

Analytics Gameplan

Objective

Construct a plan that will provide a roadmap to excellent analytic performance throughout all levels of an organization. Establishing a ground floor approach to which all our highest, most ambitious work can be achieved because of this work. To achieve the overall objective there will need to be a carefully scripted road map. This road map will help us establish 4 pillars of analytic success, that will help us meet a level of continued excellence for years to come. This road map is also constructed in 4 different timelines: 3 months, 6 months, 1 year, and 3 years. Each timeline will help implement and expand the potency of each pillar, and as a result, the maximize the output of our analytics capabilities.

4 Pillars to Analytic Success

Each pillar is vital for any organization to succeed. These are not the only keys to a successful program, but we believe that these 4 pillars encompass the bedrock that all other parts can grow from.

1. **Data Governance:** Data Governance is an often forgotten but very vital part of an analytics program. This provides the data framework for everything within the suite from project implementation and lifecycle, documentation processes that provide a one single central hub of truth, and output management. Establishing a firm and standardized data governance unit that brings in all branches within analytics will help everything flourish.
2. **Quality & Reliability:** Nothing we produce will be any good if we do not establish a level of quality and reliability within the data and the work that we do. This starts primarily with the data ingestion that we do with our clients, which will feed downstream the information we output.
3. **Dynamic Interoperability:** The ability to be dynamic is particularly important when an environment that can change rapidly. To be able to establish this effectively, communication between the different teams is vital. Isolating groups of talent is no longer feasible, when changes need to be made, they need to go through the proper channels, planned, and then quickly and intelligently rolled out with any impacts being vetted by all those involved throughout the entire pipeline.
4. **Impactful Output:** Most reliant on the other pillars, this is the client-facing piece of our analytics product. This is only achievable by establishing the three prior pillars, establishing a proper analytics intake process that clearly defines the business need, and a level of presentation that gets right to the result while also delivering a product that truly stands out against the competition.

The implementation of each of these pillars is instrumental in the success of analytics in general, and really are the four focuses of the 3-month, 6-month, 1-year and 3-year timelines. Each pillar will be fortified from each of those pursuits.

Game Plan Timelines

The timelines that will be detailed below are specifically structured to help us get to where we want to go as an organization now and in the future. Adopting and succeeding with these plans will help us

establish a powerful base with the pillars above, while also allowing us to take the current work we have out there and maximizing its impact for our clients and ourselves as we leverage this data to build groundbreaking advanced analytics and AI models.

3 Month Plan: Standardization and Establish Business Processes

In the first three months we will focus on establishing and implementing an organizational standard across all platforms of analytics. This is what will be the objectives within the first three months.

- Work together to provide standard ingestion process that gives the data team a focused and proactive objective to lay our data infrastructure effectively upon each product/project we ingest.
- Construct Reporting and Data Science teams method to provide constructive input on the infrastructure build which will allow them to build reproducible materials based on the needs of the customer.
- Set up communication pathways that help customers, Reporting, and Data Science to properly request data changes/needs. A proper set up for the data team to ingest these proposed changes and the ability to accurately communicate when changes can be seen by all parties involved.
- Set up an easily accessible repository that has all necessary documentation that is meticulously organized and easy for people within the business space to understand.
 - Housed in this repository will be data specs, data dictionaries, wireframes, project/product proposals/requests, project lifecycle documentation, etc.
- Establish & implement the standard Reporting/BI process across all current products & projects. Communicating & reviewing implementations without changing any current functionality within any of the client facing products.
- Standardize JIRA Process and team approach across all analytic teams.

In the first three months, there will be a lot of establishing of standard processes that we currently do not have. Doing so will lay the foundation for high level analytics to be outputted in the present and genuinely great game-changing modeling to occur in the future.

6-Month Game Plan: Optimize Outcomes and Nimble Data Structures

In the next three months we will be establishing the process of how we output data to help develop the important outcomes that will be truly impactful for a business. These kinds of impacts are crucial to uncovering deeper insights and truly setting the plate for great data modeling. This will also be a time where we will streamline how we make changes to our data schema's. As new data is needed for reporting or modeling, the changes that need to be made will be vital, and the speed at which we can do it is monumental for our overall success.

- Reporting and Data Science work together to help find optimal methods to find impactful trends and insights to help set up predictive analytic projects impact on business.
- Streamline the process to adjust the data infrastructure to capture the scope of new key points in analysis.
- Find, highlight, and plan areas of opportunity for low level automation, univariate/bivariate modeling.

- Go searching for modeling opportunities that can be phrased as 'low-hanging fruit' low LOE but massive ROI.

These three months will be a very collaborative effort to accomplish the three goals above. Working within these different teams will be a time of discovery and of road mapping the future projects that could set us apart as an organization. Goals one and two will allow us to cultivate these areas of opportunity repeatedly, while goal three will be the litmus test on the success of not only goals one and two, but the work done in the first three months, letting us know if we have the proper foundation prepared, with the proper systems, or are there still issues we need to address and take care of as we move forward as an organization.

1-Year Plan: Deploy Models, Release version 2 Reporting, and Refine Data Capabilities

By the time we close out the year, it should be an exciting time as an organization. From our work done in the first six months, we should have a synchronized process that takes well established structured data sets, that can output sleek visualization of different insights and areas of opportunity, which will leave signs of areas of opportunity, that are low effort and high impact for the business. By the end of these six months, we should be able to deploy these models, as well as begin to shift our data framework to ingest and output tangible information at a quicker pace, at a higher quality, and over a broader range of the revenue cycle landscape.

- Be able to implement models that were highlighted as low hanging fruit.
- Refine the project lifecycle to adapt to changes in data structure or data for deeper AI projects that will be deployed in the future.
- Release version 2 for all reporting products. With fresh style, color, icons, functionality, and more impactful insights that are in the face of the user instead of something they need to search and dig for.
- Create pathways and plan infrastructure changes around the ability to properly ingest unstructured data.

In this timeframe we will begin to establish how we will roll out new products/models while also how we will establish upgrades or versioning to work we already have with our clients. For our models, we may need this time to properly establish how we get our Data Science insights to our consumers, which we have several options, between established Tableau dashboards, weekly automated report rollouts, or even ingrained hands-on approaches where we meet with clients regularly to discuss model outputs and changes, we can make to enhance that output. We will also be establishing an initiative of constant improvement with the BI/reporting work we already have out there for clients. By versioning our established products, we can keep providing a higher level of service and analysis to our consumers, while also trying to stay ahead of competition. These will not be nonsense changes, but impactful changes that either improve functionality and/or provide a deeper level of insights that provide meaningful impact to all consumers. In this time, we will also continue to improve on refining our changing project lifecycle, that can adapt to the changes needed on a project. As we begin to launch our predictive models, this process will be tested, allowing us to know what works, what does not and allowing us to make changes as a result. Finally, throughout the first year or so, we have an almost singular focus on structured data and establishing that foundation for reporting and our low-level AI. Going forward, we will need to construct a plan that will help us efficiently roll in semi-structured and

unstructured data into our data schemas so that it can be properly ingested and used for advanced modeling projects like NLP (Natural Language Processing) or Neural-Networks.

3-Year Plan: Fulfilling the Potential of our Data, Reporting, and AI Abilities

In the final plan, we aim to map out where we want to be able to accomplish because of the work done in these three years. Doing so should allow us a sharp vision of where to lead our teams and can make us cognizant of pitfalls that can knock us off our path.

- Data infrastructure that can handle constantly evolving data sources and turn them into dynamic data sources that feed our BI/Reporting and Data Science outputs.
 - This means we will be able to ingest data from any source, and from any sort of structure base and be able to clean it, manipulate it, and process it into something we have already established to fuel the output of our products.
 - This will take constant work to reshape based on our growing client base, the type of data we ingest, and the types of problems we aim to solve.
- Constantly improving the standard of our reporting tools. Efficient rollout of new products that keep us ahead of competition and have us constantly uncovering deeper layers of insights to impact the business.
 - As the data structures we ingest change so will the abilities of our reporting tools. When we uncover new fields and new clients, new opportunities should open and allow us to grow and expand on our already established reporting product.
 - As functionality changes in our reporting tools, we will analyze the changes made, assess them for our clients and implement them in our tools to help expand the functionality of our tools.
- Provide a suite of out-of-the-box AI models that are reproducible based on how constantly our data structures are built. The ability to expand to deeper levels of AI that provide precise predictions and automate processes that free up time and expand roles of client workers stuck doing mundane tasks.
 - The growth of this aspect of our business will be vital over these 3 years. Expanding capabilities that are reliant on solidified processes in our data infrastructure and our reporting outputs.
 - The out-of-the-box AI models should be easy to implement and can allow us to refine based on the client we have.
 - Expanding our AI models will help us be able to expand our offerings as a revenue cycle business that specializes in AI. The more refined, functional models we have that we can sell to clients, the more profitable we will become.

Summary

The plan proposed above is a 3-year cycle that would get us to an ideal state of ingesting, processing, and outputting revenue cycle data that could transform an industry ripe with untapped analytic opportunities. With a special focus on establishing the 4-pillars we can implement this road map and really start to see our organization thrive for years. Each portion of the road map is vital in implementing the 4-pillars. In the 3-month plan we establish the framework for Data Governance, Quality and Reliability, and Impactful Output which really drive us throughout the rest of the goals and plans established later. While equally Dynamic Interoperability is established starting in the 6-month plan, it

picks up and allows our established systems to not only be strong, but fluid as we advance in the future ahead. In the 1-year plan we start to see the culmination of all 4 pillars working together and by the time we get to the end of our 3-year plan, the 4 pillars are matured, and the entire system is a well-oiled machine from start to finish.