

Data Driven, Value Focused

Leading a Modern Data Driven Healthcare Culture

Arkansas Healthcare Financial Management Association
August 20, 2026

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Discussion Context and Approach

- **Resource Agnostic:** Whether you lead a large health system or a rural community hospital, data culture is not about budget size... it's about maximizing the assets you already have. Take the frameworks that fit your scale and resources, and leave what doesn't.
- **Leadership Over Technology:** This is not a technical discussion on database engineering or BI algorithms. It is focused on organizational psychology, human behavior, and leadership integration.
- **Grounded in Reality:** This presentation reflects real experience. What worked, what failed, and where we are actively taking our culture next.

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INTRODUCTION

The Healthcare Analytics Paradox: Drowning in Data, Starved for Actionable Insights

THE INVESTMENT REALITY

- Significant investments (time & \$) in EHR, enterprise warehouses & BI tools
- Dedicated analytics teams expanded
- High expectations for automated financial performance and rigor based decision making

THE OPERATIONAL REALITY

- Low adoption across operational leaders
- Meetings spent debating accuracy or whose numbers are “right”
- Major decisions still driven by gut feel and inertia

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Topic Outline

1. Maximizing Tech ROI Through People
1. Bridge the Data Reliance Gap
1. The Shift to Active Leadership & Silo Breakdown
1. Transitioning from Feel to Rigor

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Topic 1

Maximize Tech ROI Through People

Aligning platform capabilities with behaviors to ensure adoption

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Topic 1: TECH ROI & PEOPLE

The 80/20 Trap: Software Yields Low ROI Without Behavioral Change

80%**SPEND FOCUS**

Software licenses, data pipelines, IT infrastructure, and vendor software

80%**VALUE DRIVERS**

Adoption, trust, alignment, and decision workflows

Buying a faster car doesn't help if nobody knows how to drive it or agree on where they need to go.

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Topic 1: TECH ROI & PEOPLE

Why Analytics Platforms Fail to Deliver ROI**1. Design Bias**

Many tools are built based on vendor assumptions rather than solving frontline operational pain points

2. Black Box Syndrome

Users don't understand underlying calculations, breeding skepticism and shadow reporting

3. Counting Methods

Finance and Operations use conflicting methods for the same metrics

4. Pull vs Push

Solutions can die over login requirements

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Topic 1: TECH ROI & PEOPLE

The Cultural Alignment Framework: Consumer Design**1. Partner with a Champion**

Successful data isn't the data that's the prettiest, or the most sophisticated. It's data that your staff cares about.
Find someone that's passionate about a problem. Build reports that make their job easier.

2. Clicks and Load Times Matter

The ultimate goal of having data is to guide action to make your organization better.
Everyone's busy. Data should be "two clicks and 5 seconds" from action.

3. Meet Them Where They Are

Don't die on the hill that users have to log into a system to view data. It's "ok" if that happens in a PDF.

4. Start Small and Add Later

Too often, we try to "boil the ocean".
The result is a dashboard that is overly complex and confusing.
It tries to answer so many things that the point gets lost.

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Topic 2

Bridge the Data Reliance Gap

Overcoming fear, establishing trust, and training leaders to consume insights

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Topic 2: BRIDGING THE DATA GAP

Deconstructing Resistance: Fear & Friction

VISIBLE BEHAVIOR (SURFACE)

- Skepticism toward automated reports
- Reluctance to use central BI tools
- Persistent cross examination
- 'Our patient population is unique'
- 'We already track that metric' (manually)
- 'This doesn't represent performance'

UNDERLYING DRIVERS (BELOW THE SURFACE)

- Fear of public exposure or scrutiny during variance reviews
- Intimidation of complex statistical tools and financial formulas
- Fear of misinterpreting financial data in front of executives
- Performance transparency

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Topic 2: BRIDGING THE DATA GAP

Establishing Data Integrity & Consumable Content

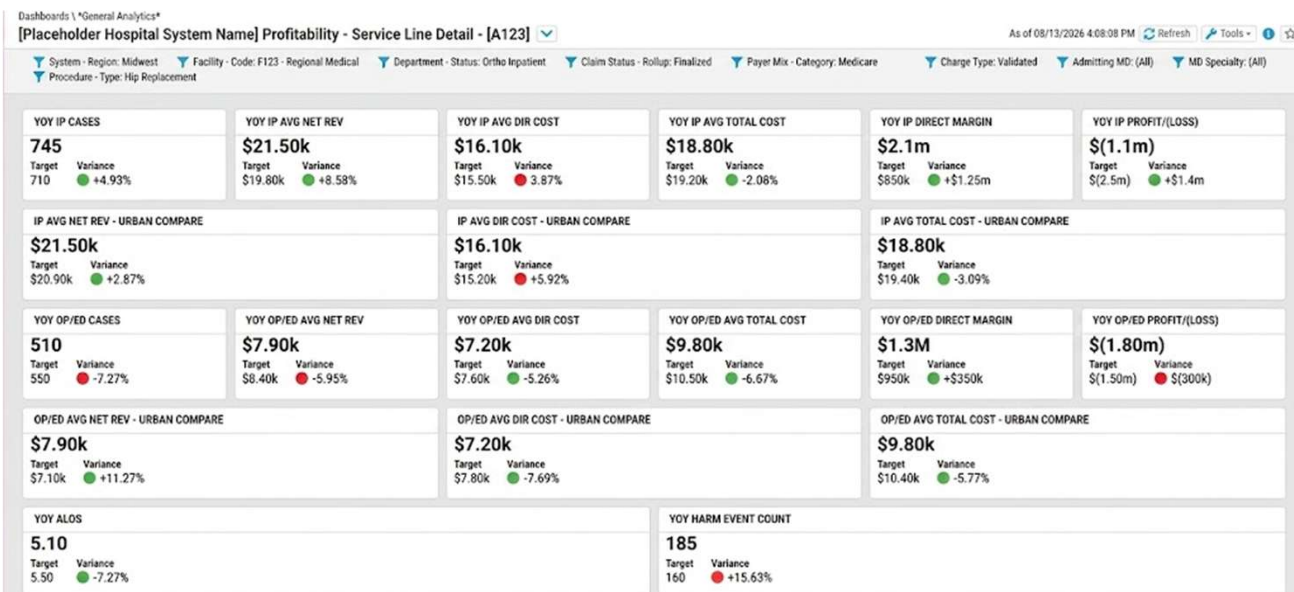
Make Data:

- **Transparent**
 - Metrics should be clearly defined
- **“Public” (To your organization)**
 - Performance shouldn't be secretive.
 - When possible, allow all levels of your organization to see how you're doing.
- **Consistent (data governance)**
 - Everyone uses the same number
 - The data follows a consistent cadence/frequency
- **Actionable**
 - This is easier said than done. Trend identification can be simple, but the “why” is nuanced. This is where true “analytics” is done. Either by people or algorithms.

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Topic 2: BRIDGING THE DATA GAP

Example 1 - Service Line Profitability - Failure



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- **Insight to Action took 10+ clicks**
- **Tried to do too much (was confusing)**
- **Required a login. (Operations didn't want another "tool")**
- **Analysts loved it, operations couldn't understand it and didn't have time.**

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April 2020 - Actual Performance																						
	Day of Week	IP Admissions			Newborn Cases			OP Visits			ED Visits			Surgical Cases			Other (GI/Litho)		Surgical/Other Case Target		Surgical/Other Case Variance	
		Admission Target	IP Admissions	Variance	Newborn Cases	Newborn Target	Case Variance	OP Visits	Target	Variance	ED Visits	Target	Variance	Obs Cases	Converted Cases	Surgical Cases	Other (GI/Litho)	Case Target	Case Variance			
9/28/24	Saturday	66	84	6	8	9	2	1,477	15,310	306	141	165	3	27	53	10	4	19	(1)			
9/29/24	Sunday	67	84	(9)	10	9	4	1,424	15,310	(16)	152	165	(13)	21	53	7	3	19	(9)			
9/30/24	Monday	75	84	(9)	9	5	2	1,419	15,310	(116)	142	165	(23)	17	57	10	8	87	10			
9/31/24	Tuesday	77	84	(7)	8	5	(1)	1,573	15,310	95	142	165	(13)	27	68	81	16	87	22			
9/1/24	Wednesday	82	84	8	8	9	(1)	1,543	15,310	123	143	165	(15)	24	72	93	17	87	29			
9/2/24	Thursday	87	84	5	10	9	1	1,453	15,310	86	143	165	(16)	23	64	92	11	87	17			
9/3/24	Friday	78	84	(6)	8	9	(1)	1,330	15,310	67	152	165	(17)	24	69	75	19	87	19			
9/4/24	Saturday	61	57	10	10	9	1	1,323	15,310	40	143	165	3	31	71	10	11	3				
9/7/24	Sunday	89	57	12	6	5	1	1,219	15,310	4	142	142	10	14	51	9	7	11	5			
9/8/24	Monday	101	84	27	3	9	(6)	1,368	15,310	66	142	165	(19)	24	50	70	16	87	(3)			
9/9/24	Tuesday	64	84	10	10	9	1	1,385	15,310	42	143	165	(8)	27	63	61	15	87	9			
9/10/24	Wednesday	61	84	(8)	10	9	5	1,357	15,310	101	146	165	(20)	20	62	83	18	87	20			
9/11/24	Thursday	51	84	7	10	9	6	1,418	15,310	67	142	165	(23)	19	90	87	20	87	23			
9/12/24	Friday	70	84	(14)	15	9	5	1,370	15,310	4	142	165	(13)	24	52	90	18	87	15			
9/13/24	Saturday	53	57	(6)	8	5	3	1,562	15,310	64	146	142	4	27	59	9	12	11	10			
9/15/24	Sunday	52	57	(8)	5	5	0	1,513	15,310	5	140	142	(12)	13	45	7	3	11	(2)			
9/16/24	Monday	91	84	9	5	9	(4)	1,598	15,314	108	153	145	6	27	65	84	20	87	17			
9/17/24	Tuesday	101	84	17	5	9	1,533	15,314	61	153	165	(12)	24	69	92	16	87	21				
9/18/24	Wednesday	91	84	7	12	9	3	1,447	15,314	98	146	165	(19)	18	49	82	17	87	22			
9/19/24	Thursday	101	84	16	7	9	(4)	1,955	15,314	94	149	165	(16)	27	67	95	3	87	16			
9/18/24	Friday	71	84	(10)	16	9	7	1,958	10,645	(19)	152	165	(13)	16	53	75	13	87	(1)			
9/19/24	Saturday	83	54	(11)	10	5	5	455	62	16	172	165	5	16	53	6	3	11	(13)			
9/20/24	Sunday	83	54	(11)	9	5	4	441	62	(26)	147	165	5	16	10	7	9	11	(1)			
9/21/24	Monday	84	84	(0)	8	5	(4)	481	474	20	172	165	7	8	28	64	63	18	87	(13)		
9/22/24	Tuesday	83	84	(1)	4	9	(4)	481	474	(33)	148	165	3	28	74	70	15	87	(7)			
9/23/24	Wednesday	89	84</																			

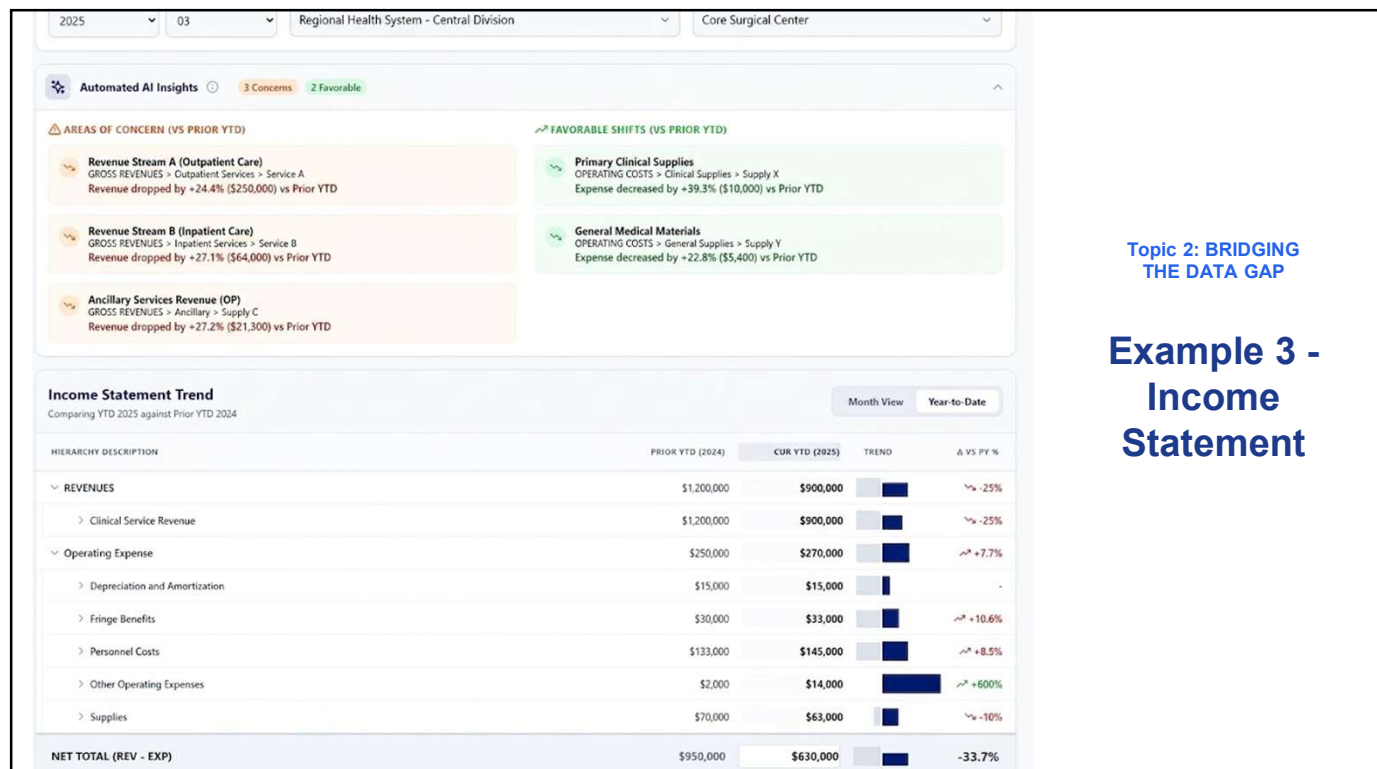
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Topic 2: BRIDGING THE DATA GAP

Example 2 - Daily Stats - Lessons Learned

- Met users where they were (PDF in their email)
- Consistent. Email is sent every day at the same time.
- “Two clicks and 5 seconds”
- Data is “public”
- Data is defined, and simple

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Topic 3

The Shift to Active Leadership & Silo Breakdown

Unifying Finance, Clinical Operations, and Business Intelligence

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Topic 3: SHIFT TO ACTIVE LEADERSHIP

The Healthcare Analytics Triad: Breaking Down Silos

FINANCE

Focus:

- Financial Stewardship
- Margin Preservation
 - Budget Variances
 - Cost Per Case
- Revenue Realization

CLINICAL OPS

Focus:

- Patient Outcomes
 - Care Quality
 - Staffing Ratios
- Bed Throughput
- Service Line Performance

BI & IT

Focus:

- Data Pipelines
- Architecture
- Data Security
- Tool Scalability

SILOS = Reactive Management - We only talk when there is a problem

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Topic 3: SHIFT TO ACTIVE LEADERSHIP

Culture Shift: Active vs Reactive Management



The Ultimate Leadership Goal:
 Converting time from “asking and answering” to “knowing and responding”

Difficulty is High

- ~ Time Reorganization
- ~ Prioritization is Key (resolute)
- ~ Performance Measures
- ~ Data Processes (consistent with integrity)
- ~ Content (reporting) & Distribution
- ~ Clear Expectations and Buy-in

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Topic 4

Transitioning from Feel to Rigor

Institutionalizing pre decision due diligence across leadership committees

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Topic 4: TRANSITIONING FROM FEEL TO RIGOR

How to Instill Consistent Due Diligence**1. Establish Scope**

- Capital
- Physician Workforce
- Labor
- Service Line

Materiality defines focus

**2. Effective
Bureaucracy**

- Who's qualified to "know"?
- Pace = complexity & Bias

3. Decision Making

- Accountable Owner
 - Execute / Pivot
- Data Driven Assessments
 - Core Templates
- Measurable Expectations
- Record Rationale

4. Monitoring

- Accountable Owner is Responsible
- Scheduled Follow-ups
- Format follows the assessment
 - vs bias from owner

Accounting/Finance professionals are uniquely qualified to develop effective frameworks

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Topic 4: TRANSITIONING FROM FEEL TO RIGOR

Examples of Effective Due Diligence**1. Labor Management**

Multi-Disciplinary approach to all FTE requests, coupled with hard cadence monitoring

2. Practitioner Compensation

Multi-Disciplinary approach to compliance and effectiveness

3. Capital

Clinical operations and finance alignment across all locations (system minded)

4. Practitioner Workforce

Workforce decisions, practice performance, care delivery models

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Key Takeaways

- 1. Design for the end user workflow (2 clicks, 5 seconds)**
- 1. Build trust through transparency**
- 1. Unify Finance, Operations, and Technology**
- 1. Establish pre decision rigor and monitor results**

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Bonus Time

Recent Technology Developments

AI, BI, Apps

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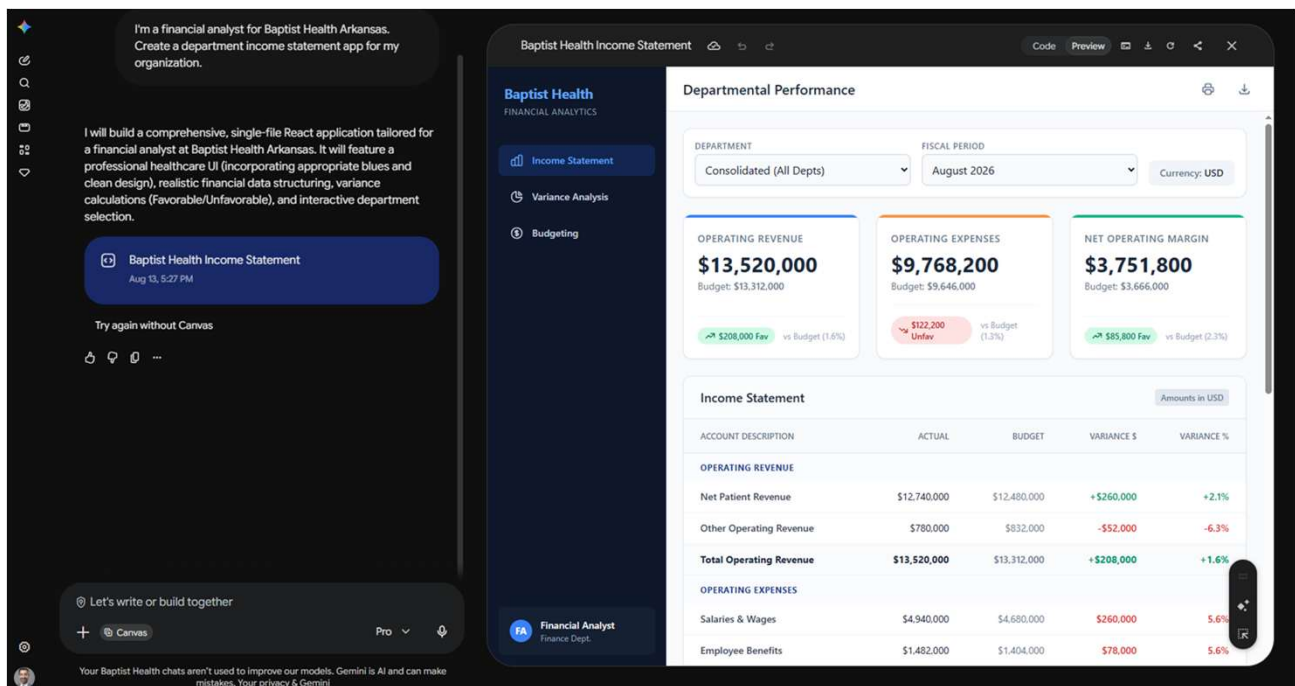
Bonus Time

Recent Technology and Developments

- **NotebookLM**
 - AI assisted training videos and explanations
 - To help train your end users
- **Centralized Landing Page for all content**
 - Users shouldn't feel like they're changing tools. Everything they need to answer a question is in one place.
- **Google Gemini Apps Script Prompting**
 - AI assisted HTML application writing
 - To help build your content
- **Solutions that require a large team of highly specialized app developers is quickly turning into a small team of business professionals.**

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Bonus Time



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Thank You & Q&A