Chapter 6
Data to Analytics to Insight: Role of rtDashboard at St. Joseph Mercy Health

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ABSTRACT
Continual feedback to adapt to external regulatory and competitive environment is essential in today’s complex healthcare landscape, and hospital leadership needs to transform its strategic planning process to reflect the market dynamic. Digital artifacts such as performance dashboard track operational data and transform these into key performance indicators (KPIs) to set organizational goals and align unit level operations. However, the velocity of change occurring in the marketplace needs a dynamic approach: a real-time aggregation of operational data into KPIs for a daily or weekly review to gain insights and respond quickly to evolving market expectations. This chapter discusses how an rtDashboard (real time dashboard) has evolved to become a key artifact that transformed the way a hospital in SE Michigan engaged in its strategic planning process.

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INTRODUCTION

Ever since organizations have started to use IT to streamline operations, they had two primary goals: *improve operational productivity and enhance decision making*. The first goal led to the automation of several operational activities which in turn led to inter-departmental-unit integration of transactions with customers, suppliers and other stakeholders. The *data collected from these transactions led to analysis* of gaps in responsiveness and/or inefficient use of resources so they can be addressed quickly and effectively. The second goal is to enhance decision making in a continually evolving market landscape, which is increasingly influenced by advances in technology and growing demand for consumer services using these technologies. Traditionally, organizations have used executive information systems or performance dashboards to aggregate data from transactions into key performance indicators (KPI) to assess performance gaps and develop strategic plans to address these gaps or revise targets for KPI.

Organizational KPIs representing management goals get cascaded down to the operational units to direct and influence their activities. However, the velocity of change occurring in the marketplace needs a dynamic approach: a real time aggregation of operational data into KPIs for a daily or weekly review to gain insights. These insights surface evolving changes in the market (external intelligence) or changes in customer expectations reflected by deviations in operational level targets (internal intelligence). Such continual *insight gained from analysis* of external and internal sources must be integrated with established KPIs, so that key decision makers can continue to align goals and actions.

Continual feedback to make organizations adapt to external environment is an essential characteristic of complex adaptive systems. Leadership of these organizations must support adaptation using any process methodology and/or an artifact that both tracks real time data in order to make KPIs both current and relevant, as well as integrate this data with key human insights. This chapter discusses how a rtDashboard (real time dashboard) has become a key artifact--along with multiple process changes--to help a hospital align their goals in both the operating units and in administration, and to adapt over time both the artifact and the planning process in order to reflect the changing environment. The chapter is organized into four sections:
Stories of Material Storytelling
www.igi-global.com/chapter/stories-material-storytelling/67435?camid=4v1a

Tackling Lack of Motivation in Aspirational Analytics Companies: SME Examples from the Manufacturing Industry
www.igi-global.com/article/tackling-lack-of-motivation-in-aspirational-analytics-companies/219340?camid=4v1a