

## Case Study:

## Business Intelligence and Data Governance



### How Trace3 helped a data-driven healthcare company revamp their B/I strategy and improve ROI

#### BENEFITS

By conservative measures, implementing the right dashboard technologies for internal and external clients and implementing a Data Governance program could save CHG tens of millions of dollars over the next three years.

“The insights that Trace3 discovered during our Envisioning Engagement while putting those insights into recommendations and actions will continue to deliver dividends far into our future,” says Michael Peterson, Vice President and CIO, CHG Healthcare Services.

“From data governance to executing with exactness with our BI Steering Committee, Trace3 has already made a difference in our business.”

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VP & CIO, CHG Healthcare Services

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#### THE CHALLENGE

CHG Healthcare Services (CHG) is one of the nation's oldest and largest healthcare staffing firms. Its business is a complex ecosystem of recruiters, account managers, vendor contracts, and customer billing unique to each business unit. Although IT Services provided a central location for financial data and call center activity, business units hired their own analysts and used different data formats and naming conventions. Reporting modifications for each division were not provided to central IT, so the rest of the company could not benefit from the improvements.

Not all divisions of CHG had access to business intelligence (BI) tools and dashboards. Some created elaborate spreadsheets to perform massive calculations and data transformations for departmental reporting. As a result of these inefficiencies, CHG had difficulty using predictive analytics to drive revenue and growth. Instead, the company was always looking at ‘what happened’ in the rear-view mirror.

In such a data-driven company with each division producing custom metrics and building its own BI teams, costs mounted at a rapid pace. CHG needed to re-evaluate its approach to BI and reduce the amount of manual work required to integrate data and support decision-making.

#### THE SOLUTION

Trace3 offered CHG deep expertise in business intelligence and digital business transformation combining both end-user and line-of-business needs. Using the Trace3 Big Data Intelligence Envisioning Engagement as a framework to provide a strategic and tactical outline for CHG's environment, business needs, and reporting challenges, CHG and Trace3 outlined a path to success. The outcomes from the Envisioning Engagement revealed many areas where CHG could improve its business intelligence and analytics goals, including:

- Securing C-level executive sponsorship of BI initiatives for all of CHG
- Integrating BI dashboard technologies
- Establishing data governance guidelines and strategies
- Aligning organizational structures to support an analytics-driven business
- Developing a strategic BI roadmap for continuous improvement
- Providing an ROI methodology for measuring the value of its BI program

The goal of every Trace3 Envisioning Engagement is to provide a global outlook on deriving business value from a company's data and provide a customized, end-to-end solution from vision through launch.