



# Driving Impact Through Analytics: **The Value Achievement Program**

# Our Speakers



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# Agenda

- Industry Pain Points
- Baylor Scott & White Health Analytics Value Program
- Health Catalyst Value Prop / Solution
- Q&A

# Audience Poll 1

Which best describes your current analytics environment?

**A**

**We're just beginning to define what "value" means**

**B**

**We measure some analytic value, but inconsistently**

**C**

**We have many analytic tools but limited visibility into outcomes**

**D**

**We have a structured value measurement framework**

# Industry Pain Points



Analytics often prioritized without clear success criteria



Organizations struggle with shared definitions of value



Time-consuming processes to gather insights



Organizations focus on the next problem without reflecting on the impact of their success



Don't track whether key metrics have sustained over time and react to noise in variation

# Baylor Scott & White Health Analytics Value Program

# Baylor Scott & White Health at a Glance



**1,300+**

health system care sites,  
including hospitals, clinics and  
surgery centers



**3 million+**

MyBSWHealth  
accounts



**700K+** customers  
added in FY 24



**1.2 million**

covered lives  
(Health Plan and ACO)



**57,000**

employees



**\$15.5 billion**

total operating  
revenue



**13.5 million**

professional encounters  
annually



**7,200+**

physicians



**\$1.2 billion**

community benefit



# Before the Value Achievement Program

What We Were Seeing



## Competing Priorities Across Departments

- Multiple Requests and Priorities
- Need for Clear Approval Criteria
- Impact on Resources and Alignment



## Initiatives Launched Without Success Criteria

- Ambiguous Project Goals
- Misaligned Expectations
- Need for Measurable Objectives



## Analytics for Reporting Not Action

- Reporting-Focused Analytics Usage
- Limited Strategic Value
- Passive Organizational Impact



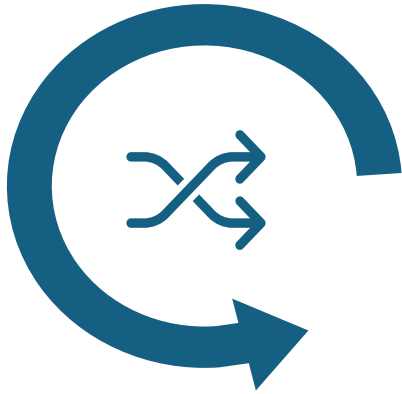
## Defining Value in Analytics

- Diverse Stakeholder Priorities
- Outcome-Based Value Measures
- Challenges in Evaluation and Adoption

We had analytics activity everywhere – but not always clarity, consistency, or value.

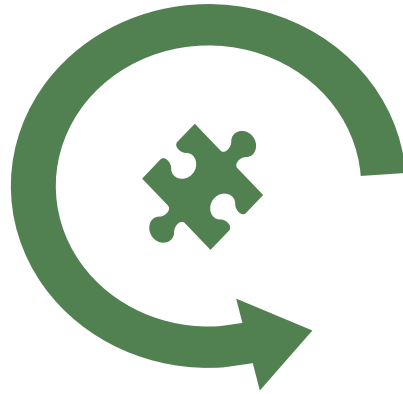


# What Changed with the Value Achievement Program



## Secured Alignment

- Executive sponsorship
- Stakeholder Involvement
- Analytics Adoption Team



## Defined Success

- Aligning Metrics With Business Goals
- Ensuring Appropriate Analytics
- Detailed Metric Standardization



## Enabled Ownership

- Clear Product Ownership
- Strategic Representation
- Continuous Stakeholder Engagement



## Clarified Value

- Precise Value Definition
- Consistent Data Collection
- Monitoring and Sustaining Improvements

# Impact



1.5K lives	5.1K days	23.4K days	\$58.9M cost	46,970 hours
<b>Potential Lives Saved</b> <ul style="list-style-type: none"><li>Near Real-Time Clinical Insights</li><li>Opportunity identification</li><li>Enhanced Workflow Efficiency</li></ul>	<b>Hospital / ICU Days Avoided</b> <ul style="list-style-type: none"><li>Fewer Hospital and ICU Days</li><li>Better Patient Outcomes</li><li>Cost Savings and Resource Optimization</li></ul>	<b>Patients Spent More Days at Home</b> <ul style="list-style-type: none"><li>Enhanced Comfort and Well-Being</li><li>Reduction in Hospital Stays</li><li>Emotional and Social Benefits</li></ul>	<b>Cost Avoidance</b> <ul style="list-style-type: none"><li>Significant Cost Avoidance</li><li>Process Optimization</li><li>Commitment to Efficiency</li></ul>	<b>Hours Reallocated to Other Work</b> <ul style="list-style-type: none"><li>Significant Time Reallocation</li><li>Measured Value Achievement</li><li>Enhanced Healthcare Productivity</li></ul>

# Value Story: Surgical Services



**Director, Periop**  
BSWH

## Time-to-Insight Transformation



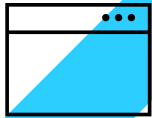
*"What used to take us two days to pull now takes just five minutes – thanks to the surgical services financial dashboard."*

Result: **99.5%** reduction in time!

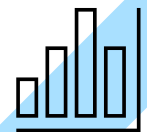
# Knowledge and Skills Gained



**Effective Goal Alignment**



**Stakeholder Engagement Techniques**



**Data-Driven Value Improvement**

# Future of Value Achievement Program

## Plan Template Integration

Integrating the value achievement plan template ensures consistency and transparency in the request process for improved outcomes.



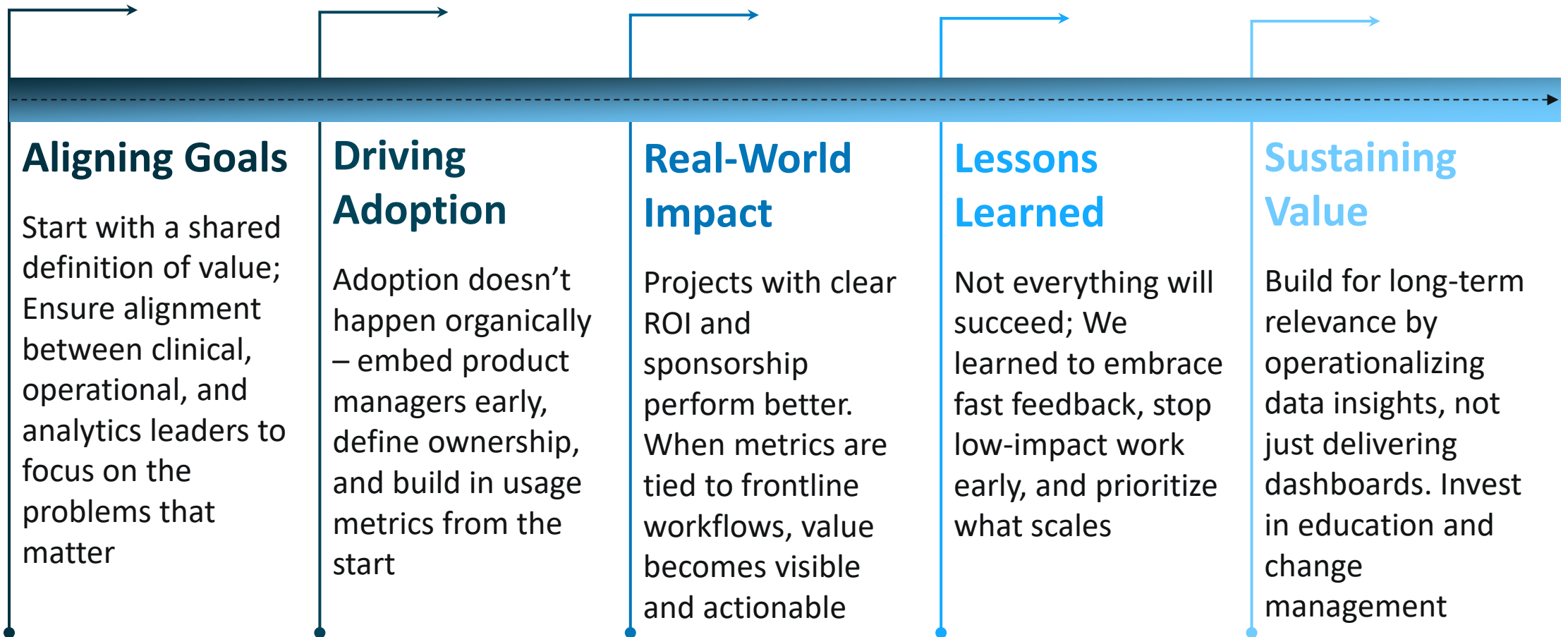
## Unified Analytics Platform

Development of a unified Power BI application will consolidate all acute clinical product metrics for efficient analysis and reporting.

## Expansion and Continuous Monitoring

The program will expand to other Analytics & Intelligence domains, with ongoing metric monitoring driving continuous improvement.

# Key Learnings and Recommendations



# Health Catalyst Value Solution



# Audience Poll 2

What's your biggest challenge in showing the impact of analytics work?

**A**

**Lack of clear success criteria**

**B**

**No shared definition of “value”**

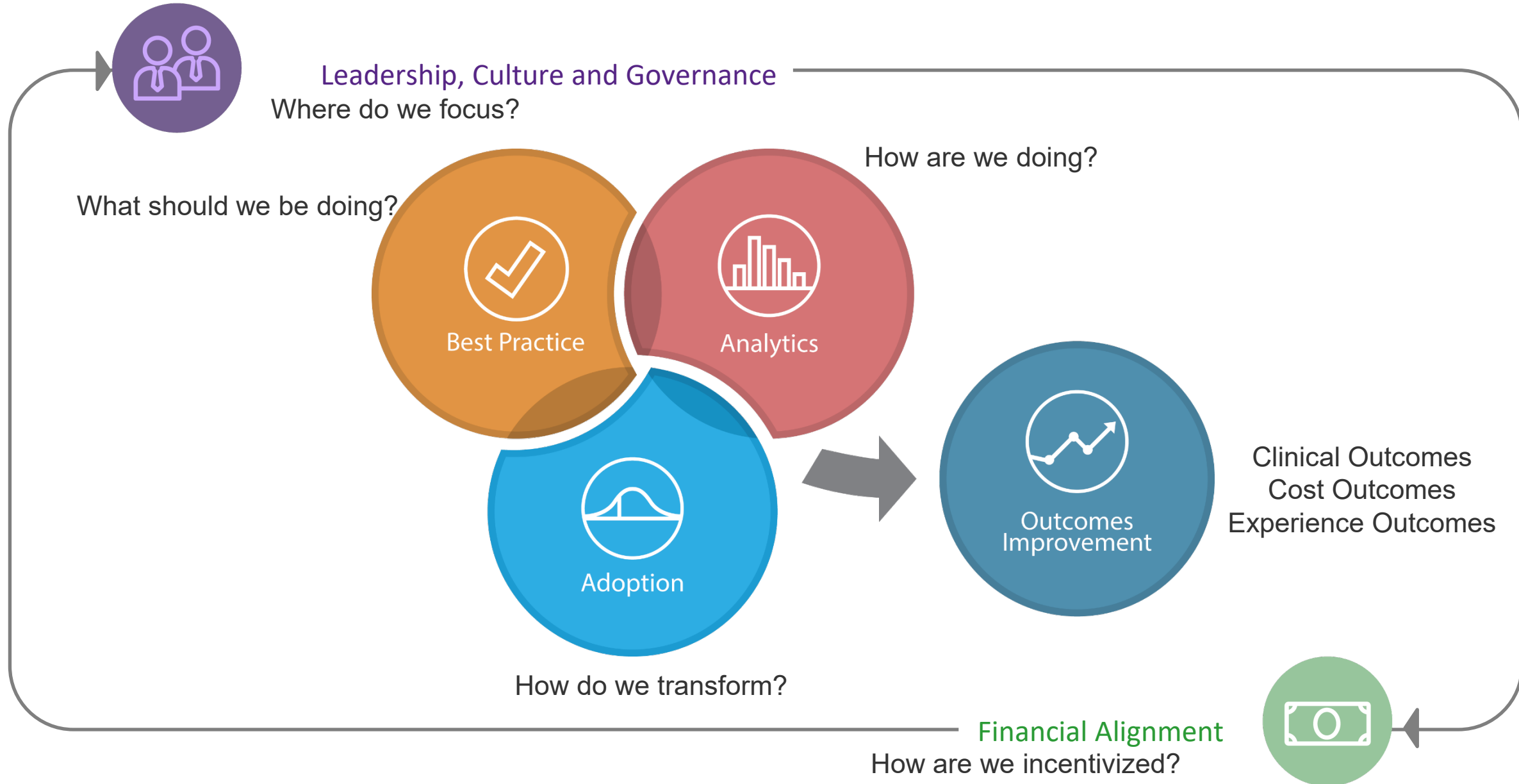
**C**

**Monitoring for sustainability after implementation of analytics tool**

**D**

**Limited tools to track sustained outcomes**

# Capabilities to Scale Outcomes Improvement



# Value Architecture Process



**Define the opportunity, mapped to strategic objectives.**



**Develop and implement SMART Project Goal(s)**

(includes upfront measures definitions, baselines, governance and communication, and data and analytics plan)



**Validate the improvement.**



**Quantify the value achieved.**



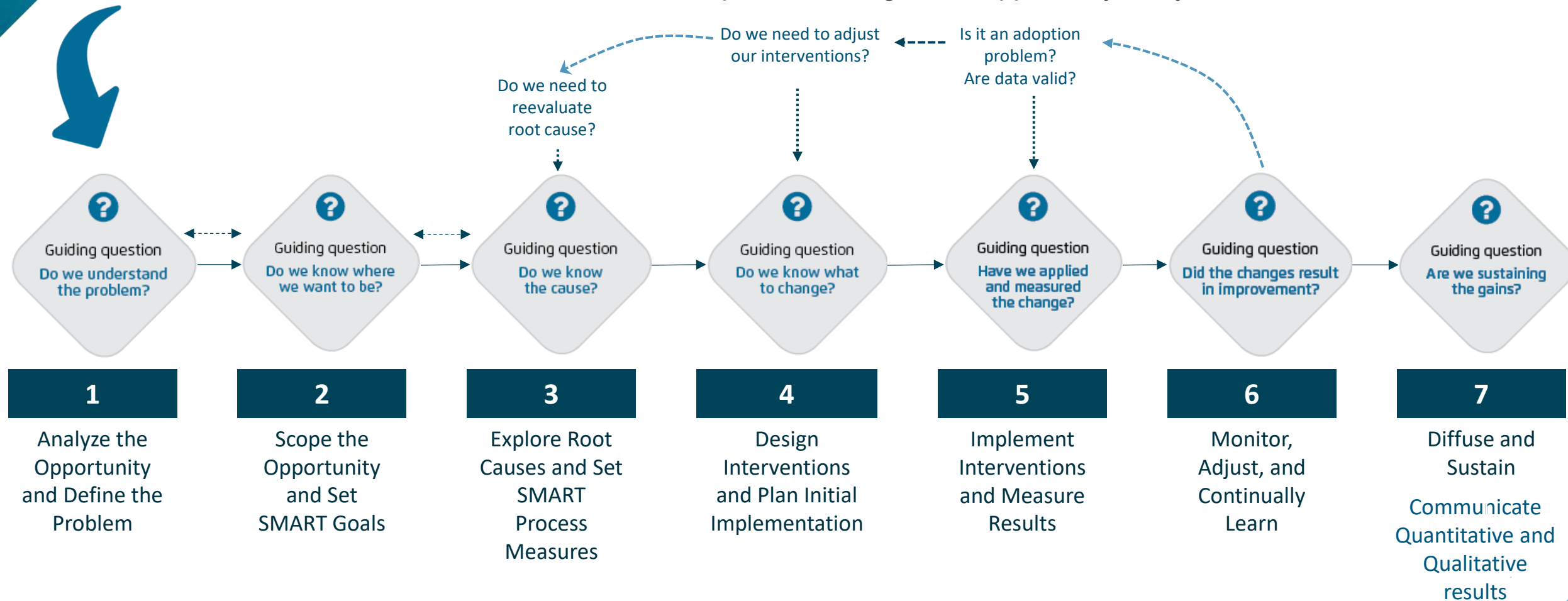
**Communicate the value.**



**Sustain improvements and identify opportunities to deliver more value.**

# Framework for Outcomes Improvement

**Start** with a directive from executive leadership based on high-level opportunity analysis and readiness assessment



# SMART Goals

## Starting with the End in Mind: Driving Project Success

**Why:** Ensure the organization achieves value from technology and associated improvement projects

**What:** Plans that help:

- Ensure projects are tied to strategic goals, and measurable goals, baselines, and estimated timeline are articulated before a project starts
- Ensure data and analytics that are needed to measure success—including data source, capture mechanism, etc.—are clearly defined

**Result:** Project success (measurable improvements) that you are excited to share internally and externally through case studies and presentations

### SMART Project Goal Template

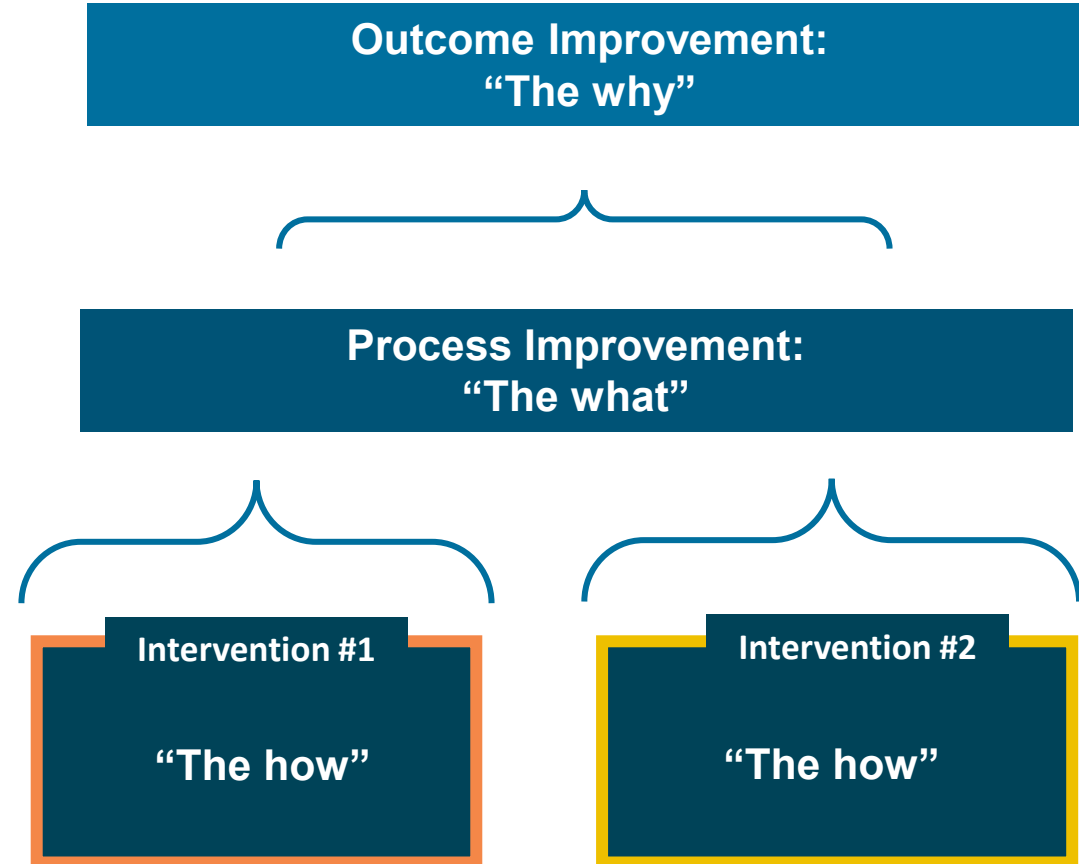
(SMART = Specific, Measurable, Achievable, Relevant, Time-Based)

Project	
Date	
Owner: HCAT CSL/Project Manager	
Client	
Population/Cohort of Interest	
Problem Statement	
Products used. Expected Installation & Training/Acceptance Date (if applicable)	

1. Key Project Objective(s)	2. Measurable Benefits	3. Measuring	4. Analyzing
What are the most important business objectives/initiatives this project supports?	What KPIs/metrics* or measures will you use for the expected results/benefits*?	When/how will you begin collecting data to understand your starting point (e.g., baseline)? What (specify the date range) is the baseline* period? What is your target* for improvement? What is the estimated value* of the improvement?	When (specify a date) and how will you begin analyzing performance, and when (specify a date) do you expect to achieve the measurable benefit?

# Goal Measures

## Example



### THE WHY

Outcome improvement goals are the long-term quality and cost targets healthcare organizations are trying to improve. Examples include:

- Reduce Mortality
- Lower Readmissions
- Reduce LOS
- Decrease Cost
- Improve Patient Experience
- Reduce Complications

### THE WHAT

Process improvement measures are focused on specific processes that will impact an outcome goal. Setting 2-4 process improvement measures should produce a significant outcome improvement. Examples include:

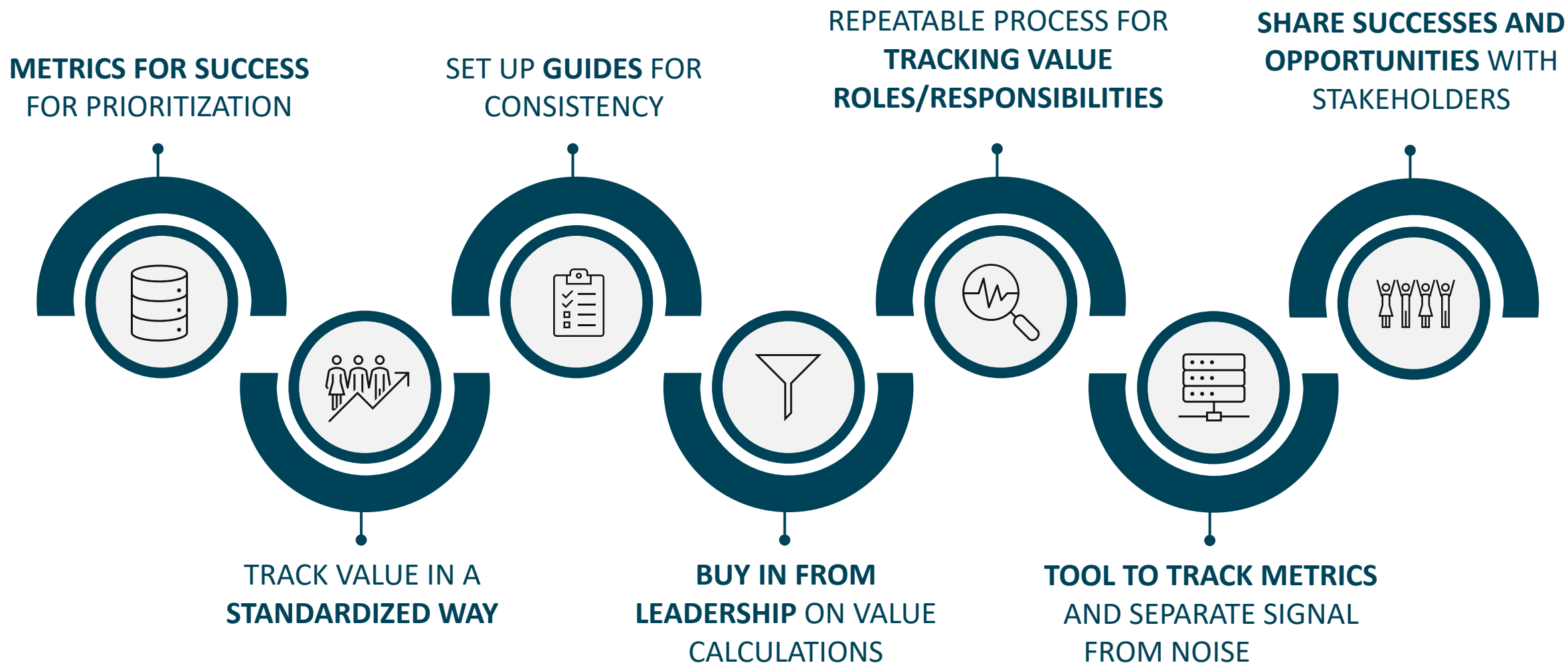
- Increase use of preferred medication X
- Decrease door to imaging time

### THE HOW

Interventions are the action items required to improve a process. Examples include:

- Update the order set per antibiotic stewardship
- Set up rapid response team and process

# Setting up a Value Program at your Organization



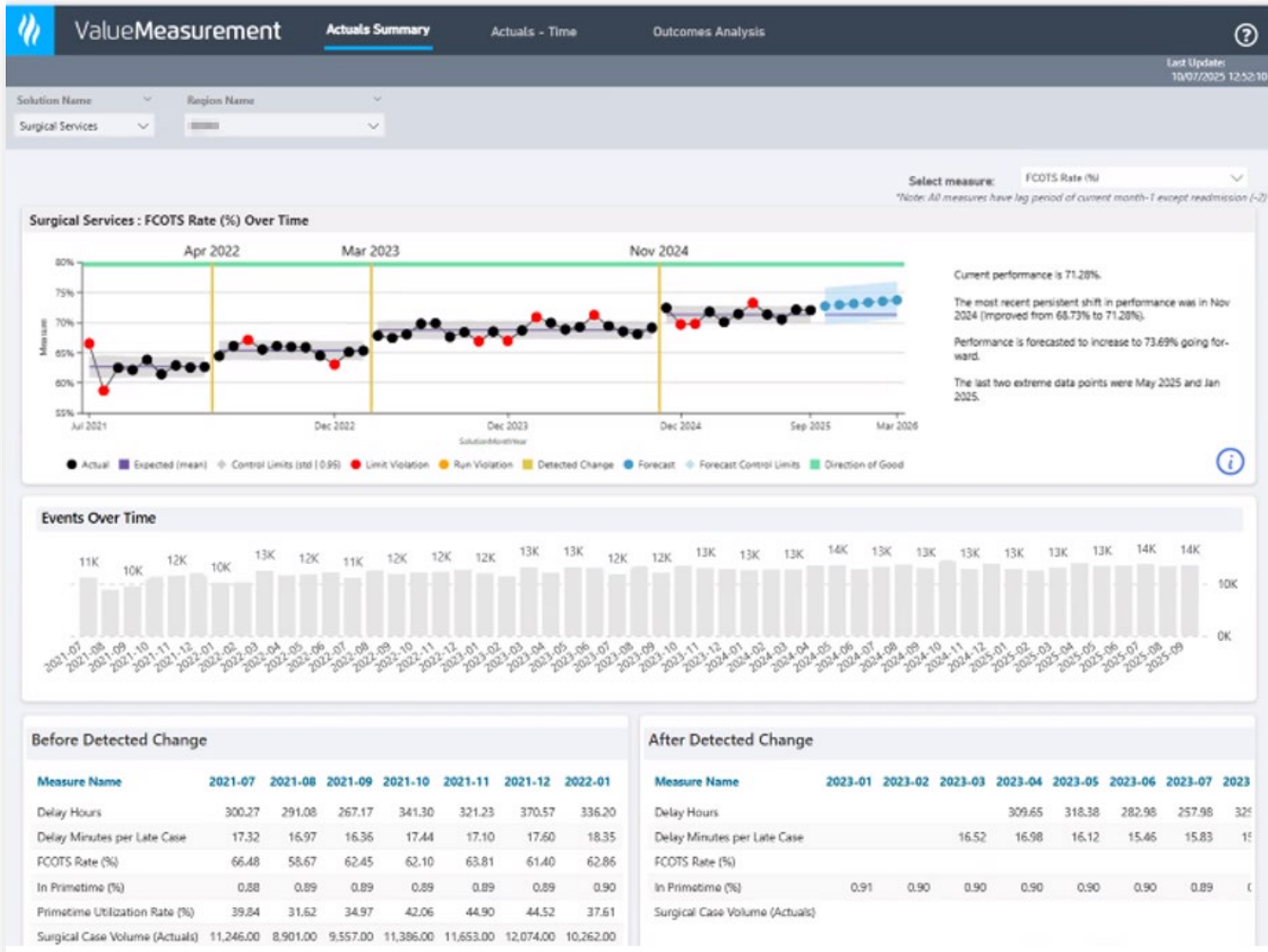


# Value Measurement Solution: SPC Chart

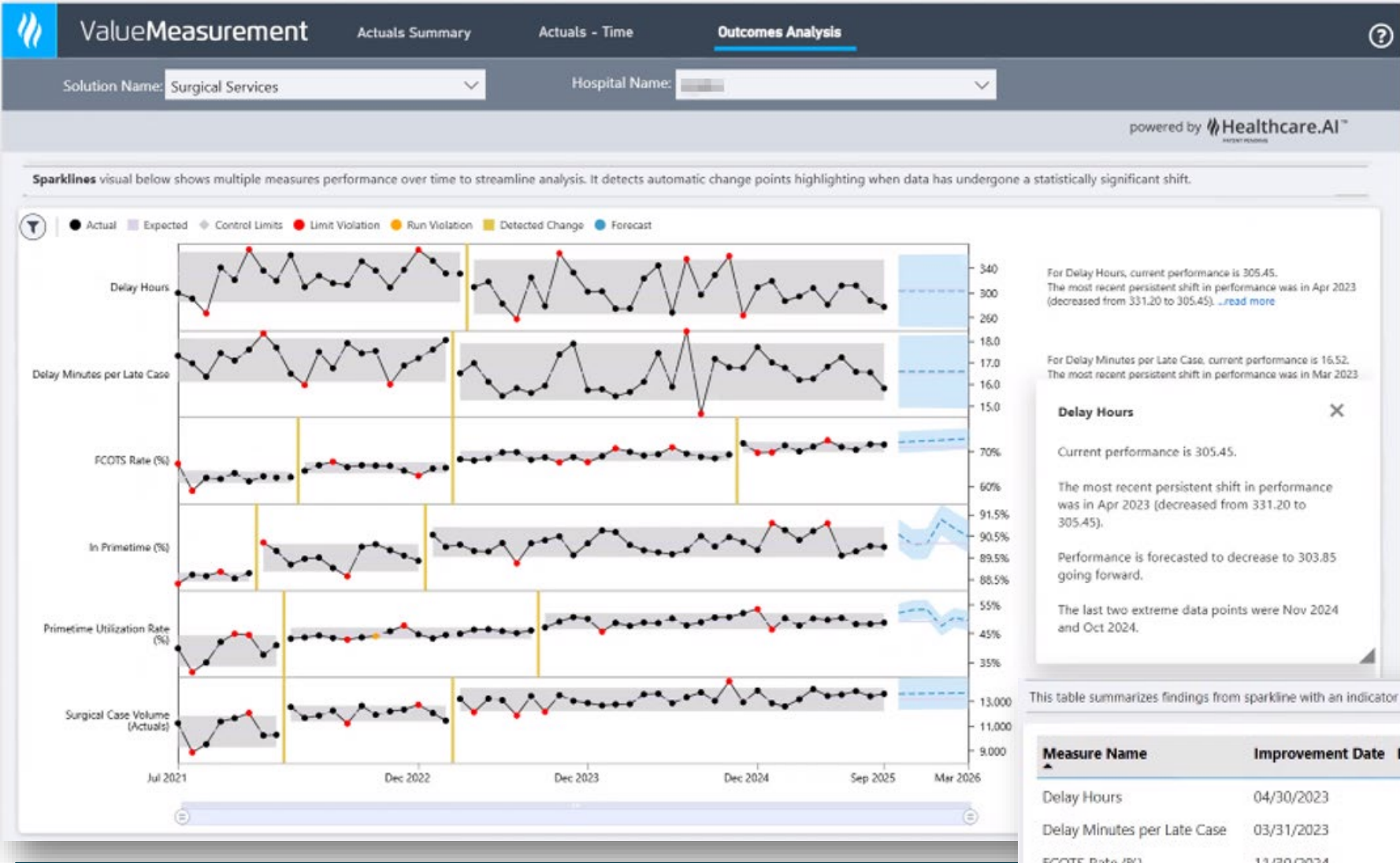
## *Surgical Services: FCOTS Rate % Example*



# Value Measurement Solution: Before/After Detected Change



# Value Measurement Solution: Outcomes Analysis



# Surgical ERAS Interventions Improves Patient Outcomes and Decreases Costs

Problem	Solution	Results
<ul style="list-style-type: none"><li>The integrated delivery system recognized an opportunity to improve postoperative outcomes by improving adherence to enhanced recovery after surgery (ERAS) protocols.</li></ul>	<ul style="list-style-type: none"><li>The organization utilizes ERAS protocols to improve patient outcomes following surgical procedures.</li><li>Leveraging its analytics platform to gain insight into surgical processes, including ERAS adherence, the organization implemented process improvements and provided timely feedback to clinicians and care teams, substantially improving patient outcomes and decreasing costs.</li></ul>	<div><b>0.8-day decrease in the inpatient LOS, a 12% relative reduction</b> over one year, enabling patients to spend <b>50K more days at home.</b></div> <div><b>\$25M</b> cost savings.</div> <div><b>0.8 observed to expected</b> mortality rate.</div> <div><b>Increased ERAS intervention adherence, including:</b><ul style="list-style-type: none"><li><b>45%</b> relative increase in nasal decolonization rates.</li><li><b>30%</b> relative reduction in Methicillin-resistant <i>Staphylococcus aureus</i> (MRSA) positive rate and a 45% relative increase in MRSA screening rates.</li><li><b>15%</b> relative increase in skin antisepsis rate.</li></ul></div>

# Driving Impact through Analytics Summary

*A value program ensures every analytics investment drives measurable outcomes, fosters accountability, and sustains improvement over time.*



**Defined success upfront** — Set clear value statements and key performance measures for each analytics project.



**Aligned stakeholders** — Created shared definitions of “value” across clinical, financial, and operational teams.



**Accelerated insight generation** — Standardized processes and automated metrics tracking.



**Closed the loop** — Established post-project value reviews and dashboards that track sustained impact and iterative improvement.

# Questions?

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# IHI Forum 2025 – Connect with Us

December 7-10, 2025 | Anaheim, CA | Booth #719

Don't miss our **Innovation Theater** session on **Tuesday December 9, 5:45–6:15 PM**

## ***Driving Impact Through Analytics: The Value Achievement Program***

*Presented by*

***Kassie Ryan, MSN, RN and Kathy de Figueiredo, DHI, RN.***

Learn how analytics can define success upfront, align stakeholders, and sustain measurable results.

We're also proud to sponsor the **IHI Forum Celebration Party** later that evening from **7:00–9:00 PM**.

**SCAN ME**

