

# ConvergeHEALTH by **Deloitte.**

## Operations Intellect™ Health System Performance Management

Enable focused analytics designed to help you address department sustainable margin and performance.

Healthcare is evolving rapidly toward models that emphasize evidence-based treatment, measurable outcomes, and quantifiable value. In this dynamic market environment, health systems are under unprecedented pressure to adapt, survive, and thrive. Health systems are therefore redefining their operating models, to remove waste and costs, improve quality and value, and manage the shift from volume to value. Standard analytics may help identify issues, but rarely help health systems understand what to do about them.

Operations Intellect™, a module of the Health System Intellect™ solution suite, enables performance data management, metrics, benchmarks, models, and actionable visualization so that your health system workforce can focus on taking action to transform departmental operations such as the three phases of perioperative services (pre-op, surgery, PACU), nursing, ED, and imaging. Data, insights, and analytics are but a means to an end. Taking action requires seasoned guidance and knowledge to mature the performance management disciplines adopted by the health system to affect change across complex operations. Operations Intellect™ incorporates Deloitte Consulting's

deep understanding of current and emerging healthcare dynamics, relationships across markets and disciplines, and leading-edge analytics to help you identify, contextualize and solve your biggest performance challenges - today, and prepare to embrace tomorrow's opportunities with confidence. The Deloitte Consulting sustainable margin practices accelerate the use of analytics as one tool applied to the process improvement of your functional departments.

### Focusing on Breakthrough Opportunities

Performance management professionals use the Operations Intellect™ opportunity workbench to assess areas of potential improvement across the operating model of functional departments. High impact opportunities are discovered and explored using variation detection and root cause analysis techniques powered by measures, benchmarks, and models that matter for each specific facet of the health system operating model.

### Rapid-Cycle Performance Improvement

Once department performance opportunities are identified, whether in labor, costs, revenue, or processes, performance improvement (PI) interventions are designed, implemented and monitored by PI professionals and accountable operations leaders. No matter if LEAN, Six Sigma, PDCA or any Triple Aim PI methodology is being used, Operations Intellect™ supports the needed metrics, modeling, simulation, performance goals definition, and benefits realization tracking. Whether it is length of stay reduction, removal of surgical errors, care path utilization, or talent optimization, Operations Intellect™ provides the required performance improvement content and potential impact insights.

Take action on the opportunities to reduce variable costs by approximately 8-10% through process redesign, reducing variation, increasing reliability

Access robust data sets and advanced analytics to identify cost drivers and improvement opportunities for functional departments



### Measuring and Monitoring Performance

As health systems implement their operating model transformation initiatives, Operations Intellect™ provides analytic workflows to performance improvement teams to better monitor department costs and performance, identify variance from established target goals, and provide line-of-sight access to benefits tracking from the executive suite to individual workforce members being held accountable to performance goals. The solution analyzes normalized costs against external or internal benchmarks across departments and provides automated timely reporting of performance against goals. Any variances from a goal triggers the virtuous cycle of root cause analysis, opportunity identification, and performance improvement interventions.

### Scalable Performance Management Infrastructure

As health systems increase the scope and scale of their performance management programs, legacy infrastructure is not tenable. Hunting down performance data across disparate data repositories; operations workforce performing manual data abstraction; PI professionals creating worksheet “spread marts” to do their work; manual metrics definition and calculation; and untimely delivery of performance insights through static reports. All of these prevent achieving scale, speed and scope demanded of modern performance management programs. Health System Intellect and the Operations Intellect™ module are designed to modernize performance management infrastructure through innovative data management, content management, visualization, and applied data science techniques. Performance professionals can shift from non-value adding work, to applying their process reengineering and workforce engagement services in the pursuit for excellence.

### 360° Performance Insights

The Health System Intellect™ Dashboard brings together the many facets of performance insights into a single measure and monitoring experience. Line of sight is provided to the health system’s workforce from the executive suite, down to the individual operations leader being held accountable to his or her performance goals. As areas of variation or missed performance goals are identified, the Dashboard is the jumping off point to perform deep dive root-cause analyses for specific functional departments such as surgical services, nursing, ED, and imaging.

### Content That Matters

ConvergeHEALTH by Deloitte has more than 27 nurses, doctors, PhDs, data scientists, and biostatisticians curating the content manifested in Operations Intellect™: measures, targets / benchmarks, models, visualization and analytic paths. This is in addition to the hundreds of healthcare performance improvement professionals of Deloitte Consulting’s sustainable margin practices that serve as content advisors and ultimately active users of Health System Intellect as we support our health system clients in the transformation of their operating model. Not only to survive, but to thrive, in the new market realities.

Get Started with Intellect. Schedule an introductory call with ConvergeHEALTH to discuss your current capabilities and goals for health system performance management.

Contact us at +1 855 804 9734 or [convergehealth@deloitte.com](mailto:convergehealth@deloitte.com) or visit [www.converge-health.com](http://www.converge-health.com)

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