



Enterprise Business Intelligence: What's "Powering" Your Dashboard?

Christopher J. Donovan & Kathryn A. Whitmore

As business intelligence (BI) evolves, the healthcare industry is barraged with hype over emerging dashboard technology emphasizing the visualization of information. Executive dashboard projects today benefit from lessons learned about key performance indicators (KPIs) and balanced scorecards used historically to measure performance. Most BI tools on the market facilitate rapidly constructing a dashboard that visually represent KPIs in red, yellow, or green symbols with the ability to view trends or drill into detail. However, the Cleveland Clinic has learned that the dashboard is just the tip of the BI iceberg. But where does this single-source of consistent, validated data on the dashboard originate? What data are you drilling into when you click on that yellow warning icon? How are executives assured of the integrity of this information? During this presentation, discover how Enterprise Business Intelligence (EBI) Programs build the foundation for achieving strategic business goals.

The Cleveland Clinic's EBI Program is the emerging gold standard in healthcare. Learn how dashboards are implemented using an automated data warehouse and datamarts. Discover what people – skills and culture, governance, process, and technology are necessary to implement effective EBI Programs. Gain knowledge on key EBI Program components that are essential in creating a trusted enterprise resource to facilitate performance management excellence. Hear about the strategy and the ongoing EBI Program implementation underway at the Cleveland Clinic. Explore the value of the Cleveland Clinic EBI Program through examples of KPIs used on their dashboard, real changes identified and implemented, and the resulting improvements supporting their strategic goals. Enjoy learning about a model that will assist you in determining the EBI maturity level of your organization. Take home actionable best practices that will advance you on the *EBI Value Chain*, increase your maturity level, and ultimately assist your organization in achieving maximum value from an investment in BI tools.

***Christopher J. Donovan, M.B.A.,
Senior Director, Fiscal Services, Cleveland Clinic***

Chris is responsible for statistical and financial performance reporting, hospital and physician price management, and enterprise business intelligence efforts. Chris represents Finance, working in conjunction with Medical Operations, to lead the Clinic's Enterprise Business Intelligence program into a model emerging as the gold standard for the health care industry. His tenure with the Clinic is over 15 years during which Chris worked with many operational aspects of the health system including the physician practice and all hospital business units. His experiences include utilization and length of stay initiatives, financial planning and budgeting, decision support, revenue cycle initiatives and operational performance management. Chris holds degrees from Miami University and Cleveland State University.

***Kathryn A. Whitmore, M.S.,
Principal, Strategic Technology Solutions, Enterprise Solutions Group, Inc.***

Kathryn focuses on technology-enabled business solutions as Principal of the Strategic Technology Solutions practice. As a recognized thought leader in EBI best practices, she has partnered with the Cleveland Clinic for several years providing expertise in shaping and implementing their gold standard EBI Program. She provides diverse leadership and technology best practices mentoring based on a successful track record in technology strategic planning, business intelligence program deployment, and systems development and integration. Preceding consulting, she was Vice President for eOriginal, a commercial software company, Assistant Vice President for MedStar Health, and filled other leadership and technology positions within MedStar, Helix Health and Northrop Grumman. Kathryn enjoys Board advisory roles and holds degrees from The Johns Hopkins University and West Chester University.