

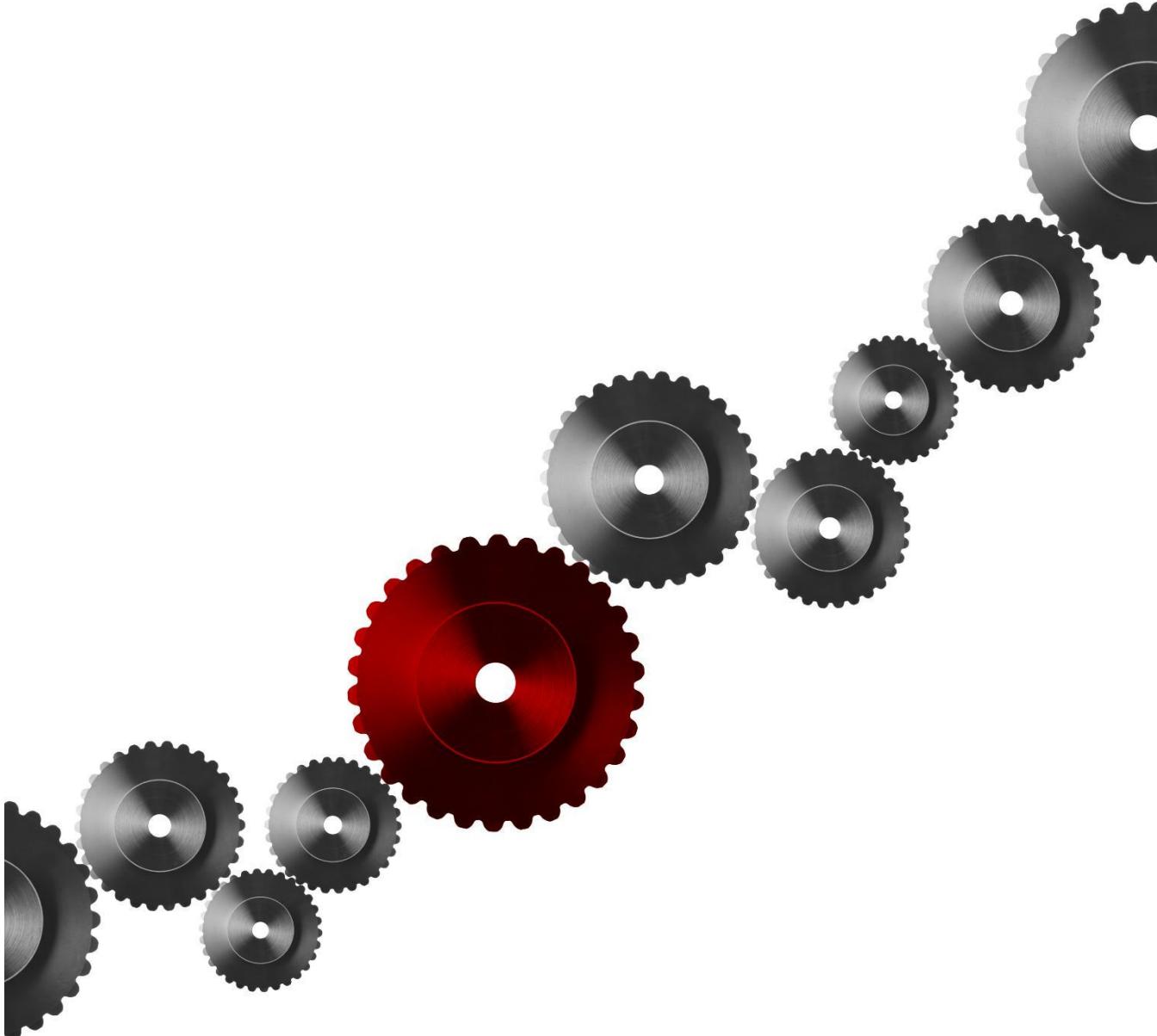


Analytics Center of Excellence (ACE): Vision, Strategy, and Implementation

Building a culture of data-driven
decision-making and innovation

Meeting Agenda

- ❑ Vision for the Analytics Center of Excellence
- ❑ Value to the Organization
- ❑ Enabling Tools and Technologies
- ❑ Processes to Realize the Vision
- ❑ Skill Sets and Training
- ❑ Steps to Achieve the Vision
- ❑ Support Needed from the Organization
- ❑ Key Takeaways



Vision for the Analytics Center of Excellence

Mission and Objectives of the ACE

Mission of the ACE

The mission of the ACE at Care+ is to empower teams across the organization to leverage data insights, driving operational excellence, effective program management, and positive social impact.

Objectives of the ACE

- Develop insightful dashboards and reports to track key performance indicators (KPIs) for government programs, enabling proactive identification of areas for improvement.
- Utilize predictive analytics to identify individuals at risk of program disengagement, allowing for targeted interventions and improved outcomes.
- Establish data sharing agreements and protocols to facilitate collaboration and fostering knowledge sharing across projects and departments..





ACE: Your BI and Data Analytics Supercenter

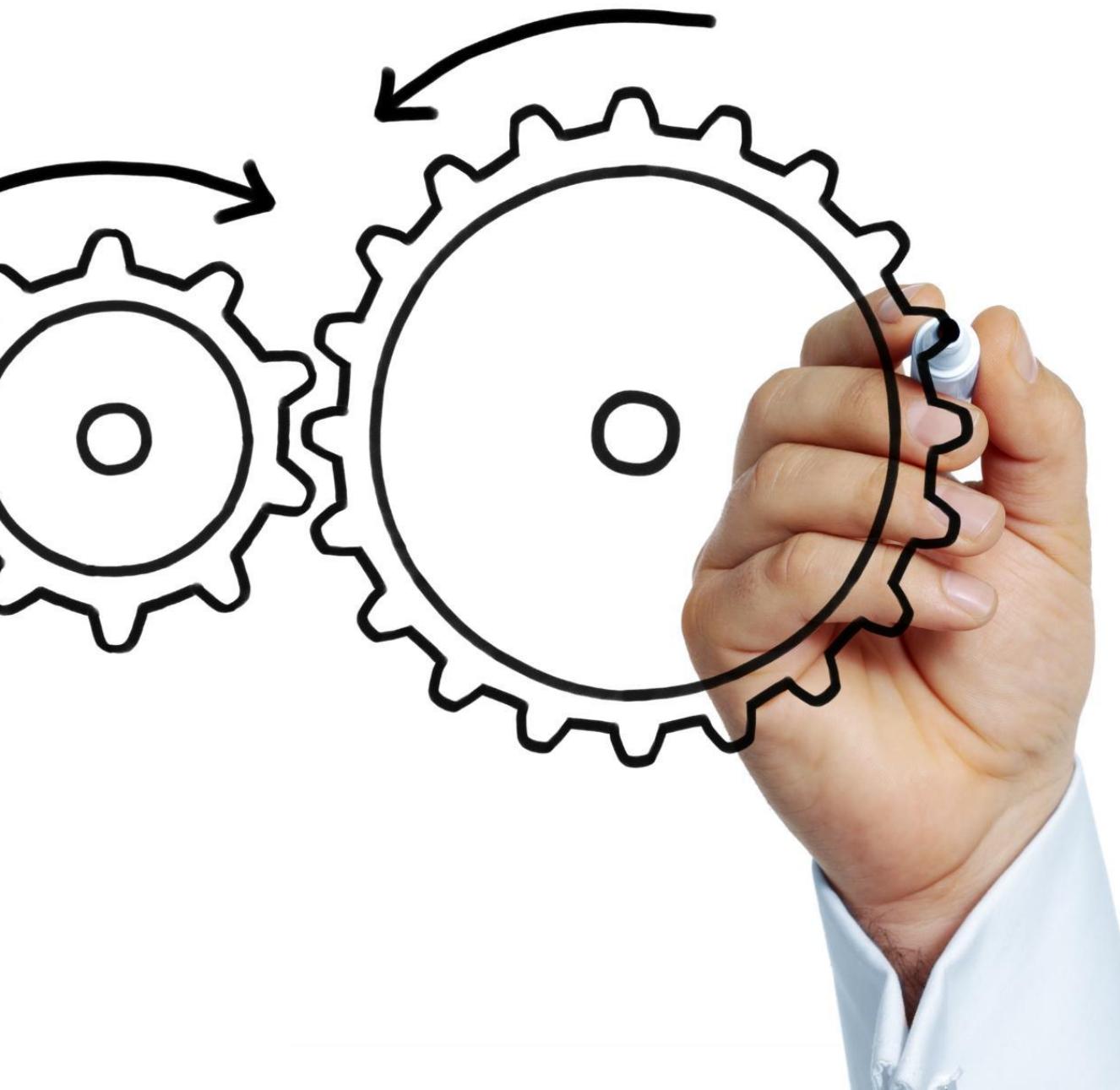
- ❑ Centralized hub model for business intelligence and data analytics.
- ❑ Streamlined access to expertise, tools, and best practices.
- ❑ Increased efficiency, collaboration and knowledge sharing.
- ❑ Faster, data-driven decision-making across the organization.
- ❑ Cost savings through resource optimization and consolidation.

Centralized Hub Model

- ❑ Centralized hub model for business intelligence and data analytics.
- ❑ Advanced analytics, data management, statistical modeling, data governance, business metadata, ad hoc and prototyping, education and support.
- ❑ Services offered to internal and external clients.
- ❑ Internal clients: HR, Sales, Marketing, Finance.
- ❑ External clients: partners and other stakeholders.



Value Proposition for the Organization



- **Enhanced Decision-Making:** The ACE will empower Care+ leaders and teams to make informed, data-driven decisions that optimize program outcomes and resource allocation.
- **Improved Efficiency:** By streamlining data analysis and reporting processes, the ACE will enable Care+ to identify operational bottlenecks, reduce waste, and improve overall efficiency.
- **Fostering Innovation:** The ACE will serve as a catalyst for innovation, exploring new technologies and methodologies to continuously improve service delivery and citizen engagement.
- **Proactive Risk Management:** The ACE will leverage predictive analytics and data modeling to identify potential risks and challenges early on, allowing for proactive mitigation strategies and improved program integrity.
- **Enhanced Client Satisfaction:** By providing clients with actionable insights and transparent reporting, the ACE will foster trust and demonstrate Care+'s commitment to delivering value and achieving positive outcomes.

Key Principles and Values



Transparency

We will **foster transparency** by regularly sharing project updates, insights, and performance metrics with stakeholders.

Accountability

We will establish clear roles and responsibilities within the ACE and hold ourselves **accountable for delivering** on our commitments.

Collaboration

We will actively **collaborate with stakeholders** across the organization, seeking their input and ensuring their needs are met.

Value to the Organization



Enhancing Data-Driven Decision Making

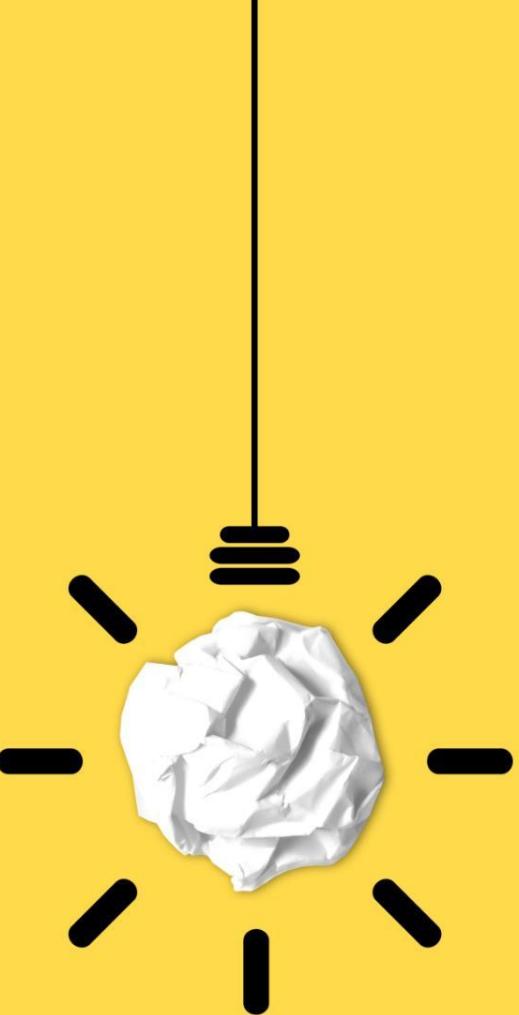
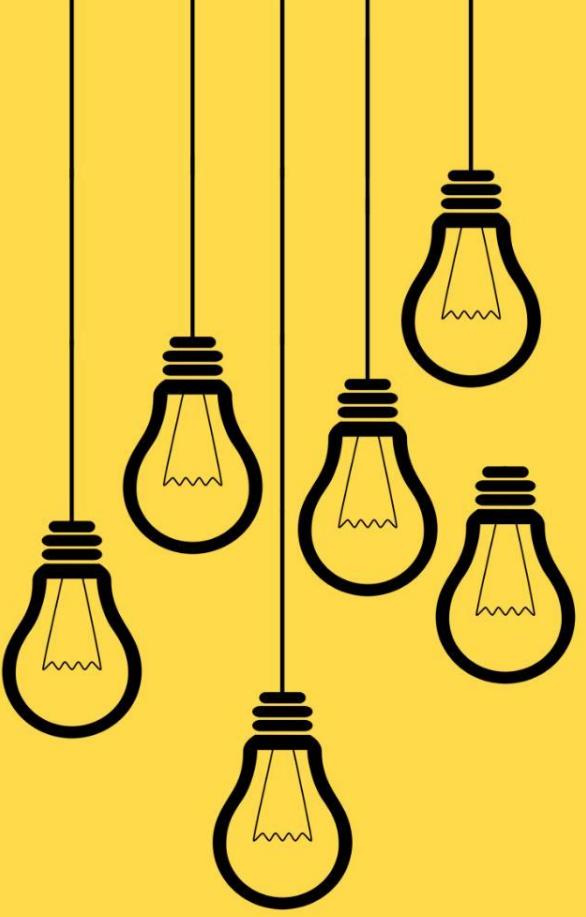
Data-driven decision-making will lead to more effective program implementation, improved citizen outcomes, and optimized resource allocation.

- The ACE will provide program managers with interactive dashboards to monitor program performance, identify trends, and **make data-driven decisions** on program adjustments.
- By analyzing citizen demographics and needs, the ACE will enable Care+ to **tailor outreach and communication strategies**, improving engagement and program participation.
- By leveraging the power of data, the team will enable the organization to optimize its programs and achieve better outcomes for the citizens we serve.



Improving Efficiency and Productivity

- The ACE will **streamline case management processes by automating data entry** and document management, reducing administrative burden and allowing caseworkers to focus on providing direct support to citizens.
- By **analyzing** call center data, the ACE will **identify opportunities to improve call routing and self-service options**, reducing call volumes and improving overall efficiency.



Fostering Innovation and Competitive Advantage

The ACE will foster innovation and competitive advantage within the organization by **providing insights that are not readily available**.

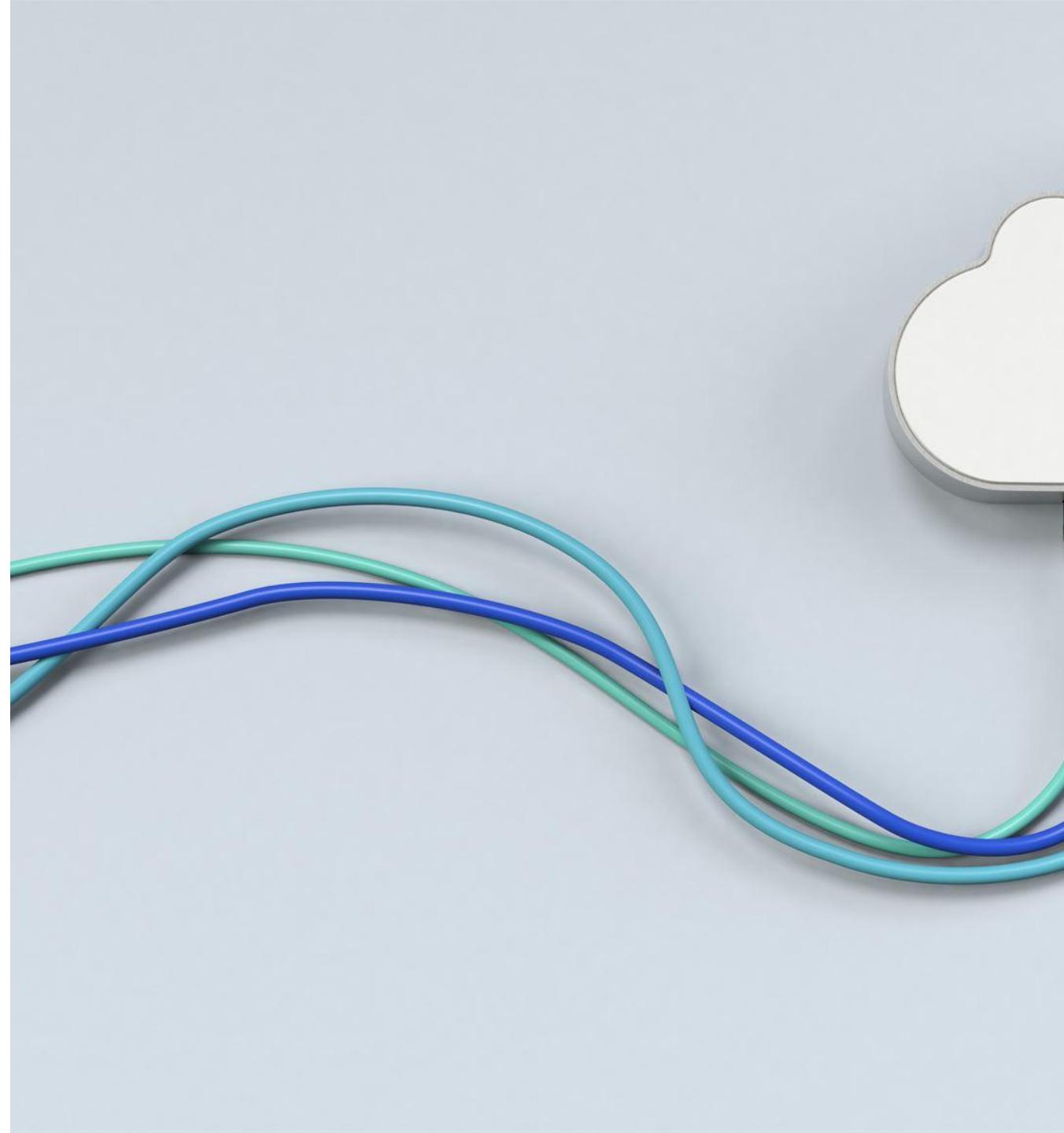
- ❑ The ACE will **leverage data analytics and machine learning to develop predictive models** for identifying fraud, waste, and abuse in government programs, protecting taxpayer dollars and ensuring program integrity.
- ❑ By analyzing citizen feedback and sentiment data, the ACE will enable Care+ to **proactively address concerns and continuously improve service delivery**, enhancing our reputation and competitive positioning.

Enabling Tools and Technologies

Data Management and Storage Solutions

By efficiently managing and storing data, we can ensure that our teams have access to the right information at the right time, enabling them to make informed decisions that improve program outcomes and citizen experiences.

- A **centralized data catalog (data lake)** will provide a clear and accessible inventory of available data assets, facilitating data discovery and collaboration.
- A **scalable cloud-based data warehouse** to accommodate the growing volume and variety of data generated by our programs and services.
- Secure data storage solutions with robust access controls and encryption will safeguard sensitive citizen information and ensure compliance with privacy regulations.

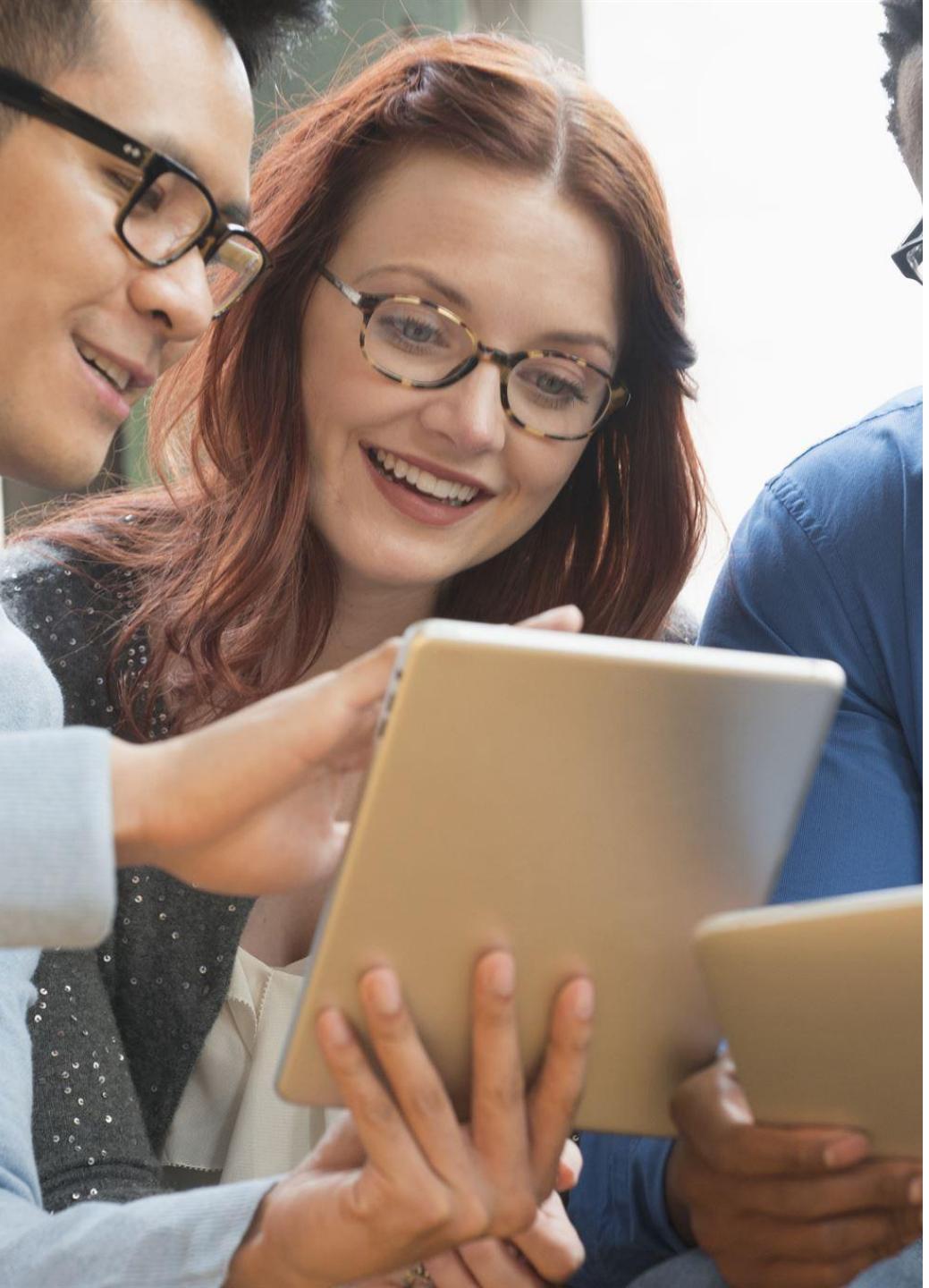


Analytic and Visualization Tools

- ❑ Tableau, Power BI and Qlik will be used to create interactive dashboards and reports, providing stakeholders with real-time visibility into program performance, citizen engagement, and other key metrics.
- ❑ Python and R will enable our data scientists to perform advanced statistical analysis, predictive modeling, and machine learning, uncovering hidden patterns and insights within our data.
- ❑ **Generative AI**, Natural language processing (NLP) tools will help us analyze unstructured data from citizen feedback and social media, providing valuable insights into sentiment and emerging trends.

These tools will empower us to go beyond basic reporting and **uncover deep insights** that drive innovation, optimize operations, and improve the effectiveness of our programs and services.





Collaboration and Communication Platforms

Effective collaboration and communication will break down silos, **encourage knowledge sharing**, and ensure that **everyone is aligned** on data-related goals and initiatives.

- ❑ Microsoft Teams or Slack will serve as our primary collaboration hub, facilitating real-time communication, file sharing, and project management across teams and locations.
- ❑ SharePoint or Confluence will provide a centralized repository for knowledge sharing, documentation, and collaboration on data-related projects.
- ❑ Regular virtual meetings and workshops will foster cross-functional collaboration, knowledge exchange, and a sense of community within the ACE.

Processes to Realize the Vision



Establishing Data Governance Standards

By establishing a robust data governance framework, we can **build trust in our data**, enable informed decision-making, and mitigate risks associated with data breaches and non-compliance.

- ❑ **Data quality standards** and validation processes will be implemented to **Maintain data integrity and reliability**.
- ❑ Data access policies and procedures will be established to **safeguard sensitive information** and ensure compliance with privacy regulations.
- ❑ Define clear **data ownership and stewardship** roles to ensure accountability for data quality and accuracy.

Implementing Robust Data Security Measures



By implementing **robust data security measures**, we can protect sensitive citizen information, maintain the trust of our clients and stakeholders, and ensure compliance with industry regulations.

Access Controls: Strict access controls will be implemented to ensure that only authorized personnel can access sensitive data, minimizing the risk of unauthorized disclosure.

Encryption: Data encryption, both at rest and in transit, will protect sensitive information from unauthorized access, even in the event of a data breach.

Monitoring: Continuous monitoring of data access and usage patterns will enable us to detect and respond to potential security threats in a timely manner.

Data Handling and Disposal: Clear policies and procedures for data handling and disposal will ensure that sensitive information is managed responsibly throughout its lifecycle, minimizing the risk of data leaks or breaches.

Standardizing Analytic Workflows

Standardized analytic workflows will **improve the efficiency, accuracy, and consistency** of our data analysis efforts, leading to more reliable insights and better decision-making.

- ❑ Standardized data cleaning and preparation processes will reduce the time and effort required for analysis, enabling faster insights generation.
- ❑ Consistent reporting templates and visualization standards will ensure that **insights are presented in a clear and easily understandable manner**, facilitating decision-making.
- ❑ Documented and repeatable workflows will enable knowledge sharing and collaboration, ensuring continuity even as team members change.



Skill Sets and Training



Core Skills Required for the ACE Team

A highly skilled and capable ACE team will be able to tackle complex data challenges, generate valuable insights, and effectively communicate findings to stakeholders.

We will assess candidates' skills and experience during the hiring process and provide ongoing training and development opportunities to ensure our team members stay at the forefront of their fields.

- ❑ **Data Management:** Proficiency in SQL, data modeling, and data warehousing principles.
- ❑ **Data Analysis:** Expertise in statistical analysis, machine learning, and data mining techniques.
- ❑ **Data Visualization:** Skill in creating clear and compelling visualizations using tools like Tableau and Power BI.
- ❑ **Additional Skills:** Strong problem-solving, communication, and collaboration skills are essential for success in the ACE.



Training and Development Programs

Foster a culture of continuous learning and development, providing team members with the resources and support they need to grow professionally and contribute to the success of the ACE.

- Offer **technical training** on data analysis tools, programming languages, and visualization techniques.
- Soft skills training** will focus on communication, presentation, and storytelling with data.
- Leadership development** programs will prepare team members for future growth and advancement within the ACE.
- We will encourage participation in external conferences, workshops, and online courses to stay abreast of industry trends and best practices.



Promoting Continuous Learning

Investing in training and development will ensure that our team members have the skills and knowledge they need to deliver high-quality BI and analytics services and drive innovation within the organization.

- ❑ **Access to Training Resources:** We will provide access to online learning platforms, industry publications, and internal knowledge-sharing resources.
- ❑ **Attending Conferences and Workshops:** We will encourage team members to attend relevant industry events to network with peers, learn from experts, and stay informed about the latest trends.
- ❑ **Encouraging Knowledge Sharing:** We will create opportunities for team members to share their knowledge and expertise through internal presentations, lunch-and-learns, and mentorship programs.

Steps to Achieve the Vision

Efficient Setup and Resource Allocation

By efficiently allocating resources and prioritizing initiatives, we can ensure that the ACE delivers **tangible value** to Care+ and its clients from day one.

- ❑ We will conduct a **comprehensive needs assessment**, collaborating with stakeholders across Care+ to understand their data requirements, pain points, and desired outcomes.
- ❑ We will establish a **phased implementation** plan, prioritizing quick wins and high-impact projects to demonstrate the value of the ACE early on.
- ❑ We will develop a detailed budget outlining the necessary investments in technology, talent acquisition, and training.



Building a Strong Team and Culture of Innovation



By creating an environment where everyone feels valued, empowered, and supported, we can **unlock the full potential** of our team and achieve our vision of data-driven excellence.

- ❑ We will actively **recruit and retain a diverse team** of analysts, data scientists, and domain experts, ensuring a wide range of perspectives and skill sets.
- ❑ This diversity will enable us to better understand the unique needs of the diverse populations we serve and develop solutions that are inclusive and equitable.
- ❑ We will **break down silos** and **encourage cross-functional collaboration**, ensuring seamless communication and knowledge sharing between the ACE and other departments.
- ❑ We will **encourage experimentation and risk-taking**, empowering team members to explore new ideas and technologies.
- ❑ We will **celebrate successes and learn from failures**, fostering a growth mindset and a culture of continuous improvement.

Establishing Metrics and KPIs for Success



By establishing clear metrics and KPIs, we can track the ACE's progress, demonstrate its value to the organization, and ensure that we are **continuously improving our services and capabilities**.

- ❑ We will measure the **impact of our data insights** by tracking metrics such as the number of actionable insights generated, the adoption rate of data-driven recommendations, and the resulting improvements in program outcomes or operational efficiency. This will demonstrate the value of the ACE in driving positive change.
- ❑ We will regularly solicit feedback from clients, program managers, and other stakeholders to assess their satisfaction with the ACE's services and identify areas for improvement. **High stakeholder satisfaction** is a key indicator of the ACE's effectiveness and relevance.

Specific Targets or Benchmarks:

- ❑ Achieve an average stakeholder satisfaction rating of 4.5 out of 5 within the first year.
- ❑ Achieve a 98% data accuracy rate and reduce data processing errors by 50% within the first year

These metrics will also help us identify areas where we need to invest more resources or adjust our strategies to achieve our goals.

**Support Needed
from the
Organization**

Executive Sponsorship and Buy-In

Importance of Executive Support:

- ❑ Securing executive sponsorship is paramount for the ACE's success. Leaders who champion the initiative can garner organization-wide support, allocate **necessary resources**, and drive adoption of data-driven practices.
- ❑ Executive buy-in ensures the ACE's alignment with Care+' strategic goals, fostering a culture of data-informed decision-making from the top down.

With strong executive sponsorship, the ACE will have the **authority and resources needed** to drive change and make a lasting impact on the organization.





Cross-Departmental Collaboration

Cross-departmental collaboration is vital for the ACE to succeed. By working closely with different lines of business, we can gain a **deep understanding of their unique data needs**, challenges, and goals. This enables us to develop **tailored solutions** that deliver maximum value and impact.

Collaboration also fosters a sense of shared ownership and responsibility for data-driven initiatives, breaking down silos and promoting a culture of data-driven decision-making across the organization.

- ❑ We will **embed ACE team members** within different lines of business, such as healthcare, human services, and customer management, to facilitate direct communication and collaboration. This will enable us to identify opportunities for data-driven improvements, develop customized dashboards and reports, and provide ongoing support and training.
- ❑ We will partner with HR to analyze employee data and develop insights to improve recruitment, retention, and performance management. We will work with Finance to optimize budgeting and forecasting processes through data modeling and predictive analytics. And we will collaborate with Marketing to measure campaign effectiveness, personalize outreach, and improve customer engagement.



Adequate Funding and Resources

To establish and sustain a high-performing ACE, adequate funding and resources are crucial. This includes investments in cutting-edge technology, attracting and retaining top talent, and providing ongoing training and development opportunities.

Specific Resource Needs:

- ❑ **Technology:** We will require funding to procure and maintain modern BI and analytics platforms, data warehousing solutions, and advanced analytics tools. This will enable us to handle large volumes of data, perform complex analyses, and generate actionable insights.
- ❑ **Personnel:** We will need to attract and retain skilled data scientists, analysts, and engineers who possess the expertise to leverage these technologies effectively. Competitive compensation and benefits packages will be essential to attract and retain top talent.
- ❑ **Training and Development:** Ongoing investment in training and development will ensure that our team stays abreast of the latest industry trends and technologies, enabling us to continuously improve our capabilities and deliver cutting-edge solutions.
- ❑ **Infrastructure:** We may require additional infrastructure investments, such as cloud computing resources, data lakes or dedicated servers, to support the ACE's data storage and processing needs.

Key Takeaways

Key Takeaways

- ❑ ACE empowers teams across the organization to leverage data insights.
- ❑ Centralized hub model streamlines access to expertise and resources.
- ❑ The ACE will enhance decision-making, improve efficiency, foster innovation, and provide a competitive advantage.
- ❑ Collaboration and communication are key for the ACE to realize its vision.
- ❑ Data governance, security, and standardized workflows will ensure the ACE's effectiveness and efficiency.
- ❑ Strong leadership, cross-departmental collaboration, and adequate resources are crucial for the ACE's success.



Appendix

Assumptions Derived from OSINT

- ❑ Practical assumptions and use cases derived from OSINT research of Care+ website.
- ❑ Identified Care+'s primary lines of business and target audience.
- ❑ Understood Care+'s key challenges and pain points.
- ❑ Explored current trends and emerging technologies relevant to Care+.
- ❑ This analysis informed development of relevant use cases and potential solutions.

