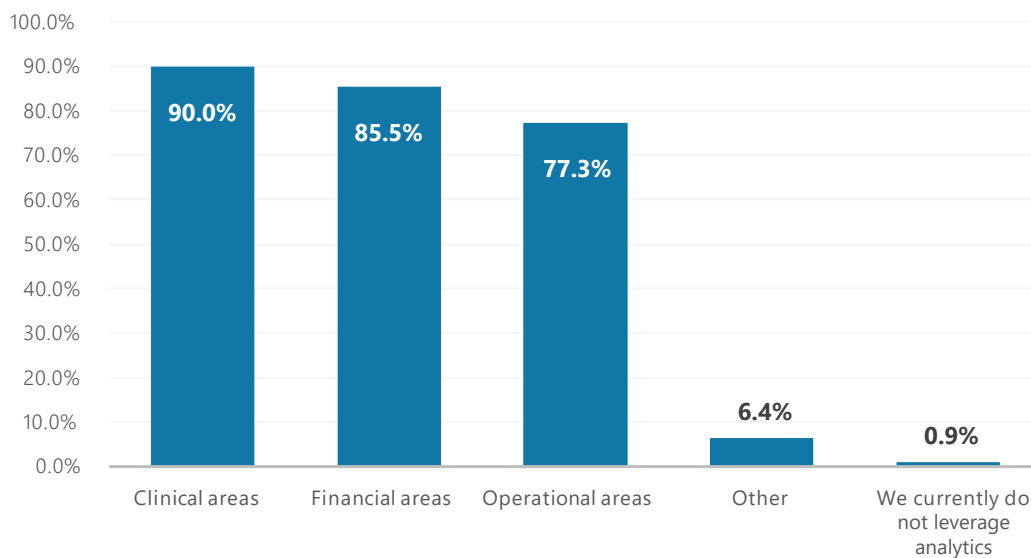
1. Does your organization have a strategy to integrate analytics into the workflow across your organization?

Respondents were asked whether they currently have an analytics strategy in their organizations. While the answer was overwhelmingly “yes” (92.7%), only 1 in 3 has been executing on that strategy for some time.



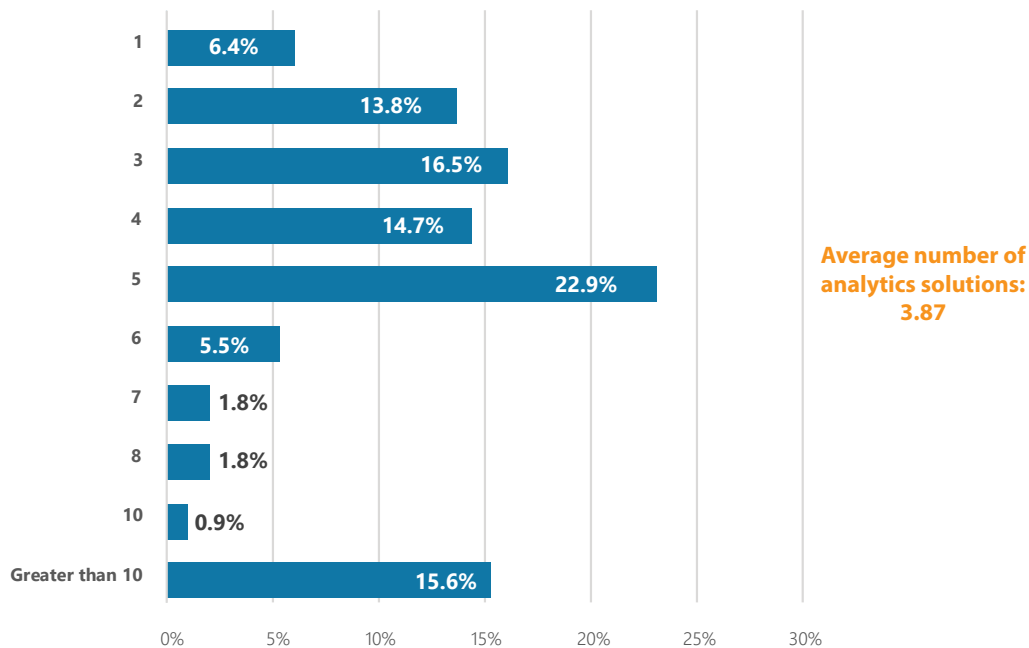
2. In what areas is your organization currently utilizing analytics?

Respondents indicate that analytics is currently being used widely in clinical, financial, and operational areas in hospitals and health systems.



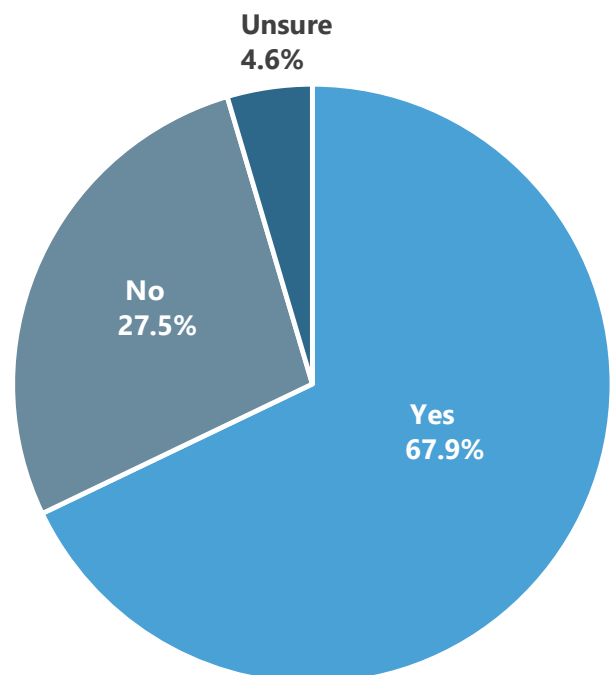
3. How many analytic solutions are currently being used within your organization?

While healthcare organizations use an average of nearly three analytics solutions, 1 in 6 (16.5%) use 10 or more analytics solutions system-wide.



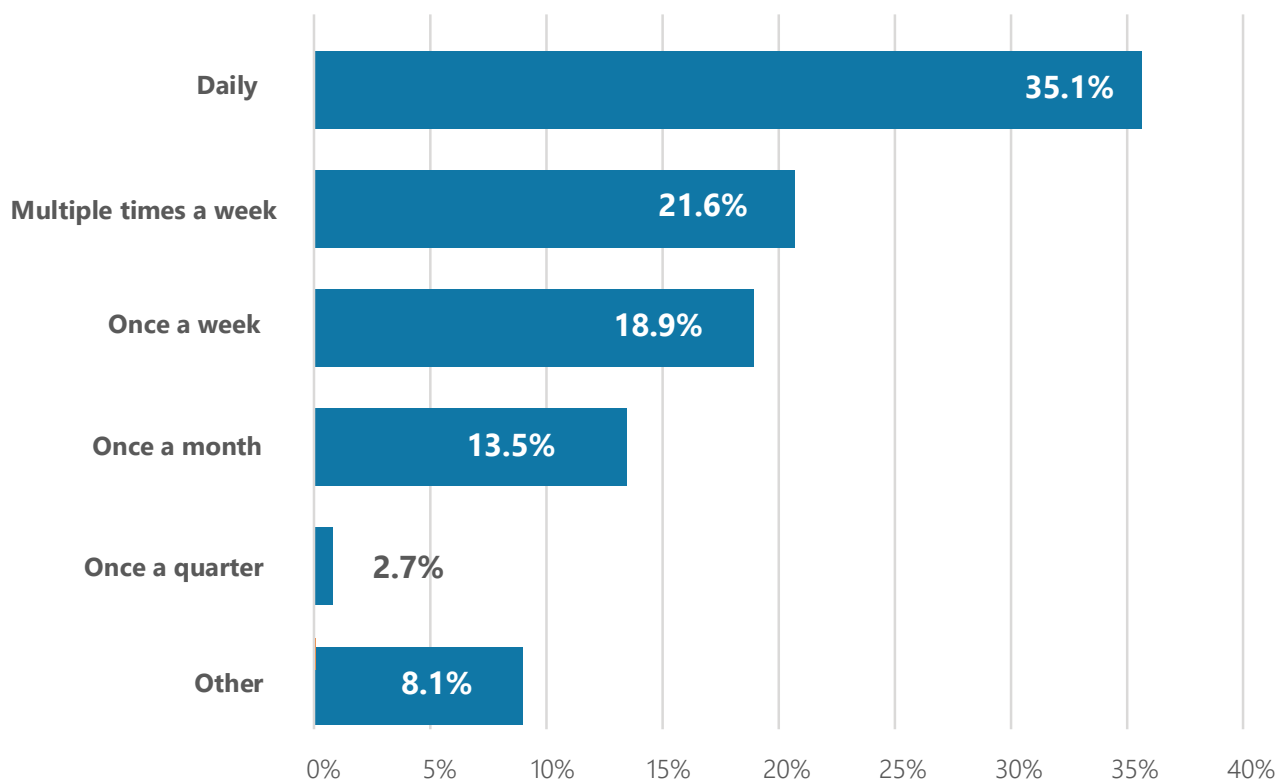
4. Does your analytics solution provide an executive dashboard to support your organization's strategic decisions and direction?

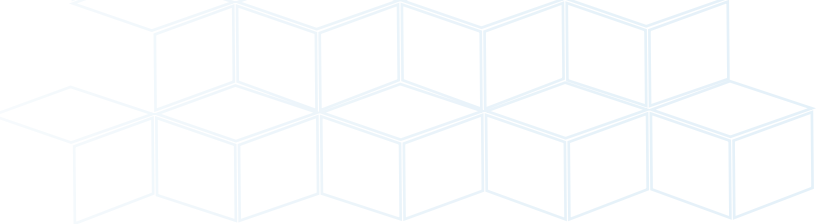
An executive dashboard is an easy way for senior healthcare leaders to get a read on important data within their organizations and ensure that leaders can make data-driven decisions to support their strategic goals. Two-thirds of respondents (67.9%) indicated they currently have a dashboard to support their organization's strategic decisions.



5. Which of the following best describes how often you leverage your executive dashboard to make strategic decisions for your organization?

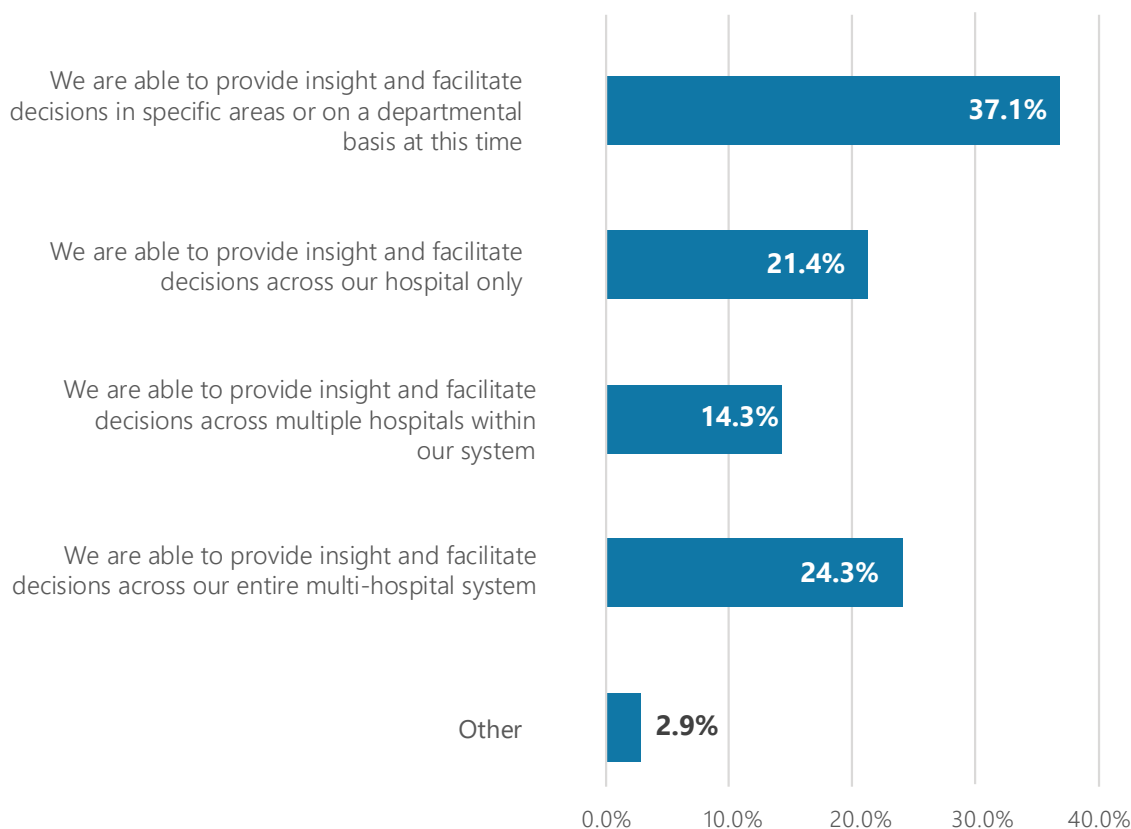
Despite the fact that most organizations do have an executive dashboard, most are not using it on a daily basis. Of those organizations that indicated they do have an executive dashboard, only one-third (35.1%) are using it daily. This means that in total, less than 1 in 4 (23.9%) healthcare organizations are using an executive dashboard daily for strategic decision-making.





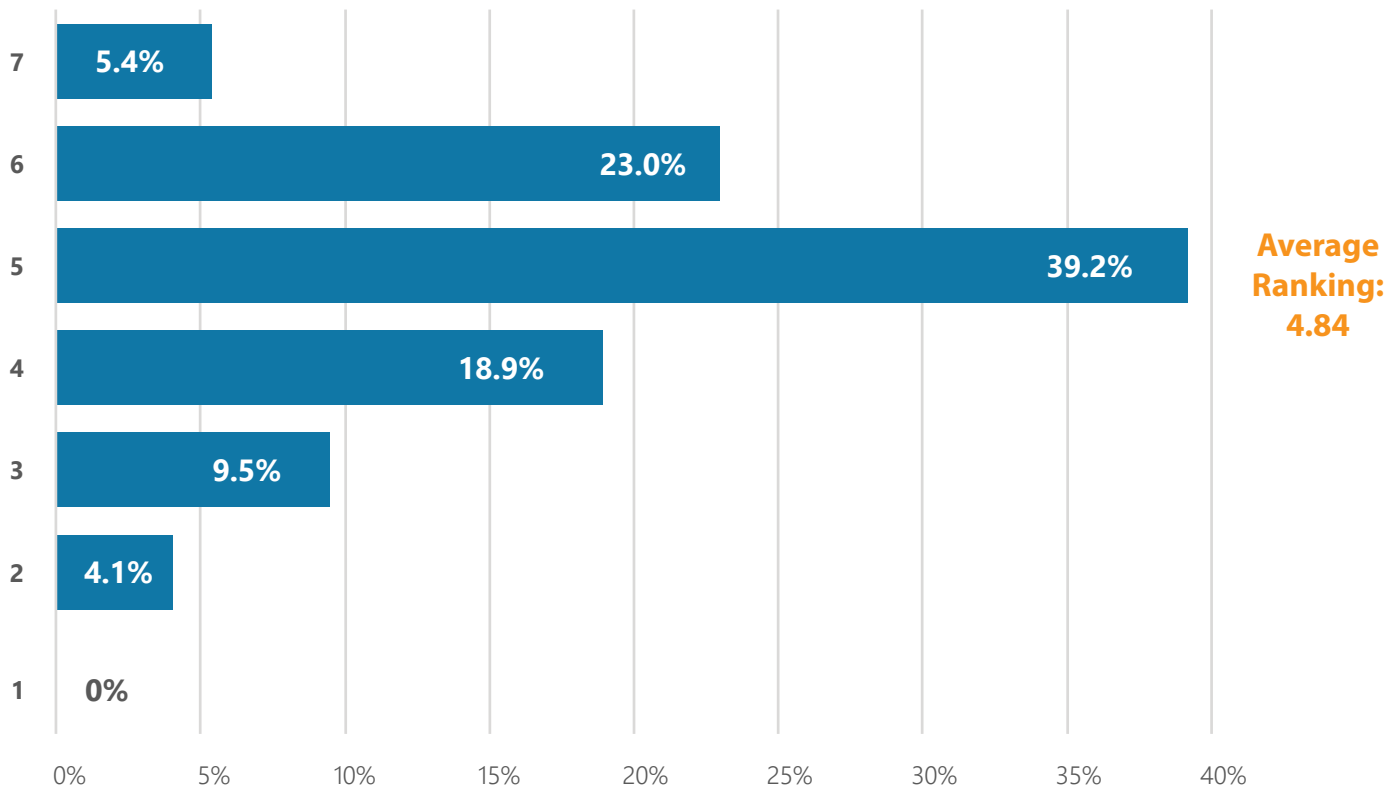
6. Which of the following best describes your ability to leverage decisions made through analytics and your executive dashboard throughout your organization?

The survey data indicates that most healthcare organizations are able to leverage decisions made through analytics only on a departmental or single-hospital basis. Only 1 in 4 respondents (24.3%) indicated they are able to facilitate decisions across an entire multi-hospital system.



7. How would you rate your organization's success in leveraging your executive dashboard in making strategic decisions based upon specific metrics for your organization?

The survey data indicates there is a lot of room to grow in achieving success with an executive dashboard. On a scale of 1 to 7, with 1 representing "extremely unsuccessful" and 7 representing "extremely successful," respondents rated their success level at an average of 4.84.

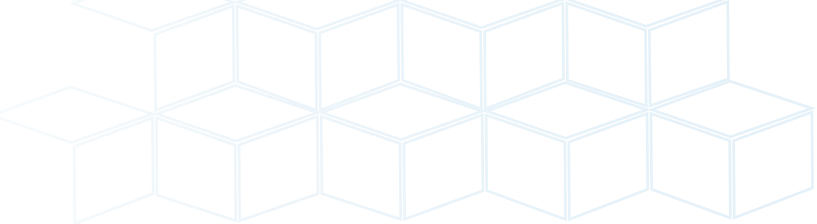


CONCLUSION

While hospitals and health systems have largely recognized the importance of analytics, many are having difficulty integrating it into their organization's strategic vision and everyday decision-making process. Many healthcare organizations have relied on a multitude of departmental analytics solutions, and as a result, they can only make decisions in a siloed manner.

In order to see success from analytics, healthcare leaders should do the following:

1. **Ensure that departments are working from the same numbers.** If “admissions,” for example, is defined differently in separate departments or areas of a health system, it's hard to make system-wide decisions when departments are arguing about the definition. Everyone needs to come to consensus on KPI or measures definitions—and understand where those numbers are coming from.
2. **Align analytics with the organization's strategic goals.** Analytics won't be successful if executives don't care about what you're measuring, or if they can't see how what you're measuring ties into the organization's most important goals. Leaders must consider their health system's overall strategic objectives and then map out analytics to support those initiatives.
3. **Use the executive dashboard daily.** Once the executive dashboard has been populated with the metrics that leaders agree match to their strategic goals, it's important to actually use that dashboard and track progress on key measures. This is the hard work of changing how decisions are made—but it's work that pays off in the end in the form of improved outcomes.



ABOUT DIMENSIONAL INSIGHT

Dimensional Insight® is a leading provider of analytics, data management, and performance management solutions, offering a complete portfolio of capabilities ranging from data integration and modeling to sophisticated reporting, analytics, and dashboards. The company is a seven-time Best in KLAS winner in healthcare business intelligence and analytics, most recently ranking #1 in 2020. Founded in 1989, Dimensional Insight has thousands of customer organizations worldwide. Dimensional Insight consistently ranks as a top performing analytics organization by customers and industry analysts in its core market segments including healthcare, manufacturing, and beverage alcohol.

For more information, please visit <https://www.dimins.com>.

