EXAFLUENCE
Data Driven Influence

# Unlocking Success with Payer Executive Decision boards

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A Strategic Approach to Enhancing Utilization and Financial Management in the Healthcare Industry
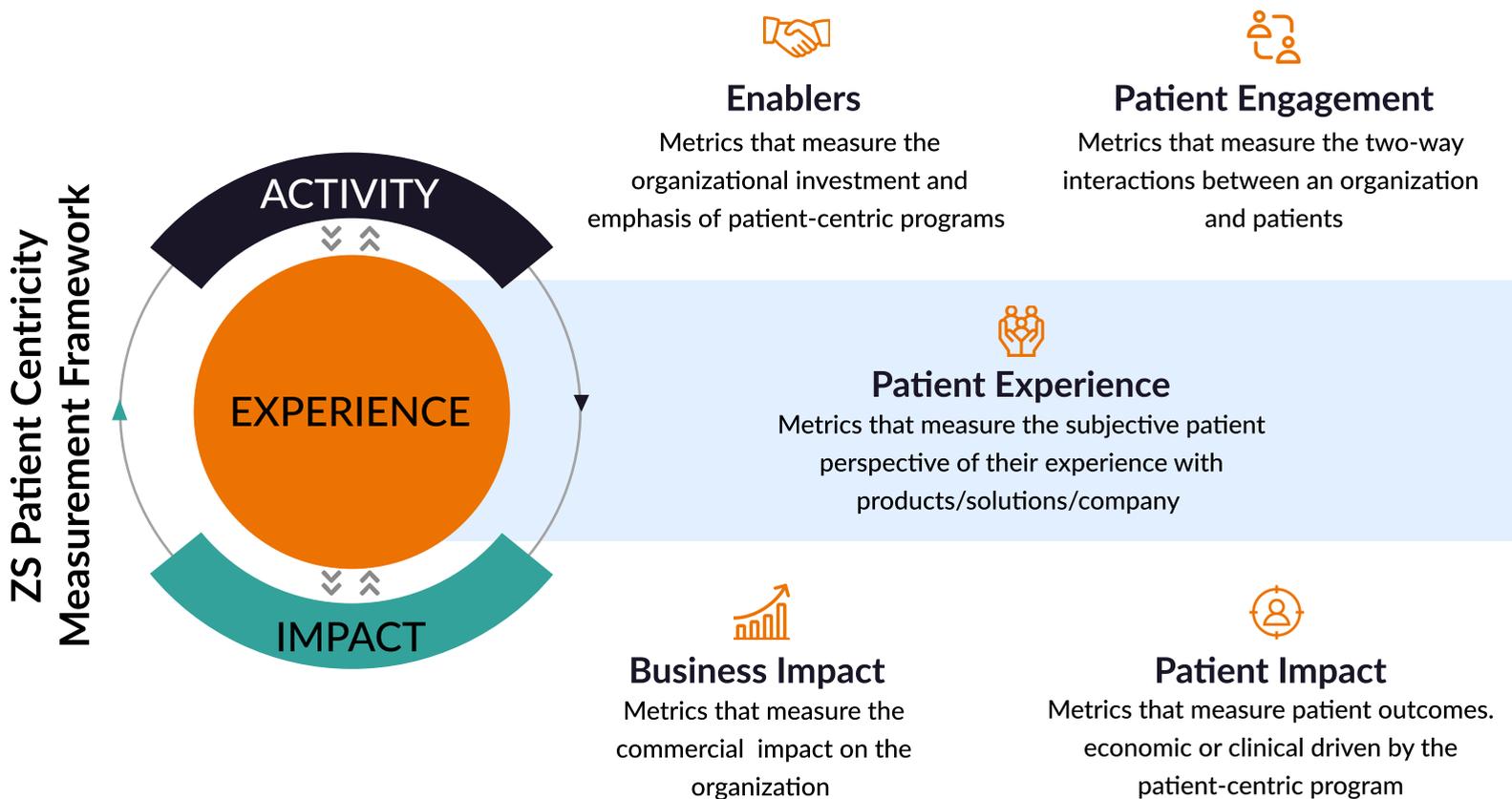
How do Payer Executives remain aware and competitive in the complex and evolving health care environment?

In the ever-evolving healthcare landscape, payer organizations face the intricate challenge of maintaining competitiveness, delivering high-quality care, managing costs, and optimizing operations. In the realm of data deluge with healthcare data doubling every 70 days, Payer executives must be adaptable and proactive, relying on up-to-date information to devise innovative solutions while enhancing the healthcare experience for their members. Payer Executive Dashboards act as beacons in the data storm, guiding executives navigate the vast data landscape, gain real-time insights, and improve operational efficiency, ultimately driving organizational enhancements.
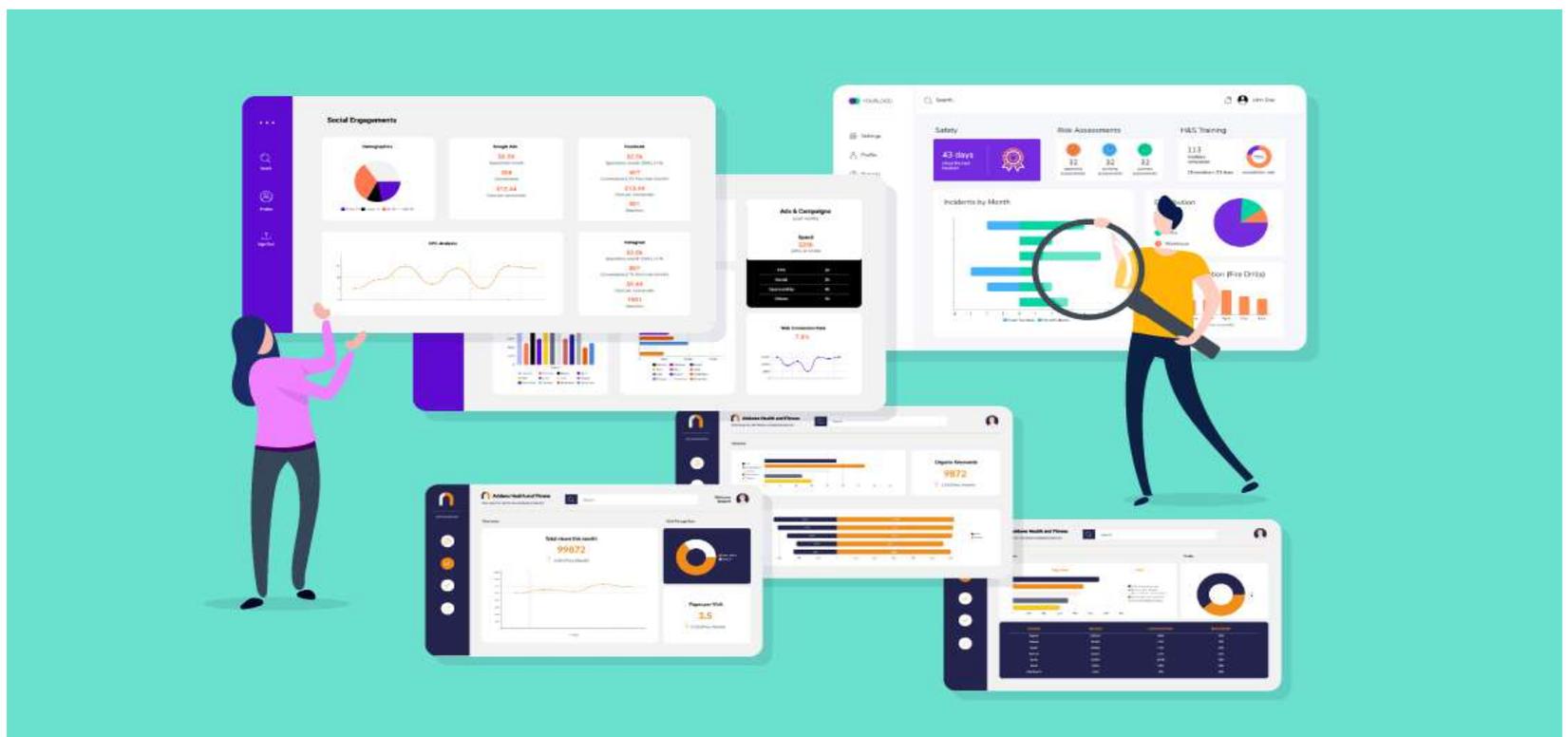
What are various methods available for defining effective KPIs aligned with organizational goals?

However, building these dashboards, defining the effective KPIs in an appropriate framework is easier said than done. The effectiveness of KPI tracking within payer organizations can vary widely based on factors like organization size, resources, technology capabilities, and commitment to data-driven decision-making. The availability of wide range of KPI frameworks, such as the Balanced Scorecard, Quality Improvement, Triple Aim, Regulatory and Compliance, Risk Adjustment, or Member-Centric approaches complicate this further. Successful organizations use a combination of these frameworks to create a comprehensive set of KPIs tailored to their goals and strategic initiatives across the diverse performance areas.

ZS Patient Centricity Measurement Framework

ACTIVITY

EXPERIENCE

IMPACT

Enablers
Metrics that measure the organizational investment and emphasis of patient-centric programs

Patient Engagement
Metrics that measure the two-way interactions between an organization and patients

Patient Experience
Metrics that measure the subjective patient perspective of their experience with products/solutions/company

Business Impact
Metrics that measure the commercial impact on the organization

Patient Impact
Metrics that measure patient outcomes. economic or clinical driven by the patient-centric program

Quality management solution framework

Reporting
Reports with actionable insights for opportunity analysis and operational integration to drive St Rating improvement

Data extraction
Extract data from EMR with direct integration or via PDF/image formats using OCR (Optical Character Recognition) and AI-enabled technique

Measure rate submission
Timely and accurate measure result submission to NCQA

Data transformation
Integrated data from different data sources required for measures reporting in Data Warehouse

Member outreach & certification
Leveraging analytics and digital capabilities, perform member outreach to drive gap closure, improving measure performance

Measure calculation
Compute measure results from integrated data with certified specifications

Measure improvement analytics
Leverage analytics techniques to identify levers to improve each measure with impact estimation

Measure certification
DeveloNCDA defined HEDIS Measure criteria and submit to NCDA for yearly centication

Source: Ken Osterkamp, produced for **Kizuna.llc**

Should payer organizations seek external help in the development of payer executive dashboards?

The natural next question in this transformative process is, should this be an organization's internal effort or should they seek external help. External agencies working in close collaboration with key payer stakeholders is the best choice for developing KPI frameworks due to their specialized knowledge, industry experience, and objectivity, ensuring accurate performance measurement. Their efficiency and expertise in regulatory compliance, industry benchmarks, and collaboration with internal teams often outweigh the associated costs. The best-in-class external agencies often have pre-built frameworks with recommendations based on their assessment of the payer's business, goals, culture, data and analytics maturity. They can also develop the strategic roadmap for continuous business improvement by phasing and prioritizing the KPI framework such that there is always a net positive RoI on these efforts at every phase.

Figure 3: Analytics maturity and adoption model for healthcare payers, preparedness and skill deficiencies in implementation
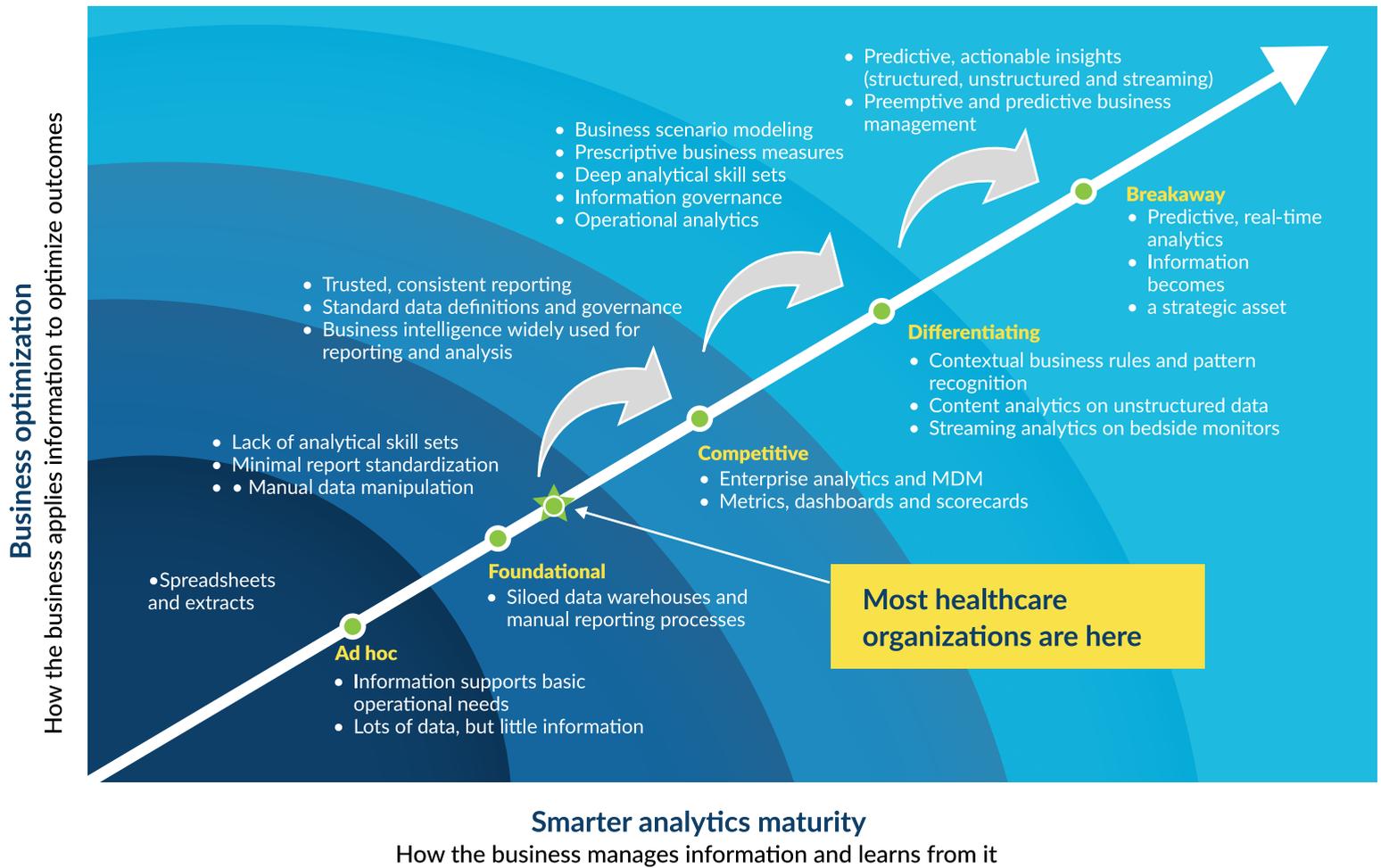
The health analytics maturity model defines progressively greater capabilities required to reach a state of predictive, actionable insights

Source: IBM's report on "Harnessing big data for healthcare"

In the next part of this blog, we will introduce a payer KPI framework that we have developed based on our extensive experience in enabling executive level KPI tracking for both payers and care organizations in collaboration with domain partners.

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