

Making more strategic use of analysis: what has to be true if analysts are to play a fuller role in decision making?

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3rd September 2026

A proposition to test with you...

*Current developments will open up new opportunities to make more strategic use of analysis
(and, therefore, analysts)*



Operational



Strategic

Operational

Strategic

<i>purpose</i>	assemble and present information	address clinical/operational challenges
<i>outputs</i>	data, tables, charts	insights, prescriptions, recommendations
<i>timescales</i>	hours/days >> immediate (continuous)	weeks/months (time-limited projects)
<i>customers</i>	Performance / contract managers, regulators	strategists, planners, commissioners
<i>methods</i>	data management, descriptive analyses	descriptive, explicative, predictive, prescriptive, evaluative analyses...
<i>valued qualities</i>	responsiveness, accessibility, consistency, reliability, recency, specificity	perceptiveness, clarity, novelty, problem-oriented, generalisability



Operational

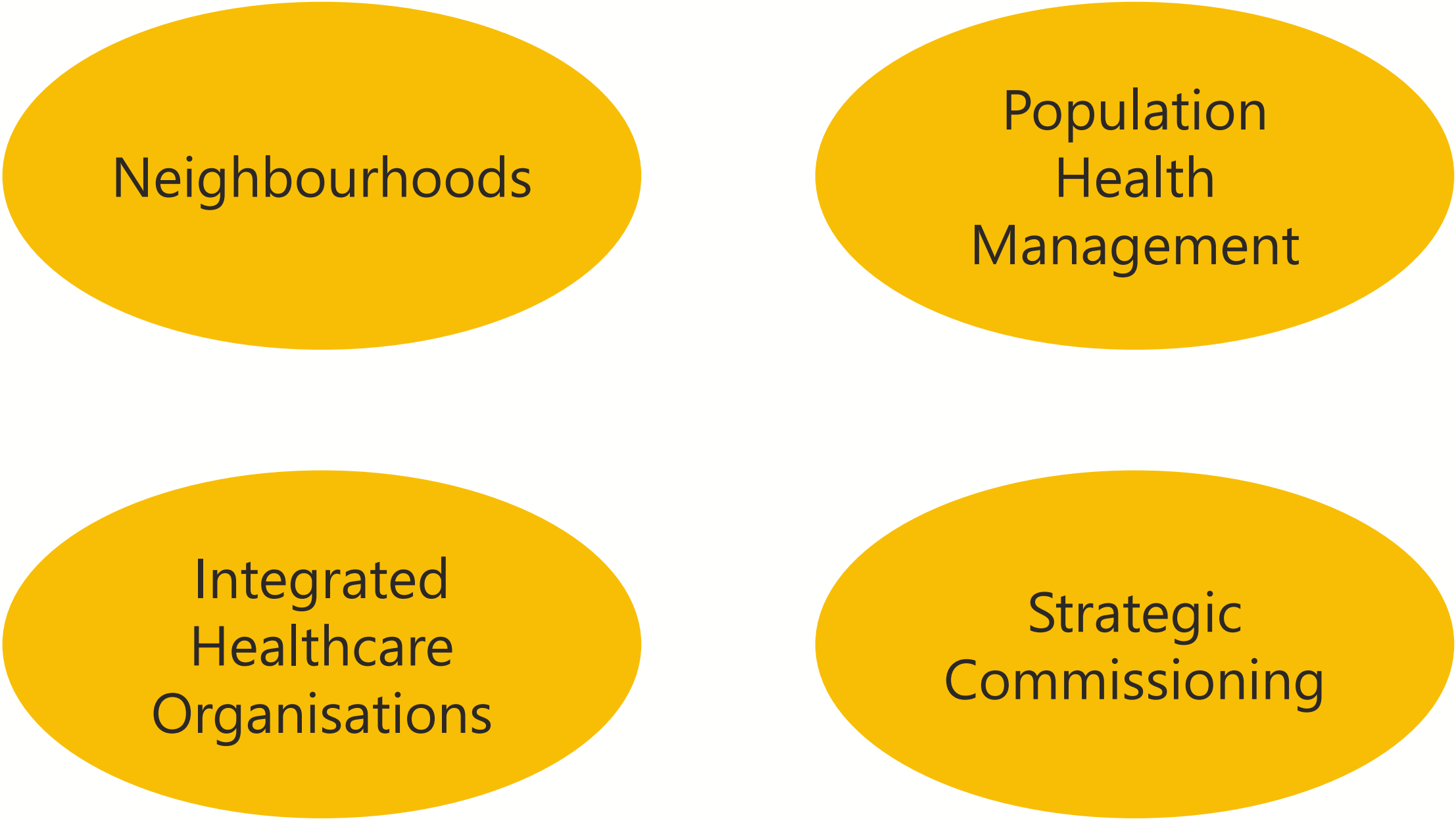


Strategic



'Analysts, we need to talk about...'

Blog by Steven Wyatt



Neighbourhoods

Population
Health
Management

Integrated
Healthcare
Organisations

Strategic
Commissioning

What does the current
and likely future
population look like?
What does it 'need'?

What is driving current
patterns of growth?

What are we trying to
achieve? Overall health
gain? Reduced inequity?
Economic growth?

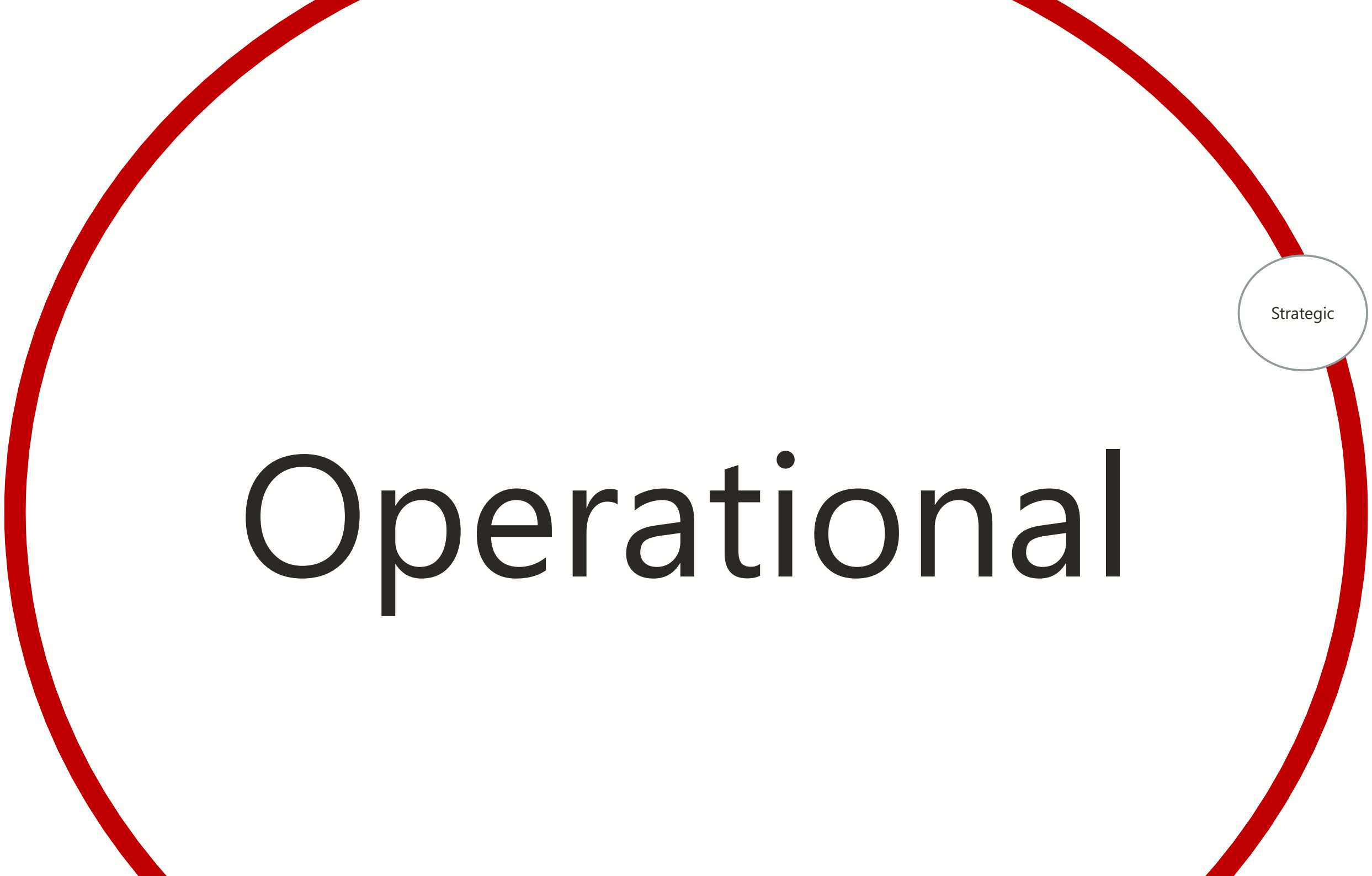
How are resources
currently distributed?
What would a 'better'
distribution be?

What are the likely
impacts of doing 'x' or 'y'
or 'z'?

Who wins or loses from
prospective changes?

How far are we willing to
trade future gains against
current needs?

**Etc, etc, etc,
etc**



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