



Business Impact

“Using a clear and integrated dashboard from SAS, we are better able to improve quality of care and results.”

Ivo van der Klei
Chief Financial Officer,
Flevoziekenhuis

Challenges

- **Data overload.** Overabundant, repetitive data scattered among multiple systems and departments can overwhelm resources, making it hard to deliver timely information.
- **Inadequate security.** Multiple users accessing diverse data sets with no centralized control poses a security risk, compromising data and model integrity.
- **Lack of auditability.** Disjointed data sources and nonstandard processes make it impossible to trace data lineages back to the source.
- **Shrinking budgets and resources.** Annual budget cuts mean continually doing more with less, and constant attention from lawmakers, the media and taxpayers increases the pressure to justify what is being spent.
- **Process inefficiency.** Inconsistent, time-consuming processes and fragmented systems are error-prone, and resulting reports are usually outdated before they are available.
- **Program complexity.** The sheer magnitude and volume of programs and services offered, coupled with inherent bureaucracy, make monitoring performance and exploring problems or issues a tremendous challenge.

How can we measure, track and improve our performance more effectively?

YOUR GOAL: Improve procedures and processes, and reduce costs

Ongoing financial constraints force health care providers to make tough decisions about the funding of priorities and the restructuring of operations. At the same time, boards are under growing regulatory pressure to ensure that money is spent where it is purposefully allocated. Providers struggle with dwindling budgets and run the risk of cutting funds arbitrarily, without regard for local or regional strategic objectives. This stems primarily from insufficient performance management capabilities, which stymie the effective communication of information, strategy and metrics among departments, translating into an inability to answer even basic questions about costs and staffing.

Effectively allocating funds, managing budgets, tracking human resources, and communicating and executing organizational strategy requires immediate access to the most current information, which may be spread across several systems and departments. Strategy typically fails not because it was the wrong strategy, but because of poor execution. Proper execution requires alignment of departmental objectives, budgets, metrics and incentives. If strategy cannot be communicated and tied to operational activities, the goal cannot be ensured. Furthermore, execution requires not just the reporting of results, but the monitoring of progress and the achievement of milestones, with flags and alerts presented in time to take effective correction action.

OUR APPROACH

Understanding and monitoring effectiveness – and achieving true performance improvements – involves more than better budgeting, reporting and control. It encompasses the methodologies, processes, metrics, software and systems that make it all possible. We approach the problem by providing software and services to help you:

- **Integrate structured and unstructured data across the hospital site** by accessing performance data regardless of location or format, then standardizing and cleansing the data using embedded data quality techniques so that it's ready for analysis.
- **Ensure complete transparency** by centrally managing budget submissions and approvals so that all users can see and understand performance and financial results, and create visual workflows that track data from final reports back to the source.
- **Accurately assign output and outcome process costs with associated program resources and activities** using activity-based management techniques that include consumption-driven modeling methods, measurement of unused capacity, activity-based budgeting, what-if scenarios and simulation analysis.
- **Visualize strategy** using strategy maps and diagrams to improve alignment between top-level goals and departmental objectives and budgets.
- **Provide decision makers with self-service reporting tools** that offer fast, simple access to reports and analysis via a Web interface that can be tailored to the different skills and needs of individuals.

SAS helps organizations improve performance by focusing on accountability and creating a culture that supports measurement and transparency.



THE SAS® DIFFERENCE: Integrated performance management

SAS provides the only integrated suite of performance management solutions from a single vendor that facilitates both strategic and operational decision making. With SAS, you gain the benefits of:

- **A complete, integrated environment.** A unified platform lets you integrate, share, centrally manage and use data across the entire organization. Each step in the process is integrated with the next, which avoids the technology gaps that can negatively affect processing time, data accuracy and IT resource demands.
- **A common metadata layer.** With a common metadata layer, you can easily leverage existing database infrastructures, as well as control and track concurrent access to metadata.
- **World-class analytics.** Our unmatched predictive and advanced analytics let you formulate and evolve your analysis as needed to obtain the best results and discover new insights more quickly and easily.
- **Model lifecycle process management.** We streamline the process of creating, managing and deploying analytical models, as well as tracking and monitoring model performance throughout the model life cycle.
- **Transparency and auditability.** Only SAS provides end-to-end transparency – from data access to final reports – and self-documenting processes to ensure compliance and facilitate auditability.

In addition, our multithreaded architecture is designed to handle large volumes of data, enabling SAS solutions to grow along with you, no matter how large or complex your organization becomes.

CASE STUDY: Flevoziekenhuis

■ Situation

With a population that has doubled in a short amount of time in the region of Almere in the Netherlands, the hospital was facing a huge potential for information overload. With no ability to integrate data, analytics and reporting, despite governmental requirements to do so, the hospital was in need of a solution that was both user-friendly and flexible enough to meet multiple requirements and deliver targeted reports to managers, clinicians and other groups.

■ Solution

SAS provided an end-to-end business intelligence solution that enabled improved performance management, faster decision making, effective demand forecasting and enhanced patient care.

■ Results

- Fast, secure access to critical information on patients, care and related processes has meant a dramatic reduction in the time wasted by information consumers.
- Improved performance management and resource allocation has caused waiting list times for planned patients to fall from 16 weeks to nine weeks in under a year.
- Managers and doctors now have a better overview of patients and patterns, and not just case by case, which enables better patient care.

■ What if you could ...

Integrate structured and unstructured data

What if you could access all relevant performance data – regardless of system or format – and know, with confidence, that the data was accurate and reliable?

Ensure complete transparency

What if you could cut your time to report results and develop budgets by more than half?

Accurately assign costs to resources and activities

What if you could accurately predict any changes in resource requirements over the next fiscal year, so you could factor those changes into your planning budget?

Visualize strategy

What if you could graphically develop and represent your objectives and goals and the relationships among them while incorporating accountability?

Generate your own reports

What if you could access reports as needed directly from a self-service Web interface and get the information you need immediately without IT intervention?

■ You can. SAS gives you THE POWER TO KNOW®

SAS FACTS

- SAS has been in business since 1976 and today has customers at more than 50,000 sites worldwide.
- Public sector organizations in more than 80 countries use SAS.
- More than 600 hospitals use SAS to improve their quality of care, productivity and patient/staff relations; to enable better and more-informed decisions; and to drive their organizations forward.

Learn more about SAS software and services for health care:

www.sas.com/industry/healthcare



SAS Institute Inc. World Headquarters +1 919 677 8000

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