Analytics Culture Framework

HEALTHCARE DATA & ANALYTICS ASSOCIATION

Purpose

The Analytics Culture Framework provides a structured way to understand and discuss the function of analytics within an organization. It's designed to make differences across stakeholder relationships visible while supporting intentional decisions about how analytics may need to evolve.

What it isn't

- Not a maturity score or rank
- Not a prescribed path
- Not independent of context

The Framework at a Glance

Four independent dimensions, each on a continuum.

3 STAKEHOLDER-SPECIFIC DIMENSIONS

Repeat for each key stakeholder or stakeholder group.

1 Contribution
What do we bring to the table?



Delivery — *Product Generation* ⟷ Discovery — *Applied Expertise*

2 Engagement
How do we fit & work with other teams?



Reactive — *Request-driven* ⟷ Proactive — *Advisor-Consultant*

3 Value Orientation
How is our success defined?



Output-focused — *Volume of Deliverables* ⟷ Outcome-focused — *Business Value*

SUPPORTING AN ENTERPRISE-WIDE CONTEXT

4 Organizational Maturity
Who's responsible for guiding the organization's Data & Analytics path?



Responsive — *Evolves in line with Capacity & Technology* ⟷ Shaping — *Defines Future Analytic Strategy & Capability*

Steps for Using the Dimensions

Step 1
Map each relationship

- Describe how each stakeholder relationship works today—not where you want it to be.
- Consider the needs and context of each stakeholder—neither pole is inherently better.
- Expect differences across stakeholders; the same team may assume different roles for different relationships.

Step 2
Clarify your enterprise role

- Identify how much responsibility your team assumes for increasing the value the organization can realize from analytics.
- Consider what your team can lead, influence, or support to expand that value over time.
- Define the appropriate role for your team given the organization's needs, readiness, and context.

Step 3
Test for fit

- Evaluate whether your current stakeholder relationships and enterprise role are producing the value the organization needs today.
- Consider how those needs may change in the future.
- Decide what should remain the same and what should evolve to increase value.

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What the Dimensions Look Like in Practice

Observable characteristics at each end of the continuum.

Contribution

What do we bring to the table?

Delivery

- *Fulfills pre-defined requests*
- *Emphasizes efficient delivery*
- *Works within provided scope*

Discovery

- *Focuses on problems over requests*
- *Applies analytic judgment*
- *Challenges assumptions & offers perspectives*

Engagement

How do we fit & work with other teams?

Reactive

- *Relationship is stakeholder-initiated*
- *Stakeholder defines the request*
- *Transactional discussions centered around needs and delivery*

Proactive

- *Analytics engages with opportunities*
- *Intentions are mutually understood*
- *Supports ongoing alignment and a deepening relationship*

Value Orientation

How is our success defined?

Output-focused

- *Work completion signals value*
- *Success is measured by volume and delivery*
- *"Book of work" is evidence of value*

Outcome-focused

- *Success is tied to measurable improvements*
- *Value is judged by its contribution to strategically prioritized initiatives*

Organizational Maturity

Who's responsible for guiding the organization's Data & Analytics path?

Responsive

- *Evolves with available capacity and technology*
- *Adapts with current organizational readiness*

Shaping

- *Defines future analytic strategy and capability*
- *Builds the organization's skills in the use of analytics*

Use the Framework to Help Shape Analytics Culture

Analytics culture emerges from recurring patterns in how analytics (1) contributes, (2) engages, (3) is valued, and (4) influences the organization's analytic future. Influencing those patterns is most valuable when approached intentionally.

Discuss
Provides a common language to surface assumptions and expectations about how analytics contributes, engages, creates value, and influences the future.

Identify
Makes differences and recurring patterns across stakeholder relationships visible.

Evaluate
Helps determine whether those patterns fit stakeholder needs and support the value the organization needs now and in the future.

Align
Supports intentional decisions about what should remain, what should change, and where analytics should take greater or lesser responsibility.

The goal of this work is not uniformity or attaining a singular "best practice" — it is intentional alignment between how analytics operates and the value the organization needs, within the context of its broader culture.

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