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Adaptability: The Key to Healthcare Technology Planning

How to Create Pie Charts in DivePort

How Will the Liquor Industry Change with Uber's Acquisition of Drizly?

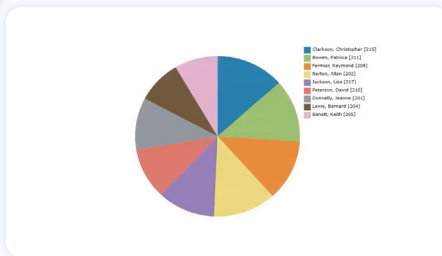**How Data Can Help Improve Equality in the Workplace**

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Adaptability: The Key to Healthcare Technology Planning

2020 was a year of upheaval for the healthcare industry. Not only did we see the implementation of new forms of technology, such as telemedicine, increase at an unprecedented rate, but on the flip side, we also saw many health systems struggle to integrate such technology seamlessly into their existing systems.

One of the key lessons from our year dealing with COVID-19 has been the importance of adaptability. We've had to adapt to new ways of seeing patients or meeting with our caregivers, as well as new ways of managing operations as healthcare organizations have dealt on and off with surges of COVID-19 patients. And now this notion of adaptability is providing a guide as we navigate new ways of organizing our technology and data to support initiatives in the years ahead.

Kathy Sucich
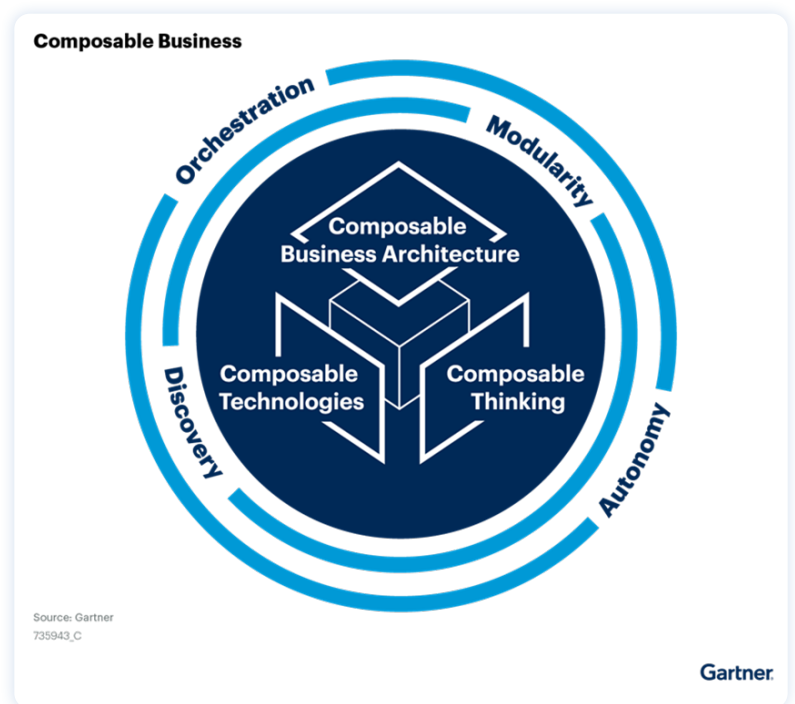
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The old way: We haven't achieved what we've set out to accomplish

Over the last decade or so, hospitals and health systems have invested so much money in technology systems such as their electronic health records (EHRs) in order to get a "single source of truth." However, in their quest to achieve this, they have actually assembled various technology systems that don't talk to each other, and thus, have achieved the exact opposite of what was intended.

The result of implementing separate technology systems for various departments is that data is now siloed and data in one system isn't always in the same form as data in other systems or isn't standardized. Not only does this impact decision-making because leaders are looking at numbers in different, and often incongruent, ways, but it also impacts innovation and growth, as new technology must be wrangled into the existing complicated infrastructure.

Composable Business

Orchestration — Modularity — Composable Business Architecture — Composable Technologies — Composable Thinking — Discovery — Autonomy

Source: Gartner
735943_C

Gartner

Adaptable thinking is key in the new ecosystem

What is now needed by hospitals and health systems is a more flexible and adaptable data architecture that allows for rapid deployment of new services. Many are calling this a "composable" infrastructure. TechTarget says, "The goal of a composable infrastructure is to allow an enterprise data center to use its physical infrastructure while reducing the time it takes to deploy a new application."

Gartner talks about the importance of the composable infrastructure in its report, 'Creating the Composable Healthcare Organization for Healthcare and Life Science CIOs', published December 23, 2020. According to the report, "A composable healthcare organization is an enterprise that delivers extraordinary health value by adapting business and operating models at the pace of business change. It does this by creating a culture of composable thinking, operating within a composable business architecture and scaling impact with composable technologies."

The figure on the previous page shows an overview of how Gartner perceives the composable business. More details on each area of the composable business can be found in the Gartner report available here.

Analytics and adaptability

When it comes to an organization's analytics infrastructure, homing in on this concept of adaptability can lead to more powerful and meaningful results. One limitation of analytics solutions is that they are often built for one application. While they can provide insights and visualization on that application (say, the EMR), they fail to provide a holistic view of an organization's metrics and overall health.

Building for adaptability yields different results. Adaptable analytics solutions are able to integrate data from more than one application and are flexible in that new data sources can be continually added. This allows for an enterprise-wide view of an organization's data and allows leaders to make more informed, system-wide decisions.

Adaptability means more than just the technology

It's important to note that implementing an adaptable data infrastructure requires not just an adaptable technology, but also requires having an adaptable mindset. Healthcare business and technology leaders must think differently and not simply cling to the old ways of deploying technology.

While this sounds difficult, it's an imperative to creating lasting change. Healthcare organizations that fail to adapt may find themselves at an uncertain crossroads. According to Gartner, "The bottom line for healthcare CIOs—your business and clinical leaders will demand technology support for growth, business and operating model diversification, accelerated speed to market and value delivery. You must achieve this in the face of mounting uncertainty. The adaptability you enable will determine the success or failure of your organization."

—

Gartner, 'Creating the Composable Healthcare Organization for Healthcare and Life Science CIOs', Jeff Cribbs, Mike Jones, Laura Craft, Michael Shanler, Mandi Bishop, December 23, 2020. ☐

Taking a Comprehensive Approach to Evaluating Healthcare Analytics Vendors

Read white paper

How to Create Pie Charts in DivePort

Why are pie charts important?

Pie charts are one of the simplest charts for visualizing data. Yet don't confuse simple with inferior! There are times when a pie chart is important to use. Bar charts are great when you need to compare one value to another. But when it comes to understanding the percentage of a whole, pie charts are the best visualization to use. A pie chart is great for understanding how one "slice" compares to another and against the whole "pie."

Because the parts of the pie combine to create one pie, the data for a pie chart should add up to 100%. For instance, when you add all the sales from each salesperson together, you'd get the entire company sales, or 100% sales.
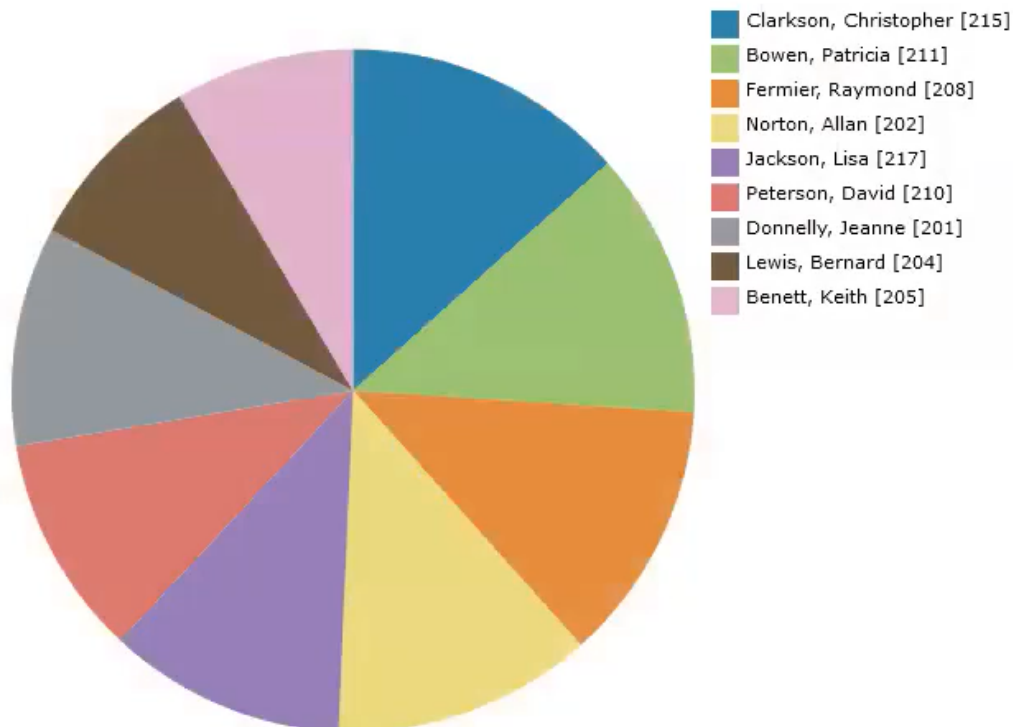
Do not make the mistake of using a pie chart every time your data is presented as a percentage. For instance, a list of the percentage alcohol of various wines does not add up to 100%! Only use a pie chart when the percentages add up to 100% of some whole dimension. Now let's look at how we can create a pie chart.

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Knowledge Forum

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How can I create a pie chart in DivePort?

In the example for this article, we will use "Sales Manager" and a single summary column, "Decimal Cases YTD" from a ProDiver marker. We are trying to understand, "What is this sales manager's sales volume as a percent of all sales?" We will create a pie chart to display the data in DivePort.

The first step is to log in to DivePort and locate the page for the pie chart. Right-click on the page to add a portlet.

Select "Chart" and click "OK." Once we click "OK" the "Edit Chart Portlet—Select a Data Source" dialogue box appears. Here, we can select the data source for this portlet—a ProDiver marker. Once we click "Next" we enter the "Select a Chart Type" dialogue box.
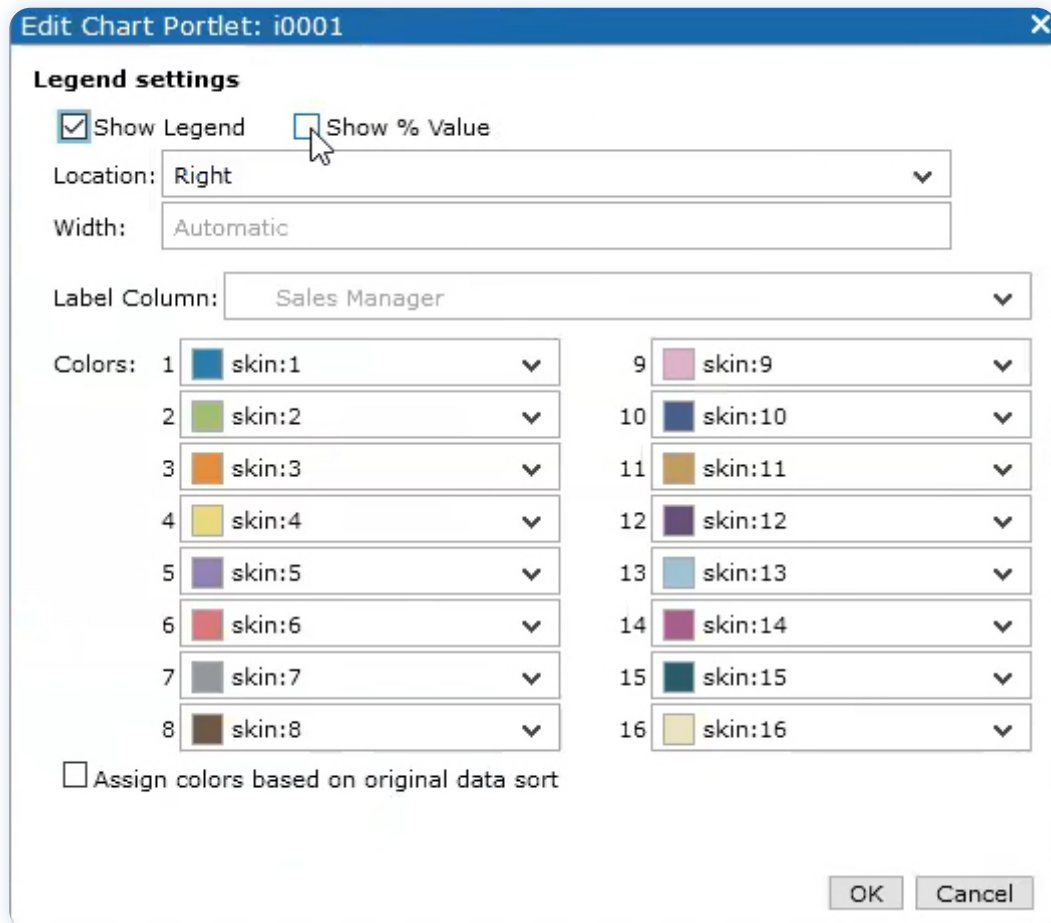
We select "Pie Chart" and click "Next" to move to the next dialogue box to select a value. We click on "Decimal Cases YTD." We click "Next" and you can see the defined dimension is "Sales Manager" and the defined value is "Decimal Cases YTD." We click "OK." And basically, that's it. We have a pie chart. That was quick and simple!

This pie chart does have some interactions built into it. If we hover over a section, the pie section "explodes" and a pop-up gives us more in-depth information like the name of the sales manager for that section of the pie. We have that from the legend. But the exploded view also shows the actual value and percent number of the decimal cases year to date.

At this point, if we click on the pie chart we created, nothing happens. It is displaying default behavior and we have not made any customizations. Let's explore customization possibilities. We will go through some of the additional settings that we can add to a chart portlet.

Click "Edit" on the upper right-hand corner of the page. Click on the chart portlet and the "Edit chart portlet" dialogue box appears. Notice the subheading "More Settings" in the lower left corner of the popup window. Under this subhead, we see "Legend, Text, Hover, Click Actions." Let's look at each of these settings starting with the legend settings.

We click on the word "Legend" and the Edit Chart Portlet dialogue box populates with the Legend Settings options.

Because we are primarily interested in understanding "What is this sales manager's sales volume as a percent of all sales?" we can select the "Show % Value" checkbox so this information is part of the legend. We now see that Keith Bennett has sold 8.5% of the overall total sales. It is now part of the legend. The next item under "More Settings" is "Text." The text settings allow us to add a title.

The next item under "More Settings" is "Hover." We click "Hover" to enter the "Contents of row hover box" settings. To get an easy start on this code, click on the three dots in the upper right-hand corner of the window to insert the default code as HTML in the edit box. Now we can edit this code to style it the way we want. We add some breaks and font styles to this code and save our work. Now, the hover text is easier to read.

The final setting is "Click Actions."
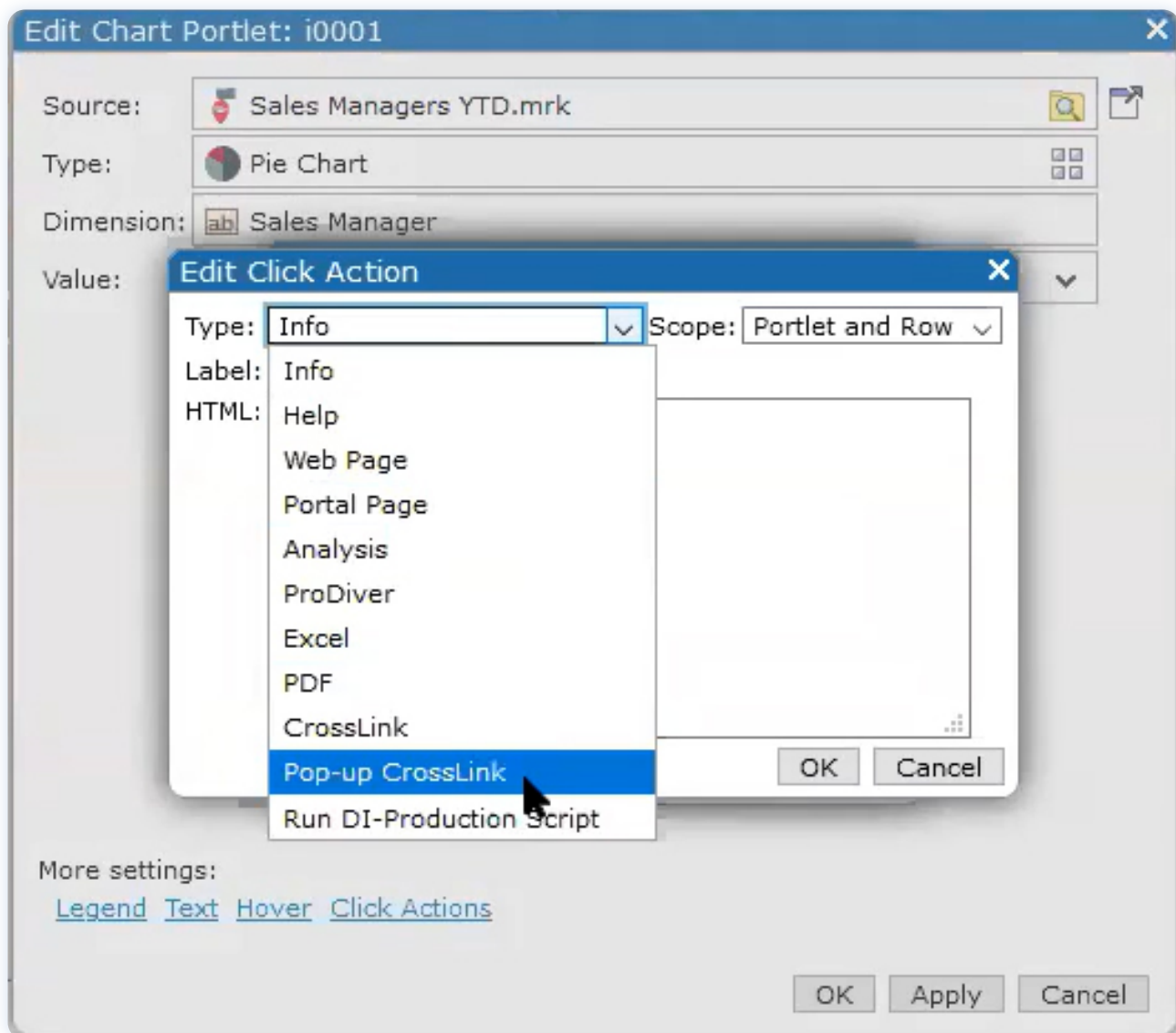
Once we enter "Edit Chart Portlet > More settings > Click Actions" we see 4 options: Type, Scope, Label, and HTML. By clicking on the "Type" drop-down menu, we can select one of the 11 available options. We select "Pop-up CrossLink."

By adjusting the settings here, we can add interactive elements like this table pop-up that appears on click.
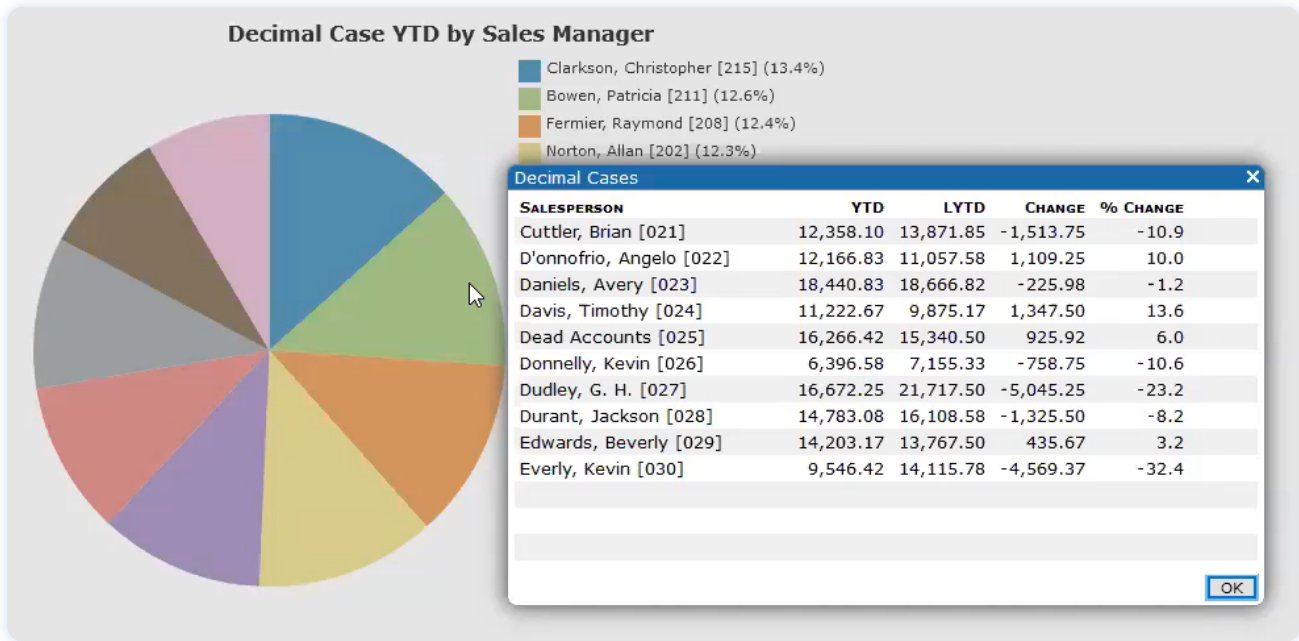
One last tidbit is that donut charts are almost identical to pie charts—they are pie charts with a hole in the center.

You can read more about pie charts on the Dimensional Insight online help at https://www.dimins.com/help/charts.

This topic is from our data visualization series about using chart portlets that airs bi-weekly on the Knowledge Forum.

Knowledge Forum

How Will the Liquor Industry Change with Uber's Acquisition of Drizly?

Customer demand for alcohol delivery during the pandemic has created a call for changes of state liquor laws. Changes to these laws benefit restaurants, liquor stores, and wineries. But one company emerged as the pandemic delivery king: Drizly. The alcohol delivery app saw a 350% growth in sales in 2020.

Drizly's business model of quick delivery from the liquor store to the front door caught Uber's attention, which suffered greatly during the pandemic and was forced to cut 25% of its staff as its core business suffered. Uber recently announced it would acquire alcohol delivery whiz-kid Drizly for a staggering $1.1 billion.

Delivery boomed during the pandemic, but with Uber taking over, what does this mean for brands, liquor stores, and restaurants? Does anyone else stand a chance? Let's dive in.

Details of the deal

Uber's acquisition of Drizly shines a light on how much industry insiders expect alcohol delivery to transform the customer wine and spirits experience during the next decade.

Uber pushed its own UberEats during the pandemic, allowing for food delivery. Uber will integrate Drizly directly into its food delivery app, but Drizly will also remain a standalone app, according to CNN.

"Wherever you want to go and whatever you need to get, our goal at Uber is to make people's lives a little bit easier. That's why we've been branching into new categories like groceries, prescriptions, and, now, alcohol," said Uber CEO Dara Khosrowshahi in a statement about the deal.

by **Meredith Galante,**
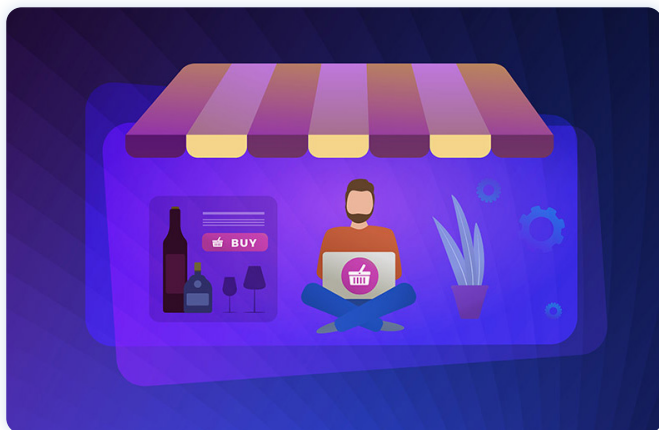Contributing Writer

Do other delivery services stand a chance?

One of Drizly's biggest pros includes its vast partnerships with liquor stores—3,500, to be exact—and brands across the country. This means customers can price out how much the same bottle of Kim Crawford Sauvignon Blanc costs at different liquor stores that are 0.4 miles away without ever leaving the comfort of their couch.

According to Drizly's website, 80% of Drizly customers are more likely to visit the store they shopped online in-person after buying on the app. 75% of those customers repeat the same store on Drizly. But one of the biggest perks of partnering with Drizly is acquiring new customers: 50% of Drizly customers will be new to the liquor store.

Each individual liquor store packs and delivers the products, so Drizly can be a part of driving customers to their delivery business.

One of the cons of Drizly is the fact that it's not available everywhere, mainly because of bans on liquor delivery. In more rural areas, the one-hour delivery option isn't available because it puts a strain on store staff.

Another drawback for customers is Drizly doesn't feature many fine wines or vintage wines. So for any stores that specialize in these, there's a large segment of the market for them to pursue.

Should liquor stores try to beat Drizly or join them?

Drizly promises to help digitize a liquor store's business and bring in new customers. Each liquor store receives a back-end portal to analyze sales and see new customers.

Drizly doesn't promise exclusivity to any store or brand, so if your competitor uses Drizly's service, you're likely missing out by not signing up.

Drizly promises no fixed costs, no sign-up fees, no maintenance fees or minimums, and no cancellation fees for stores. The pricing model works based on a set amount of dollars per order, percentage of the sale, and tiered licensing fee schedule.

While it's tempting to try and monopolize your own delivery and not share any of the revenue with the delivery giant, in reality, the number of new customers Drizly could bring in should outpace this in the long run. You can also still offer delivery via the customer calling your store directly.

When a giant such as Uber sets its sights on something in the market, we say, in this case: join them. ☐

5 Trends in the Beverage Alcohol Industry for 2021

Read white paper

How Data Can Help Improve Equality in the Workplace

In recent blogs, we've discussed the racial and financial inequality and inequity that society has seen specifically in regards to the COVID-19 pandemic—for example, healthcare and vaccine distribution inequity. However, there are many other cases of inequality that have been brought to light since the pandemic that we have not yet touched upon, such as gender inequality in the workplace. In this blog, we will take a look at how COVID-19 reversed gender equality progress as well as how data can help improve the issue.

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day of work, followed by hours spent caring for children and doing household labor." Since the beginning of the pandemic, outside support systems such as school, after-school care, and summer camps have been closed indefinitely and many women have taken the extra stress as a weight on their shoulders. Women of color have this same issue but to add on, they also have to face more barriers to advance in the workforce, pandemic or not, in addition to the constant racial discrimination and injustice that they experience or see every day. According to McKinsey, more than one in four women are contemplating what many would have considered unthinkable before the pandemic: "downshifting their careers or leaving the workforce completely. This is an emergency for corporate America. Companies risk losing women in leadership—and future women leaders—and unwinding years of painstaking progress toward gender diversity."

Pandemic job loss

The pandemic has impacted almost every individual in some way or another, but one of the biggest impacts from the virus was on the economy. Many companies were forced to cut budgets and therefore lay off or furlough their workers, which put stress on those who lost their jobs as well as the company. While these individuals include both men and women, women have been particularly impacted in a negative way. McKinsey reports that women, especially women of color, were more likely to lose their jobs during the pandemic and while it is becoming more common for fathers to stay at home with their children while women work, the report says, "working mothers have always worked a 'double shift'—a full

Women in leadership

In relation to the pandemic, women make up 39% of the global employment but account for 54% of overall job losses as of May 2020. But there was a large gap of inequality before the pandemic as well, specifically in leadership positions among almost every industry. The pandemic has further pushed progression of equality backwards and added on to the already

existing issues. For example, in medicine, women represent 40 percent of all physicians and surgeons yet only 16 percent of permanent medical school deans. In academia, women have earned the majority of doctorates for eight consecutive years but make up only 32 percent of full professors and 30 percent of college presidents, and in the financial service industry, women constitute 61 percent of accountants and auditors, 53 percent of financial managers, and 37 percent of financial analysts, but are only 12.5 percent of chief financial officers in

Fortune 500 companies. From the healthcare industry to the corporate world to women in politics, statistics have historically shown that leadership roles have been disproportionate to that of male employees.

Gender pay gap

When discussing gender inequity and inequality in the workplace, most of us think of the pay gap which has been around ever since women were given the right to work outside of the home. It's one of the most common factors of gender inequality and while it has been improving over the years in some industries, it's still a big issue and the pandemic definitely did not help it improve.

NPR's Planet Money points out, "Before the pandemic, the average American female worker earned only 81 cents for every dollar the average male worker made… Between February and April 2020, male unemployment increased 9.9%; female unemployment increased 12.8%." Men are more likely to have jobs that allow remote work, while females tend to have more employment in the service industries which have shut down for an undecided amount of time; this makes it difficult to close the pay gap again. "We project it's going to take more than 10 years for the gender wage gap to close to what it was before the pandemic," says Jane Olmstead-Rumsey, an economist at Northwestern University. Based on economist

predictions, NPR states that the gender wage gap will widen by five percentage points, so that the average female worker will earn about 76 cents for every dollar the average male worker makes. And again, women of color face an even bigger gap due to racial inequality. One eye-opening statistic found by National Women's Law Center states, "A woman of color who works full time, year-round, can lose more than $1 million in income over a 40-year career because of the wage gap," and this finding is in regards to the wage gap without a pandemic.

Use data and take action!

Closing the gender inequality gap is not something that can be accomplished overnight, but the most useful and impactful thing that companies and organizations can do to actively try and help close that gap is to use their already existing data to figure out how they can strive for better equality in their own company and act upon it accordingly—this can also help predict future gaps which is just as important. As more organizations introduce diversity metrics relating to recruitment, training, progression and pay, they will have more data to analyze that will bring valuable insights into patterns, trends and discrepancies between how female staff is treated compared with male counterparts. Today's analytics programs can also help eliminate bias by enabling HR teams, for example, to identity patterns of bias that existed in the past and devise fair compensation structures. As Harvard Business Review explained, "Business leaders will need transparency on gendered regressive impacts within their company." For example, "Are job losses or requests for leave higher among women? Have promotion rates of women slowed? With new hiring, is the pre-COVID gender balance level being maintained?" Ultimately, taking the time to go through such data to pinpoint where the inequality exists and then working to change it is the first step to creating a more equal environment in one's business which will, hopefully, over time, evolve into what the workplace should have been from the start. □

Addressing 4 Core Business Intelligence Challenges on the Search for Actionable Insights
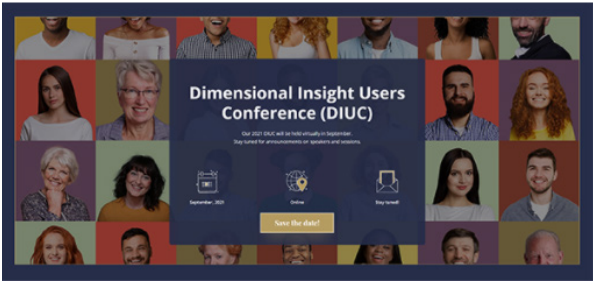
Read white paper

Dimensional Insight has a lot of new events on the calendar, both virtual and in-person!

Of note are our European Distributors' Users Conference, being held June 10-11, and HIMSS21, taking place August 9-13 in Las Vegas.

Also, save the date for the global Dimensional Insight Users Conference, which will be held in September.

Visit the events page on our website to see the calendar and learn more!

Events