DRIVING GROWTH BY STRATEGIC USE OF DATA & ANALYTICS

Trexin helped a leading healthcare provider establish an enterprise Data & Analytics Strategy.

BUSINESS DRIVER

The Chief Data & Analytics Officer of a large behavioral health provider asked Trexin to lead the development of a detailed Data & Analytics Strategy, building upon a broader IT Strategy that was recently completed. Alongside a business goal of doubling the size of the business within 4 years, our Client's primary business driver was to transform the enterprise from what was effectively a holding company of independently operated clinics into a more unified operating model with shared enterprise systems and data.

APPROACH

Trexin applied its Strategy, Assessment, and Roadmap (STAR) methodology, structured as a 3-phase, 10-week project involving more than 30 business stakeholders including most of the company's executive team and concentrated representation from business operations, patient care operations, marketing, and finance. After interviewing all of the stakeholders to solicit individual perspective and need, Trexin led a series of workshops and small-group sessions to drive an aligned vision on the future-state needs by mapping the declared strategy and its 6 tactical elements into future-state capability needs across the dimensions of people, process, and technology.

Trexin then conducted a gap analysis between the future-state capability needs and the current-state capabilities, creating a set of capability enhancement requirements that were then assembled into a set of capability improvement projects. As the projects were defined, prioritized, and sequenced into an investment roadmap, capability improvement costs were estimated and integrated into a cost-benefit analysis alongside targeted benefits revealed through value-engineering exercises built upon the overall business goal of doubling the size of the business within 4 years.

RESULTS

The result of this project was a comprehensive Data & Analytics Strategy, expressed as a 3-year investment roadmap consisting of 28 capability enhancement projects across 10 workstreams. Individual projects were associated with one of four different investment categories (Stabilize & Modernize, Connect & Engage, Insight-Driven Operations, and Productization & Modernization), with the first-year of investments focused on mitigating current-state risks, transitioning to a modern cloud-base analytics platform, introducing foundational data governance and master data management, and beginning to establish an end-to-end digital experience spanning pre-clinical, clinical, and post-treatment aspects.

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