

Case Study:

A Data-driven Solution for Enterprise-wide Change



By Kurt Knaub and BJ Fineman

The Challenge

A large, not-for-profit healthcare system found themselves overburdened and in need of a better way to manage their business from a data and analytics perspective. With over 70 siloed analytics groups serving individual business units and geographies, their enterprise data management team couldn't handle the volume of requests and possessed no real prioritization processes. Alongside this, the organization faced another challenge: as a hospital system that grew through acquisitions, there was a lack of synthesis in the culture and commitment across the system. This left the enterprise data management group as a mere provider, not a strategic partner. Requiring more than a project or product mindset, leadership engaged Point B to help overhaul the behavior of the business.

Unaligned healthcare analytics

The healthcare system's data management group approached Point B to develop solutions that would maximize insights at the enterprise level. In its current state, some individual business users were maturing (and outpacing) data and analytics knowledge, while multiple, non-prioritized requests left the entire system unable to keep up. Furthermore, without a unified strategy, there was no consensus on which work should be done first.

The 3-phase solution

Point B proposed a 3-phase solution that would be complete in 18 weeks to address the unique needs of the healthcare system:

Phase 1: Assess and align

After interviewing and collaborating with 15 enterprise-wide business

functions, Point B presented a view of the system's current state along with our vision for the future to the organization's leadership. Our initial assessment and focus provided our customer with clarity and realization on stakeholder positioning, communication gaps, and lack of processes surrounding the business requests.

Phase 2: Solution design

Point B designed and presented a future state operating model, consisting of seven "capability centers," complete with processes, practices, and analytic capacities. Each was designed to drive efficiency and scalability, and to dramatically increase communications between the business and the enterprise data management group.

Phase 3: Implementation planning

We coupled the solution design with our multi-faceted experience in

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change management and organizational development, creating an implementation roadmap for both the single enterprise data management platform and each of the seven capability centers.

Providing for idea adoption

Building on our solution design and implementation roadmap, our customer developed and rolled out an internal marketing and socialization campaign in support of the new future state operating model. The campaign was an incredible success, and now the organization is well positioned to transform the vision into reality.

Evolution of a mindset

One of the biggest wins from this work was changing how the business viewed and interacted with the enterprise data management group. By making the commitment to streamline communications and focus on a core set of analytic products, the enterprise data management group was able to move from “order taker” to strategic partner. Now, the group can easily drive company-wide collaboration, minimize waste, and effectively prioritize information requests. And in doing so has elevated and enhanced the organization’s ability to make enterprise-wide, data-driven decisions.