


# Carolinas Healthcare System Harvard Case Solution & Analysis


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**Context**

CHS is the biggest healthcare provider in North Carolina serving approximately 2.1 million patients throughout multiple states including South Carolina and Georgia.




Dickson Advanced Analytics (DA^2) was launched in 2011 as the CHS's internal analytics group.



CHS is an academic research enterprise including hospitals, community clinics, and transitional care facilities with an annual budget of over 7.7 billion.

Its mission is to improve outcomes rather than increase the size of CHS.



**US healthcare landscape was changing so DA^2 was created to help drive change to their care delivery model.**

**Need**

5 major changes including:

- Fee-for-value instead of fee-for-service. Analytics needed to increase patient satisfaction and reduce readmissions.
- Physician shortage. Analytics needed to maximize physician efficiency and recruitment.
- Digitization of healthcare. HITECH laws driving implementation of EHR demanding digital healthcare. Partnerships with Google & Apple in healthcare to integrate patient wearable/mobile device data.
- Shift to outpatient. Analytics needed to help reduce cost by reducing ER visits and treating more patients in clinic.
- New entrants. More patients have healthcare coverage because of the ACA than ever before.

**Outcomes**

DA^2 achieved 3 key results from the pilots:

- Collected and handled vast amounts of data efficiently.
- Created a data governance structure.
- Shifted CHS to an evidence-based culture.

Mapping underserved communities  
 Reducing readmissions  
 Advanced illness management (AIM)  
 Patient segmentation model  
 Challenges ahead...

**Vision**

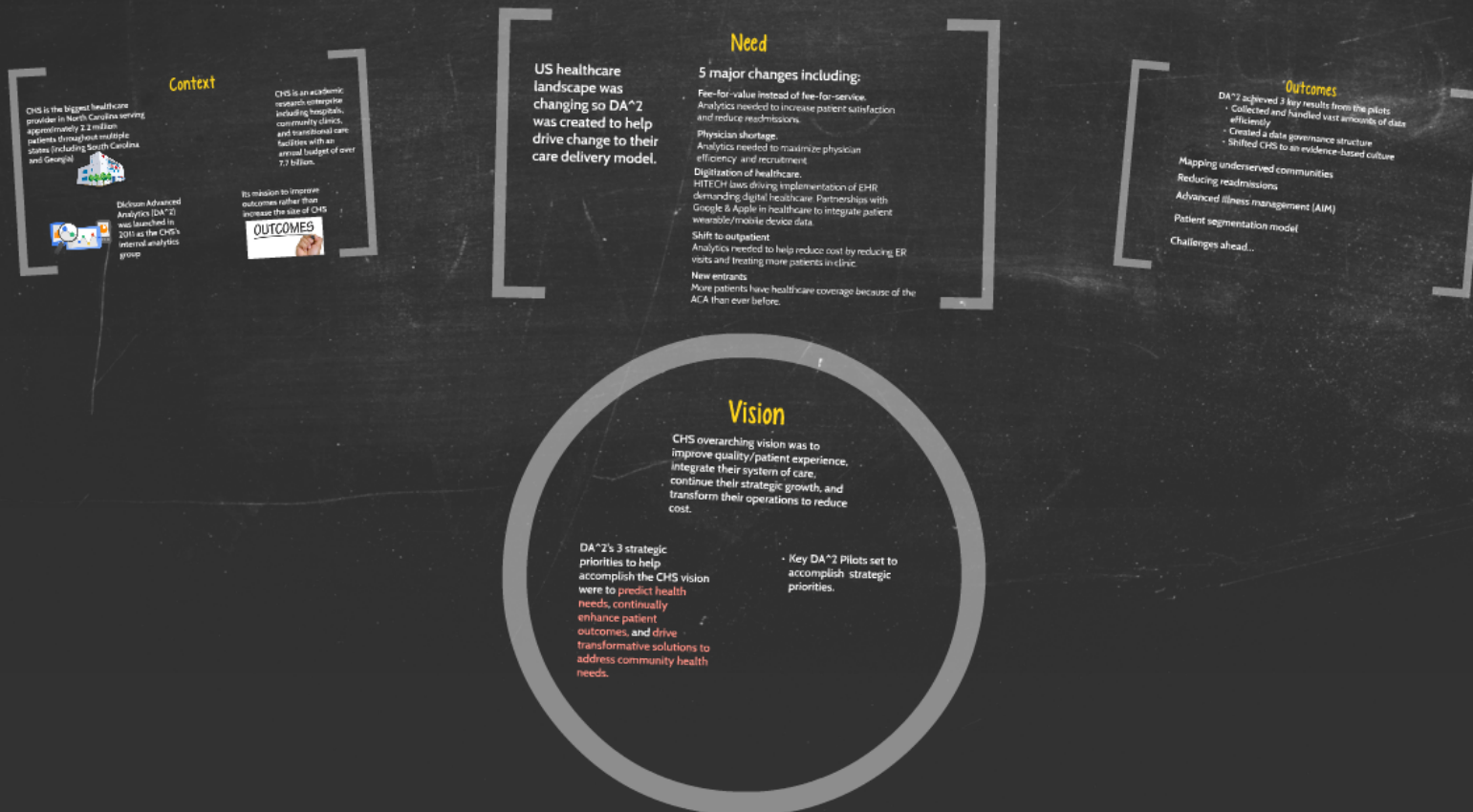
CHS overarching vision was to improve quality/patient experience, integrate their system of care, continue their strategic growth, and transform their operations to reduce cost.

DA^2's 3 strategic priorities to help accomplish the CHS vision were to predict health needs, continually enhance patient outcomes, and drive transformative solutions to address community health needs.

- Key DA^2 Pilots set to accomplish strategic priorities.

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OUTCOMES



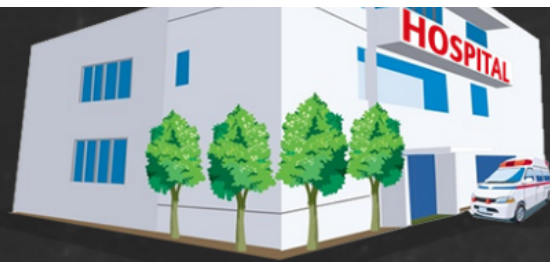
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**text**

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**Its mission to improve**



**Dickson Advanced Analytics (DA<sup>2</sup>) was launched in 2011 as the CHS's internal analytics group**

7.7 billion.

**Its mission to improve  
outcomes rather than  
increase the size of CHS**



## Need

**US healthcare landscape was changing so DA<sup>2</sup> was created to help drive change to their care delivery model.**

### **5 major changes including:**

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Analytics needed to increase patient satisfaction and reduce readmissions.

**Physician shortage.**

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**Shift to outpatient**

Analytics needed to help reduce cost by reducing ER visits and treating more patients in clinic.

**New entrants**

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