

Case Study:

Right Data + Right Time + Right People = Right Decisions

leadingage.org/cast

Categories:

- ◆ Improved Health Outcomes and Financial Health
- ◆ Mitigate Risk
- ◆ Benchmarking/Referrals
- ◆ Enhance Efficiencies, Business Acumen, and Strategic Positioning

About the Organization

Organization Name:

HumanGood

Main Contributors:

Fleming Meng, CIO

Organization Type:

Life Plan Communities
(formerly CCRC)

Organization Description:

HumanGood was founded on the belief that everyone should have the opportunity to live life with enthusiasm, confidence, and security, regardless of physical, social, or economic circumstances. Our mission is to ensure that those we serve have every opportunity to become their best selves as they define it. With approximately 5,000 team members serving more than 13,000 residents in our 21 life plan communities and 95 affordable housing communities across the U.S., HumanGood is the sixth largest nonprofit senior living provider in the country.

Project Description

HumanGood began the pursuit to be 'mission oriented, performance driven' in 2019 and COVID-19 has made crystal clear how important the effective use of business intelligence is to managing our business, quantifying and managing risk, understanding and making data actionable, and reaching new customers.

HumanGood's Power BI community (subscribers) tripled in size in 2020 to several hundreds and there are over 30 different dashboards available to assist with data needs. More importantly, HumanGood can use this real-time data for operational efficiency efforts, managing costs, and standardized measurements in a secure manner. Power BI Dashboards are utilized by Sales and Marketing, Operations, Finance, Human Resources (HR), and Information Technology (IT) departments, and almost all communities and functions.

Application Areas

Finance, Sales, Clinical, HR, IT, Operations, Quality, Risk Management

Core Services Offered

Data ETL, Data Warehouse, Application Program Interface (API) Development, Data Visualization, Data Exploration, Modelling/Model Building, Learning Capabilities, Decision Support, Dashboards, Benchmarking/Scorecard Across Sites/Providers/Markets

Business Model

Serve our community with a 'mission oriented, performance driven' culture. Focus on adoption and usage through 'consulting approach.' Keep it simple. Deliver data/trend/insights in a simple and useful manner anywhere at any time on any device. Predict and optimize business outcomes.

Implementation Approach

Below are some implementation steps HumanGood's IT Team is taking to become a "data-driven" organization:

- ◆ Become a partner with the business/departments.
- ◆ Actively listen to what they want and when they need it, advise on ways to visualize the data in an 'agile development' approach.
- ◆ Automate as much as possible and build your data warehouse.

- ◆ Choose the right tool (Power BI) to connect all the data and allow you to make the data tell a story.
- ◆ Keep the approach simple and add visuals along with tables to ensure that you capture the audience attention.
- ◆ Not every department is the same, but try to standardize your reports and brand the delivery.

Outcomes

HumanGood leveraged technology to improve business performance in several areas. We utilize data to supply enterprise/business unit/community level Balanced Scorecard, manage labor costs, track accounts receivable, manage COVID-19, and monitor marketing, sales and occupancies. Also, our data feeds are largely automated. In addition to the web/tablet/phone app view, we distribute via email subscription to display convenience in a standard manner at the enterprise, business unit, or community levels.

As an example of the impact of using data and data analytics in managing labor cost, HumanGood was able to reduce identified excessive overtime and reduce their costs by more than 40%.

On the right are some samples of charts and dashboards illustrating the power of data analytics (the graphs are blurred for confidentiality).

Challenges and Pitfalls to Avoid

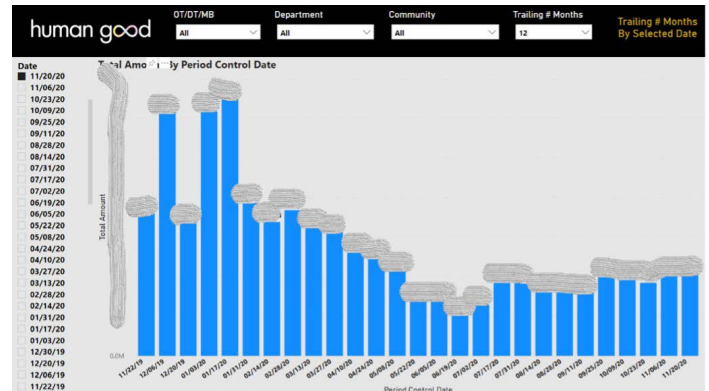
Becoming a “data-driven” business at HumanGood didn’t come easily. That is because data and technology alone will not make an organization more successful. It requires a shift in mindset and efforts from both leadership and employees. Automation is the key. Build your data warehouse and automate the processes as much as possible.

Lessons Learned/Advice to Share with Others

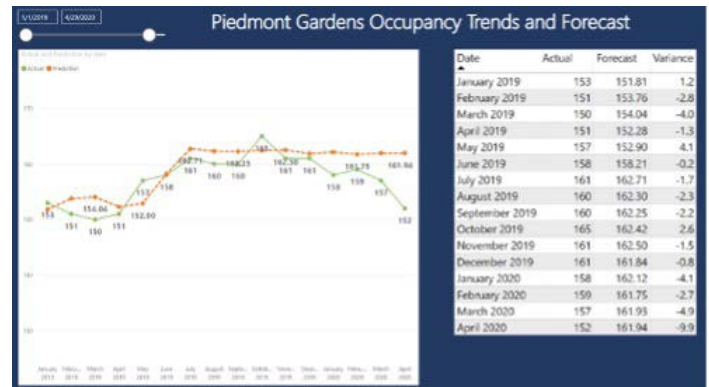
Orchestrating change, and doing it efficiently, requires executive advocacy, agility, data proficiency, and a broad active community to ensure the mission, goals, and needs of the entire organization are met—in process and technology.

It has been a fun journey making data tell a story, stimulating ideas, and fostering high level decision opportunities. Adoption and usage by executives and leaders will help foster data culture. Going forward, our focus is to take it to the next level through more use cases and using artificial intelligence capabilities to apply them to predictive analytics and sentimental learnings. This will continue to reinforce HumanGood’s data journey and our pursuit to be performance driven, innovative, and savvy decision makers. [Watch our video here.](#)

Overtime labor cost reduced by more than 40%



Occupancy management (machine learning prediction)



COVID-19 management (daily tracking, review, insights, and timely decisions)

