



Georgia Department of Community Health
Office of Analytics and Program Improvement

Lessons Learned in Developing Analytic Capabilities

Wednesday March 19, 2025

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Mission:

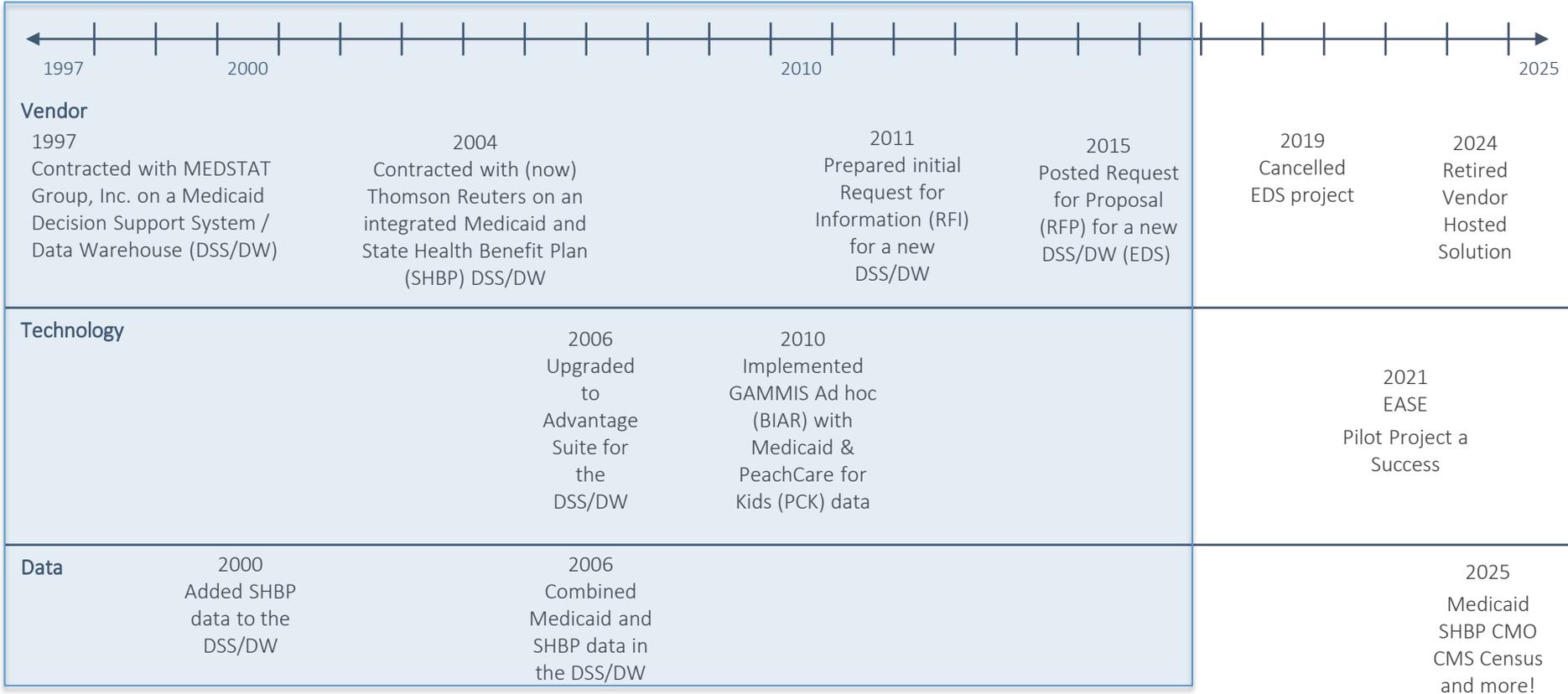
The mission of the Department of Community Health is to provide access to affordable, quality health care to Georgians through effective planning, purchasing, and oversight.

Lesson #1

While public entities may be hesitant to adopt cutting-edge technology, they should not settle for outdated solutions simply because they are familiar.

DATA WAREHOUSING AND ANALYTICS | DCH'S LAST 25+ YEARS

DCH had the same vendor (sold and acquired) and underlying technology for the past quarter century.

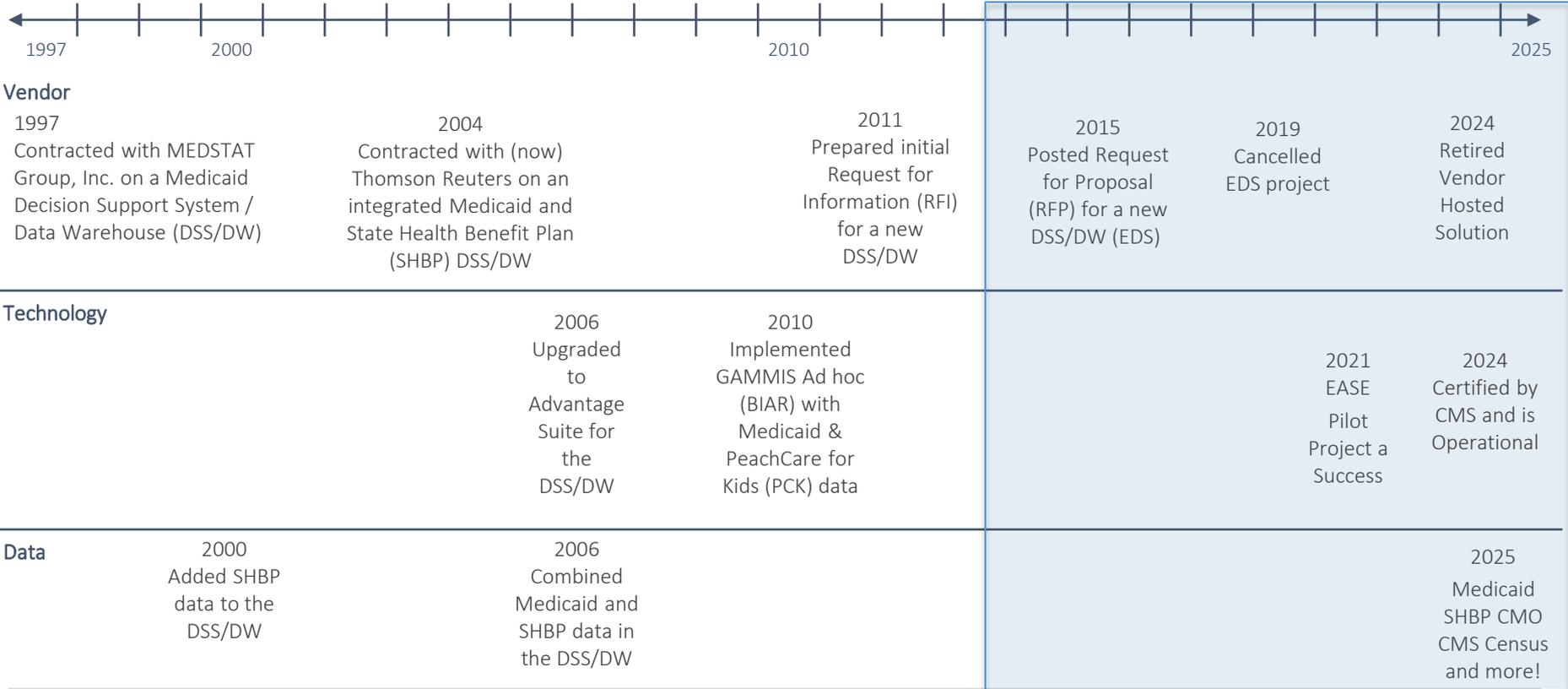


Lesson #2

Leverage all possible procurement mechanisms for technological upgrades.

DATA WAREHOUSING AND ANALYTICS | DCH'S LAST 25+ YEARS

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Lesson #3

Develop a concise and actionable strategy which supports measurable outcomes.

OFFICE OF ANALYTICS AND PROGRAM IMPROVEMENT | STRATEGIC VISION

The What, Why & Who of the Office of Analytics and Program Improvement

VISION:

To Be a Healthcare Business Intelligence Leader

MISSION:

Promote the adoption of data driven business decisions by providing quality data services which support the Department's data management and administrative simplification efforts.

GOALS:

- Enhance the data services provided by OAPI
- Implement Data Governance across the Enterprise
- Relieve burdens for our stakeholders and the member and provider communities they serve

Stakeholder Satisfaction



How do stakeholders perceive the services we provide?

Increase stakeholder satisfaction in standard and ad hoc reports

Increase security and stakeholder satisfaction in availability and transmission of data made available through DUA, BAA, MOUs

Data Availability



Do stakeholders have access to the data they need, when they need it?

Increase the number of publicly available dashboards, reports and analyses

Increase the number of EASE users and available information marts

Data Transparency & Trust



Do stakeholders understand the data they have access to, and do they believe in its value?

Increase trust in data quality

Increase business intelligence literacy

Stakeholder Awareness & Participation



Are stakeholders informed and engaged?

Develop awareness of data governance policies and processes

Increase participation in Enterprise Data Governance

OFFICE OF ANALYTICS AND PROGRAM IMPROVEMENT | STRATEGIC VISION

The What, Why & Who of the Office of Analytics and Program Improvement



Decision Support Services (DSS): Evaluate processes for efficiencies, identify training gaps, identify ways to leverage resources, review reports to make standard, ensure communication with policy group, identify and research analytic opportunities



Continuous Program Improvement (CPI): Provide SMEs for Georgia Care Connect, work with policy to identify areas of improvement, engage stakeholders in administrative simplification, execute on and facilitate completion of program improvement efforts



Business Operations: Provide the resources and organization structure needed to fulfill the mission, provide strategic guidance, remove barriers to success, project manage office tasks, evaluate effectiveness of office, identify areas of improvement



Quality Assurance and Testing: EASE data operations and maintenance to include data monitoring, testing and data quality and reconciliations



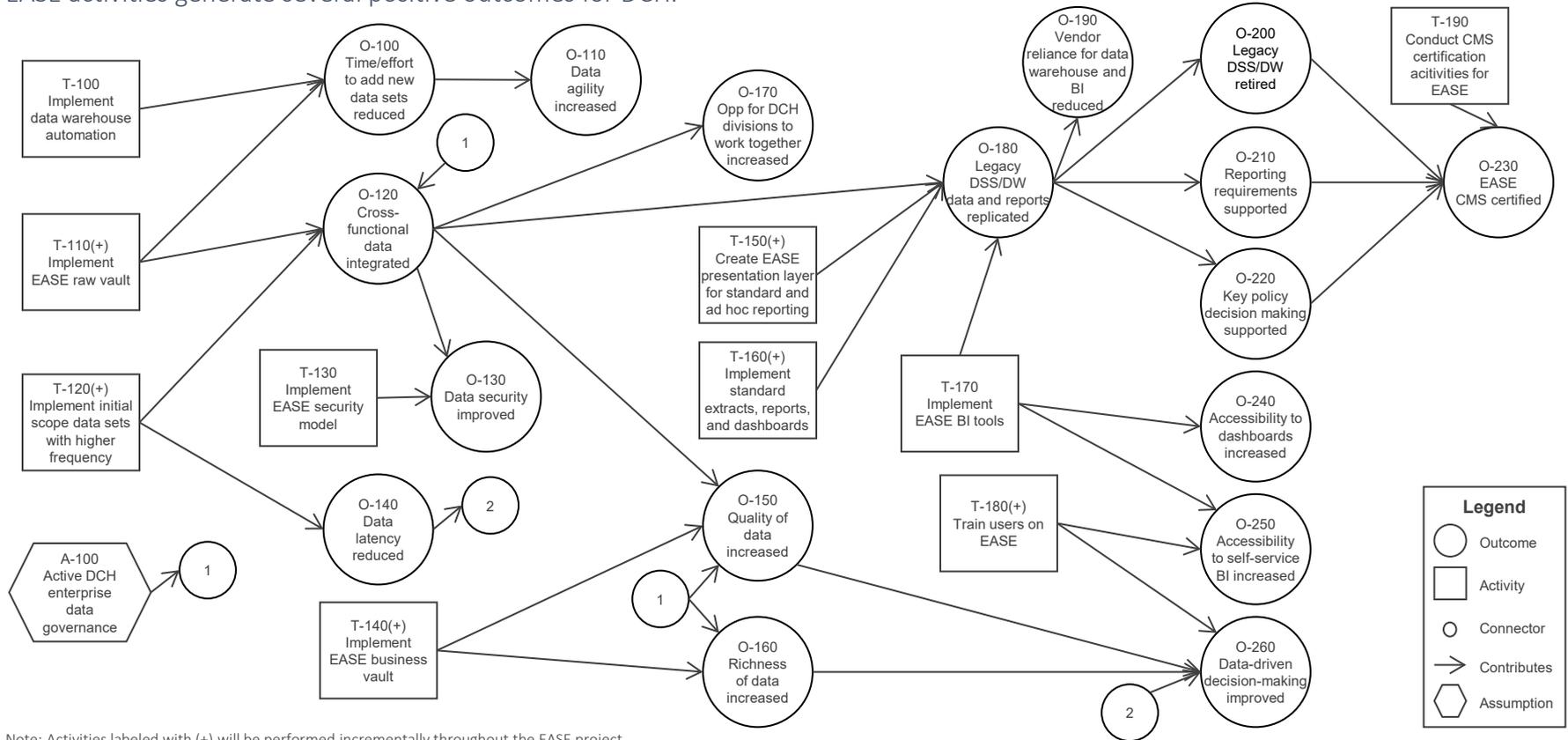
Data Governance: Develop and maintain standards for metrics, business names and terms; create processes to support consistent reporting and analytics across the Enterprise



Enterprise Analytics Solution for Everyone (EASE): Maintain and operate data warehouse, create job efficiencies, develop new Information Marts, train end users, identify project management efficiencies, develop new data loads

EASE PROJECT | RESULTS CHAIN FOR INITIAL SCOPE OF EASE

EASE activities generate several positive outcomes for DCH.



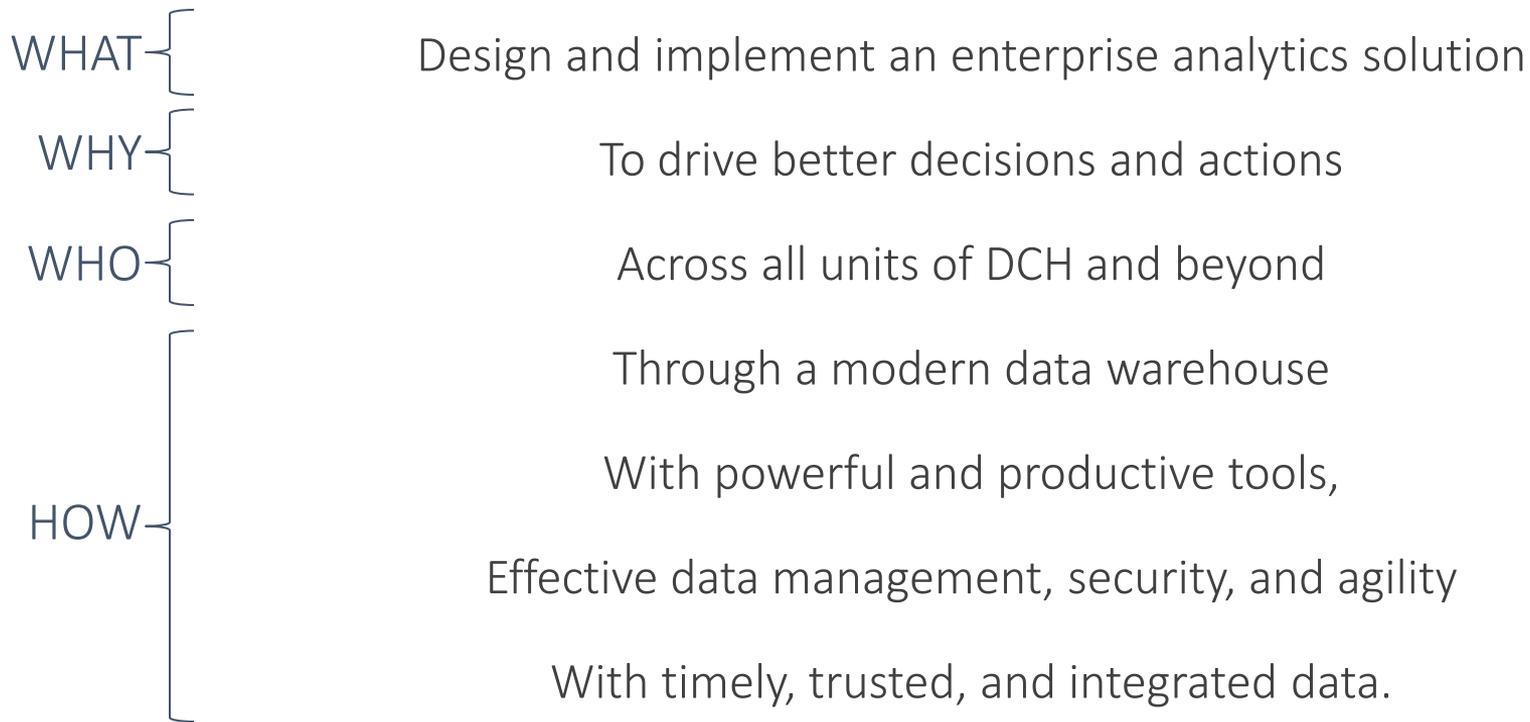
Note: Activities labeled with (+) will be performed incrementally throughout the EASE project.

Lesson #3

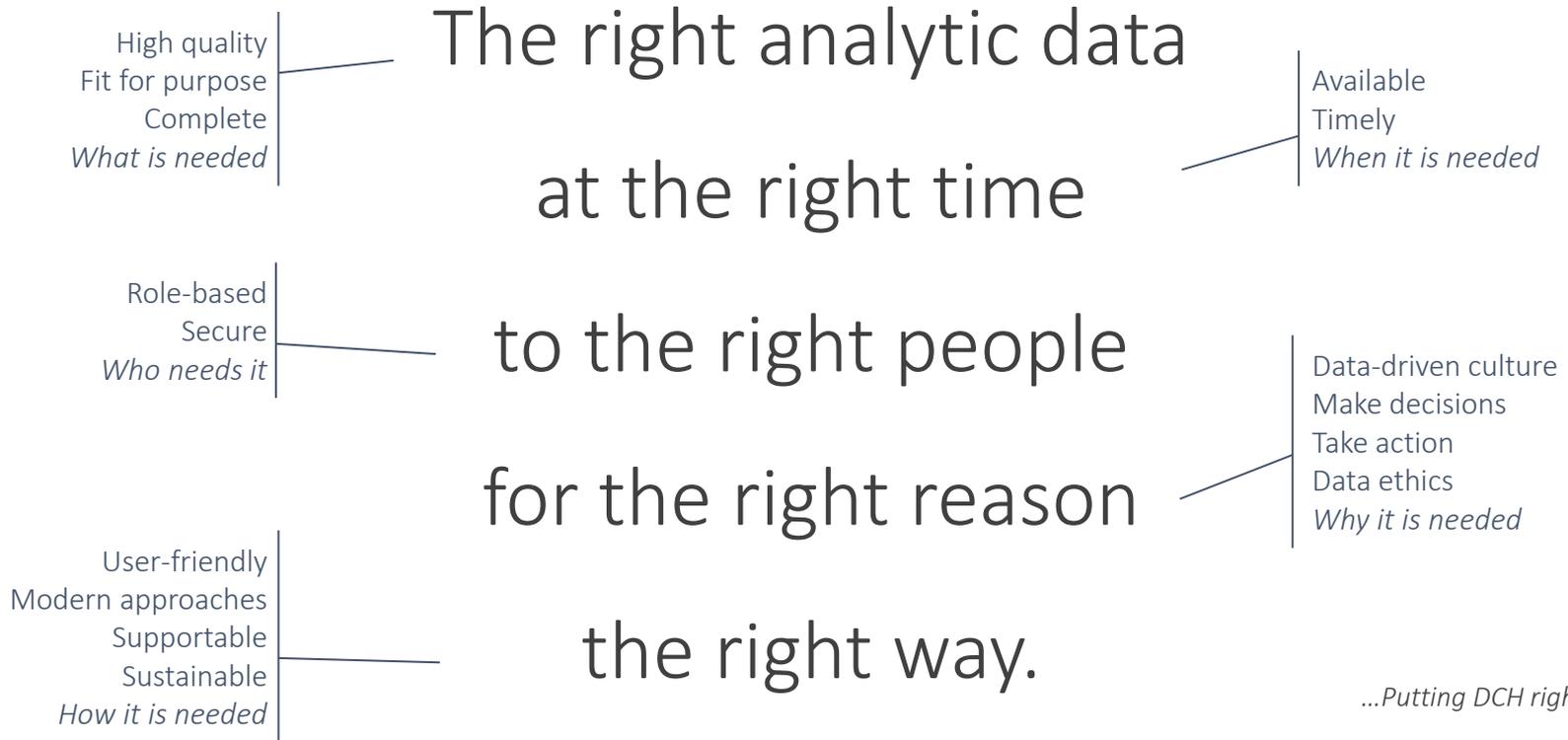
Think big, Start Small, Grow Incrementally.

ENTERPRISE ANALYTICS SOLUTION FOR EVERYONE | PURPOSE

The What, Why, Who, and How of the EASE project was a bold step forward for Georgia and the Department of Community Health (DCH).



The vision of the EASE project directly supports a broader vision of a data-driven organization and sharing with other agencies.



...Putting DCH right at EASE

EASE PROJECT | TIMELINE

A 28-month timeline for Design, Development, and Implementation (DDI) with a pilot and incremental delivery will fulfill initial scope.

		CY21		CY22												CY23												CY24							
Phase	Timing	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Pilot	3 months	[Gantt chart showing 3-month pilot]																																	
Incremental Delivery	25 months			[Timeline with 25 iterations represented by circles and arrows]																															
Operations and Enhancements	After DDI																											[Shaded area]							
Major Milestones		★ Pilot Started		★ First Incremental Delivery Completed		★ All Architectures, Technologies, and Processes Validated												Incremental Delivery each Iteration												★ Legacy Contract Ends					

Notes:

- A Pilot phase following a Disciplined Agile Life Cycle will design, develop and implement the first group of datasets to confirm the primary architecture and technologies and the project team’s ability to deliver
- The Incremental Delivery phase will continue to build out and deliver the data warehouse iteratively and incrementally using Disciplined Agile (D→)

Lesson #4

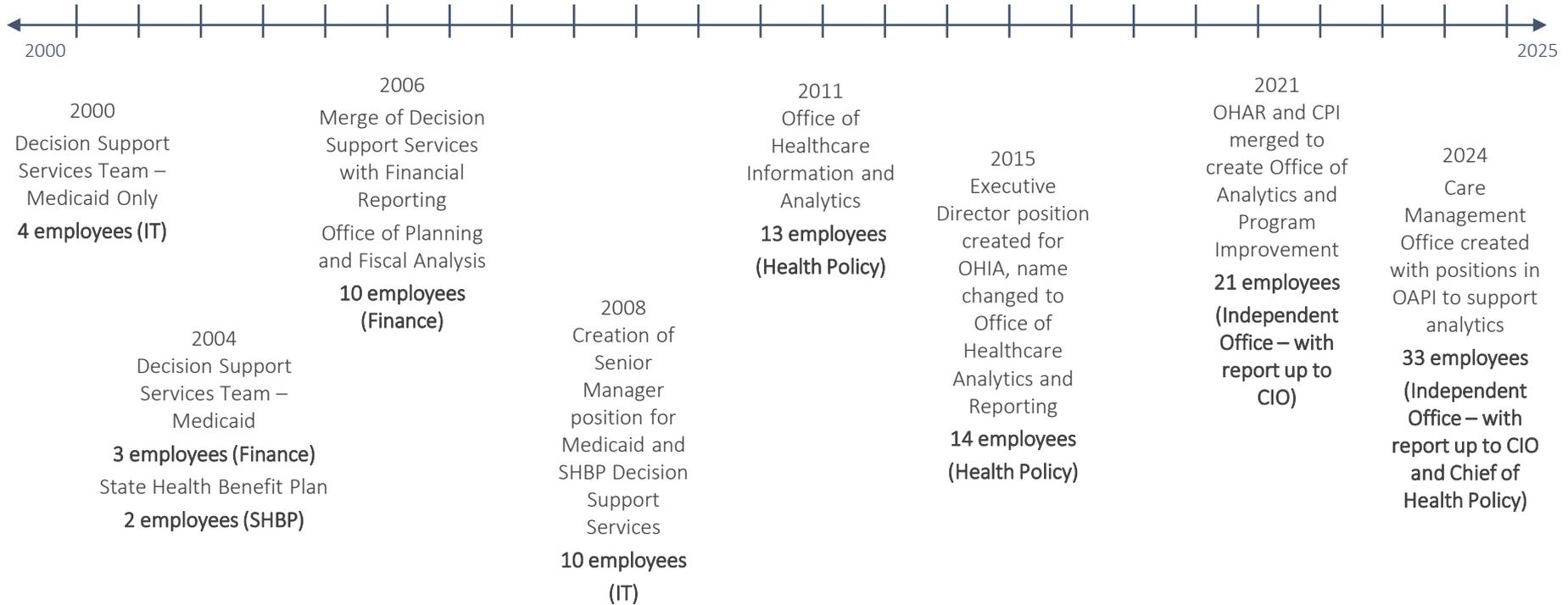
Skilled professionals with data experience, particularly in healthcare, are both rare and costly. Human resources must recognize this reality and be prepared to provide the necessary support.

Lesson #5

Foster a diverse team of individuals who not only understand your industry but also possess technical expertise, strong analytical skills, a passion for the work, and a commitment to supporting the team in all circumstances.

ANALYTICS ORGANIZATION GROWTH | DCH'S LAST 25+ YEARS

The Office of Analytics and Program Improvement is DCH's established office to support all things data.



ANALYTICS ORGANIZATION GROWTH | CURRENT TEAM

The Office of Analytics and Program Improvement is DCH's established office to support all things data.



Recent and Planned Activities:

- Career Fairs to hire 7 newly created data scientist positions
- Hire for newly created Data Governance Manager position
- On-boarding for newly created Analytics Manager position and 3 newly created data scientist positions
- Organizational Change Management efforts to support expanded Analytics strategy

Bonus Lesson:

Document, document, document and document more, especially for Succession Planning

**Note: OAPI is also supported by 4 independent contractors*

**EASE Certification
Outcome
DSSDW-04
Increased Agility**