



VALUE ANALYSIS PROGRAM ASSESSMENT TOOL





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Introduction:

Data Leverage Group LLC (DLG) is a leading Software as a Service (SAAS) provider for On-line Value Analysis management. Our solution, VAMS, is a comprehensive solution that supports all aspects of a true value analysis program.

To learn more, please visit us at; <https://www.dataleveragegroup.com/infosheet.html>

The purpose of this evaluation is to give your organization a tool to self-evaluate and document the maturity of your value analysis program. Subsequently, giving you a framework from which you can develop an action plan to use as a roadmap to improve your program and take it to the next level.

Our goal is to help you establish and maintain a top notch value analysis program for your organization.



This self-evaluation of your value analysis program is organized into four fundamental areas; Organization, Operations, Process and Technology.

Within each of these fundamental areas, there are key components of a value analysis program. Each component can be described by a set of commonly observed characteristics. These characteristics can then serve as potential indicators as to what stage your value analysis program is currently running at.



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For this self-evaluation, DLG uses the following Stages to best evaluate the status of your program:



Instructions:

To establish your baseline, choose the one statement that best describes your organization today. It is suggested that you collaborate with 3-5 other key stakeholders to arrive at your final choices. Key Stakeholders include; Senior Leadership, Supply Chain, Nursing, Value Analysis Committee Members, Physicians and OR Leaders.

When completed, return to Data Leverage Group for Evaluation. DLG will then contact you to set up a time to review the results of your Evaluation.



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Your Organization Name:

Number of Hospitals:

Number of Value Analysis Committees:

ORGANIZATION:

For each component below, check the Stage that best describes your organization. Each Stage is followed by commonly observed characteristics to help you discern where you are at.

1. Philosophy / Strategy

Our Value Analysis program is recognized as an indispensable strategy to support the mission of our organization. Quality and Cost Management is everyone's job.

Our Value Analysis activities have little impact on the overall quality and cost.

Our Value Analysis program is primarily viewed as a mechanism to handle new product requests originating from clinicians, physicians and vendors.

Our Value Analysis program is essential part of our organization's overall strategic plan. VA program is integral to strategic planning and forecasting of future technologies that will drive future utilization/delivery patterns and costs.

2. Senior Leadership Alignment and Physician Engagement

Senior Leadership emphasizes / reinforces the strategic importance of the value analysis program. All attempts to bypass the process are met with resistance from Leadership.

Senior Leadership and Physician involvement is passive. Random, occasional, engagement, assistance and collaboration.

Senior Leadership and Physicians do not engage in Value Analysis dialogue of quality/cost management.

Senior Leadership actively participates in the value analysis process via Steering/Oversight Committee. Physician engagement in the process is normal.

3. Accountability

Responsibilities not formalized. Complacent, resistant to change. Little acknowledgement of organizational stewardship.

Evaluation Process Action Plans formalized, target dates followed (tracked, monitored by all). Action Items completed. Vendors/Reps not following committee standards meet resistance from all stakeholders. Team performance goals part of job descriptions, performance evaluations.

Department Administrator sign-off is typically de-facto approval on New Product/technology requests. Little attention to compliance, post implementation monitoring.

Service line/Ancillary Department Leaders review and sign-off (approve and deny) on all New Product/technology requests with significant financial impacts. Compliance reviews, post implementation tracking is happening.



4. Cost Management

Cost Savings recognized as part of Mission. Responsible cost management stewardship is pervasive. Ancillary Departments and Service Lines actively analyzing spend patterns for opportunities. Spend Analytics tools utilized consistently.

Formal Spend management program in place. Includes savings goals, roadmaps, and specific savings target areas. Cost, productivity, and quality measures incorporated into vendor agreements. Spend Analytics tools required to analyze all potential opportunities and/or product change/add requests.

No formalized Cost Reduction Program established. Supply cost savings are managed randomly. Common belief is that most/all savings have been achieved. Spend Analytics tools available.

Supply cost savings, spend management strategies not considered.

OPERATIONS:

For each component below, check the Stage that best describes your organization. Each Stage is followed by commonly observed characteristics to help you discern where you are at.

1. Committee / Team Structure

Value Analysis team(s) in place. Meet regularly (or often). Driven by Supply Chain / Materials Management. Clinical engagement sometimes.

Structure includes an engaged Steering Committee with Value Analysis Oversight. Department and Service Line professionals included on Committee(s).

No structure. Meets infrequently. Minimal traction.

Steering and Oversight Committees engaged. Value Analysis Team structure includes Ancillary Departments and Service Lines. Ancillary Department and Service Line professionals review and approve all new requests for; Physician Preference Items (PPI) and/or Clinical Preference Items and actively manage all PPI and Clinical Preference initiatives.

2. Operating Guidelines and Governance

Operating Guidelines, goals and objectives, policies and procedures, processes are clearly defined and followed consistently by all committees/teams. Easily accessible and understood by all throughout the organization.

No formal Policies and Procedures in place, or, not followed.

Scope, goals and objectives of the value analysis program clearly defined. Rules of Engagement established and followed for all committees / teams. Key Stakeholders have clear understanding of the principles and purpose of the value analysis program.

Policies and Procedures document available for reference. Common belief is that value analysis mostly employed as a method to control costs.



3. Decisions Management

Decisions are objective, often consensus by committee. Decision grounded in due diligence, evidence presented. Supported and respected by all.

Evidence based. Objective. Balance criteria: function, quality, safety, outcomes, and cost. Results oriented.

Decisions are reactionary, mostly opinion based and/or relationship based.

Decisions are both subjective and objective. Not uncommon for stakeholders to be confused or unclear of the decision process.

PROCESS:

For each component below, check the Stage that best describes your organization. Each Stage is followed by commonly observed characteristics to help you discern where you are at.

1. Evaluation Management (New Products, Cost Reduction Opportunities)

Typically, pilot by requesting Physician then approved.

Formal Process. Always followed. Due diligence always completed; clinical impact including evidence based, qualitative research, Financial Impact, Operational Impact, Safety and Infection Control Impact. ROI complete, known. Peer Review common.

Formal process typically based upon policies and procedures document. Followed sometimes. Research, Financial Analysis, ROI often incomplete. Peer reviews seldom. Not always Evidence based.

Standardized Evaluation Roadmap(s) established and followed as a model for all Requests and Cost Reduction Opportunities. Evaluation roadmaps and tools easily accessible for Project Managers. Evaluations managed paperless, reports compiled, generated automatically.

2. Project Management

Manual, everyone managing their projects differently. Typically, using email and phone calls to manage their projects. Critical decision content not always collected or available (sometimes missing at decision time).

Manual, unsystematic.

Roadmaps for; New Technology, Cost Reduction Opportunities, Product Trials and Implementations are easily accessible and promoted to Ancillary Departments and Service Line professionals for access and use to manage their own projects.

Project guidelines and decision critical deliverables established and understood by project managers.



3. Workflow

No consistent workflow or process stability.

Workflow Phases (milestones) are defined. Action items, tasks, deliverables are always clearly understood by project team members. Key Stakeholders know project status at all times.

Some consistency, variances in process very common. Work in process status is often in question, common.

Workflow is standardized, transparent and easily tracked by all stakeholders. Users and stakeholders know project activity and status at all times. Workflow is flexible, allows Users to customize and accomplish their due diligence tasks on a project to project basis.

4. Communication

Committees / Teams and Key Stakeholders aligned through a common communications framework. Project information, tracking and status are easily accessible at all times and shared.

VA team meeting regularly. Meeting minutes documented, emailed. Follow-up to end users/stakeholders random, could be improved.

Communications random, informal. Needs to be improved.

Committees / Teams working together seamlessly. Key Stakeholders brought into the process. Communication is excellent.

TECHNOLOGY:

For each component below, check the Stage that best describes your organization. Each Stage is followed by commonly observed characteristics to help you discern where you are at.

1. Project Management

Loose infrastructure. Sporadic emails. MS Powerpoint, Excel spreadsheets created/recreated randomly as needed. Some internal server space dedicated for projects.

Conscious effort made to standardize on one database to track projects. Some connectivity to common servers/internal site(s) including SharePoint. Moderate or difficult to; navigate, maintain or expand. Requires significant dedication to maintain and support. Limited user appeal.

Little technology applied.

On-line, web-based single point of access for all Stakeholders. Project Management capabilities. Integrated with standardized workflow. Progress tracking and monitoring. Automated report generation. Little IT involvement (oversight as needed). Feasible administrative maintenance effort needed. Your 3rd Party tools and services for; Spend Analytics, Clinical Evidence, Benchmarking etc... are integrated with your value analysis program on one platform or location.



2. Request Management

Request form is most often filled out and delivered manually, but electronic form may be available as an option and submitted via email.

Request form is electronic / paperless. Request usually submitted online. Automated workflow confirmation emails to Requestor and VA point person generated, Request immediately posted to a project dashboard, easily accessible to Requestor community. Requestor can directly submit/upload supporting documents electronically into Request workflow as well.

Request form is filled out and delivered manually. Typically, MS Word document, usually submitted incomplete.

Request form is electronic / paperless. Request submitted online. Baseline data identified as mandatory for submission.

3. Tracking and Monitoring

All Committee/Team action items and tasks tracked and managed using a task management tool. Often, via Excel or MS Project. Standardized periodic reports via MS Excel may be linked to common database.

MS Excel spreadsheet(s) listing projects. Summaries, charts etc... recreated manually every time there is new data or updates. Post implementation success monitoring is infrequent.

Action items and tasks assigned and tracked using an online project management program. Project task automation linked to email calendars (MS Outlook etc...). Project status directly connected to meeting task due dates, deliverables. PM and Task Owner sent automated task reminders from system.

No mechanism or program in place to track or monitor activities.

4. Report Management

Database driven reporting linked to project management program. Summaries, charts etc... always up to date via PM program updates. Drill down reports easily accessible, created. Post-implementation savings realized always tracked, audited. Savings reports for Expected (Identified) Savings, Realized (Actual) Savings, as well as Pro-Rated Savings reported out monthly automatically via online PM program.

No report management program in place.

Standardized database to run reports. Summaries, charts etc... created automatically via database. Post-implementation savings realized always tracked, audited.

MS Excel spreadsheet(s) listing projects, savings/increases. Summaries, charts etc... recreated manually every time there is new data or updates. Post-implementation savings realized not tracked well.

5. Document Management

Supporting documents not managed.

Supporting documents organized by project via PM program. Folders are automatically standardized, access / sharing of documents with key stakeholders and team members controlled by Project Manager.



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Supporting documents managed project to project locally in various locations; individuals' pc or workstations and hard copy folders. Lost documentation or, extended searches for supporting documents not uncommon.

Central repository for all project supporting documents. Typically, on a common server with easy access to project documents. Document retrieval very easy.

6. Strategic Interoperability

Some consistency but variances in workflow and process. Connectivity to important system information is limited.

Workflow is defined, standardized, transparent, and documented. Bi-directional Enterprise-wide communication exists between stakeholders, administration and clinical. Our data is fully interoperable and secure.

We have no consistent workflow or process stability and we lack of connectivity to important systems that support value analysis.

Workflow is defined. Connectivity, consistent business process and documentation process in place. Limited interoperability.



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ASSESSMENT SUMMARY

■ Your Score ■ DLG

FOR DLG USE ONLY:

VA Fundamental Areas	Avg Score	DLG Client Avg	How You Compare	DLG Fundamental Area Notes:
Organization				
Operations				
Process				
Technology				
Overall Program Score				

DLG Assessment Summary Notes



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ASSESSMENT DETAILS

Key Components	Your Score	Current Stage	DLG Client Avg	How You Compare	Success Factors and Considerations
Organization					
Philosophy / Strategy					
Sr Leadership Alignment and Physician Engagement					
Accountability					
Cost Management					
Area Average					
Operations					
Committee / Team Structure					
Operating Guidelines and Governance					
Decisions					
Area Average					



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ASSESSMENT DETAILS

Key Components	Your Score	Current Stage	DLG Client Avg	How You Compare	Success Factors and Considerations
Process					
Evaluation Management					
Project Management					
Workflow					
Communication					
Area Average					
Technology					
Project Management					
Request Management					



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ASSESSMENT DETAILS

Key Components	Your Score	Current Stage	DLG Client Avg	How You Compare	Success Factors and Considerations
Technology					
Tracking and Monitoring					
Report Management					
Document Management					
Strategic Interoperability					
Area Average					



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PROGRAM PERFORMANCE TRACKER

*BPA – Best Practice Achieved

Key Components	Your Baseline	Post Implementation Review	Current Stage	Action Steps <i>(Use this column to create your own Action Plan to Achieve Best Practice)</i>	BPA*
Organization					
Philosophy / Strategy					
Sr Leadership Alignment and Physician Engagement					
Accountability					
Cost Management					
Area Average					
Operations					
Committee / Team Structure					
Operating Guidelines and Governance					
Decisions					
Area Average					



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Key Components	Your Baseline	Post Implementation Review	Current Stage	Action Steps <i>(Use this column to create your own Action Plan to Achieve Best Practice)</i>	BPA*
Process					
Evaluation Management					
Project Management					
Workflow					
Communication					
Area Average					
Technology					
Project Management					
Request Management					
Tracking and Monitoring					
Report Management					
Document Management					
Strategic Interoperability					
Area Average					