



Harnessing the Power of Integrated Data

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Introductions



Molly Bailey

Senior Planning Manager



Verna Ehlen

Domain Analyst

Outline

- I. Who we are**
- II. Objectives**
- III. Identification of the Problem**
- IV. Poll**
- V. The Journey Begins**
- VI. The Product Takes Shape**
- VII. How you can Harness Your Data**

Washington University Medical Campus

- Corporate Partners Include:



Barnes-Jewish Hospital

ST. LOUIS *Children's* HOSPITAL



- 45-year affiliation agreement



\$2B Fee-For-Service Revenue
\$7.5B Annual Economic Impact STL
#2 in NIH Funding



26K employees across WUMC
Over 2K Clinical Faculty



WUMC Covers 186 acres across 18 City Blocks
130 Clinical Sites (On & Off Campus)



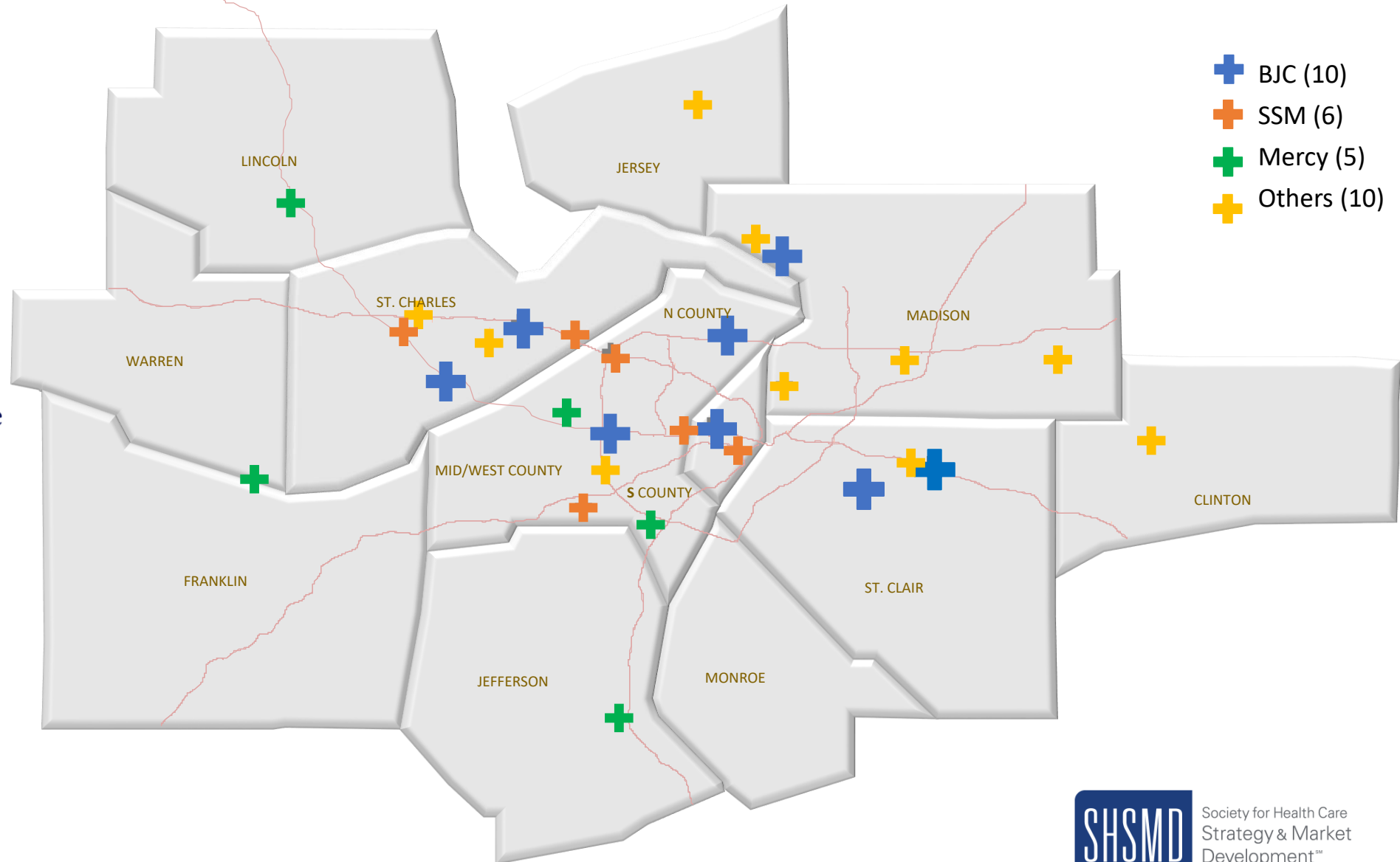
PRIMARY and SECONDARY Service Areas



- Covers portions of Missouri and Illinois
- Adjacent to 7 states: Iowa, Kansas, Oklahoma, Arkansas, Tennessee, Kentucky, and Indiana
- 2.7M Primary Service Area (PSA) Population. Flat growth projected with select areas of growth within market
- Primary Service Area was the source of nearly 80% of WashU and BJC volumes and over 70% of revenue, respectively.

PRIMARY SERVICE AREA HOSPITALS

- **BJC, SSM, Mercy**
80% of market
- **BJC** (WashU) has
10 sites  **HealthCare**
- Academic and
Community



Joint Office of Strategic Planning - Services

JOSP provides strategic advisory services including for the following:

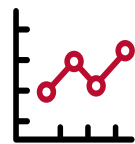


Those services include (but are not limited to):

- Business development
- Service expansion



- Data analysis and interpretation
- Design and communication of business and strategic plans
- Financial proformas



- Identification of metrics for success
- Identification of implementation strategies
- Leadership meetings facilitation
- Resource alignment/coordination
- Capital/Space Planning
- Industry Benchmarking



Objectives

Participants will:

- Understand steps to integrate data into a dashboard
- View ways to blend various data sources to create meaningful visualizations
- Walk through a case study to highlight how a dashboard can inform strategic decisions



So Many Data Sources and Formats

MARKET

Population & Age
Service Line
Demand
Growth Estimates



INDUSTRY

External Claims Data
Hospitals in Market
Quality



BENCHMARKS

AAMC Compensation
MGMA Productivity
Vizient Quality
Patient Access &
Satisfaction



INTERNAL

Patient Access
Volumes
Finance
Productivity



Time Consuming & Inefficient



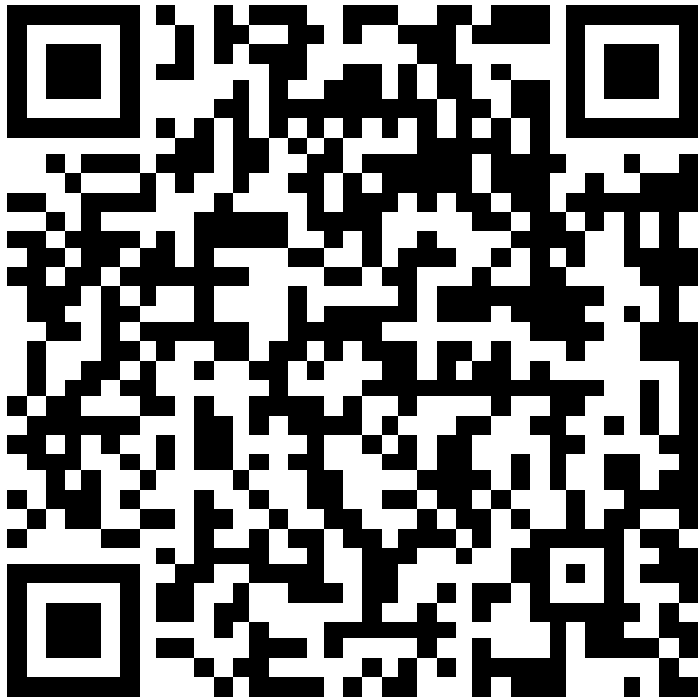
Manual and time intensive to gather and analyze



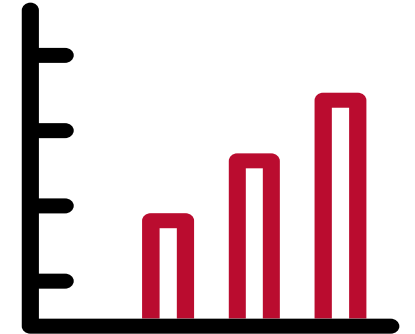
Combine in a Dashboard

Poll

Which key performance indicators (KPIs) do you consider most critical to integrate when making strategic decisions regarding geographic expansion?



- **Market share and growth rates**
- **Demographic and population trends**
- **Competitive landscape and market positioning**
- **Revenue and profitability by region**
- **Customer acquisition and retention rates**
- **All of the above**



Poll Results

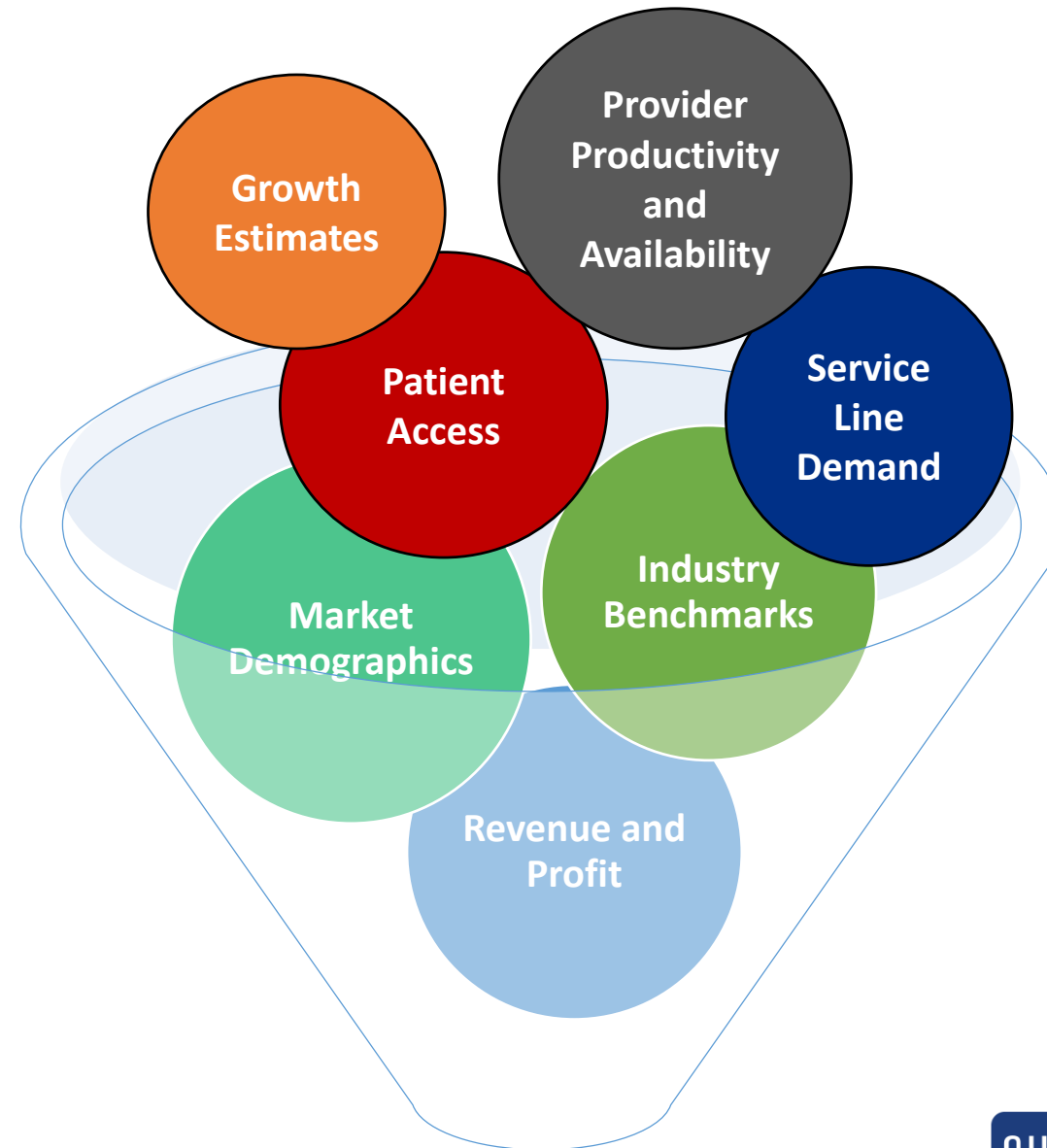


The Journey Begins

Create a Wish List

Which metrics would be most valuable to inform strategic decisions?

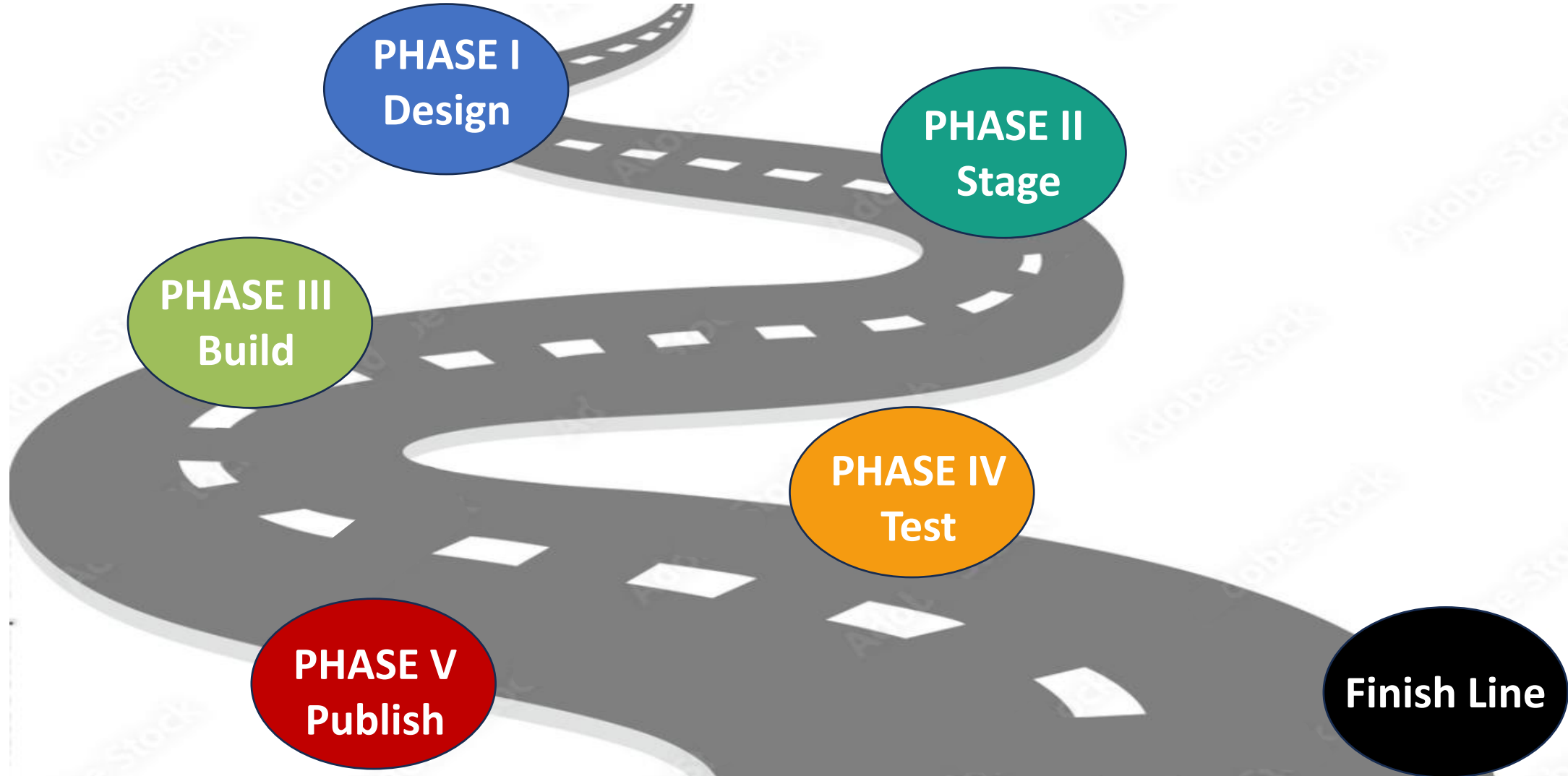
- Which geographic regions are growing and where is the market vulnerable?
- What service lines are in demand?
- How accessible are we to meet this demand? What do our wait times look like?
- Where are our patients coming from?
- How does our provider productivity compare to industry benchmarks?
- Where are the opportunities?



Dashboard

Where to Start?

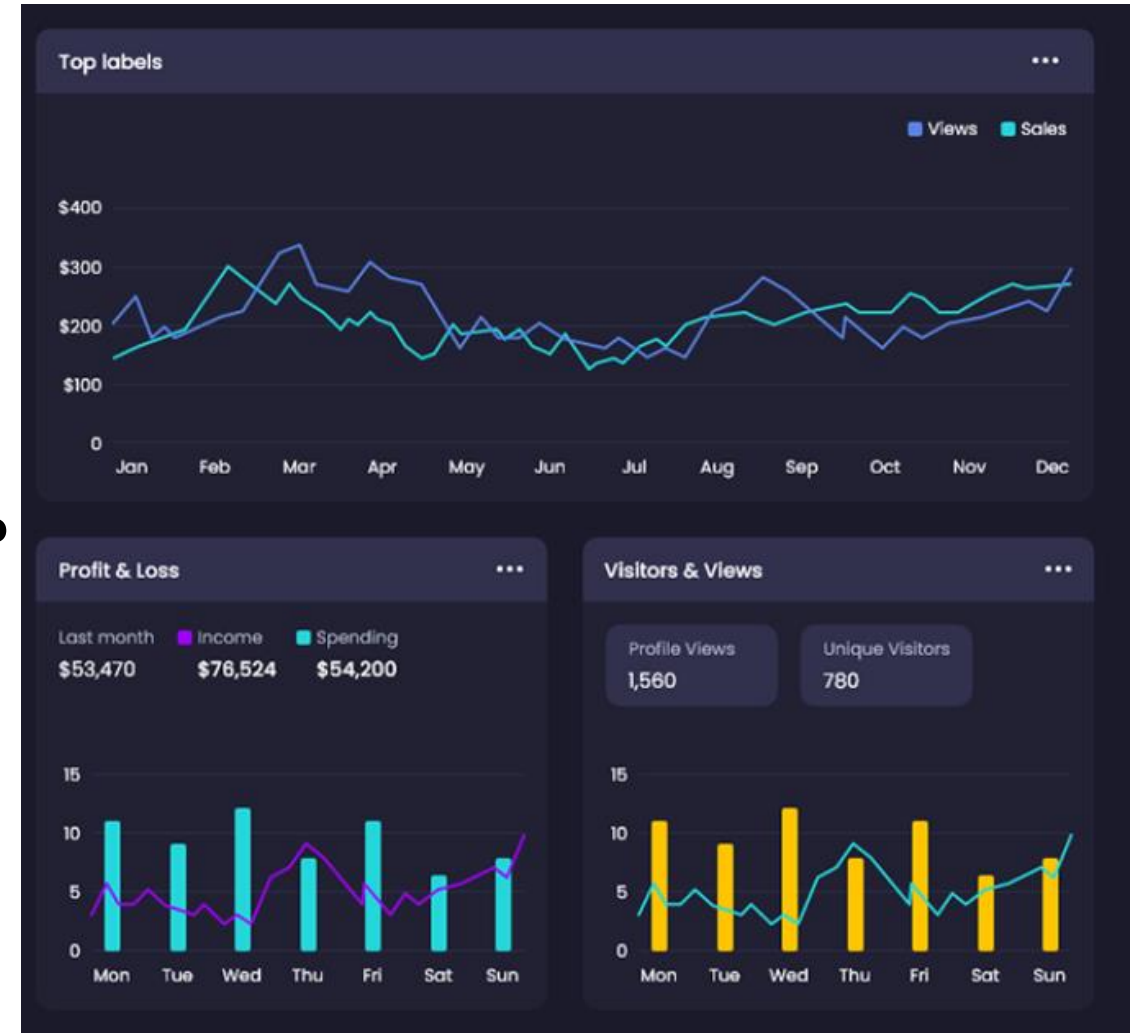
Break into Phases



The Fun Begins!

Phase 1: Design

- From the wish list, decide on content and prioritize
- Determine sources of truth and confirm standard definitions
 - How will visits or new patients be defined?
 - Alignment internally
- Create template – important to have a visual "roadmap" before starting the build phase
 - What visuals will best tell the story?
- Choose a platform
 - Which platform will best suit our needs?



Next Phases

- **Phase II Staging** - check data to ensure in desired format before loading
- Small changes may need to be made to create relationships and link to other data sets
- **Phase III Building**
 - Progress over perfection
 - It may take a few tries before getting it right, but you won't know until the dashboard is put into action
- **Phase IV Testing**
 - Focus Group – feedback is invaluable!



Final Phase: Publishing

- **Phase V Publishing**
 - **Determine Access & Security**

THE FUTURE

- **Governance – Ongoing Support**
 - **Updates and edits**
 - **Timing of refreshes – some metrics update annually while others may be monthly**
 - **Security – addition of new users, etc**



MARKET ANALYSIS 2025 – ST LOUIS & SURROUNDING REGIONS

Table of Contents

**Market
Demographics**

Inpatient Market

WU Metrics



Gary C. Werth Building at Siteman Cancer Center, opened 2024 - WU Medical Campus, St. Louis MO

Business Operations Portal

Key Stats Packets

Where is the market vulnerable?

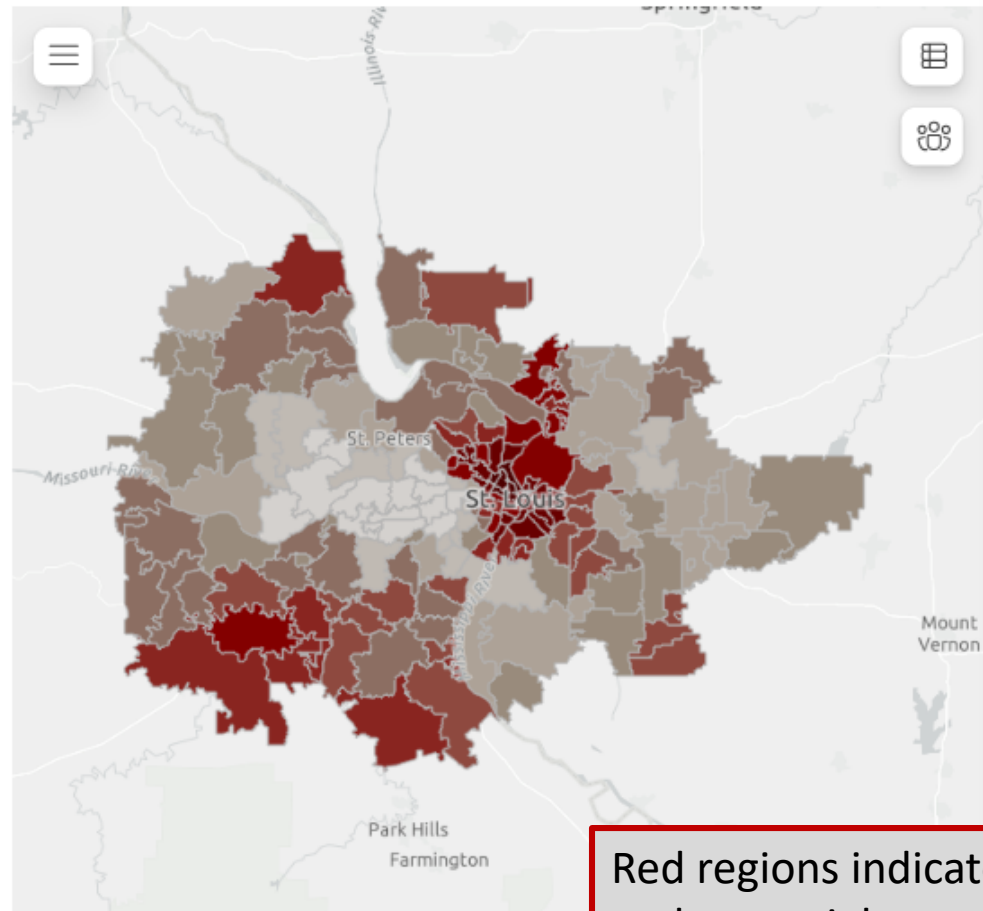


MARKET SDOH - VIZIENT VULNERABILITY INDEX (VVI) 2025

The VVI assesses obstacles to healthcare that may influence a person's overall health based on 9 domains of social needs (see table below).

The **national mean = 0**. A score **> 1 is considered "high vulnerability"**

VVI by zipcode



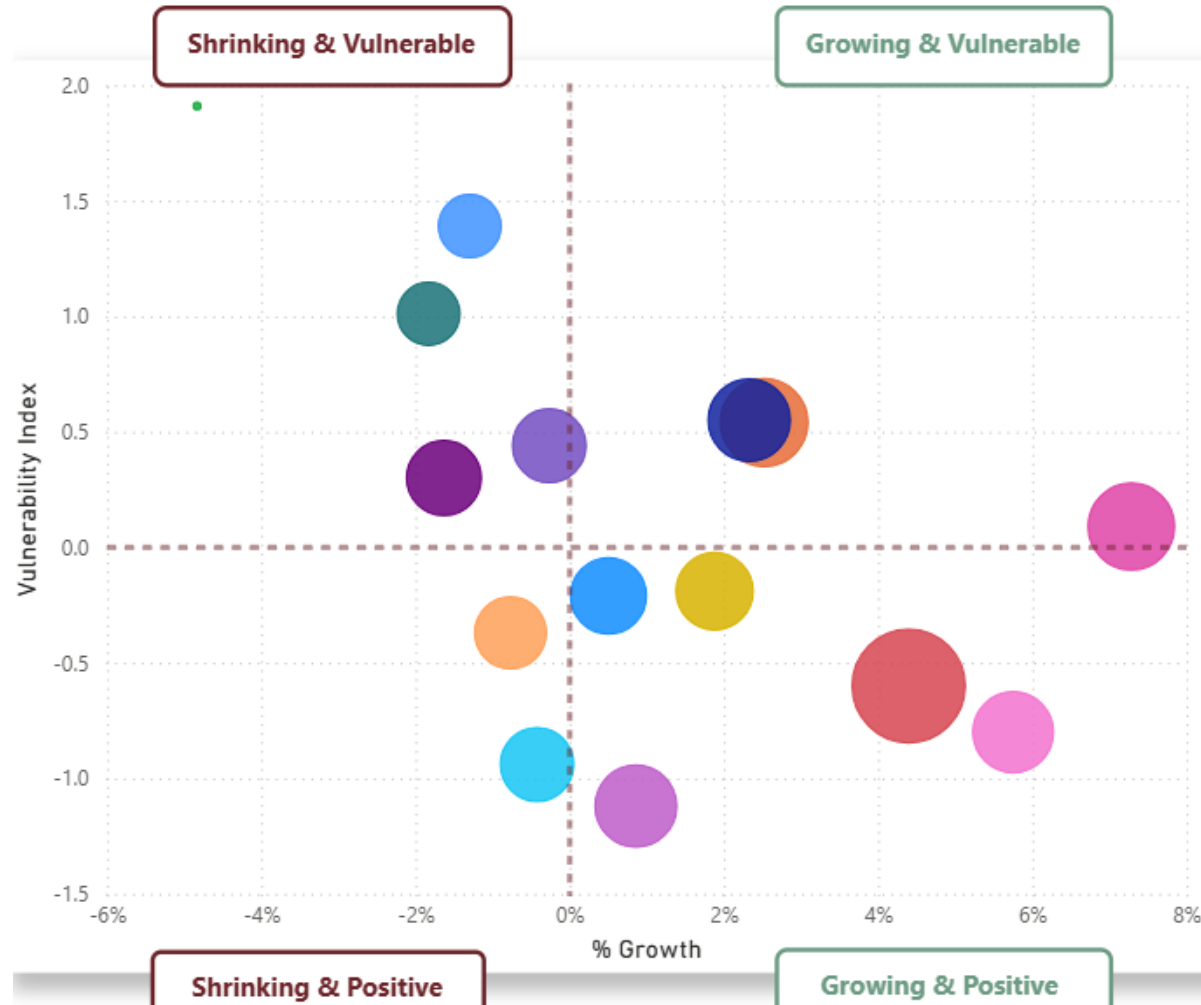
Region	VVI Overall	Clean Environment	Economic	Education	Health Care Access	Housing	Neighborhood	Public Safety	Transportation
PRIMARY SERVICE AREA	0.44	1.06	-0.27	-0.36	-0.39	0.11	-0.23	0.59	0.12
METRO MISSOURI	0.40	1.16	-0.36	-0.57	-0.60	0.20	-0.34	0.75	0.18
WARREN COUNTY	-0.08	0.13	-0.49	0.35	-0.57	-0.59	-0.77	-0.76	-0.51
ST. LOUIS COUNTY - WEST	-1.12	0.94	-1.14	-1.89	-1.11	-0.22	-0.70	0.57	-0.26
ST. LOUIS COUNTY - SOUTH	-0.37	1.33	-0.74	-0.99	-1.06	-0.34	-0.58	0.70	-0.09
ST. LOUIS COUNTY - NORTH	1.39	1.70	0.41	0.16	-0.60	1.02	0.35	1.21	0.49
ST. LOUIS COUNTY - MID	-0.94	1.64	-1.01	-2.42	-1.26	0.17	-0.92	0.97	-0.01
ST. LOUIS CITY	1.91	2.15	0.43	-0.93	-0.96	1.81	-0.06	2.50	1.61
ST. CHARLES COUNTY	-0.60	0.81	-1.05	-0.74	-1.01	-0.68	-0.89	-0.13	-0.35
LINCOLN COUNTY	0.09	-0.04	-0.34	0.62	-0.39	-0.34	-0.09	-0.03	-0.18
JEFFERSON COUNTY	0.54	0.72	-0.37	0.30	-0.33	-0.51	-0.51	0.47	-0.32
FRANKLIN COUNTY	0.55	0.56	-0.45	0.22	0.92	-0.59	-0.02	-0.45	-0.45
METRO ILLINOIS	0.51	0.87	-0.10	0.04	0.01	-0.07	-0.04	0.29	0.00
ST. CLAIR COUNTY	1.01	1.21	0.30	0.05	0.10	0.42	0.44	0.81	0.47
MONROE COUNTY	-0.19	0.49	-0.88	0.05	-0.08	-0.65	-0.78	-0.79	-0.49
MADISON COUNTY	0.44	1.04	-0.23	-0.06	-0.28	-0.20	-0.07	0.14	-0.15
JERSEY COUNTY	0.30	0.00	-0.01	0.27	0.27	-0.30	0.05	0.29	-0.33
CLINTON COUNTY	-0.21	0.17	-0.49	0.11	0.40	-0.63	-0.89	-0.17	-0.45
Total	0.44	1.06	-0.27	-0.36	-0.39	0.11	-0.23	0.59	0.12

Red regions indicate highest areas of vulnerability and potential opportunities for expansion

What geographic areas are growing and where is the market vulnerable?

Market Forecast - Population & Healthcare Vulnerability (VVI) - PSA

PRIMARY SERVICE AREA

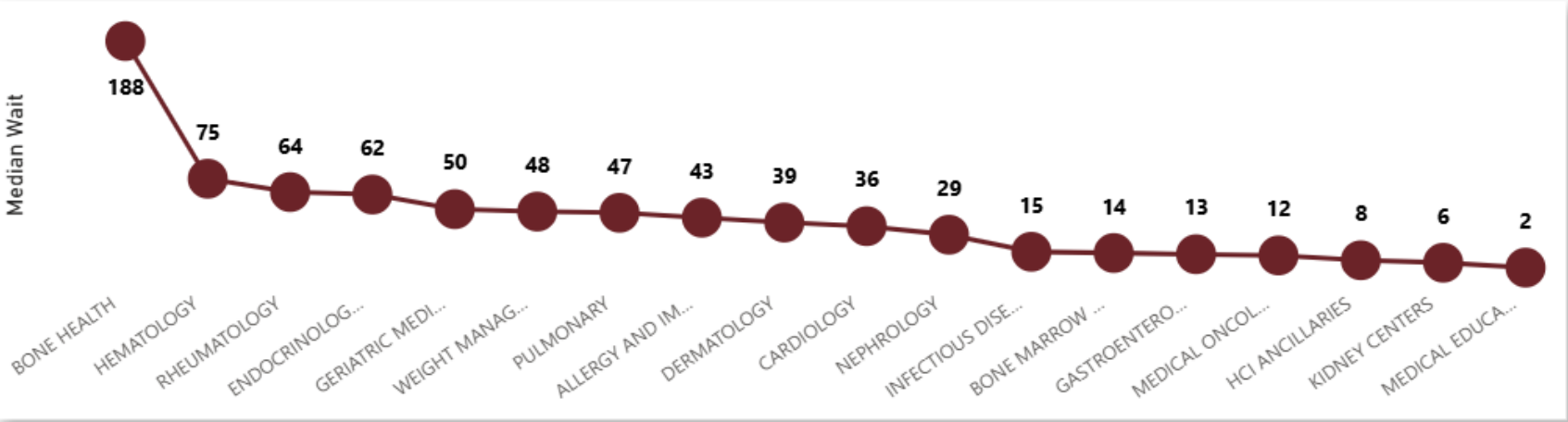


5 Year Population Growth

Region	2024 Population	2029 Estimated	Population Change	% Growth	VVI
PRIMARY SERVICE AREA	2,724,791	2,735,863	11,072	0.41%	0.44
METRO ILLINOIS	594,544	589,886	-4,658	-0.78%	0.51
JERSEY COUNTY	16,978	16,701	-277	-1.63%	0.30
CLINTON COUNTY	31,228	31,385	157	0.50%	-0.21
MONROE COUNTY	34,801	35,455	654	1.88%	-0.19
ST. CLAIR COUNTY	245,067	240,582	-4,485	-1.83%	1.01
MADISON COUNTY	266,470	265,763	-707	-0.27%	0.44
METRO MISSOURI	2,130,247	2,145,977	15,730	0.74%	0.40
WARREN COUNTY	36,080	38,155	2,075	5.75%	-0.08
LINCOLN COUNTY	62,773	67,345	4,572	7.28%	0.09
FRANKLIN COUNTY	116,031	118,732	2,701	2.33%	0.55
ST. LOUIS COUNTY - SOUTH	184,704	183,286	-1,418	-0.77%	-0.37
ST. LOUIS COUNTY - MID	104,692	103,868	-824	-0.78%	-0.04
JEFFERSON COUNTY	203,529	208,661	5,132	2.52%	0.54
ST. LOUIS CITY	271,922	258,782	-13,140	-4.83%	1.91
ST. LOUIS COUNTY - WEST	294,217	296,743	2,526	0.86%	-1.12
ST. LOUIS COUNTY - NORTH	344,000	339,541	-4,459	-1.30%	1.39
ST. CHARLES COUNTY	422,299	440,864	18,565	4.40%	-0.60
Total	2,724,791	2,735,863	11,072	0.41%	0.44

What services are in demand and how accessible are we to meet that demand?

Service Line Growth & New Patient Access



% Group

All

Department

MEDICINE

2034 Est Growth

10.2%

SG2_SL2	WashU Volume CY24	5 Yr WashU Growth	10 Yr Sg2 Est Growth	WUSM Est 10 Yr Volume	Est 10 Yr Increase
Cardiology	802,229	28.3%	21.5%	12,832,638	2,269,754
Behavioral Health	163,165	28.3%	20.3%	12,709,690	2,146,806
Hepatology	91,413	28.3%	18.6%	12,528,118	1,965,234
Nephrology	1,414,595	28.3%	18.3%	12,500,893	1,938,009
Hematology	1,544,722	28.3%	17.2%	12,377,298	1,814,414
Vascular	254,862	28.3%	17.2%	12,376,672	1,813,788
Genetics	45,904	28.3%	17.1%	12,369,059	1,806,175
Neurosciences	1,901,923	28.3%	16.0%	12,256,590	1,693,706
Total	27,309,065	28.3%	10.2%	11,639,078	1,076,194

DEPARTMENT

All

Epic Division

All

Sg2 Service Line

All

Procedure Category

All

Where are our patients coming from?



WashU Patients CY24 - Origin and Volumes by Clinic Region

DEPARTMENT

All

DISTINCT PATIENT COUNTS

PAT_REGION	ED	Hospital OP/ASC	Site of Care					Total
			Hospital Inpatient	NULL	Office/Clinic	Other	Virtual	
WEST REGION	24,412	8,644	7,646	125	84,903	157	39	100,148
NORTH REGION	33,656	11,021	10,921	62	40,362	214	38	70,051
CENTRAL REGION	31,393	13,717	11,191	62	43,721	410	16	69,577
ST CHARLES REGION	11,882	5,353	7,380	34	52,650	45	172	63,186
SOUTH REGION	11,169	5,379	4,725	29	48,716	81	24	56,306
METRO IL MID	15,406	5,346	7,866		38,320	110	360	52,751
METRO IL NORTH	8,171	5,359	6,030	1	39,915	85	372	46,608
FRANKLIN COUNTY	1,650	798	1,008	4	6,331	13	90	7,696
Total	137,739	55,617	56,767	317	354,918	1,115	1,111	466,323

VOLUME - Visits, Procedures, Ancillary

PAT_SUBMARKET	ED	Hospital OP/ASC	Hospital Inpatient	NULL	Office/Clinic	Other	Virtual	Total
ST. LOUIS CITY	60,565	40,421	146,561	615	220,720	5,007	34	473,923
ST. LOUIS COUNTY - NORTH	56,897	30,044	131,758	392	144,039	2,502	84	365,716
ST. CHARLES COUNTY	14,562	9,673	64,651	234	161,767	477	369	251,733
ST. LOUIS COUNTY - MID	19,498	10,037	40,135	903	175,426	1,063	30	247,092
ST. CLAIR COUNTY	23,833	10,570	77,544		116,161	1,256	1,012	230,376
ST. LOUIS COUNTY - WEST	18,610	9,413	38,075	398	159,019	728	83	226,326
MADISON COUNTY	11,442	11,088	67,470	1	124,207	894	549	215,651
ST. LOUIS COUNTY - SOUTH	8,951	7,232	25,167	208	88,381	686	11	130,636
MISSOURI COUNTY	5,011	1,031	21,882	16	56,881	331	17	88,819
Total	227,709	138,013	653,940	2,776	1,321,870	13,502	2,660	2,360,470

FIN_SUBDIV_NM

All

SG2_SL2

All

SG2_SL3

All

Procedure Category

VISITS

PAT_REGION

PRIMARY SERVICE AREA

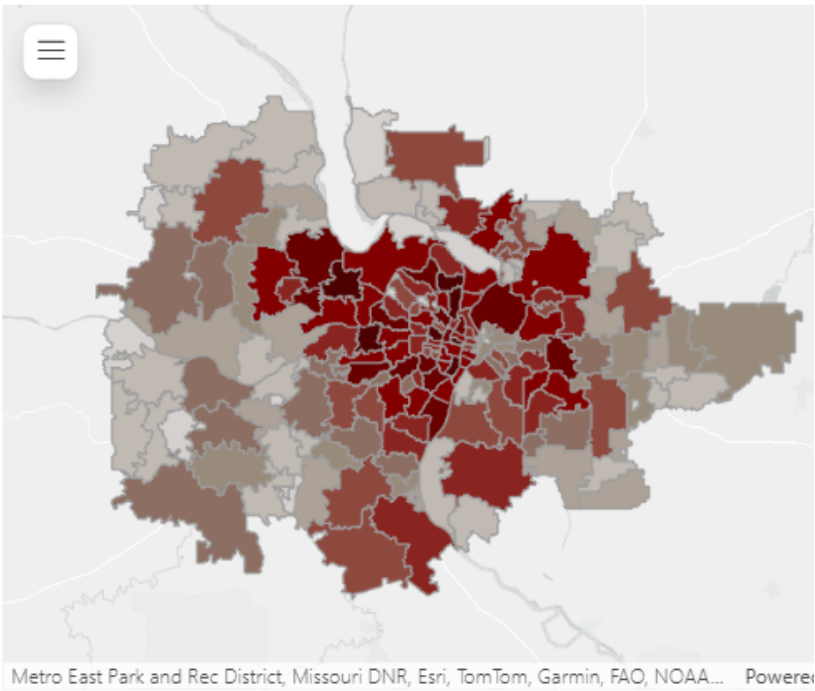
PAT_MARKET, PAT_SUB...

All

PAT_AGE_...

All

Distinct Patients by Zip Code



Provider Productivity – How do we compare to industry benchmarks?

Department & MGMA Specialty	FTE		Work RVUs				WUSM Payments			
	Clinical Mission FTE	FN16 FTE	Work RVUs	wRVU / FN16	MGMA Median	75th %tile	FFS Net Pmts	Pmts / FN16	Pmts / wRVU	FFS Net Pmts wo Drugs
CH00411 Department of Medicine	388.67	304.2	1,890,690	6,216						
Hospitalist: Internal Medicine	100.43	83.9	292,830	3,491	3,287	3,882				
Hematology/Oncology: Oncology (Only)	51.50	45.1	272,254	6,035	5,771	7,004				
Cardiology: Noninvasive	31.46	25.6	230,020	8,991	7,018	9,116				
Gastroenterology	27.20	21.0	179,852	8,547	7,174	9,315				
Infectious Disease	25.27	12.3	55,007	4,471	3,276	4,865				
Internal Medicine: General	23.69	15.0	82,332	5,504	4,785	5,747				
Endocrinology/Metabolism	21.84	15.4	96,760	6,293	4,805	5,723				
Pulmonary Medicine: General	20.51	17.6	120,303	6,826	4,650	6,468				
Nephrology	20.16	14.7	131,785	8,955	6,348	8,017				
Rheumatology	9.89	7.1	39,156	5,507	4,180	5,126				
Dermatology	7.95	6.5	89,512	13,779	7,975	10,934				
Cardiology: Electrophysiology	7.84	6.8	54,730	8,051	8,843	11,192				
Allergy/Immunology	7.09	6.3	31,854	5,020	4,671	6,103				
Gastroenterology: Hepatology	6.08	4.9	26,377	5,438	5,395	7,140				
Cardiology: Invasive-Interventional	5.79	4.6	41,115	8,974	8,601	11,383				
Palliative Care	5.04	3.2	8,434	2,609	1,778	2,437				
Total	1,268.72	1,055.1	7,936,787	7,522	6,571	8,544				

- Work RVUs compared to MGMA Median & 75%th benchmark
- Drill down to provider level
- Easy to visualize if opportunities for improvement

Blanks will appear in Faculty row if there is no MGMA value for chosen metric

MGMA Year

2024

MGMA Region

All

Academic/Community

Academic

MGMA Specialty

All



The Product Takes Shape

Case Study for Utilization

Case Study – Sustainable Ambulatory Expansion



Unique Opportunity: Presented with an opportunity to acquire +100K sqft building in market where our affiliated system is underrepresented

Priority Rationale:



- Decant low acuity procedural and imaging cases from a major tertiary hospital in the system
- Build upon success at the ambulatory location further south in the market
- Opportunity to grow BJC/WashU market share to targets
- Ability to increase Multi-D care and leverage affiliation by the co-location of primary care (BJCMG) and specialty care (WashU)

Scope



- Primary and 5 Specialties
- Operating Rooms, GI, Imaging, Infusion, Clinics, Support Spaces
- 35-40 clinical FTEs in the new site (primary care and multi-specialty care)

Exploring Sustainable Expansion – Utilizing Integrated Data

- **External**
 - What markets can support healthcare access expansion?
 - What care is needed by this community?
 - What role should we play?
- **Internal**
 - How do we currently serve patients in this market?
 - Is the market currently sustainable for the system with this population?
- **Optimize Provider Deployment – Who is caring for these patients and how?**

Exploring Sustainable Expansion – External Analysis

- **What markets can support healthcare access expansion?**
 - **Market Share**
 - **Population**
 - **Demographics**
- **What care is needed by this community?**
 - **Market Volumes**
 - **Service Line Demand**
- **What role should we play?**
 - **Geographic landscape and distribution of services**

External Analysis

Primary Service Area - COUNTY Population & Household Income

PSA COUNTY (Must Choose County)

ST. LOUIS COUNTY - SOUTH

Census Year

2023

IP Discharge Year

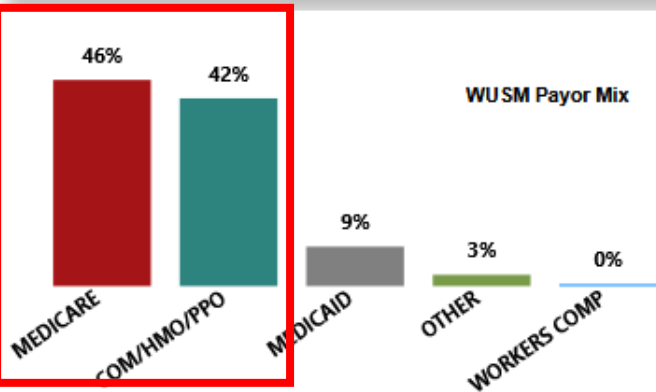
2023

Market Population

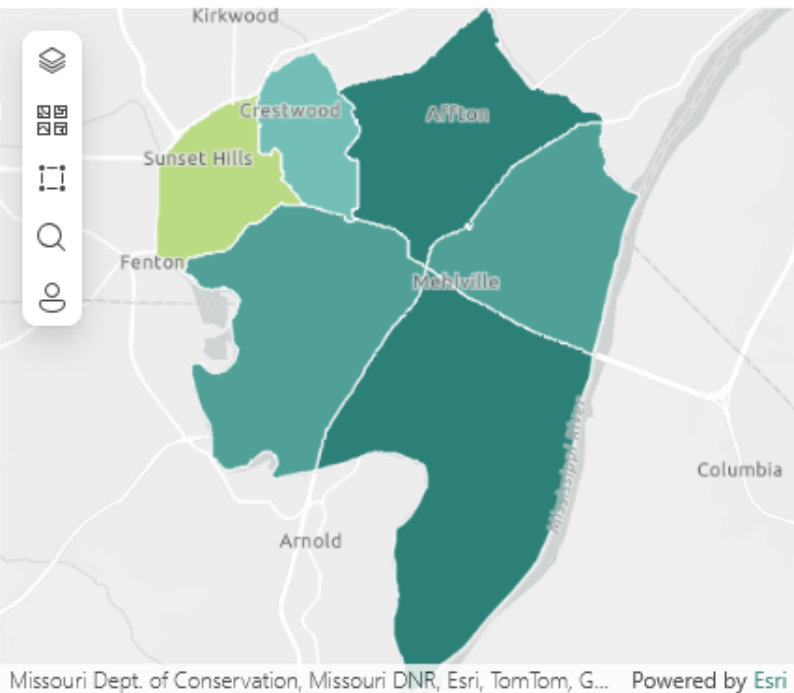
Age Group	County Population 2023	% Total	Unique Patients
45-64	46,703	25.04%	6,078
25-44	46,314	24.84%	4,621
65+	44,068	23.63%	8,861
00-17	36,041	19.33%	7,528
18-24	13,356	7.16%	1,393
Total	186,482	100.00%	28,481

Current Income & Poverty

	Median Household Income	% Persons in poverty	Fertility Rate
	89,261	5.9%	55.8
MISSOURI	61,043	12.8%	58.4
ILLINOIS	78,433	11.9%	53.0



Population 2023 by Patient Zipcode

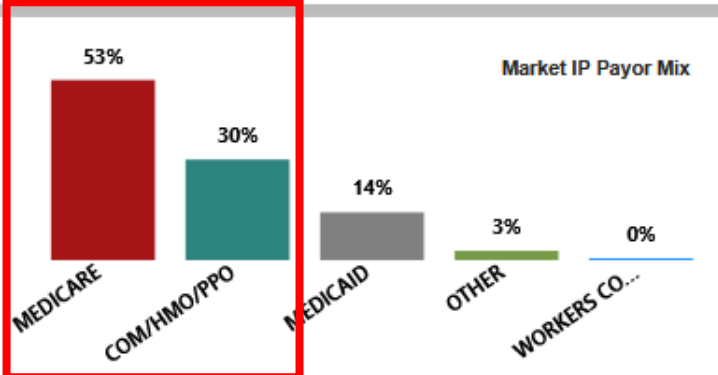


Age Group	2000	2010	2020	2023	Change 2020-2023	% Change
All Ages	183,502	181,009	182,522	186,482	3,960	2.2%
Adult	144,028	145,018	148,932	150,441	1,509	1.0%
Pediatric	39,474	35,991	33,590	36,041	2,451	7.3%

Source: US Census 2000- 2020 Est. Sg2 projections for 2023-2028 Estimates
Fertility Rate from health.mo.gov/data. Rate is birth/pregnancy per 1,000 females age 15-44.
WUSM Payor Mix is % of WUSM billed Gross Charges

Hospital Name	Discharges	% Total	ADC
Mercy-South	9,838	44.3%	143.0
Mercy-St Louis	3,139	14.1%	42.6
MO BAPTIST ST LOUIS-ST LOUIS CO	1,954	8.8%	22.3
BJH-ST LOUIS CITY	1,566	7.1%	27.6
ST CLARE FENTON-ST LOUIS CO	1,510	6.8%	18.5
ST LUKE'S ST LOUIS CO	583	2.6%	7.8
Total	22,192	100.0%	330.4

SG2_SL2	Discharges	% Total	ADC
⊕ INFECTIOUS DISEASE	2,877	13.0%	54.2
⊕ CARDIOLOGY	2,307	10.4%	32.0
⊕ BEHAVIORAL HEALTH	1,851	8.3%	31.1
⊕ OBSTETRICS	1,785	8.0%	14.8
⊕ NEUROSCIENCES	1,700	7.7%	31.2
⊕ NORMAL NEWBORN	1,676	7.6%	18.4
⊕ GENERAL MEDICINE	1,518	6.8%	18.4
⊕ GENERAL SURGERY	1,370	6.2%	19.8
⊕ ORTHOPEDICS	1,290	5.8%	21.4

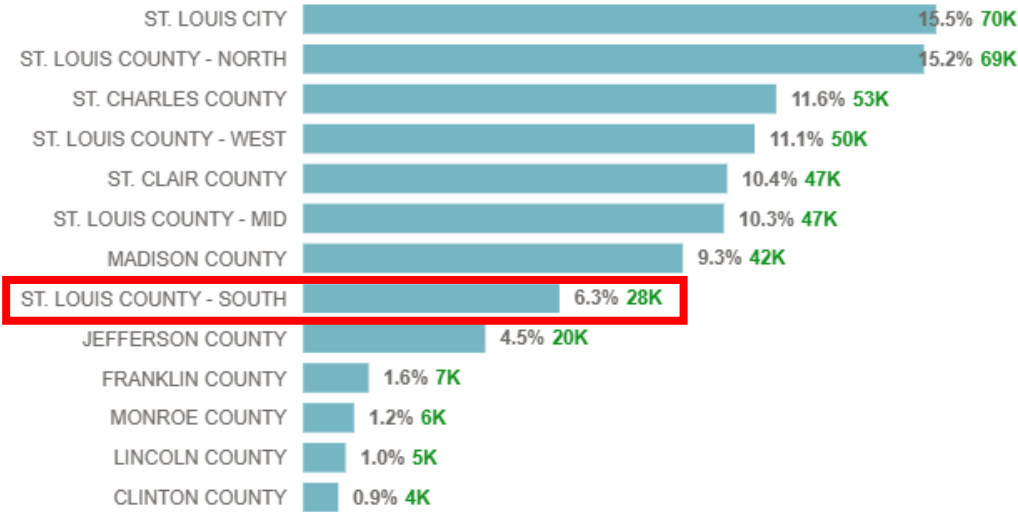


Exploring Sustainable Expansion – Internal Analysis

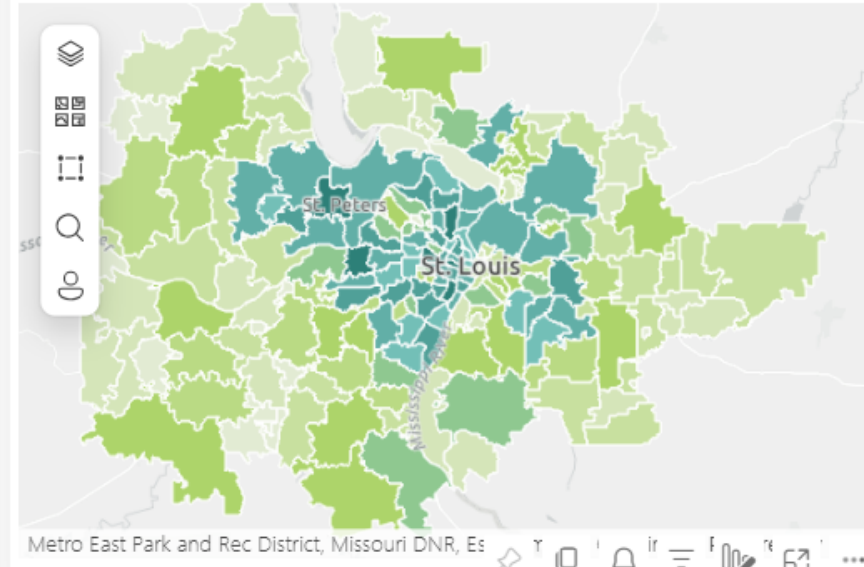
- **How do we currently serve patients in this market?**
 - **Lives served**
 - **Volumes**
 - **Retention Rates**
 - **Current Care Ecosystem**
- **Is the market sustainable for the system?**
 - **RVUs and Payments Generated**
 - **Historical Performance**
 - **Capacity**

How do we currently serve patients in this market?

CY23 Unique Overall Pts



CY23 Visits by Zip Code



Primary Service Area	Unique Patients	% Total Unique Pt	Total Visits (IP/OP/ED)	Work RVUs	Gross Charges	Net FFS Payments	Net FFS Pmts w/o Drugs	Payments per Unique Pt	Payments per work RVU (w/o drugs)	Work RVU per Unique Pt
ST. LOUIS CITY	70,323	15.5%	444,265	1,309,033						18.61
ST. LOUIS COUNTY - NORTH	68,975	15.2%	335,808	1,175,869						17.05
ST. CHARLES COUNTY	52,553	11.6%	215,324	819,082						15.59
ST. LOUIS COUNTY - WEST	50,174	11.1%	205,085	697,414						13.90
ST. CLAIR COUNTY	47,107	10.4%	207,993	722,061						15.33
ST. LOUIS COUNTY - MID	46,748	10.3%	220,614	667,521						14.28
MADISON COUNTY	42,170	9.3%	188,238	684,200						16.22
ST. LOUIS COUNTY - SOUTH	28,481	6.3%	117,361	400,499						14.06
JEFFERSON COUNTY	20,236	4.5%	82,235	299,185						14.78
FRANKLIN COUNTY	7,282	1.6%	34,320	136,755						18.78
MONROE COUNTY	5,659	1.2%	23,581	83,553						14.76
LINCOLN COUNTY	4,707	1.0%	20,779	78,162						16.61
CLINTON COUNTY	3,903	0.9%	16,911	62,574						16.03
WARREN COUNTY	2,773	0.6%	11,484	45,913						16.56
JERSEY COUNTY	2,282	0.5%	9,196	36,758						16.11
Total	453,373	100.0%	2,133,194	7,218,579						15.92

Optimize Provider Deployment

Who is caring for these patients and how?

- Is there bandwidth to add additional lives served with current providers?
 - Clinical full-time equivalents (CFTE)
 - RVU generation
 - Provider productivity
- How does the care provided change the economic impact of the opportunity?
 - Demand
 - Payments and RVU per unique patient
 - Downstream Impacts to System
 - Population payor mix
 - Compensation

Optimize Provider Deployment

WUSM & WUCA Provider Tracking - FY23

Position Worker Type

Academic - WUSM

Job Profile (Primary)

All

Employee Default CCH L4

All

Employee

All

WUSM Department	Headcounts (HC)				Clinical FTE		FY23 Payments			First Time WUSM Pts Point of Entry (POE)		Downstream Payments thru FY24	
Employee Default CCH L4	Total	Clinical Mission	FN16 > 0	FN16 >= .6	Clinical Mission FTE	FN16 FTE	Net Pmts	Net Pmts wo Drugs	Net Pmts wo Drugs / FN16	First Time Unique WUSM Pt	POE Provider HC	DS Net Pmts Generated	DS Net Pmts wo Drugs
CH00222 Neurology	151	111	110	50	58.64	58.17				4,493	108		
CH00411 Department of Medicine	723	534	517	257	322.82	270.31				18,432	483		
CH00123 Orthopedic Surgery	88	68	67	47	53.34	48.59				15,103	67		
CH00408 Radiology	181	119	116	90	94.66	89.22				357	23		
CH00553 Pediatrics	343	314	314	194	214.52	193.27				28,125	297		
CH00085 Ophthalmology and Visual Sciences	51	35	34	26	26.58	23.42				6,267	35		
CH00184 Anesthesiology	188	155	154	120	127.01	120.52				2,245	54		
CH00253 Radiation Oncology	63	54	25	15	41.49	15.90				561	24		
CH00325 Surgery	183	146	144	104	113.82	106.49				17,551	137		
CH00428 Neurosurgery	29	20	20	13	13.89	13.76				1,756	20		
CH00491 Psychiatry	125	68	62	23	34.85	26.41				739	50		
CH00520 Obstetrics and Gynecology	59	50	49	29	31.33	28.60				4,773	49		
CH00532 Otolaryngology	49	34	33	21	24.94	21.75				7,031	31		
CH00566 Pathology & Immunology	125	68	52	30	45.48	29.66				1	1		
CH00583 Emergency Medicine	67	65	64	25	48.99	33.43				16,923	64		
Total	2425	1841	1761	1044	1,252.35	1,079.49				124,357	1443		

Case Study – Sustainable Ambulatory Expansion

Outpatient Facility in South Region – 2026



WashU Medicine

Clinical Specialties

- Medical Subspecialties (Cardiology, GI, etc.)
- OB/GYN
- Ophthalmology
- Orthopedics
- Otolaryngology
- Primary Care
- Occupational Therapy



BJC HealthCare

Hospital Services

- Ambulatory Surgery Center
- GI Procedure Suite
- Non-Onc Infusion
- Lab
- Imaging (Xray, Ultrasound, CT, MRI)

Summary - How You Can Harness Your Data



- **Decide Content & Prioritize**
- **Identify Sources of Truth**
- **Create a Template**
- **Choose a Platform**
- **Prep & Stage Data**
- **Build & Test**
- **Access & Governance**



Key Take-Aways

- Strategic data integration can efficiently solve your data challenges
- It's a journey – having a vision & roadmap will get you to your goal
- *“The greatest value of a picture is when it forces us to notice what we never expected to see.” – John Tukey*



Questions?

Please be sure to complete the session evaluation on the mobile app!



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Molly Bailey is a seasoned healthcare strategic planner and Senior Planning Manager in the Joint Office of Strategic Planning at Washington University School of Medicine in St. Louis supporting the Academic Medical Center comprised of the medical school, Barnes Jewish Hospital, Barnes Jewish West County, St. Louis Children's Hospital, and the expansive community network. She holds an MBA from Saint Louis University and a BSBA from Southern Illinois University Edwardsville. Molly has extensive experience in leading strategic planning initiatives, focusing on data knowledge synthesis, goal setting, and leadership collaboration. She is the Chair of her neighborhood organization and recently completed a strategic plan with Alton Main Street.



WashU Medicine



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Verna is a seasoned revenue cycle and data analytics professional with 15+ years of experience and a Bachelor's degree in Healthcare Management from WashU. Currently a Domain Analyst at WashU Medicine's Joint Office of Strategic Planning, she excels in data analytics, financial performance analysis, and strategic decision-making. Previous roles include Director of Revenue Cycle & Financial Analysis, Business Operations Manager, and Coding & Billing Compliance. Proficient in Professional billing and coding, EPIC reporting, Power BI and dashboard building, her expertise ensures optimized data visualization for both clinical and financial metrics.



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