Estates and Facilities Data in the Healthcare Sector: An asset or a liability?

3 steps to developing a data-led strategy

Part-3

The world is how we shape it

sopra steria

Background

In Part One and Two we explored the data landscape within Estate Management and established that despite healthcare organisations owning an enormous amount of data, they are not translating this into actionable insights.

The world that we live in is growing increasingly digital with each passing year, and this context applies to the healthcare industry as much as any other. Hand in hand with this growing digitalisation, comes a growing creation of and reliance on data. In the modern day, to manage operations and to deliver services as effectively as possible, an organisation needs to develop their data utilisation to be as strong as possible.

In Part Three we explain the steps which organisations can take to address the key challenges:

Step 1

Creating structured collation and storage of data aligned to strategic goals.

Step 2

Translating data into insights by employing the right tools and platforms.

Step 3

Implementing the insights through a structure approach - optimising technology, people and resources.

Structured collation and storage of data aligned to strategic goals

The aim of this step is to help integrate and organise data so that it delivers clear, actionable insights. The outcome enables the delivery of a better experience to those that matter most – the patients and users of healthcare services. For this to be realised the following elements need to be addressed:

1. **Legacy IT systems:** This is an area where many organisations need to improve. Nine in ten respondents agree that legacy IT systems limit comprehensive and accurate reporting. This indicates that clear data-derived insights are not being seen and not providing benefit to organisations.

2. **Physical data sources:** A large contributor to this incomplete data problem is the extent to which organisations still work with physical data sources rather than digital. Over one in three (36%) respondents suggests that the structured data in their organisation is either all or mostly physical data, while 37% say this in relation to their semi-structured data.

    In terms of unstructured data, this increased further to 44% saying that it is all or mostly physical. Shifting to a more digital-centric approach to capturing and storing data is certainly not straightforward but should eventually help healthcare organisations to make better use of the valuable data that they have access to.

3. **Lack of automation in reporting:** Having to manually gather and prepare data is time-consuming and costly, yet fairly common in the context of healthcare. Almost half (47%) of respondents say that when creating reports within their role, the majority or all of their time within this process is being spent manually gathering and analysing data. By contrast, only 13% say that their reports are automated.

    This is another area where technology has a key role to play, as it holds a huge amount of potential in terms of enabling automation of processes and data management.

Having access to what data is available, what it represents, and where it's stored is crucial. As is ensuring the data is of high quality, accurate, free of unintended biases and as close to real-time as possible.

# Translating data into insights by employing the right tools and platforms

Over half (58%) of respondents say that there's been an increase in their organisation's proportion of financial investments being dedicated to digital transformation. When looking ahead to next year, 87% expect this to increase.

1. **Choosing the right tools and solutions:** Over time, tools and solutions are being developing that are making it easier to manage data and therefore easier to experience benefits. These do not necessarily require major, expensive upheavals of existing solutions, but can complement legacy systems and enable integration and analysis of data from various sources. This provides an opportunity for organisations to make considerable progress on their digital transformation and data transformation journeys, while still working within their strict financial constraints.

2. **Developing a clear strategy and longer-term vision.** Technology is likely to play a central role in helping healthcare organisations to realise their objectives. But rushing to technology implementations without thoroughly assessing the options will likely just make the data challenge worse.

3. **Gradual transition and implementation.** For best results, and for the greatest impact on user experience, adoption of technology and solutions must be approached carefully, ensuring that any investments will serve organisations' data management needs both now and into the future.
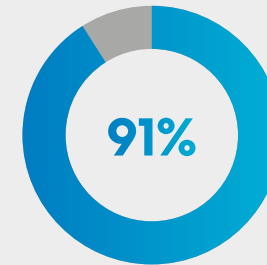
58% of respondents reported an increase in their organisation's digital transformation investment in the past year
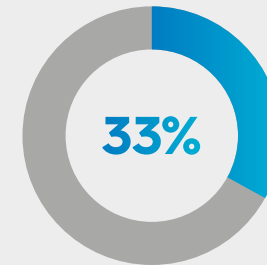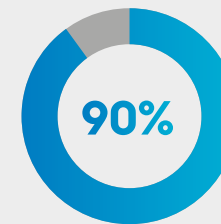
33% of respondents suggest that their organisation already has analytics technology implemented
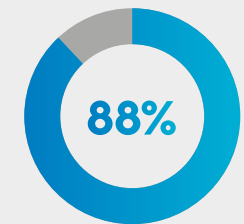
91% of respondents says that it is either already in place or is planned to be within 12 months

Data indicates that a wide range of specific technologies are already being implemented or are at least being planned for in the future.

90%
Asset management tools

88%
Internet of things (IoT)

These implementations alone hold a great deal of potential for healthcare organisations, considering the struggles that are widely seen in relation to data management and asset management. But it is important to recognise that treating each investment area in isolation may hinder how effectively they are able to provide benefits.

For example, investments in IoT (Internet of Things) and connected devices within healthcare can be revolutionary, but this is typically when combined with wider investments in data management, analytics and utilisation.

There is a risk that connected devices could simply flood organisations with even more data that they cannot use to deliver insights and drive improved services for healthcare users.
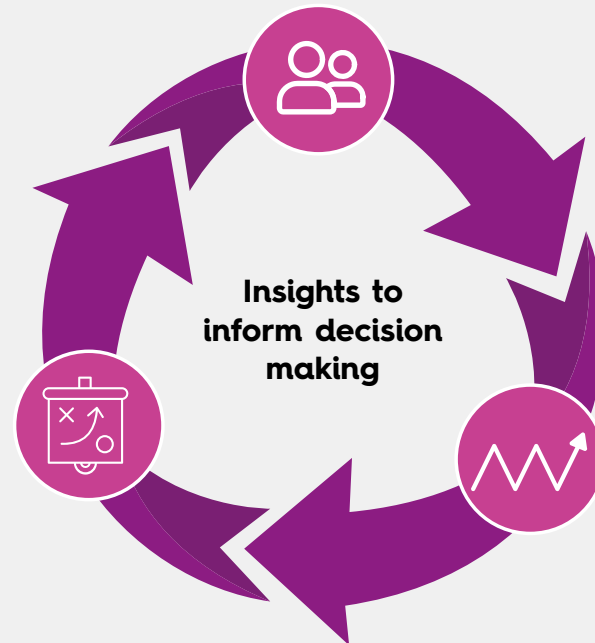
Implementing the insights through a structured approach

Starting with a well thought out plan and estates data strategy is the first step that healthcare organisations should be taking in ensuring that their data works for them. Here are the three key elements Estate Management teams should incorporate as part of their strategy.

Customer Insight
- Understanding the customer or end user of your estates portfolio
- Leverage data (IoT) to better manage the working environment
- Support health & wellbeing of building users

Dynamic Insight
- Understanding live situations through real-time information
- Swift reaction to events as they emerge
- Planning ahead
- Reduce assurance costs

Strategic Insight
- Understand the key strategic drivers for the Real Estate Portfolio
- Desired Outcomes
- Business Goals & Objectives
- Identify the right "moment of truth"

Insights to inform decision making

The benefits of implementing these steps

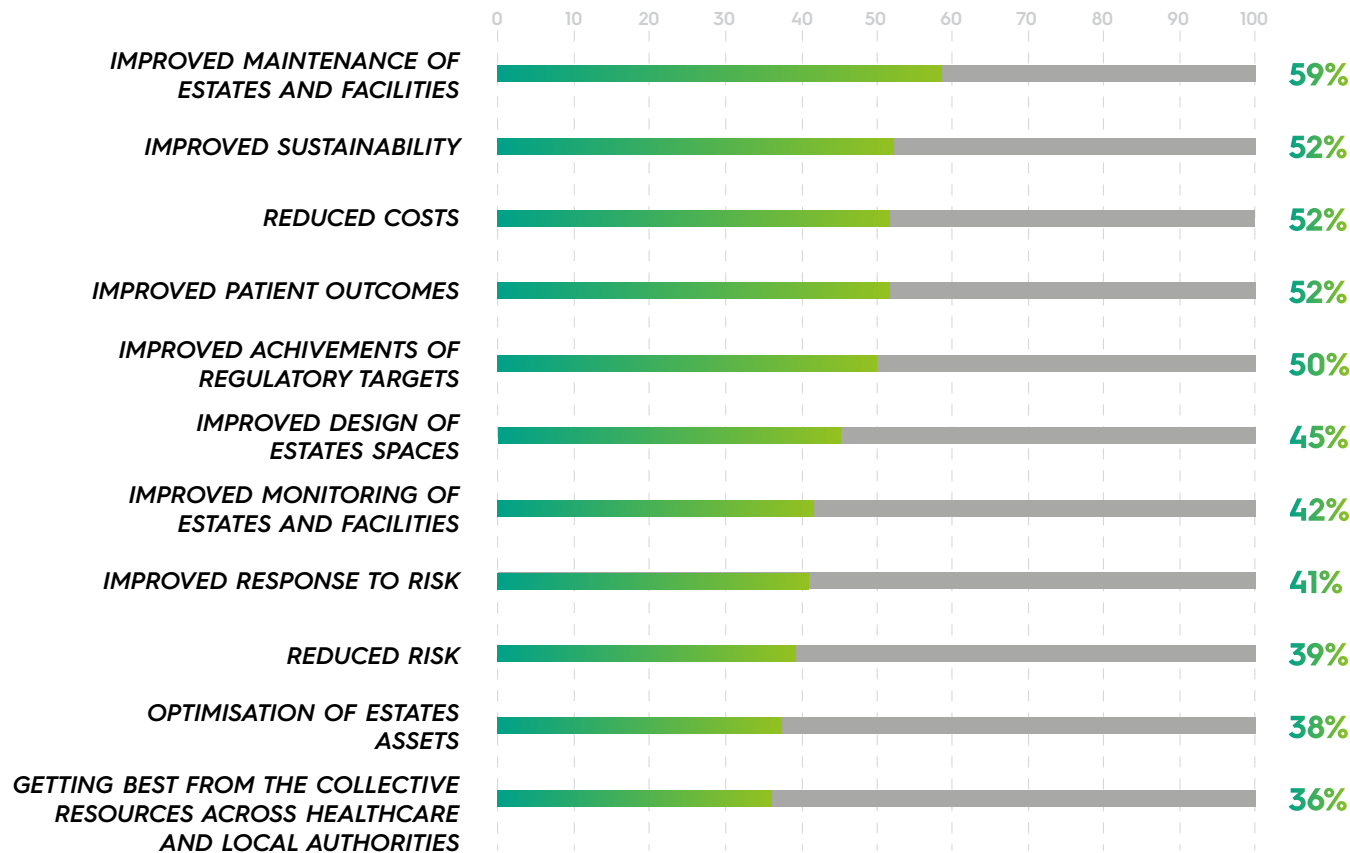| Benefit	%
IMPROVED MAINTENANCE OF ESTATES AND FACILITIES	59%
IMPROVED SUSTAINABILITY	52%
REDUCED COSTS	52%
IMPROVED PATIENT OUTCOMES	52%
IMPROVED ACHIVEMENTS OF REGULATORY TARGETS	50%
IMPROVED DESIGN OF ESTATES SPACES	45%
IMPROVED MONITORING OF ESTATES AND FACILITIES	42%
IMPROVED RESPONSE TO RISK	41%
REDUCED RISK	39%
OPTIMISATION OF ESTATES ASSETS	38%
GETTING BEST FROM THE COLLECTIVE RESOURCES ACROSS HEALTHCARE AND LOCAL AUTHORITIES	36%

Figure 4: Which of the following benefits do you associate with the effective utilisation of estates and facilities data? [100] asked to all respondents

The reduction of costs alone provides a strong incentive for organisations to strive for deeper insights from their estates and facilities data, let alone when the other potential benefits are factored in too. More organised accurate and cleansed data, combined with increased adoption and utilisation of new digital technology holds huge potential in terms of transforming the healthcare sector. These benefits also align with organisations' priorities over the next 12 months.

On this topic, respondents were most likely to list improving sustainability (52%), improving the user experience (52%) and cost efficiencies (50%). What this shows once again is the link between providing an overall good service as a healthcare provider and being able to make effective use of data.

This will allow healthcare organisations to minimise risk, and optimise opportunities, in order to provide a better service to their patients.

Conclusion

Healthcare organisations are sitting on vast volumes of Estates data, but they're not always deriving the most value and insight from it. This is because it is collected, managed, stored and presented in unusable and inaccessible formats. With data being fragmented and in multiple formats, this means that much of the analysis continues to be manual, which is time consuming and costly.

Having lots of data, but it being largely unusable and cumbersome, means that more often than not it's a liability for these organisations.

> *The difference between data being a liability and it being an asset lies in the management of it.*

100%

All respondents noted at least one benefit that comes from effective utilisation of estates and facilities data, with the most common being improved maintenance of estates and facilities, improved sustainability, reduced costs and improved patient outcomes.

How Sopra Steria can help

With a focus on data and delivering strategic, dynamic and meaningful customer insight, we can help organisations to realise benefits which will lead to efficiency savings, better optimisation of an estate and a more sustainable and greener estate portfolio.

Our Data Vision & Strategy go hand-in-hand. The Data Vision articulates the goal of what we're trying to achieve in the future. It acts as a "north star" to inform decision making and rally our people. The Data Strategy is the plan that takes us from where we are today (the as-is) to the goal (the to-be), considering people, process & technology.

Business Alignment

The Data Strategy must align with the Business Strategy

Data & Insights are there to empower the business to make better decisions or operate a better service.

Key activities include:

- Alignment/Integration with Business Strategy
- Value Stream Identification & Analysis
- Business Drivers & Goals

Evaluate the As-Is

Explore where you are starting from

In order to define a viable data strategy, you need to define where you are starting from.

Key activities include:

- Data Discovery
- Data Maturity Assessment
- As-Is Analysis

Define To-Be & Roadmap

Define where you want to get to

Next you need to define your Data Vision & To-Be state, considering People, Process & Technology.

Key activities include:

- Data Vision Definition
- To-Be Definition
- Programmatic Themes
- Roadmapping

Data Culture & Ethics

Define your data culture

A strong data culture* is required to enable an organization to maximise the value it gets from its data assets.

Key activities include:

- Data Principles & Values
- Data Culture & Adoption
- Data Literacy
- Data Ethics

More Information

Sopra Steria's Estate Management offer responds to the challenges faced by customers as they occupy and maintain buildings or property portfolios. With data at the heart, Sopra Steria assist organisations to achieve business outcomes by bringing data together into a single version, creating truthful strategic and dynamic insights, improving operational performance and simplifying compliance procedures.

Sopra Steria understands Estate Management is shifting towards data-driven decision-making, attributable to a 'perfect storm' of technological, economic and regulatory changes. Accelerated by the social and environments factors, changing how the future of work is viewed, as smarter working practices become a priority of sustainability and Environmental Social and Governance (ESG).

To discuss your challenges or find out more about our offer please contact us at EstateManagement@soprasteria.com.

Or you can visit us at www.soprasteria.co.uk

We look forward to working with you.

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