

# 2024 Lessons from Data Pioneers: Forging New Paths in Value-Based Care Through Data, Technology, and Innovation

Healthcare leaders across the nation are rethinking their data strategies to meet the demands of value-based care. Our 2024 Data Pioneers series showcased thought leaders' experiences, from tackling operational inefficiencies to aligning clinical outcomes with financial objectives, each shedding light on the data-driven practices that are enabling transformation in healthcare. This article presents collective insights from these conversations, offering actionable strategies for data-minded healthcare executives

## Reducing Data Silos to Unlock Operational Efficiency

Dr. Robert Jarve and Kristyn Vermeesch from Corewell Health discussed the common challenge of being “data-rich but information-poor.” With data often stored across various departments and applications, they found that generating actionable insights was challenging. Recognizing this, Corewell Health embarked on efforts to reduce data silos, integrating data sources across their ecosystem to better understand service line profitability and resource allocation.

### Actionable Strategy:

Dr. Jarve advised, “It’s about starting with achievable integrations. Even small steps in connecting data across departments can lead to significant insights.” This practical approach to breaking down data silos provides a model for organizations seeking a gradual yet impactful data integration strategy.

## Tackling Vendor Complexity Through Coordinated Management

Monument Health’s Dr. Patrick Woodard shared the daunting task of managing hundreds of applications, each with distinct maintenance and integration requirements. Dr. Woodard pointed out that, without central coordination, these systems often create inefficiencies rather than solving them. In response, Monument Health implemented a vendor management committee and centralized oversight, streamlining their vendor ecosystem and ensuring that new tools aligned with both their clinical and financial goals.

## Key Takeaway

Dr. Woodard emphasized the importance of “strategic partnerships rather than tactical purchases” in selecting vendors. This shift in perspective encourages leaders to think of vendors as long-term collaborators rather than point solutions, ensuring that each partnership contributes to the broader organizational goals.



## Leveraging AI to Enhance Both Clinical and Operational Performance



Artificial intelligence was a recurring topic among the Data Pioneers interviews, with leaders experimenting with applications in both clinical and administrative realms. Dr. Zafar Chaudry shared examples of AI improving clinical workflows, while other guests noted the value of AI in automating time-consuming administrative tasks, such as denial management. Yet, the path to effective AI integration is not without hurdles.

### Lesson Learned:

“AI holds promise, but we’re still in the early stages,” Dr. Chaudry noted. “It’s about finding the right balance between adopting new technology and ensuring it genuinely adds value.” He advised others to begin with applications that provide immediate ROI, such as back-office automations, and build up to clinical applications as the technology matures.



## Building a Culture of Data-Driven Decision Making

Culture emerged as a key enabler—or barrier—in using data effectively. Gabrielle Rude of WCHQ underscored that, while data infrastructure is essential, creating a culture that values data is equally important. By promoting data literacy and involving clinical and operational staff in data initiatives, organizations can foster a culture of curiosity and continuous improvement.

### Actionable Insight:

“A data-informed culture requires an organization-wide commitment,” said Rude. Leaders can foster this by offering data literacy training, ensuring transparent communication of metrics, and celebrating data-driven successes within teams.

## Leveraging AI to Enhance Both Clinical and Operational Performance

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As the volume and variety of healthcare data increase, so do concerns around data privacy and compliance. Rachel Weissberg and Joe Zaccaria from Neteera pointed out the complexities of maintaining HIPAA compliance while leveraging data for insights. Weissberg emphasized that security cannot be an afterthought; it must be embedded in data governance structures from the outset.

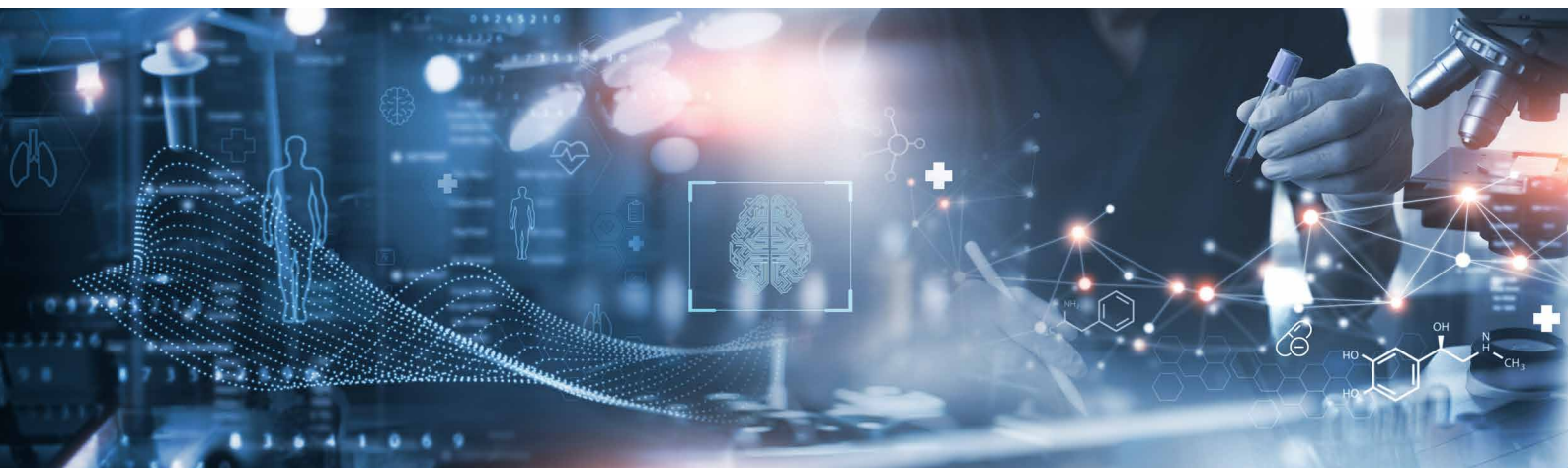
### Lesson Learned:

Zaccaria noted, “Data security and patient privacy aren’t just IT issues—they’re organizational priorities.” This mindset ensures that security protocols are not only implemented but respected across departments, creating a secure environment that allows data initiatives to scale safely.

## Innovating with Data: A Strategic Path Forward

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The Data Pioneers series highlighted that true innovation in healthcare requires data to be more than just an operational tool—it must be a strategic asset. Joel Vengco emphasized the role of data in moving beyond episodic care to predictive, preventative models. “The future is in using data not just to treat patients but to anticipate their needs and proactively manage their health.”



## Final Takeaway:

Data as a strategic asset enables health systems to drive innovation in care delivery, creating an environment where patients receive more personalized, efficient, and effective care. Leaders can unlock this potential by investing in predictive analytics and fostering inter-departmental collaboration to explore novel applications of data.



## Targeted Takeaways for Healthcare Executives

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### For CMIOs:

Create collaborative forums between IT and clinical teams to make data more accessible and actionable for clinical staff. Champion AI applications that reduce administrative workload and promote data literacy among care teams to drive better outcomes.

### For CTOs:

Prioritize a robust data foundation as a prerequisite for adopting advanced analytics and AI. Establish a governance structure to coordinate vendor partnerships and ensure alignment with organizational goals.

### For Chief Innovation Officers:

Cultivate a data-driven culture by setting clear, measurable goals for data initiatives. Pilot predictive analytics tools to showcase value early on, and promote transparency in reporting outcomes to foster trust and engagement across the organization.