



ELEVATING  
— ENTERPRISE —  
DATA LITERACY

# Taking Off the Blinders

## How Experience Limits Our Perspective on Literacy

Wendy D. Lynch PhD.



# Today is about

Seeing connections.

Busting Silos.

Understanding how to make data matter.



# One way.... From Data to Nirvana



Reports	5
Insights	100
Understanding	5000

AHEAD  
SUCCESS  
BTZ





Where are we trying to go?

Analytics

Data inputs

Biz outcome

Many places

At the same time



Ongoing and Evolving

Analytics

People like to stay in their own lane

Data inputs

How do we help them care?

Biz outcome

Many places

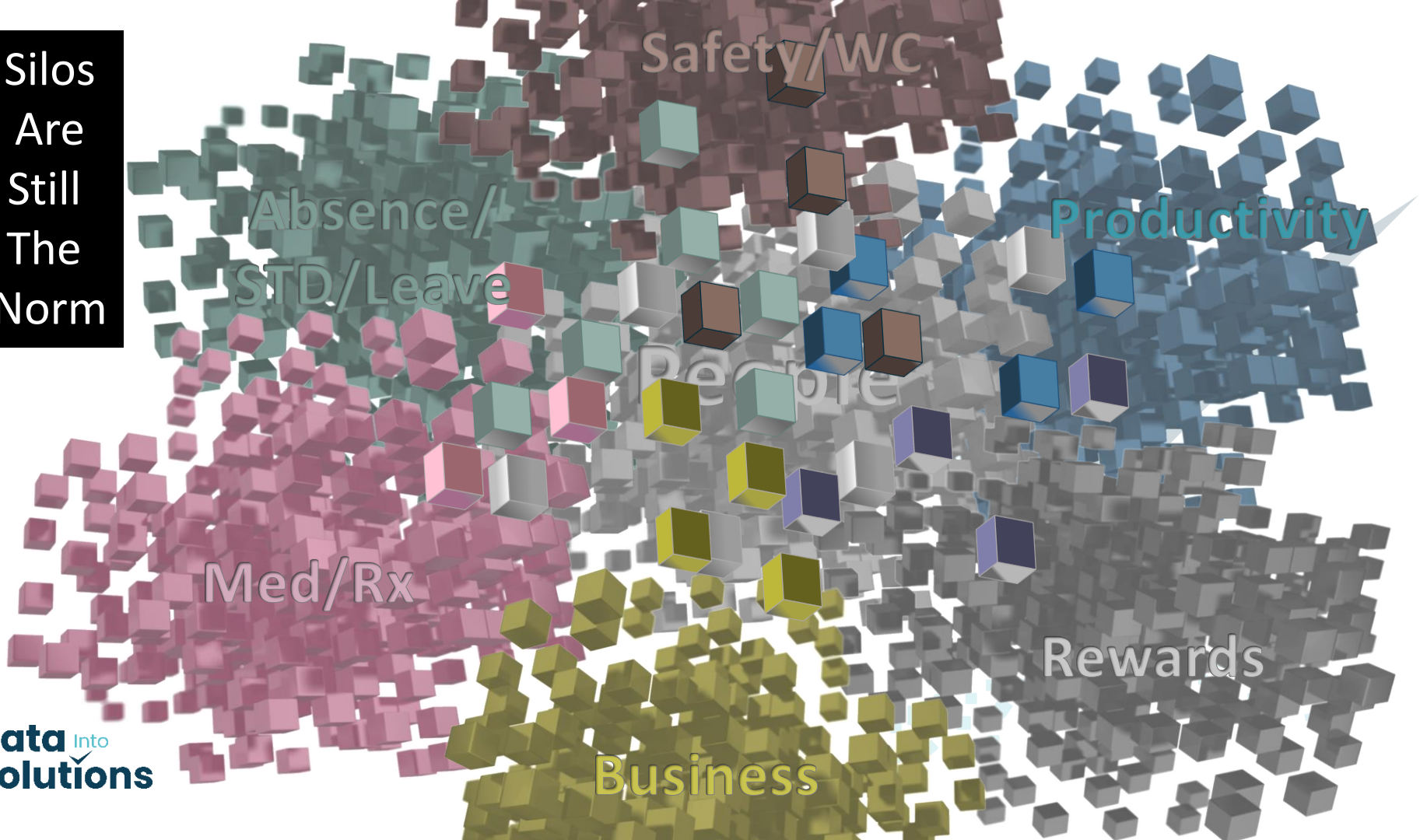
At the  
same time

# People will care if they see something that...

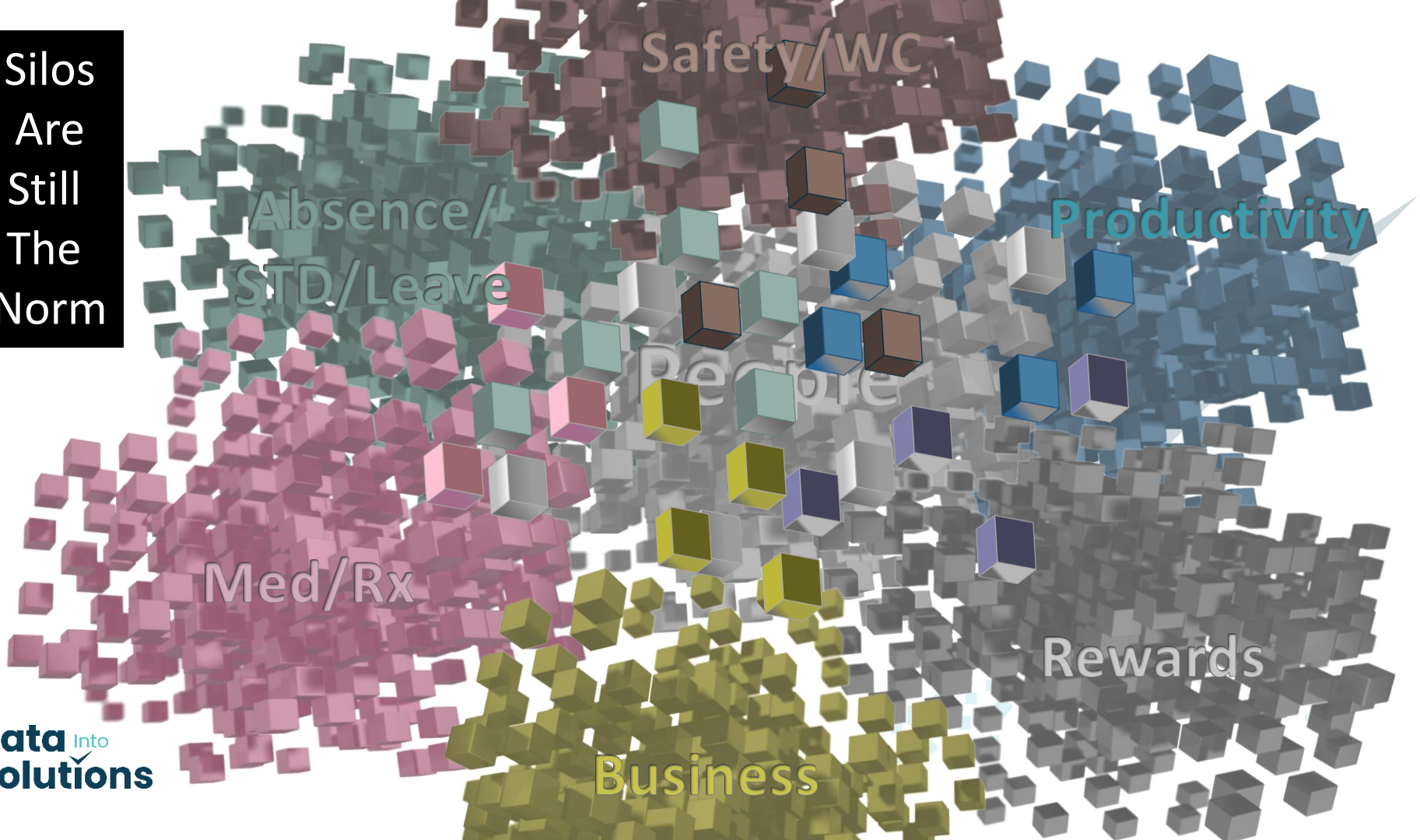
- They don't already know
- Alters their decision
- Makes them feel smarter
- Is inconsistent and changing
- They can understand and apply



Silos  
Are  
Still  
The  
Norm

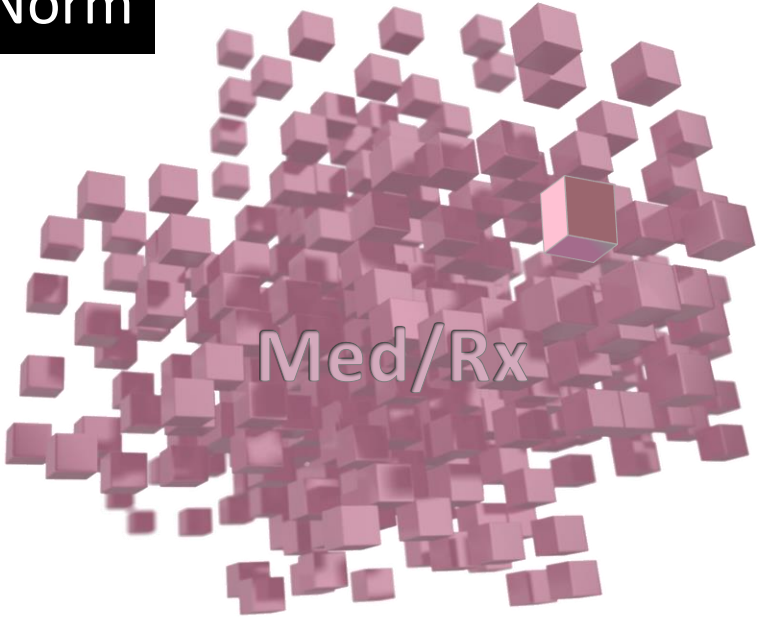


Silos  
Are  
Still  
The  
Norm

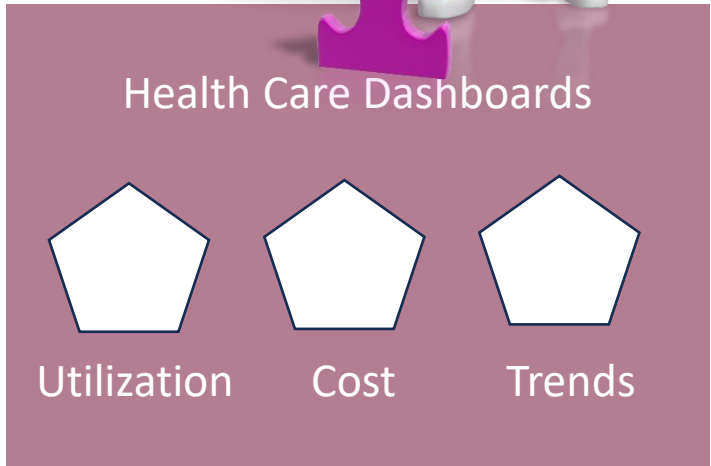
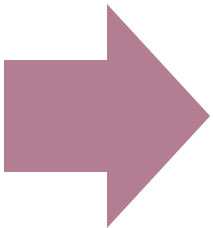




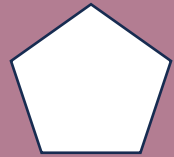
Silos  
Are  
Still  
The  
Norm



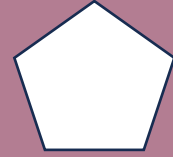
Med/Rx



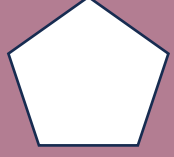
Health Care Dashboards



Utilization



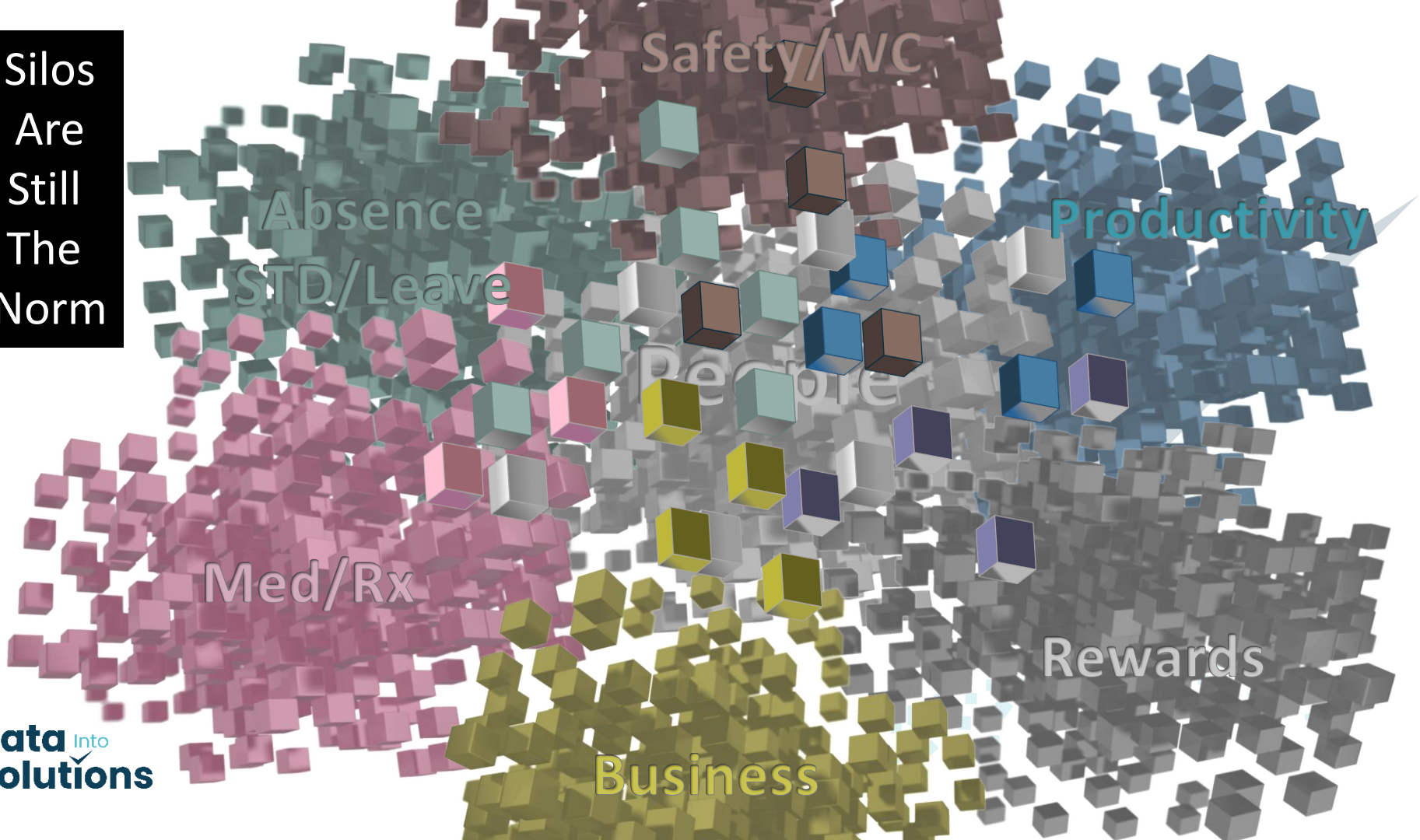
Cost



Trends

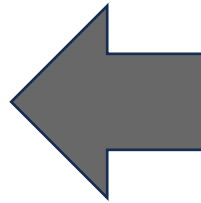
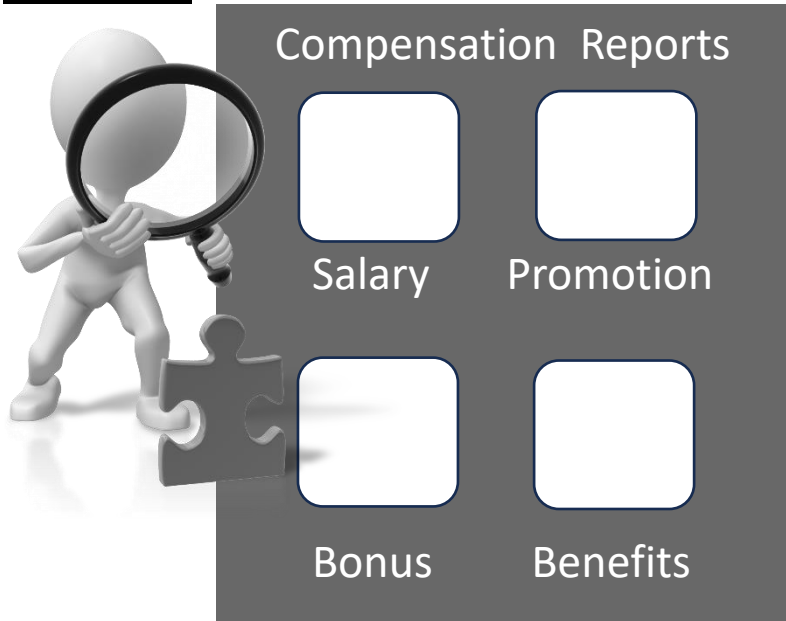
“We can’t share. It’s PHI.”

Silos  
Are  
Still  
The  
Norm



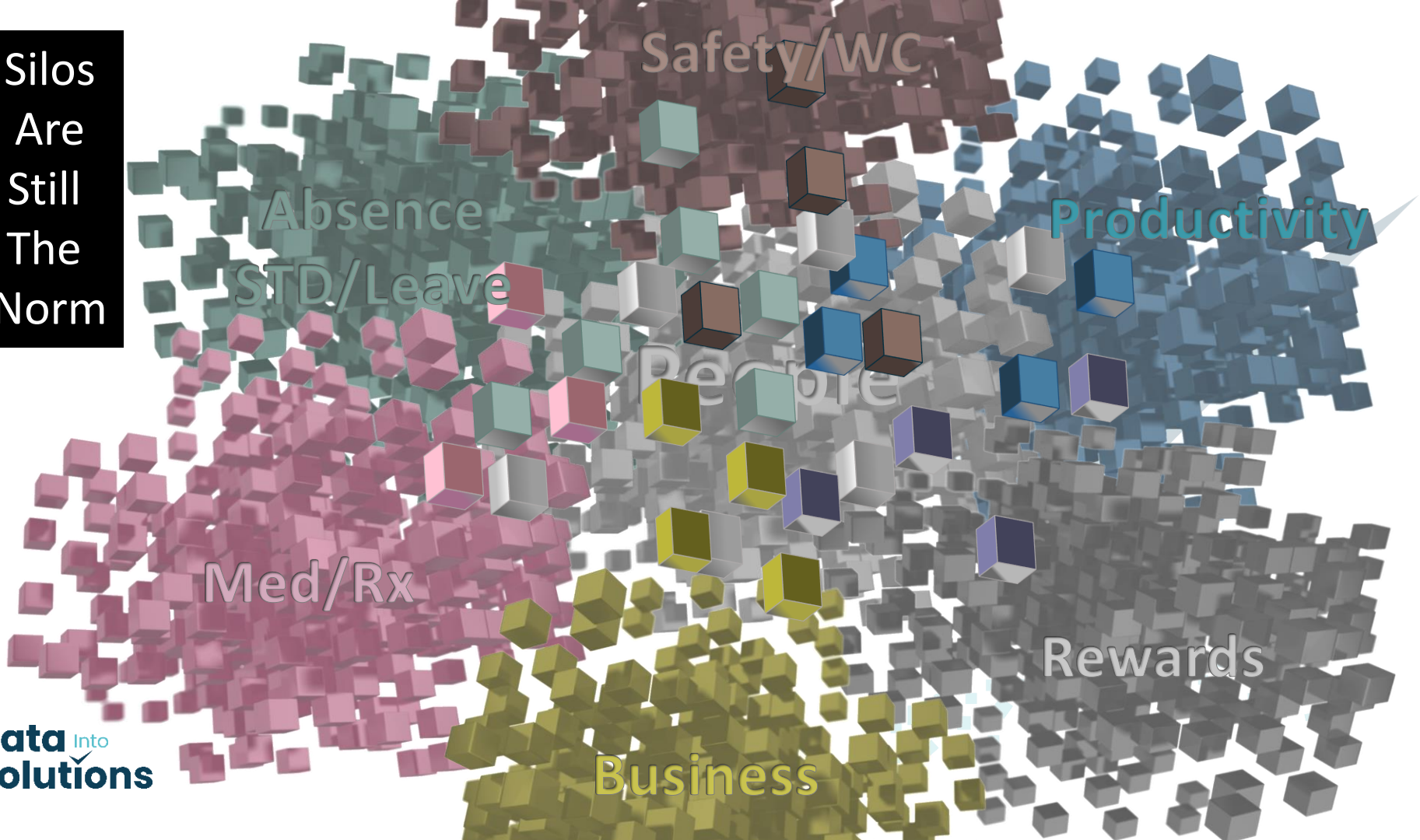
# Silos Are Still The Norm

“We can’t share.  
Leaders don’t want people to know.”





Silos  
Are  
Still  
The  
Norm



Silos  
Are  
Still  
The  
Norm



“We can’t share.  
Some sites look bad.”

# Where we look determines what we see



Safety

Compensation



Health Care



# What Motivates Us to Look Beyond Our Current View?

Being Surprised!

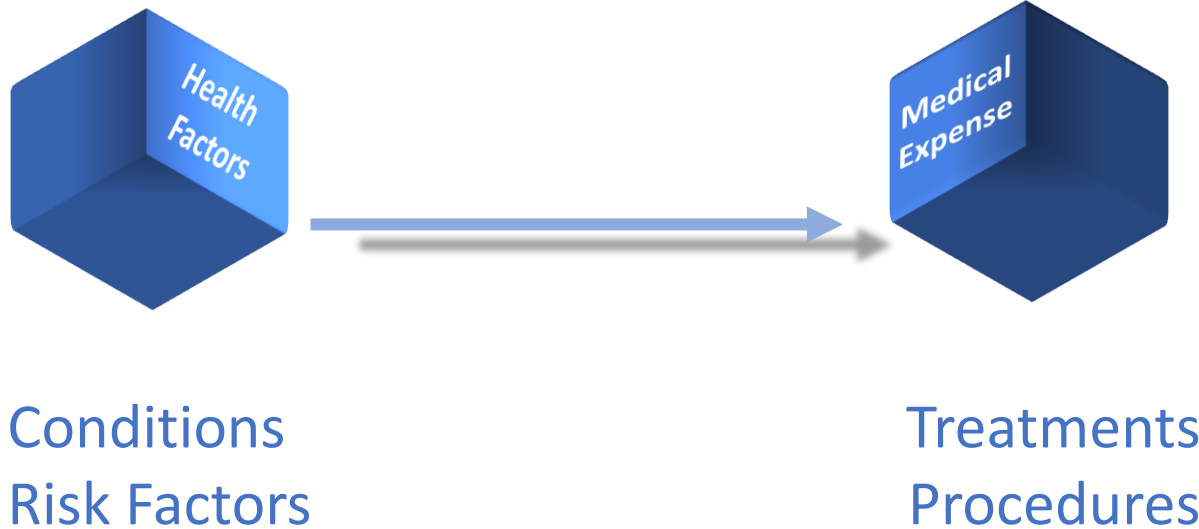
An Example in Employee Benefits/Health

my thanks to  WorkPartners

A presentation to  
100 leaders in health care.

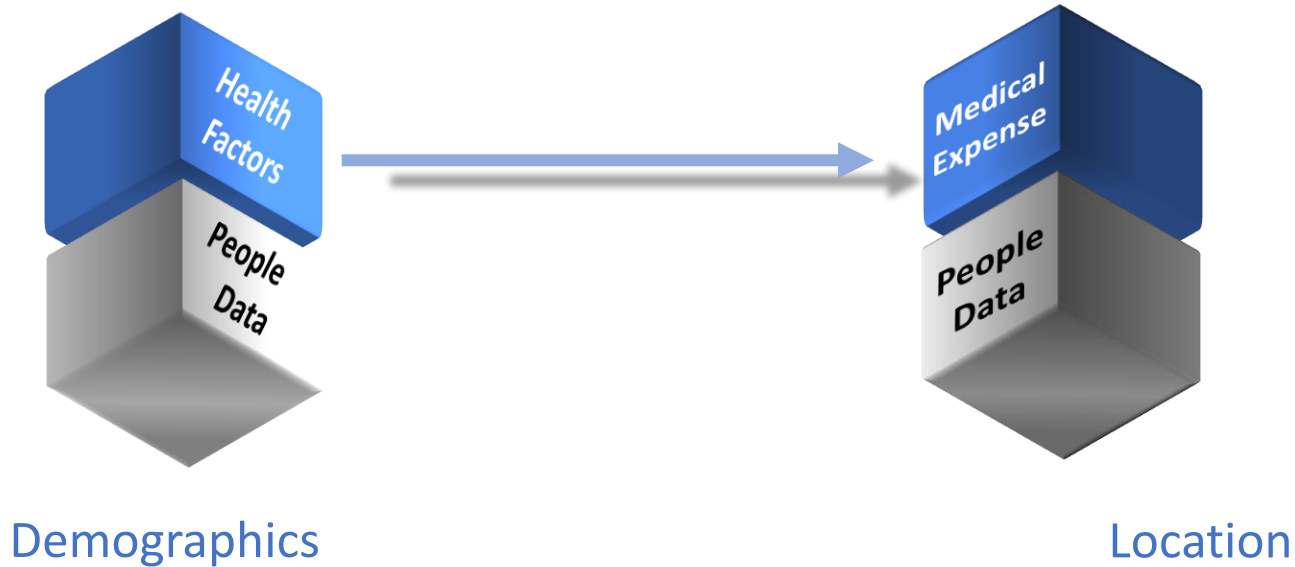


# WHAT WE KNOW



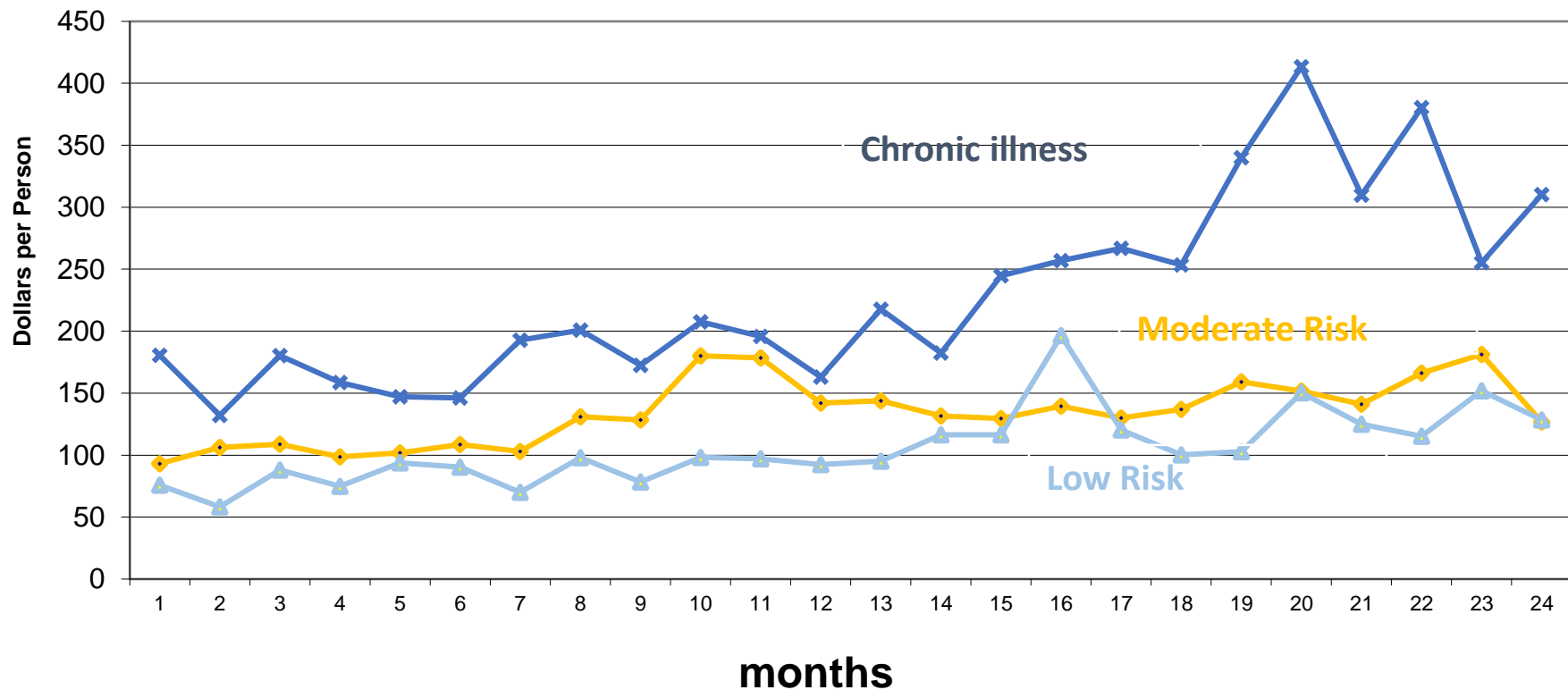


# DEPENDS ON DEMOGRAPHICS



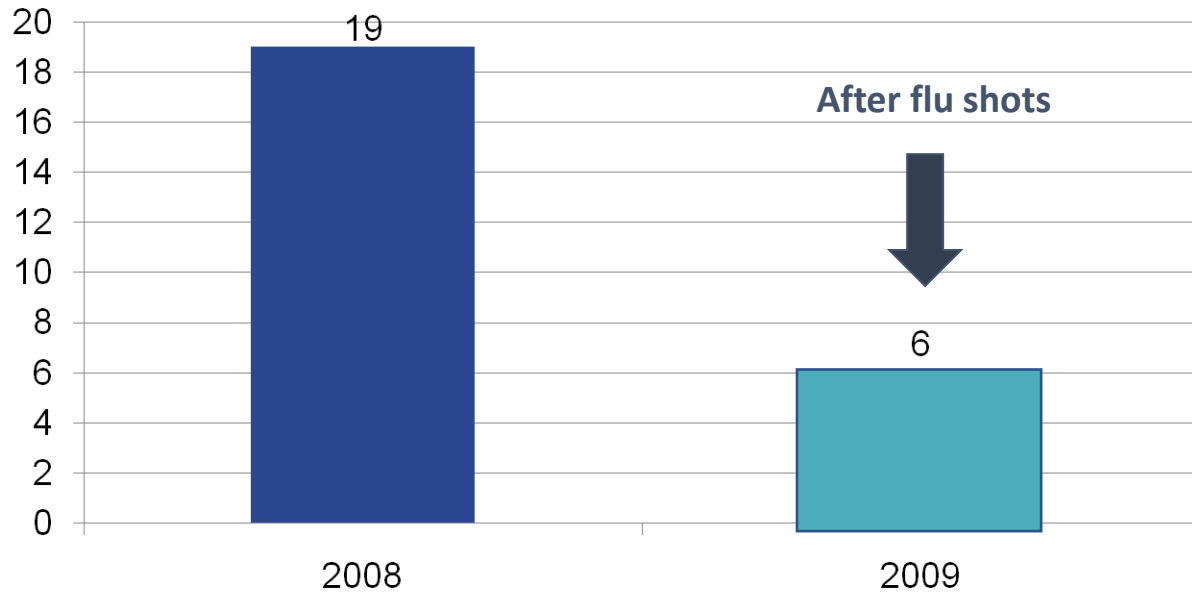
Hypothesis  
Controlling for age, gender and location,  
better health = lower costs

# MEDICAL COSTS OVER TIME



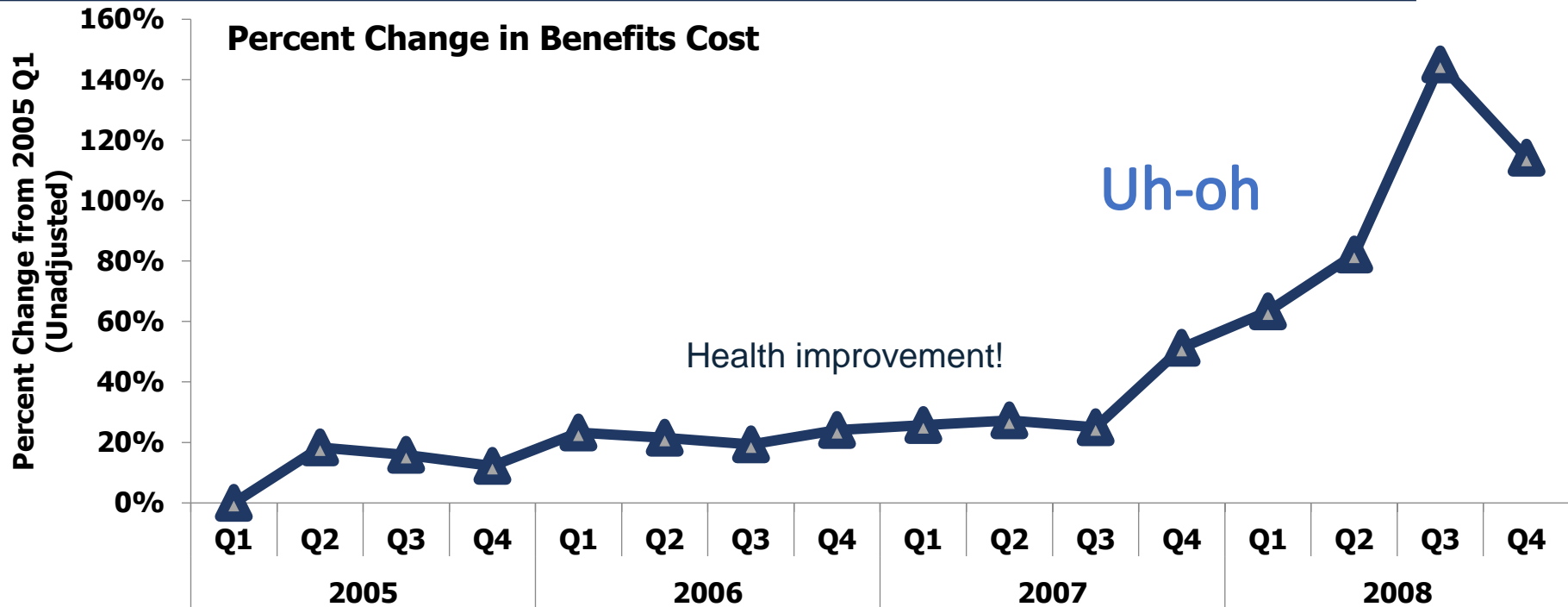
# REDUCTION IN ABSENCES

Average monthly sickness absences in department





# BENEFIT COST TRENDS



hmmmmm.....



# Today's Objective

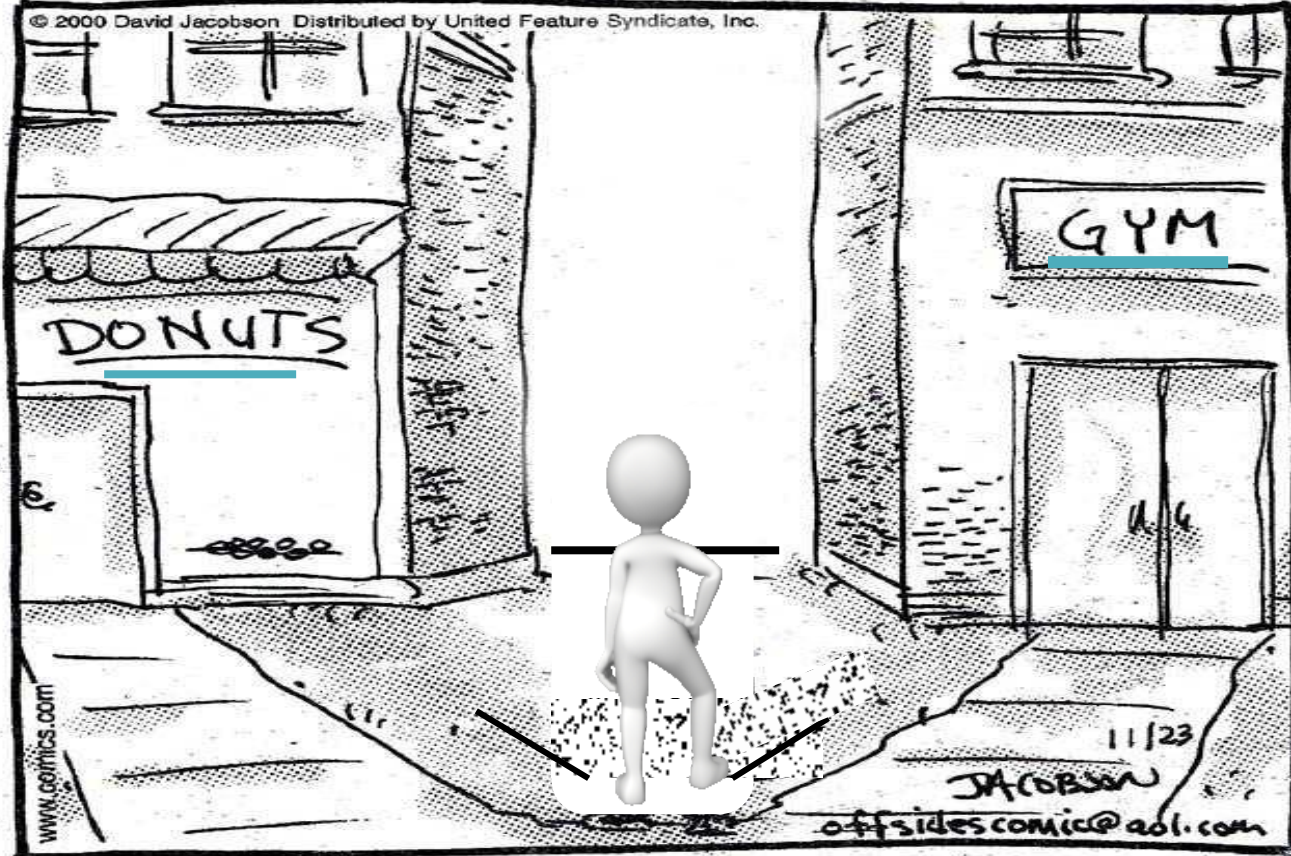
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Understand health and business outcomes more holistically.

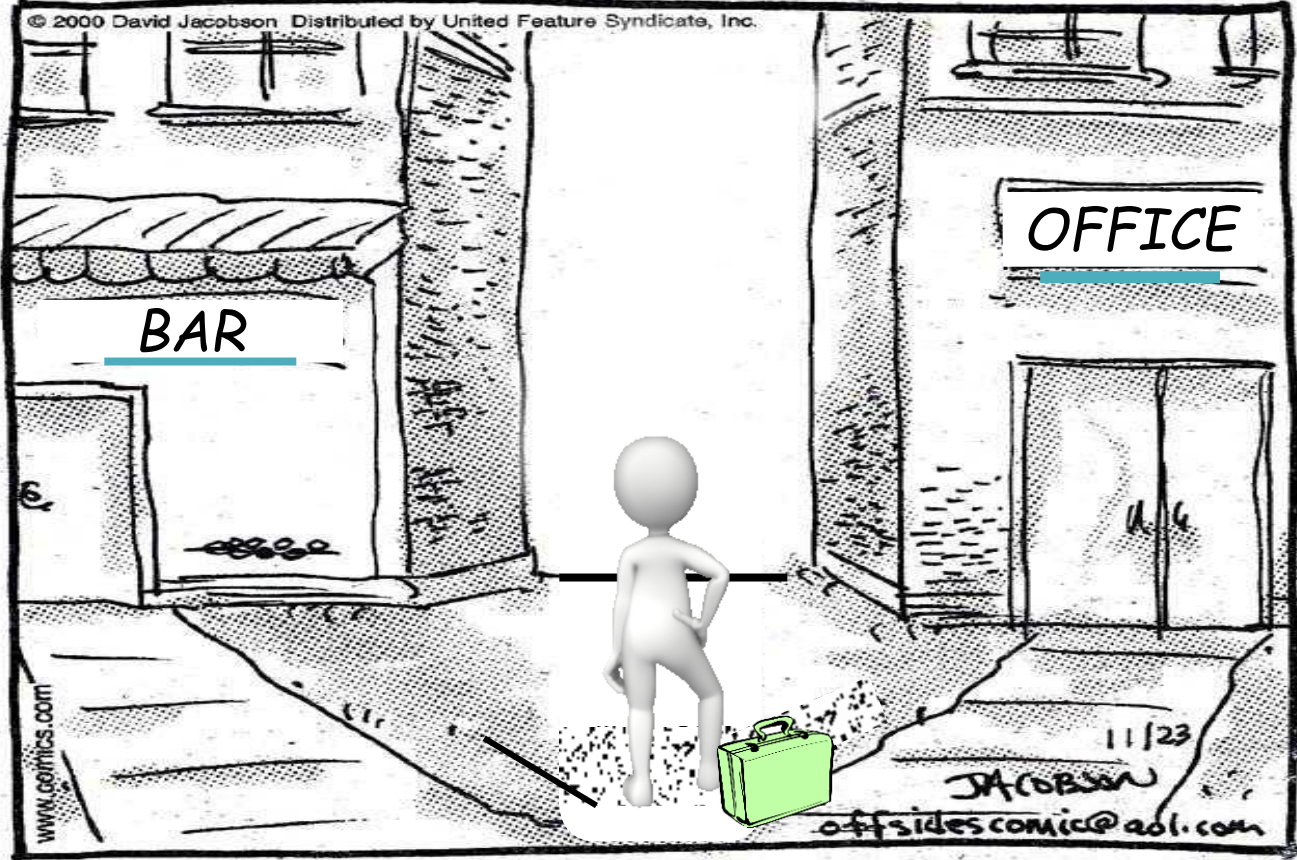
**Every day,  
employees make hundreds of  
choices that affect business  
directly**



# Do I make healthy choices?



# Am I committed to working hard?



DRABBLE®

Kevin Faqai

# DAILY CHOICES

---

**At work**

Do I come to work today?

**Motivated**

Do I give my full effort?

**Effective**

Do I acquire new skills?

**Healthy**

Do I make healthy choices?

**Stay**

Do I look for another job?

*These are all connected*

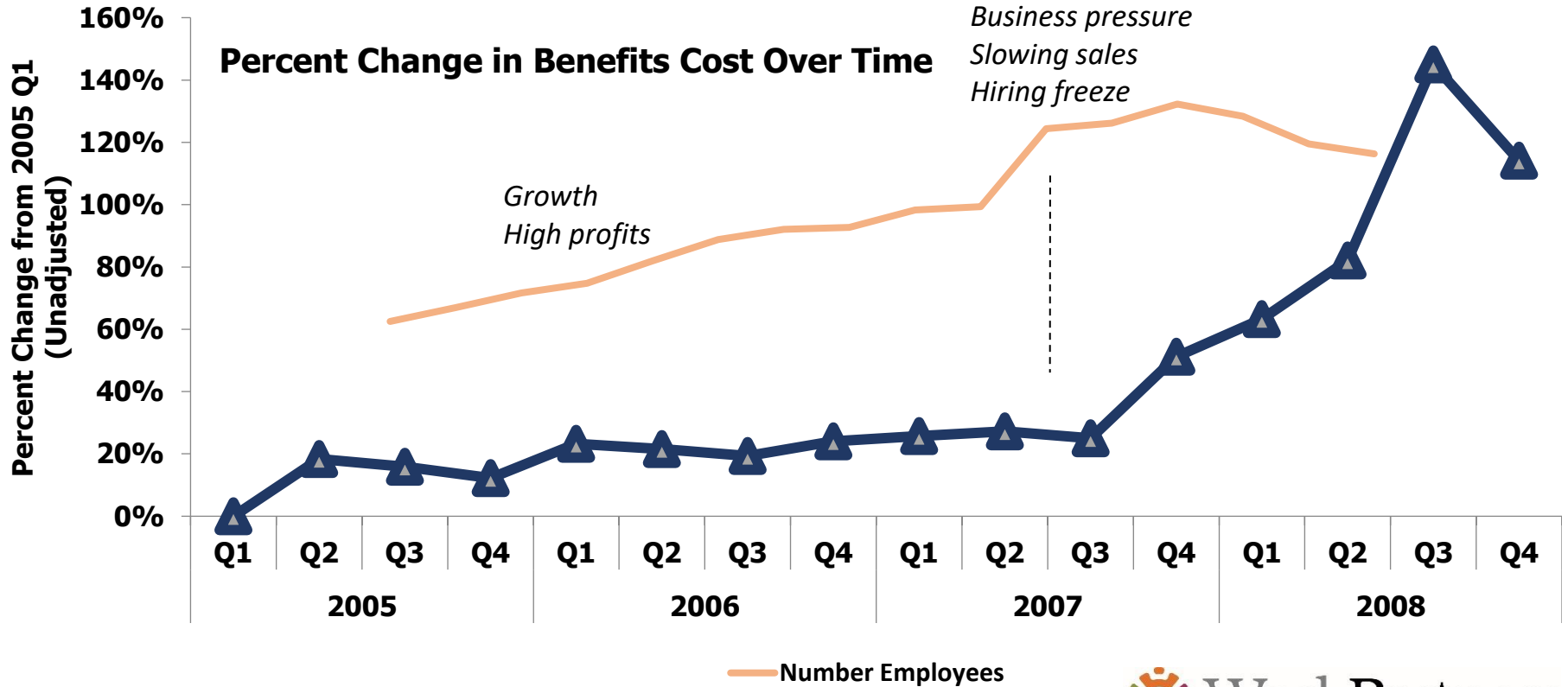
Copyright 2001 by Randy Glasbergen.  
www.glasbergen.com



**“My job is giving me migraines, high blood pressure, chest pains, and bleeding ulcers. I’d quit, but I like their health plan.”**



# BENEFIT COST TRENDS



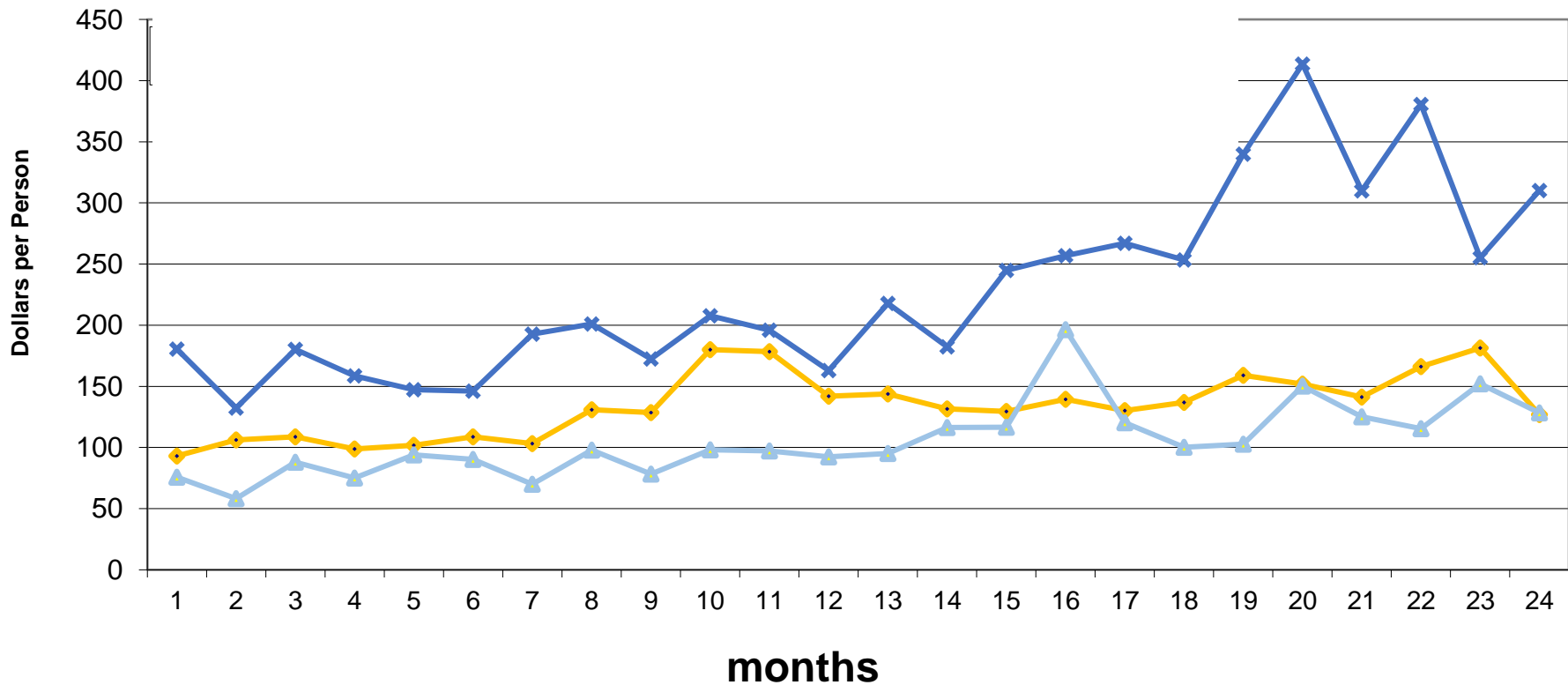


Actually.....

I lied.

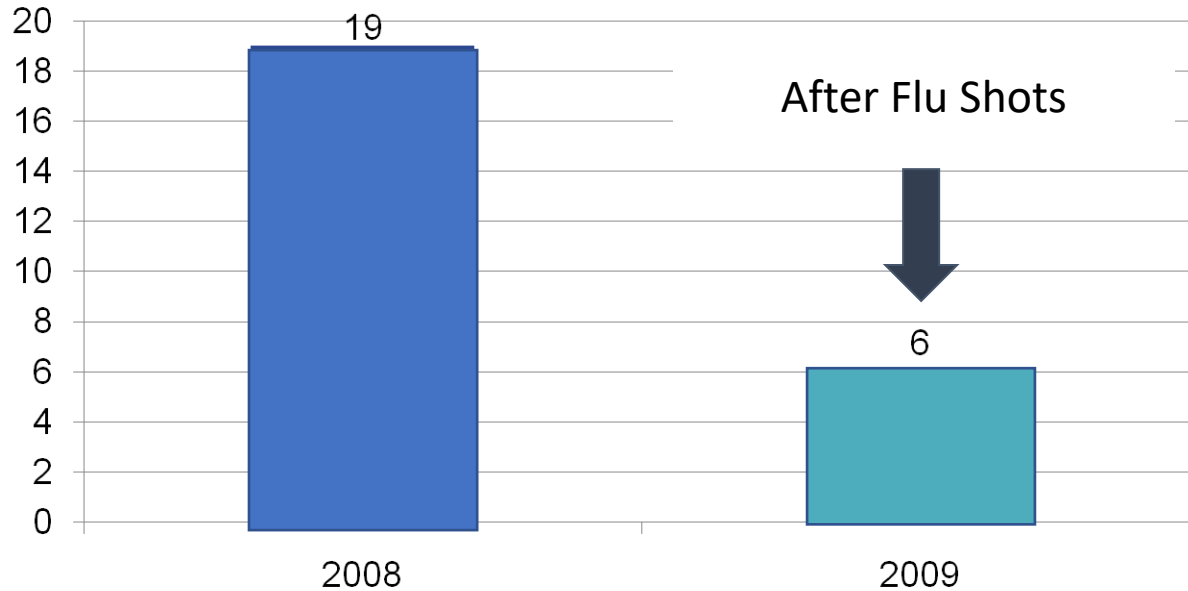


# MEDICAL COSTS OVER TIME



# REDUCTION IN ABSENCES

Average monthly sickness absences in department



# THE TRUTH ABOUT HUMAN CAPITAL



Health-related costs are not simply due to health problems

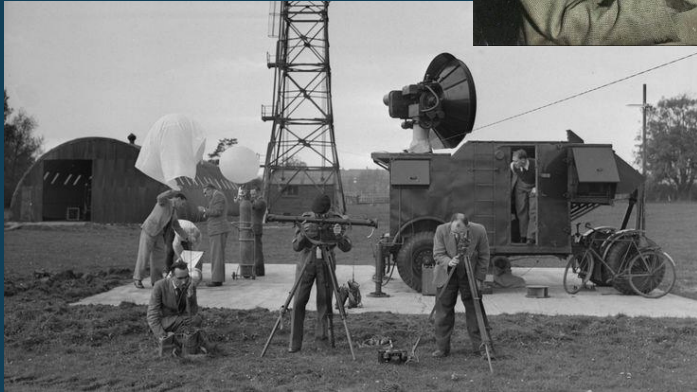
- How I feel about the company
- How much stress I'm under
- Demands of the job
- How I am rewarded
- How benefits are designed



**Now what?**



*During World War II  
a team of weather forecasters  
offered their resignations  
after it was proven  
that their predictions  
were no more accurate  
than random chance.....*



## The response ?

*“The Commanding General  
is well aware that  
the forecasts are no good.*

*However,  
he needs them  
for planning purposes”*

# Where we look determines what we see



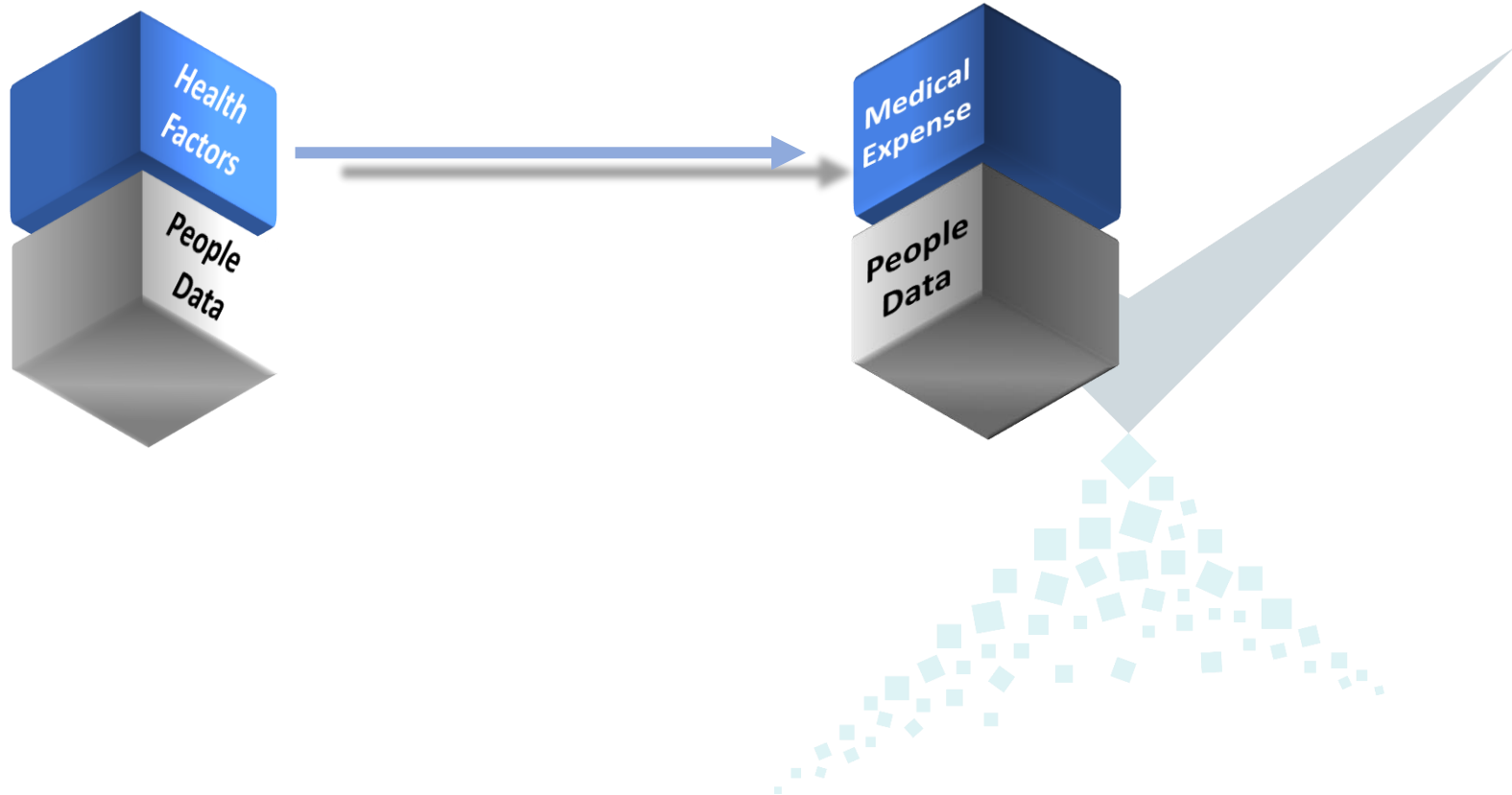
Safety

Compensation

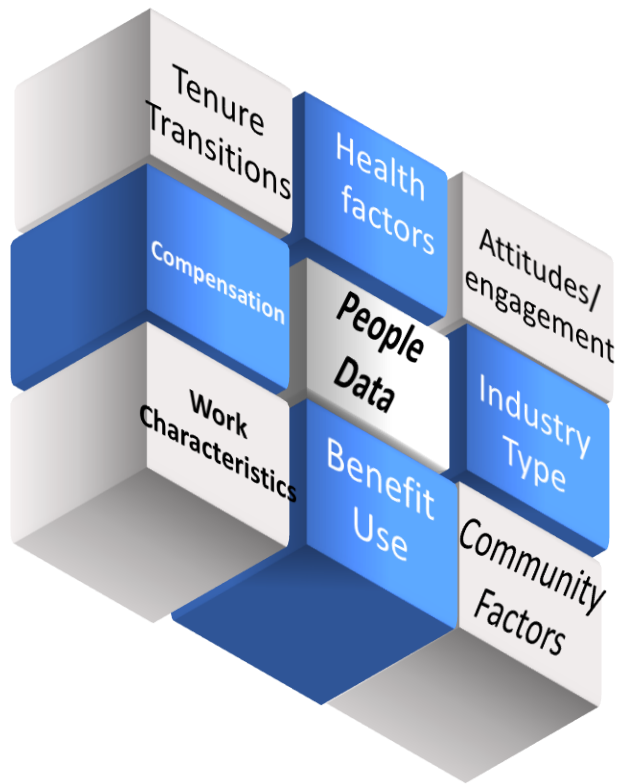


Health Care

# HEALTH CANNOT BE UNDERSTOOD IN ISOLATION



# DATA WE NEED TO REALLY UNDERSTAND



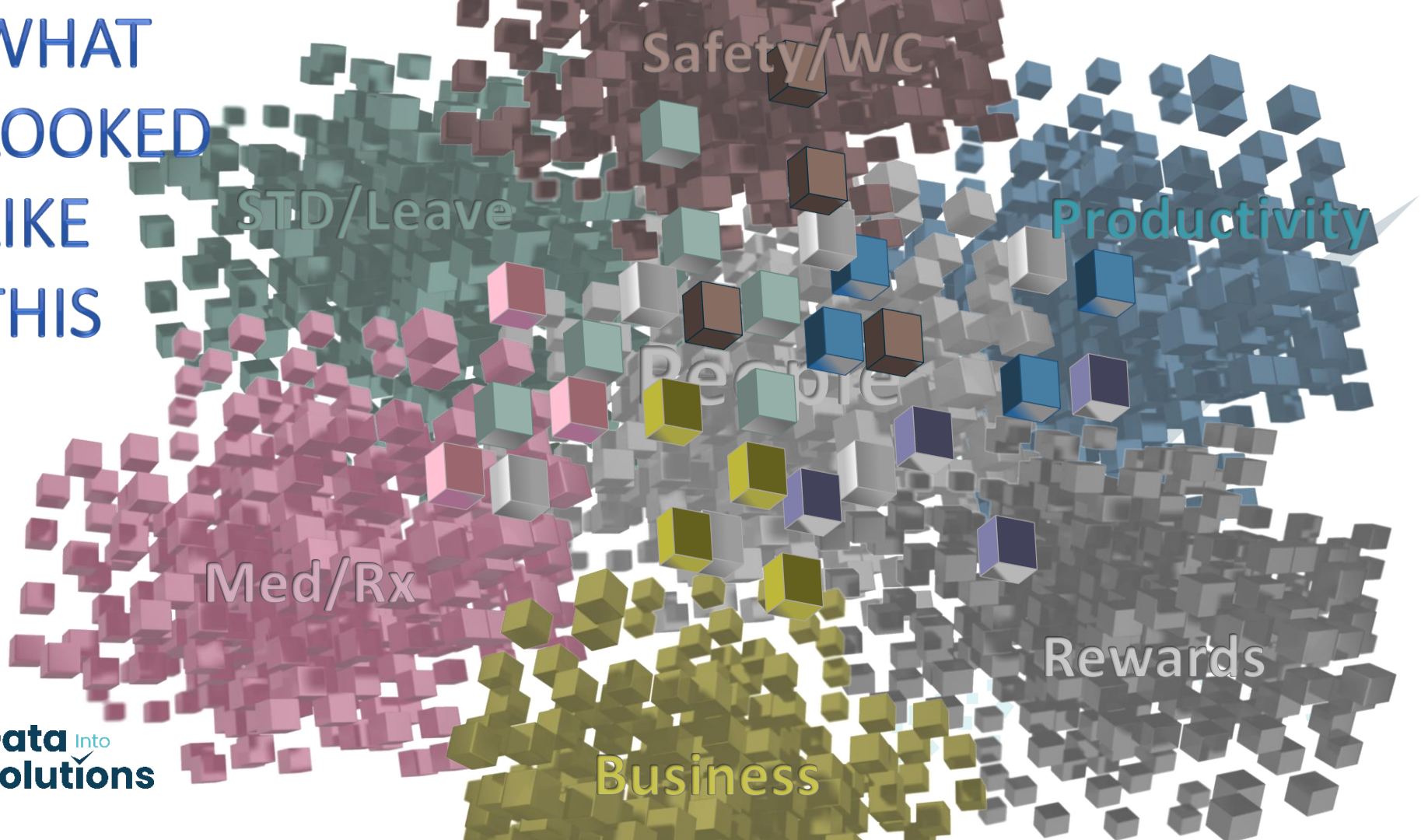
Inputs



Outputs



WHAT  
LOOKED  
LIKE  
THIS





Accidents

HR

Health Risks

Job Data

Patient Outcomes

Turnover

Sales

Rx

Injury

Leave

ment

Disability

sation

Performance

Absence

Health Claims



Accidents

HR

Health Risks

Job Data

Patient Outcomes

Turnover

Integrated

Injury

Leave

Sales

Data

Rx

ment

Health Claims


Disability

Discovery

Absence

sation

Performance

A background network diagram consisting of numerous blue circular nodes of varying sizes connected by thin blue lines. The nodes are distributed across the slide, with a higher density in the center and bottom areas. A dark blue rectangular box is centered in the upper half of the slide, containing white text.

We have entered  
a new era  
of business intelligence

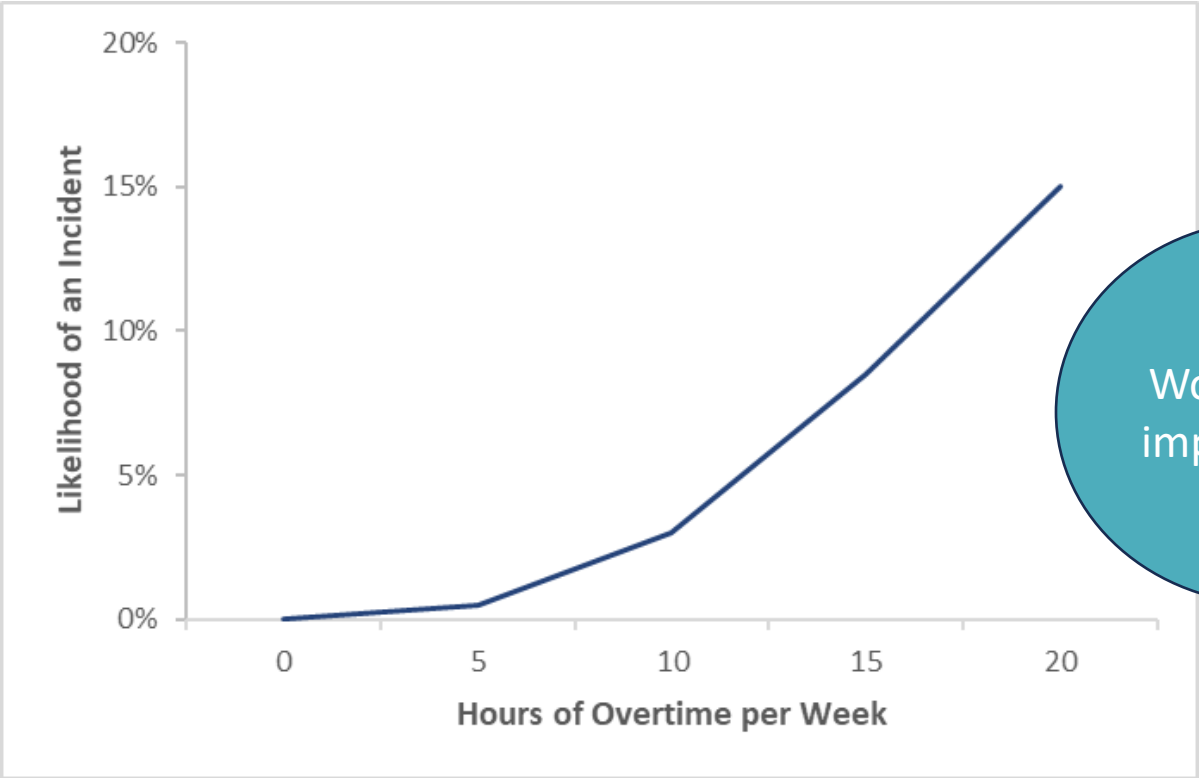
**Why integration is mission critical to our business**

## Without integration, we are:

- Missing opportunities
- Making mistakes
- Losing money



# Motor Vehicle and Safety Incidents

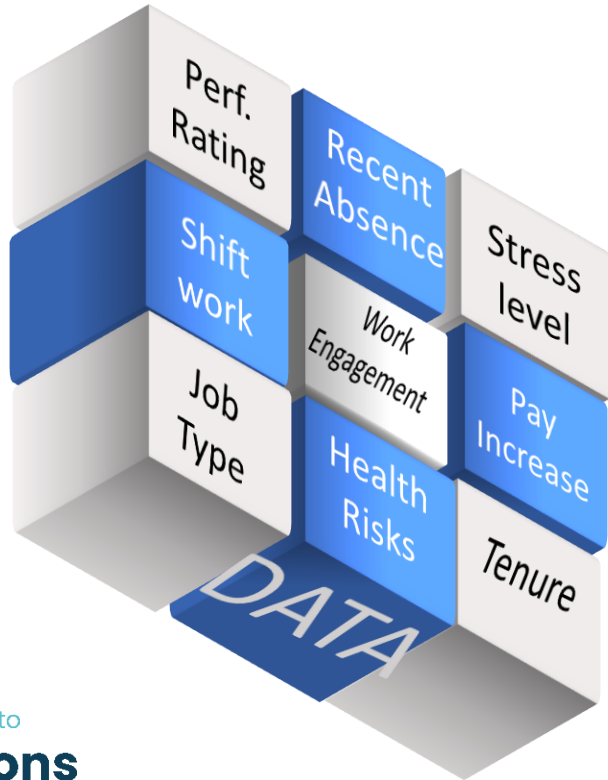


Work factors impact safety



# PREDICTING IMMINENT TURNOVER

With an integrated view

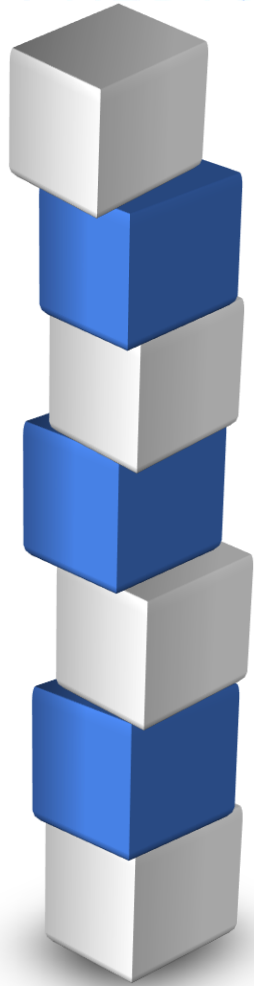


Turnover likelihood ranges from

0.00001%

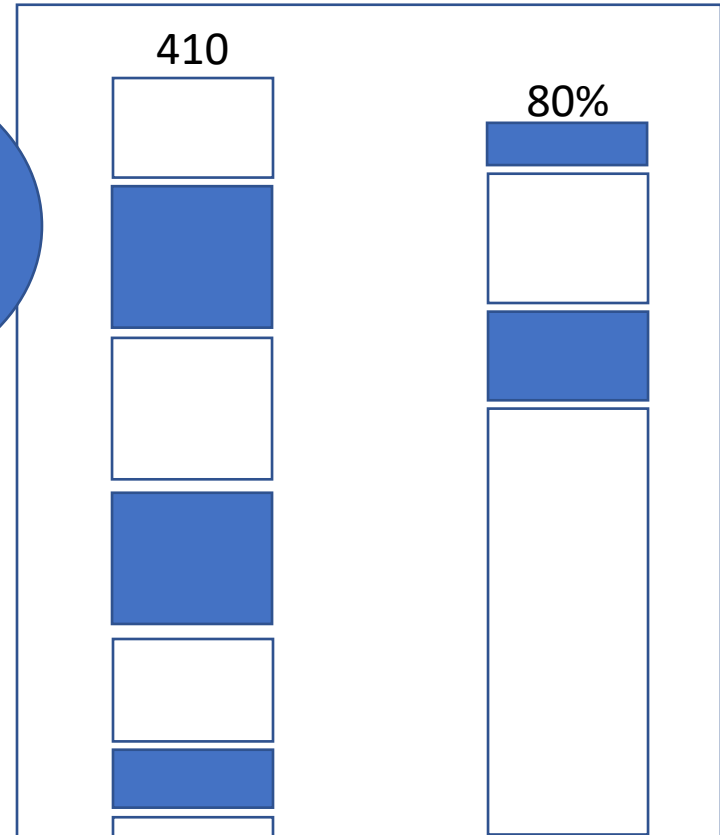
94%

# PREDICTING MENTAL HEALTH NEEDS



- STD
- Workers Comp
- Leave
- Schedule, job, engagement
- Historic HRA & Risk Changes
- Recent HRA
- Medical claims and Rx

Each month:  
35 new cases.  
30 accurate.



Identified

Accuracy

# The Impact of Lost Workdays on Retail

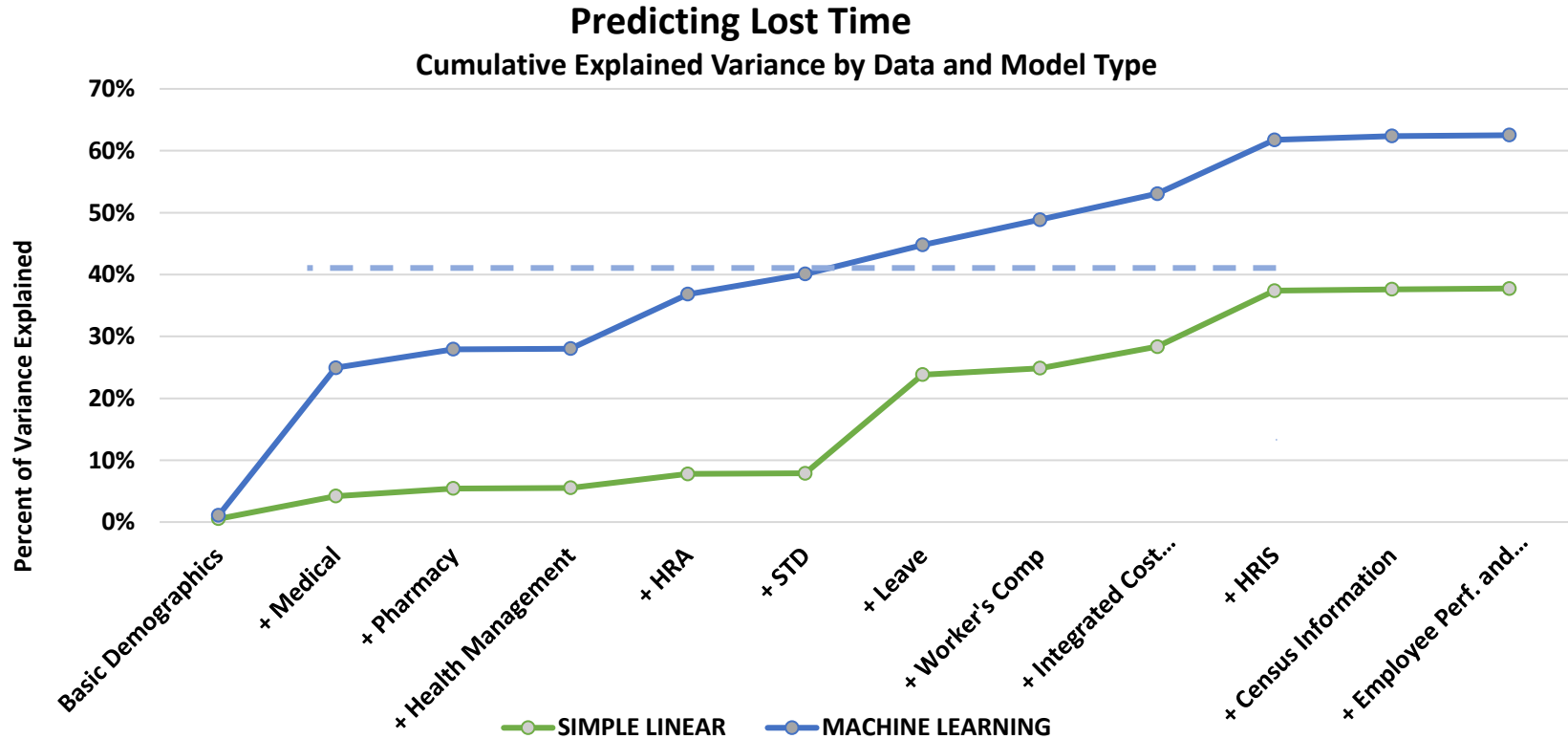


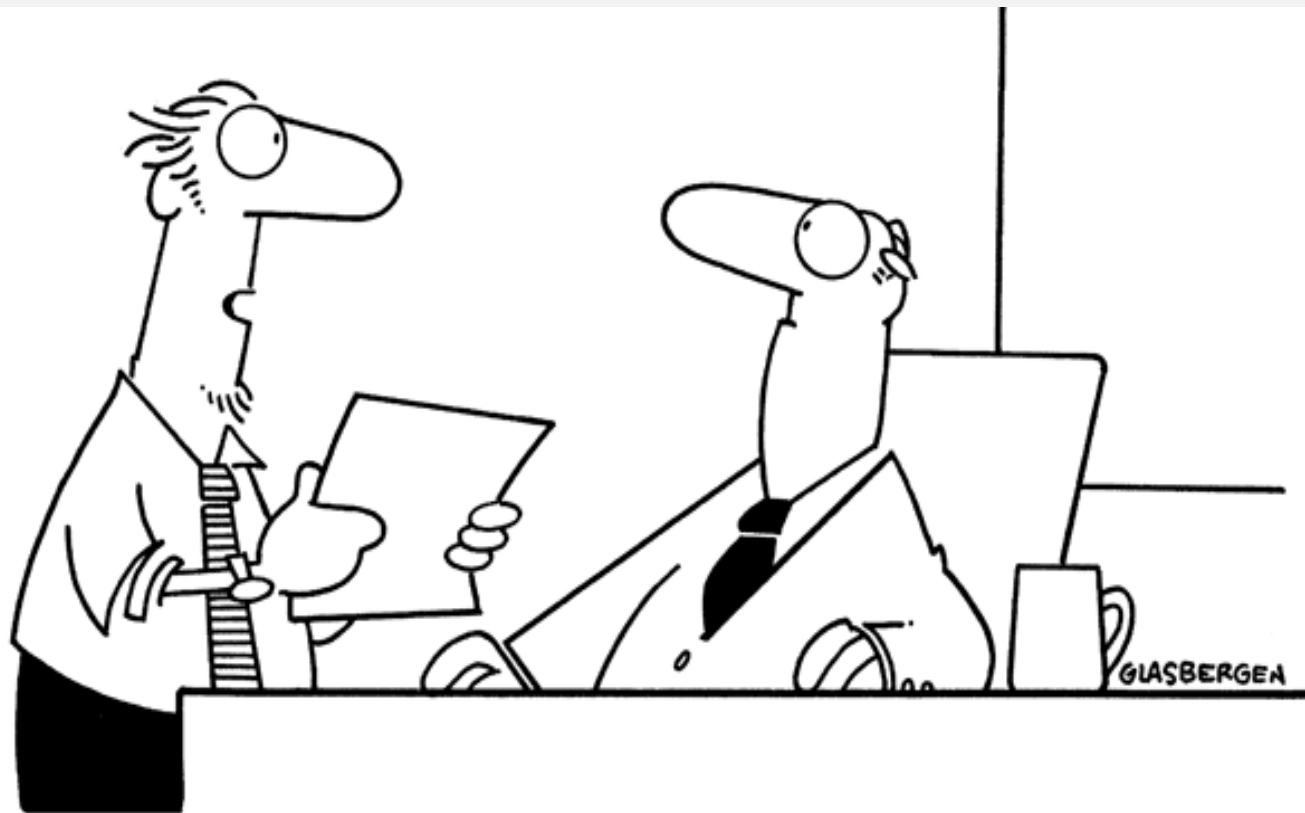
LARGE NATIONAL RETAILER:  
What would be the benefit of  
reducing average Disability  
duration by **ONE DAY?**

	Per labor hour (approximate)	100 employees
STD Benefit Savings	0.05	\$8000
Medical Claims Savings	0.15	\$24000
Reduction in Revenue	0.56	\$90000
<b>Total Savings: Benefits Paid and Lost Productivity</b>	<b>0.90</b>	<b>\$122,000</b>

74%

# Advanced Models ....vs...More Sources





**“Our biggest challenge is the time zone difference.  
In New York, it’s 2:45 but at our headquarters it’s 1974.”**



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DATA LITERACY

# Taking Off the Blinders

Whether we are talking about literacy or business intelligence,  
We need to:

- Broaden our perspective
- Make a compelling case to create urgency and buy-in



My thanks:  WorkPartners



# For analytic translation (or learning analytic translation skills)

Reach out to me: [wendy@lynchconsultingltd.com](mailto:wendy@lynchconsultingltd.com)

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