The Power of Analytics in the Health Care Eco System

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Accenture Analytics
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## About Accenture’s Health & Life Sciences Business

Accenture Health & Life Sciences is a multi-billion dollar business with a strong global footprint across the healthcare value chain that serves leading clients.

<table>
<thead>
<tr>
<th>Payers</th>
<th>Providers</th>
<th>Pharma</th>
<th>Public Health</th>
<th>Consumer Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clients include 9 of the 10 largest managed care plans</td>
<td>• Clients include 4 of the 5 largest health providers in the U.S.</td>
<td>• Clients include all the leading pharmaceutical firms</td>
<td>• Clients include leading state and federal public health agencies</td>
<td>• Clients include other leading consumer health companies</td>
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<table>
<thead>
<tr>
<th>Management Consulting</th>
<th>Support clients in developing growth, corporate, operational strategies that help transform business models, and key functional go-to-market capabilities</th>
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<tbody>
<tr>
<td>Analytics</td>
<td>Provide clients with applied analytics solutions that deliver a key business outcome, IM services, BI, data warehousing, analytics AO &amp; KPO</td>
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<tr>
<td>Technology</td>
<td>Support clients with IT strategy &amp; transformation, information management services, infrastructure &amp; technology architecture consulting</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>Low cost managed services to efficiently support core functions at scale utilizing on-shore and/or off-shore resources</td>
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</table>
Key Players in the Health Care Sector

Supply care to patients through a variety of primary and secondary care organisations, such as GP Surgeries, Hospitals and clinical settings.

The patients or individuals receiving care.

Provide the funding for the provision of care.

The policy makers (reform), rate setters and accreditation entities.

The drugs and services created for care provision by pharmaceuticals and other healthcare companies.
The System is Under Strain and Faces Significant Change

Affordability Crisis

Government Reform

Consumerism

New Care Delivery & Payment Models

Technology Adoption

Health Care Market
Market Forces are Contributing to the Changing Health Landscape

Forces at Work:

- **Healthcare reform** will drive increased coverage of individuals and broader use of EMRs, but may threaten Flexible Spending Accounts.

- **Chronic disease** accounts for about 75% of the nation's aggregate health care spending, and management of care will be a focus for almost all entities touching the healthcare system¹.

- **Cost pressures continue to increase**, driven by the recession and healthcare reform.

- Seven out of 10 prescriptions filled are for **generic drugs**, which are **expected to grow over 9% YoY** for the next three years².

- **The over 65 population is expected to increase to over 15% by 2020**, contributing to rising medical costs and driving a shift in demand³.

- **Innovative companies are seeing opportunity and taking action** with new products (e.g., Internet aggregator for prescription and OTC drugs), improved information flows, and new start ups.

¹ Center for Disease Control and World Health Organization
² US Food and Drug Administration
³ US Census Bureau
As a Result Current US Healthcare Expenditure 2.5 Trillion & Growing

US Total Healthcare Expenditure
2003-2013(E) ($B)

Source: Centres for Medicare and Medicaid Jan 2009

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Can Insight Help Overcome Inertia?

**Current Situation**
- Silo’ed Data/Analytics
- Niche Predictive Models
- Cost + Clinical Triggers
- Consumerism = Higher OOP cost
- Short-Term Focus
- Cookie Cutter Benefit Plans
- Contentious Outcomes
- Nurse-Centric CM/DM

**Road Blocks**
- Repeatable ROI Proof
- Economic Incentive Mismatch
- Health Behavior Change measurement
- Traditionalism and Inertia

**Target State**
- EHR/Integrated Analytics
- Integrated Impact & ROI Prediction
- Behavioral Triggers
- Consumerism = Experience Optimization
- Longitudinal Focus (3–5 year)
- Consumer Optimized with Incentives
- Evidence Base Medicine (EBM/CER)
- Care Team, Continuous Wellness

Can Insight Help Overcome Inertia?
Accenture & SAS Believe that Analytics Can and Will Drive Improved Delivery Outcomes, Quality and Cost

Healthcare Data Analytics is the:

- Discovery, interpretation and exploitation of multiple forms of healthcare data to drive decision making for payers, providers, producers and the consumers they all serve
- Discovery and exploitation of domains and relationships in data across multiple sources to answer healthcare-specific questions
- Innovation of applications based on healthcare data such as improved EMR/EHR systems, forecasting and modeling software, adaptive clinical trial platforms, or comparative effectiveness methods

“Building assets and making investments for our clients”
Defining Analytics / Challenges

Analytics Defined

<table>
<thead>
<tr>
<th>Competitive Advantage</th>
<th>Sophistication of Intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimization</td>
<td>“What’s the best that can happen?”</td>
</tr>
<tr>
<td>Predictive Modeling</td>
<td>“What will happen next?”</td>
</tr>
<tr>
<td>Forecasting/extrapolation</td>
<td>“What if these trends continue?”</td>
</tr>
<tr>
<td>Statistical analysis</td>
<td>“Why is this happening?”</td>
</tr>
<tr>
<td>Alerts</td>
<td>“What actions are needed?”</td>
</tr>
<tr>
<td>Query/Drill down</td>
<td>“What exactly is the problem?”</td>
</tr>
<tr>
<td>Ad hoc reports</td>
<td>“How many, how often, where?”</td>
</tr>
<tr>
<td>Standard Reports</td>
<td>“What happened?”</td>
</tr>
</tbody>
</table>

Source: Competing on Analytics: The New Science of Winning (Davenport / Harris)

Analytic Challenges

• Data ≠ Insight. Said another way, “You can’t always see the forest for the trees…”

• Data to support analytics are currently stored in disparate systems making it extremely challenging for stakeholders to access the information they need.

• The Health Industry is currently performing analytics in an ad hoc manner and lack a consistent framework for intelligence creation.

• Analytics resources are scarce and don’t always exist within the organization.

• Analytics capability requires deep domain knowledge as well as an understanding of statistics, technology and data governance.
An Analytics Program Should Integrate Six Capability Components to Provide Sustained Benefit

1. Analytic Needs Discovery & Exploitation
2. Key Value Drivers
3. Performance Management Processes
4. Application Enablement
5. Data, and Infrastructure Management
6. Governance and Operating Model
Step 1: Defining the Right Questions
Analytic Capabilities Span the “Value Chain”

**Financial Management**
- Profitability Analytics
- Claim Reserves Analytics
- Medical Cost Management
- Budgeting and Forecasting
- Report/Analyze Financial Results
- Administrative Costs Analytics
- Fraud, Waste & Abuse Analytics

**Product Development & Management**
- New Products Analytics
- Pricing Policy Analytics
- Product Analysis
- Customer Segmentation Analytics
- Benefit Analytics
- Product/Customer Churn Analytics

**Corporate Analytics**
- Standardized Group Analytics
- Trend Reports by LOB
- Business Performance KPIs

**Provider Management**
- EBM Compliance Analytics
- Provider Intervention Targeting
- Provider Cost, Quality, Satisfaction
- Professional Fees/Reimbursements
- Provider Network Analytics
- Provider Performance Analytics
- Provider P4P Analytics
- Member Intervention Targeting
- Program Efficacy ROI Analytics
- Member Profiling & Segmentation
- Accreditation Analytics
- Member Health Campaign Mgt

**Contract Management**
- Provider Contract Analytics
- Facility Contract Analytics
- Physician/Ancillary Impact Modeling
- Customer Audits/Analytics
- PMP/Formulary Contract Analytics

**Sales & Marketing**
- Broker & Consultant Analytics
- Market Performance Analytics
- Agent/Broker Performance Analytics
- Market Activity Analytics
- Customer & Broker Segmentation
- Competitive Benchmarking
- Competitor Network Intelligence

**Pharmacy/DMG Management**
- Comparative Rx Performance
- Rebate Analytics
- Market Share Analysis by Drug Analytics
- Generic Reporting/Analytics
- Formulary Change Analytics
- Rx Usage Analytics by Drug/Disease
- Pharmacy Benefit Mgt Analytics
- Drug Adherence Analytics
- Pharmacovigilance Analytics
Healthcare innovators determine which “distinctive” capabilities best enable their strategy and align analytics strategies and investments accordingly.

### Formulating the Key Questions & Priorities: Leveraging Accenture Analytics Capabilities Research

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<th>No</th>
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<td>01</td>
<td>Enrollment Analytics</td>
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<td>Access Compliance w/ Evidence Based Medicine</td>
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<td>Contract Impact Modeling</td>
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<td>Develop (Provider) Networks</td>
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<td>Targeted Member Intervention</td>
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<td>Develop Budgets and Forecasts</td>
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<td>Analyze Physician Trends (Provider)</td>
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<td>Detect and Investigate Fraud and Abuse</td>
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<td>Manage Customer Migration Membership reporting</td>
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<td>Assess Program Efficacy</td>
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<td>Support Litigation</td>
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<td>Analyze Market Quote Activity</td>
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<td>Profile and Segment Members</td>
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<td>Support Customer Audit</td>
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<td>Develop Group Rates</td>
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<td>Member Health Campaign Management</td>
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<td>08</td>
<td>Calculate Claim Reserves</td>
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<td>Accreditation Reports (HEDIS, NCQA)</td>
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<td>Rebate Reporting</td>
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### Medical Cost Management Analytics

- **Capability**: Analyze the drivers of trend at a detailed level, refer areas of variance to work groups, and provide cost estimates (increase or decrease) for development of new medical management and contracting initiatives.
- **Fundamental**: 50 – 100% of healthcare entities can deliver
- **Differentiator**: 20 – 50% of healthcare entities can deliver
- **Innovator**: 0 – 20% of healthcare entities can deliver

- **Differentiator**: Analyze drivers of trend at a detail level; provide cost and utilization details for medical management.
- **Innovator**: Use of analysis to configure new outcome-focused programs to meet specific member segment needs; Robust, near real time “what if” analysis.
Payer, Provider & Pharmaceutical Value Lever Research is Mapped to Analytic Capabilities / Solutions

To aid in defining and prioritizing the right questions we have developed a catalogue of Informatics/Analytics solutions for each Value Tree/ Lever.
Step 2: Analytics are leveraged to identify and improve categories including: Care Effectiveness, Delivery Quality; Care Costs; Revenue & Margin...

**Potential Benefits**

1. **Enhance Revenue**
   - Develop & Sell New Products
     - 0.01-$1+B Generate new revenue (e.g., MAPD – Medicare Advantage Prescription Drug, PDP – Prescription Drug Plan)
   - Develop & Sell New Services
     - $1M-$500M Generate new revenue (e.g., Reporting, Disease Mgmt., Stop Loss)
     - 10-30% reduction in attrition by providing additional services (e.g., Employer Reporting)
   - Increase Cross Sell
     - $10M-$500M+ Generate new revenue from existing customer

2. **Reduce Care Related Costs**
   - Trend Management
     - 1-2% reduction in medical costs via variance identification and mitigation
   - Provider Performance Mgmt.
     - 5-15% reduction in non-intervened total diseased PMPM costs (Evidence-based Medicine compliance)
     - 0.5-1% reduction in non-IP medical costs through profiling and channeling
   - Provider Pricing Mgmt.
     - 0.1% - 1% reduction in medical costs through increased efficiency and awareness
     - 0.1% - 1% reduction in medical costs through contract management
   - Member-centric Mgmt.
     - 10-15% improved outcomes via informed decision making and compliance
   - Claims Leakage
     - 0.5-1.5% of care costs via detection, recovery and avoidance of inappropriate payments in certain claim categories
     - 0.5-1.5% of care costs via detection of fraud and abuse

3. **Increase Operating Margin**
   - Product Portfolio Mgmt.
     - 50-150 basis point increase in operating margin via shift from less profitable to more profitable products
     - 50-150 basis point increase in operating margin via shift from less profitable to more profitable customers
   - Customer Portfolio Mgmt.
     - 10-30% reduction in attrition by providing additional services (e.g., Employer Reporting)
     - 0.1% - 1% increase in operating margin via better pricing

4. **Reduce Administrative Expense**
   - Strategic Pricing
     - 0.1% - 1% increase in operating margin via better pricing

*See next page*

* Based on industry averages
Accenture’s Health Analytics Services / Solution Offerings

Accenture offers solutions and analytics and data management capabilities to clients across the spectrum of the healthcare landscape.

<table>
<thead>
<tr>
<th>Payer</th>
<th>Provider</th>
<th>Pharma</th>
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</thead>
<tbody>
<tr>
<td><strong>Representative Solutions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Financial Management</td>
<td>- Clinical Quality Management and Comparative Effectiveness (EBM)</td>
<td>- Research &amp; Development (Pharmacovigilance, Clinical Trial Management &amp; Comparative Effectiveness)</td>
</tr>
<tr>
<td>- Product Development &amp; Management</td>
<td>- Performance Management (Cost, Revenue &amp; Productivity)</td>
<td>- Commercial Operations Management including Supply Chain &amp; Sales / Channel Management</td>
</tr>
<tr>
<td>- Member Management</td>
<td>- Revenue Cycle Management</td>
<td>- Financial Management</td>
</tr>
<tr>
<td>- Sales and Marketing</td>
<td>- Supply Chain Management</td>
<td>- Clinical and Commercial Data Warehousing and Business Intelligence</td>
</tr>
<tr>
<td>- Claims Processing Management</td>
<td>- Capacity Management</td>
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</tr>
<tr>
<td>- Pharmacy Management</td>
<td>- Clinical and Operational Data Warehousing and Business Intelligence</td>
<td></td>
</tr>
<tr>
<td>- Data Warehousing and Business Intelligence</td>
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</table>

| Information Management & Analytic Solution Capabilities | | |
|--------------------------------------------------------|-------------------------|
| - Corporate & Financial Reporting | - Corporate & Financial Reporting | - Pharmacovigilance |
| - Predictive Claims Fraud Detection | - Quality Measures & Management | - Corporate & Financial Reporting |
| - Member Profiling & Segmentation | - Disease & Outcomes Management | - Customer Segmentation & Analytics |
| - Rx utilization and adherence | - Demand Forecasting | - Clinical Trials Reporting |
| - EBM Compliance & Comparative Effectiveness | - Revenue Forecasting & Reporting | - Clinical Analytics |
| - Customer /Broker Analytics & Reporting | - Labor and Supply Chain Forecasting & Reporting | - Commercial Process Analytics (Sales/Marketing Analytics & Reporting) |
Step 3: Embedding Analytics into Core Processes, and

**Strategy**
- Focus on the key questions to manage performance

**Process**
- Embedded analytical processes to answer key questions

**People**
- Adopt an analytical, skill-based orientation (core, advanced, deep expertise)

**Organization**
- Establish an organizational center of gravity to use analytics to drive speed to decision making to drive business outcomes

**Technology**
- Deploy analytic tools to the right people to enable speed, consistency and quality of insights
…Measuring and Benchmarking Performance

Health Plan Performance

Source: Accenture Analysis

Commercial Health Plan
BCBS Plan

Key Characteristics

Integrated Analytics
- View Analytics as a growth enablement engine
- Aggressive acquisition of information assets and competencies
- Treating as transformation of company (new competencies / business models, new products)
- Priority in strategy planning and capital spending

Enterprise Analytics
- View BI and Informatics as part of competency portfolio (i.e., market preservation) and acknowledge it could become transformational
- Significant investment in new capabilities
- Position to lead if necessary

Enterprise Data
- Recognizing risk of diminished market share and adverse selection
- Foundation investments to support internal analytical capabilities
- Focus on integrating legacy assets

Reporting and Analysis
- Dominant market share seen as limiting threat from traditional competitors
- Waiting for proof of adoption
- Exploring incremental options for tools and programs
The Data Needed to Empower Robust Health Analytics is Distributed throughout the Ecosystem

- **Public & Private Payers**
  - Treatment & Rx Claims & Payment Data
  - Clinical Outcomes Data
  - Leading Practices Data
  - Program Effectiveness Data
  - Population/ Disease Data

- **Patients**
  - Prescription Data
  - Lab Data
  - Radiological Data
  - Product Utilization Data
  - Treatment Protocol Data

- **Providers**
  - Admissions Data
  - Physician Profile Data
  - Benchmarking Data
  - EBM Data
  - Clinical Research Data

- **PMP Suppliers**
  - Epidemiological Data
  - Patient Profile Data
  - Market Research Data
  - Genomics Data
  - Clinical Trial Data
  - Other basic research

- **Optimize Revenue**
  - Supply Chain Data
  - Industry Intelligence Data
  - Benchmarking Data
  - Market Research Data

- **Control Cost**
  - Drug Safety Data
  - Drug Efficacy Data
  - Medical Device Efficacy
  - Clinical Trial Data
  - Leading Practices Data

- **Quality Outcomes**
  - Clinical Evidence
  - Clinical Evidence
  - Clinical Evidence
Step 4: Develop Data Models to Support Robust Analytics Capabilities
Clinical Data Greatly Enables Health Analytics

Today - Claims/Rx Data Driven

- Solutions have to focus on outcomes for the Payers that finance care
- Incomplete view of patient and health results
- Primarily claims data – Medical, Rx, Lab, and Durable Medical Equipment

Tomorrow - Clinical Data Driven

- Solutions that improve the health outcome and create structural cost reduction
- Ability to connect clinical and financial data to create a rich Health Information Set
- Newly digitized clinical information & lab results

Real Productivity Gains
EMR Adoption is Growing Rapidly

EMR Market Growth Projections, 1-10 Ambulatory Physicians

- Number of Adopted Physicians
- Adoption Rate (%)
Step 5: Create /Access an Effective Enterprise Analytical Architecture

Data Management
Transformation Tools and Processes
Repositories
Analytical Tools and Application
Presentation Tools and Applications

Metadata
Operational Processes
Accenture Analytics Hosted Architecture

Data
- Data Submission
- Extract
- Transformation & Load
- Data Quality
- Aggregates & Marts
- Linking & Joining
- Analyzing, Forecasting & Modeling
- Insight Generation
- Insight Delivery, Presentation & Collaboration
- Controls (Archive & Purge, Data Quality, SLA Reporting, Continuous Learning)
- Security (Authentication & Authorization)
- Operations (Monitor, tuning, Backup & Recovery, Capacity Management)
- Governance (New Demand, Managed Use)
External Delivery Approaches Can Improve Speed to Value

**Characteristics:**
- Secure infrastructure
- Unique User Interface
- Comprehensive Delivery Model (Push and Pull)
- Potentially Shared Data Acquisition Costs
- On-going Innovation
Step 6: Organizational Alignment & Governance

Defining an organizational framework is critical to the delivery of accurate and timely enterprise analytics.

Business Stakeholders & Consumers of Data & Information
“Data & Information”
- Group of individuals that produce and use the data / information

BI & Analytic Competency Centers
“BI, Reports & Analytics Solutions”
- BICC: Group providing skills to help define & develop Business Intelligence /Reporting Capabilities/ Solutions
- ACC: Group providing key skillsets to develop Analytics Capabilities & Solutions

DW /EIM Team
“Foundational Data”
- Group focusing on delivering enterprise information foundational data, supporting services and infrastructure
## The Stages of Analytical Maturity

<table>
<thead>
<tr>
<th>Stages</th>
<th>Stage 1: Analytically Impaired</th>
<th>Stage 2: Localized Analytics</th>
<th>Stage 3: Analytical Aspirations</th>
<th>Stage 4: Analytical Companies</th>
<th>Stage 5: Analytical Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People</strong></td>
<td>Analytical skills do not exist</td>
<td>Pockets of isolated analysts (may be in finance, SCM or Marketing/CRM etc)</td>
<td>Analysts in multiple areas of business but with limited interaction</td>
<td>Skills exist, but often not aligned to the right level/role</td>
<td>Highly skilled, leveraged, mobilized, centralized, outsourced grunt work</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>Analytical process does not exist</td>
<td>Disconnected, very narrow focus</td>
<td>Mostly separate analytics processes, building enterprise level plan</td>
<td>Some embedded analytics processes</td>
<td>Full embedded and much more integrated analytics processes</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Missing/Poor quality Data, multiple defines, unintegrated systems</td>
<td>Recent transaction data un-integrated, missing important information. Isolated BI/analytic efforts</td>
<td>Proliferation of BI tools. Data marts/date warehouse established/expands</td>
<td>High quality data. Have enterprise BI plan/strategy, IT processes, and governance principles in place</td>
<td>Enterprise wide BI/BA architecture largely implemented</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>Limited insight into customers, markets and competitors</td>
<td>Autonomous activity builds experience and confidence using analytics; creates new analytical based insights</td>
<td>Coordinated; establish enterprise performance metrics, build analytically based insights</td>
<td>Change program to develop integrated analytical processes and applications and build analytical capabilities</td>
<td>Deep strategic insights, continuous renewal and improvement</td>
</tr>
</tbody>
</table>
Step 6: Operational / Process Change & Governance

Executive leadership is required to overcome traditionalism & industry inertia
Summary: Why Focus on Health Analytics to Address Industry Challenges?

What drives an industry’s need for analytics?

1. **Lots of data** being generated, with expectation of **faster growth** in data availability.

2. **Lots of complex data driven decisions** needing to be made at multiple levels by multiple stakeholders.

3. **An industry wide burning platform** that drives significant demand growth for analytics.

Why leverage analytics to implement drive improved Health outcomes now?

- Large, growing volume of Rx, claims data.
- Explosive growth expected as clinical data is digitized.

- Complex healthcare value chain.
- Need for real time outcomes driven decision making.

- Healthcare reform and industry-wide burning platform to reduce costs, and improve quality.
- Industry is moving towards outcomes driven business models.
Predictive Claims Management Analytic Solution Overview

Example Client Challenge
• Existing claims audit processes and supporting infrastructure is labor intensive, costly and lacks transparency
• 23% of Claims FTEs focused on back end claims adjustments
• 23% of Provider calls and 43% of Member calls are for claims related inquiries

Predictive Claims Management Analytics
• Use data mining, attribute extraction and machine learning to identify likely erroneous claims before payment
• Use historical claims that ended up in rework to “train” engine
• Identify 55 – 65% of anomalies prior to payment dramatically reducing rework and payment recovery efforts
Evidence Based Medicine
Analytic Solution Overview

The Gap in Today’s Environment
Today we lack a full longitudinal view of the patient because the data is distributed across the healthcare ecosystem.
- Physicians collect patient visit data
- Health systems collect data from admission through discharge
- Public and private payers collect treatment and Rx claims data

Health Analytics Solution Scope
- Physician, Health System and Payer data sets will be aggregated, linked, cleansed and standardized and integrated in a data warehouse.
- A cross health domain analytical data model will be developed to support Health Analytics studies
- Advanced analytic methods will be used at the patient cohort level to assess comparative cost and quality effectiveness of:
  - Treatment protocols
  - Disease Management and Prevention Programs
  - Drugs
  - Medical devices
- The data will be surfaced to the user via advanced visualization techniques
- A user-friendly user interface will help researches identify and access and store data sets