



Company Update

A lot has transpired at Gray Matter Analytics over the past few months. Our powerhouse teams have added more seasoned experts and we've completed multiple proof of concept (POC) projects with leading providers and payers where we've successfully taken data from disparate sources and made it analytics-ready in under 90 days. We've also developed strategic business solutions such as readmissions reduction, value-based purchasing and population health management, with a new solution on that way that provides a view into information on patients and claims for anomaly detection.

Our platform and solutions are effective in responding to today's healthcare challenges facing providers and payers—rising costs, regulatory challenges, technology advancements, data integrity, non-relational systems and customer experience and satisfaction. By bringing data from disparate solutions together and providing insights that can inform better decisions, we are helping organizations improve their patients' outcomes, while also managing the cost of care.

Our data and analytics platform, CoreTechs®, is the backbone of our success with its four engines—**ingest, transform, insight** and **present**. Our three-pronged approach includes a **data services layer** that aggregates and integrates disparate data silos; **data and analytics solutions** for insights on targeted use cases; and **advisory services** to highlight what the data is "saying" and how to make data insights *actionable*, and automating overall data governance.

With more and more data-driven requirements cropping up as we move from volume to value, providers and payers are realizing the need to work with partners like Gray Matter, so they can stick to what they do best: care delivery and outcomes.

It's exciting times at Gray Matter Analytics. While growing a sustainable business, we're supporting healthcare providers and payers in improving the quality of healthcare.



You Need a Data Framework to Stay in the 'Shoppable' Healthcare Marketplace

President Donald Trump signed an executive order requiring hospitals and insurers to publish prices for healthcare services that Trump says should "reflect what people actually pay for services in a way that's clear, straightforward and accessible to all." HHS will write the new requirements in 60 days, including charges, information based on negotiated rates and common or 'shoppable' items.

Although regulations have yet to be written, we can be certain that data and analytics will be at the center of the shift towards 'shoppable' healthcare. Similar to value-based care metrics, price transparency regulations will likely evolve through trial and error. To prepare, organizations must ingrain data-centrism into their culture and work to prevent manual work necessary to keep up with regulatory changes to accurately aggregate data, analyze trends, identify gaps and publish interpretable pricing data.

The immediate challenge is the common price variation for the same healthcare services across different facilities, and that lists for 'shoppable items' often exist in confusing, *à la carte* spreadsheets with thousands of list prices. First, pricing data must be consistent, reliable and packaged for consumers if they are to 'shop' for services using price and quality comparisons. Beyond that, tools to analyze margins, competitors and provide insights will be necessary to be competitive. Quality metric performance can and should also become a differentiator. A tool like Gray Matter's MeasuresLibrary™ is necessary to track and monitor quality metrics and use predictive analytics to assess new service quality targets. The machine learning and artificial intelligence built into our CoreTechs® platform and enhanced data quality and governance to improve accuracy will be key for enabling price transparency.

Traditionally, healthcare lags far behind other industries when it comes to being prepared for new business models—but change is here, and here to stay. For agility and flexibility, the use of cloud technology is essential. The only way to adapt to quickly changing business models is to have a technology partner who can deliver needed solutions quickly and cost effectively. Insights must be delivered enterprise-wide so that organizations can analyze data across multiple data repositories and external data, which means a data services layer like CoreTechs® is essential. These are the necessary components to deliver insights for healthcare executives to monitor their financial performance and manage the variability of healthcare outcomes.



Gray Matter Analytics Milestones



Hiring!

Gray Matter Analytics is growing the team.

Work with a group of inspiring and driven individuals.

We are looking to expand our teams:

- Advisory
- Sales
- Technology
- Administrative

The Gray Matter Analytics teams continue to participate in active discussions with leading provider and payer organizations. Here are a few significant highlights:

Began an additional engagement with a four-state integrated network of hospitals, outpatient centers and clinics. They had a desire to improve their business services and reduce costs by standardizing analytics processes and tools. We will work with them to diagnose their current analytics organization and help them implement a new analytics model that will foster a data-centric culture and establish a single source of truth for data to drive smarter business decisions, and reduce costs by eliminating duplicated work.

Completed another successful engagement at our largest advisory client, a Blue health plan in Western United States that sought to use data to better support business functions, reduce costs and improve data quality. Our engagements play an integral role in their five-year growth plan, with a focus on developing a new business operating model and intake process, as well as guiding and implementing an enterprise data and analytics strategy to drive value realization.

Added a new payer client, a large Northeastern Blue health plan that serves millions of members. They wanted to better target and perform outreach for the following populations: high-risk pregnancy, Type II diabetes, and readmissions to reduce cost and improve quality of care. Our CoreTechs® data services layer and predictive solutions will aggregate and integrate their data to provide reliable, scalable analytics that reduce prevalence of high-complexity care and associated costs.

Completed an engagement with a leader in behavioral health management that had challenges with their data architecture, including disparate data, multiple tools, and no single source of truth for data. We developed an enterprise data and analytics strategy that included an overarching governance, operating model, architecture and infrastructure to improve their data quality and reduce redundancy.

Started deploying CoreTechs® on a new cloud platform—Microsoft Azure, and are now a Microsoft One Commercial Partner. By progressing our agnostic approach and expanding beyond the AWS platform, we can continue to provide customers desired flexibility—they can choose their preferred vendor, or and host on their own cloud, which can improve security and eliminate the cost of ‘shipping’ data.

Attracted top talent, adding a breadth of industry-specific knowledge and experience across advisory services, software engineering, product management and HR. New leadership members include **Michael Kaiser**, *VP Advisory Services* and **Nanaji Challagulla**, *Principal Engineer & Architect*.

Connect with Gray Matter

We've been in the news lately and invite you to read the following articles, interviews and submissions with top media outlets.

- **Electronic Health Reporter:** [Listen to What Hospitals Have to Say on Interoperability](#) by Balu Nair
- **Fast Company:** [How to Plan for Two or Three or Seven Different Careers in Your Lifetime](#) featuring Sheila Talton
- **Managed Healthcare Executive:** [Eight Questions to Ask Before Purchasing Technology](#) featuring Gray Matter
- **Health Data Management:** [How Social Determinants Data Can Provide Actionable Insights](#) by Tushad Driver
- **MDDI:** [After the Product-Centric Medical Industry, What's Next?](#) featuring Gray Matter
- **Healthcare Business & Technology:** [Hospitals are Drowning in Data](#) by Balu Nair

- **Managed Healthcare Executive:** [Ten Movies Every Healthcare Exec Should See](#) featuring Tanya Travers
- **InformationWeek:** [Digital Transformation RX: Moving Healthcare to the Cloud](#) featuring Balu Nair
- **MM&M:** [Can Silicon Valley Break the Data Bottleneck?](#) featuring Gray Matter
- **EPM:** [Pharma and Wearables Need Each Other – and Communities](#) featuring Gray Matter

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