

# Resolving to lead where data shows the path

## Transcript

### **RAAKHEE MIRCHANDANI:**

Despite all this access to data, is it still sometimes the case that some leaders, or some boards, still have this data aversion if it points to a strategy or a course of action that might be hard to implement at an executive level?

### **DAVID TYLER:**

The first thing that happens when you present someone with data that they might not like or that may be a challenge is they attack the data. So, you can talk about, "Where did you get it?" and "I don't like the quality of it," or "Is that the right numerator, is that the right denominator?" We spend a lot of time talking about that. So, if we get past that – and I mentioned making it actionable – if you have data and you don't do anything with it, again, you're better off not having the data.

And here, I'm going to tell a story that I shouldn't tell because I was asked to leave an executive's office. We had health plans, doing a project, where they had 75 ad hoc reports that were generated on a monthly basis. *(To Ruth and Ben)* You may appreciate some of these things. *(To Raakhee)* So I said, "Let's go through, for each one of these reports, and show me where you changed a care management protocol, tell me where you changed a discharge." And all of them were explanatory in nature. We went through about 17 and there wasn't a decision that was made differently because of that data. And I said, "Well, let's try to go through this whole stack and maybe get to one decision that you changed." And that was when the medical director said, "I think the meeting is over."

But at the end of the day, the point is very valid, that if we don't do something with it, having access to all the data that we can get out of Amazon and Google and Epic and Cerner and Infor and Oracle is irrelevant if we don't do anything with it -- if we don't have the corporate resolve to make hard decisions because of it.

### **RAAKHEE MIRCHANDANI:**

And if it doesn't affect change in any way, that's exactly right. But I want to talk about data from a patient perspective. Right. How much focus do you think is needed when it comes to healthcare literacy for industry participants, plans and providers to help patients sort of better understand their options and make the best decisions for themselves?

### **BEN EDELSHAIN:**

The short answer is: a lot. But, you know, David mentioned one thing around sitting on a lot of data and the appropriate outreach, or the appropriate suggested action to a clinician. But the same applies to a patient or a customer. And, I think a lot about how you have to empower an individual in the terms that they understand and they care about.

And, you know, I think the field of behavioral economics was very popular in last five years. We can generate these kind of nudges that go to the consumer. But if it's not at an eighth grade reading level, it just complicates things, and it's ignored. It can even come across as paternalistic.