

## Adoption Model for Analytics Maturity<sup>SM</sup>

Developing and advancing analytics capabilities in healthcare should not be a mysterious process or be reserved only for large, well-healed provider organizations.

Analytics is for everyone and serves many facets of a healthcare business beyond clinical decision support, including operational and financial aspects of running a healthcare organization.

STAGE	HIMSS Analytics AMAM Adoption Model for Analytics Maturity Cumulative Capabilities
7	Personalized medicine & prescriptive analytics
6	Clinical risk intervention & predictive analytics
5	Enhancing quality of care, population health, and understanding the economics of care
4	Measuring and managing evidence based care, care variability, and waste reduction
3	Efficient, consistent internal and external report production and agility
2	Core data warehouse workout: centralized database with an analytics competency center
1	Foundation building: data aggregation and initial data governance
0	Fragmented point solutions

### The stages of the model are as follows:

- Stage 0:** All organizations start their analytics journey at stage 0, with a desire to learn about developing analytics capabilities in response to business demands, market pressures, and a need to develop further insights into the important decisions they make every day.
- Stage 1:** Organizations are just beginning to accumulate and manage data into a centralized location, like an operational data store or data warehouse supporting historical reference and consolidated access. The main focus of stage 1 is to document and begin execution of an analytics strategy that brings basic data together from appropriate systems of record and learn to manage (data governance) and define data so that it can be used and referenced by a broad cross section of analysts.
- Stage 2:** Data is presented in a formal data warehouse as an enterprise resource (as opposed to a silo oriented and narrowly used resource) with master data management (MDM) that supports ad-hoc queries and descriptive reporting. The enterprise begins maturing data governance while leveraging this environment in support of basic clinical and operational tasks, such as patient registries. All activities should be aligned with the organizations' overall strategic goals. Analytic skills, standards, and education are managed through an analytics competency center.
- Stage 3:** Mastery of descriptive reporting broadly across the enterprise. Varying and different parts of the organization are able to effectively coral data, work with it, and produce historical and current period reporting with minimal effort. Data quality is stable and predictable, tools are standardized and broadly available, and data warehouse access is managed and reliable.
- Stage 4:** The organization directs analytical data assets, skills, and infrastructure squarely towards improving clinical, financial, and operational program areas. This includes a concerted effort to understand and optimize by honing analytics resources that support evidence based care, track and report care and operational variability, and identify and minimize clinical and operational waste.
- Stage 5:** Organizations show expanded point of care oriented analytics and support of population health. Data governance is aligned to support quality based performance reporting and bring further understanding around the economics of care.
- Stage 6:** Stage 6 pushes the organization to mature in the use of predictive analytics and expands the focus on advanced data content and clinical support.
- Stage 7:** Stage 7 represents the pinnacle of applying analytics to support patient specific prescriptive care. Healthcare organizations can leverage advanced data sets, such as genomic and biometrics data to support the uniquely tailored and specific prescriptive healthcare treatments of personalized medicine. Organizations can deliver mass customization of care combined with prescriptive analytics.