

Data Governance Deep Dive

It's All About The Data Workshop

HIMSS[®]
CENTRAL & NORTH FLORIDA *Chapter*

South University, Tampa, FL

May 3, 2019



IMMERSIVE

PRESENTER



Dan Rounds
President

Dan is the President of Immersive, a healthcare data lifecycle firm serving organizations throughout the healthcare ecosystem. With over 20 years of experience, Dan leads all aspects of strategy and operations. He is an advisor, strategist and architect to their clients with expertise in data/info governance, data management, interoperability, analytics, and regulatory compliance.

Prior to Immersive Dan was CEO of Noesis Health, a national healthcare consultancy. He continued as a Partner in Santa Rosa Consulting following their acquisition of Noesis in 2009. Dan has held other key leadership roles at iSirona (now NantHealth), CTG Healthcare Solutions and MedPlus (Quest Diagnostics).

PRESENTER



Stephanie Crabb
Principal & Co-founder

Stephanie is Co-Founder and Principal at Immersive where she leads program and solution development, knowledge management and customer success. Stephanie brings 25 years of experience in the healthcare industry where she has served in program/solution development, client service and business development roles for leading firms including The Advisory Board Company, WebMD, CTG Health Solutions and CynergisTek.

Stephanie holds her A.B. and A.M. from the University of Chicago. Stephanie serves as the Scholarship Chair of CNFLHIMSS, on AHIMA's Privacy and Security Practice Council and is a contributing author and speaker to many industry bellwether organizations.

Learning Objectives



Establish healthcare's "call to action" around data and define the discipline of data governance



Establish consensus around data governance guiding principles



Identify the scope, scale, accountabilities and authorities of successful data governance initiatives



Enumerate the people and organizational imperatives critical to success with data governance

AGENDA



- ❑ Call to Action
- ❑ Data Governance Defined
- ❑ Guiding Principles for Successful Data Governance
- ❑ Operationalizing Data Governance
- ❑ Discussion and Wrap Up

Healthcare's Call to Action



Sobering

Stats:

Over the next decade, data worldwide will grow 44 times to more than 1 trillion gigabytes. However, unstructured information will grow 50% faster than structured data.



Estimates project that 90% of the data existing worldwide today was created in the last two years and that every two days more data is generated than was from the dawn of civilization until 2003.



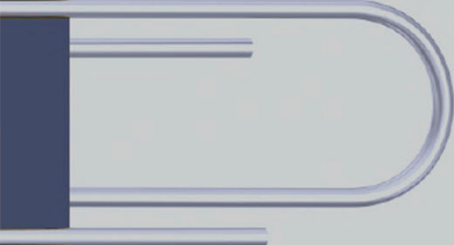
If we assume current growth rates, in three to five years the volume of data and associated costs of supporting it will be five times larger than today.



The data set in the average healthcare EHR is growing by 70% annually, yet studies suggest that nearly 20% of this data is unusable due to data quality issues.



As much as 30% of the average knowledge worker's time is spent verifying the accuracy and quality of the data needed for them to perform their job duties.



- ① How much new data does your organization create in a day? From which systems? Who creates it?
- ② Where do your business-critical data reside across the enterprise?
- ③ What action characterizes the various data/info sharing relationship we have – create, share, transmit, store, dispose?
- ④ Where do data/info flow, internally and externally? How often? To whom? How are they used?
- ⑤ Are the data consistent within and across the enterprise?
- ⑥ Can you generate performance improvement through data insights?
- ⑦ Is data risk understood and actively managed?



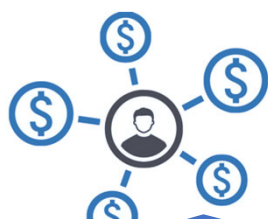
Data 101: The Data Footprint



Data 101: The Data Footprint

- What types of data/info should be under our watch – ePHI, PHI, company-sensitive?
- Are the data/info “fit” for their intended purpose?
- Where does data/info flow, internally and externally? How often? How is it used?
- How do we manage data/info retention and destruction?
- Do we collect and retain the right information to support the organization?
- Can we find specific data sets when we need them?
- How do we manage “special handling” requirements for data/info based on regulatory requirements?

Lofty Ambitions. Tactical Urgency.



Cost of Care



Quality, Decision Support and Outcomes



Population Health



Personalized Medicine



Care Management & Patient Engagement



Research



Patient Experience



Digital Transformation



Regulatory Compliance



Patient Safety

Data Governance Defined



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Data Governance is the decision-making process and practices that prioritize investments, allocate resources, and measure results to ensure that data is managed and deployed to support the needs of organization.



Data Governance Defined

Drivers and Benefits

What is driving organizations to implement data governance and what are the expected benefits?



Data Quality

Ensure data's fitness for the intended purpose and foster data trustworthiness



Efficiency

Understand data footprint, establish standards for data management, coordinate across projects



Analytics

Enable the analytics engine and advance analytics capabilities to generate performance improvement, revenue creation and competitive advantage



Decision-Making

Decision-making is enabled and accelerated as the velocity at which data is available and can be interpreted increases



Customer Satisfaction

A data-enabled workforce and partner ecosystem - focused on ease of use, the ability to share data and speed to data access – breeds satisfaction



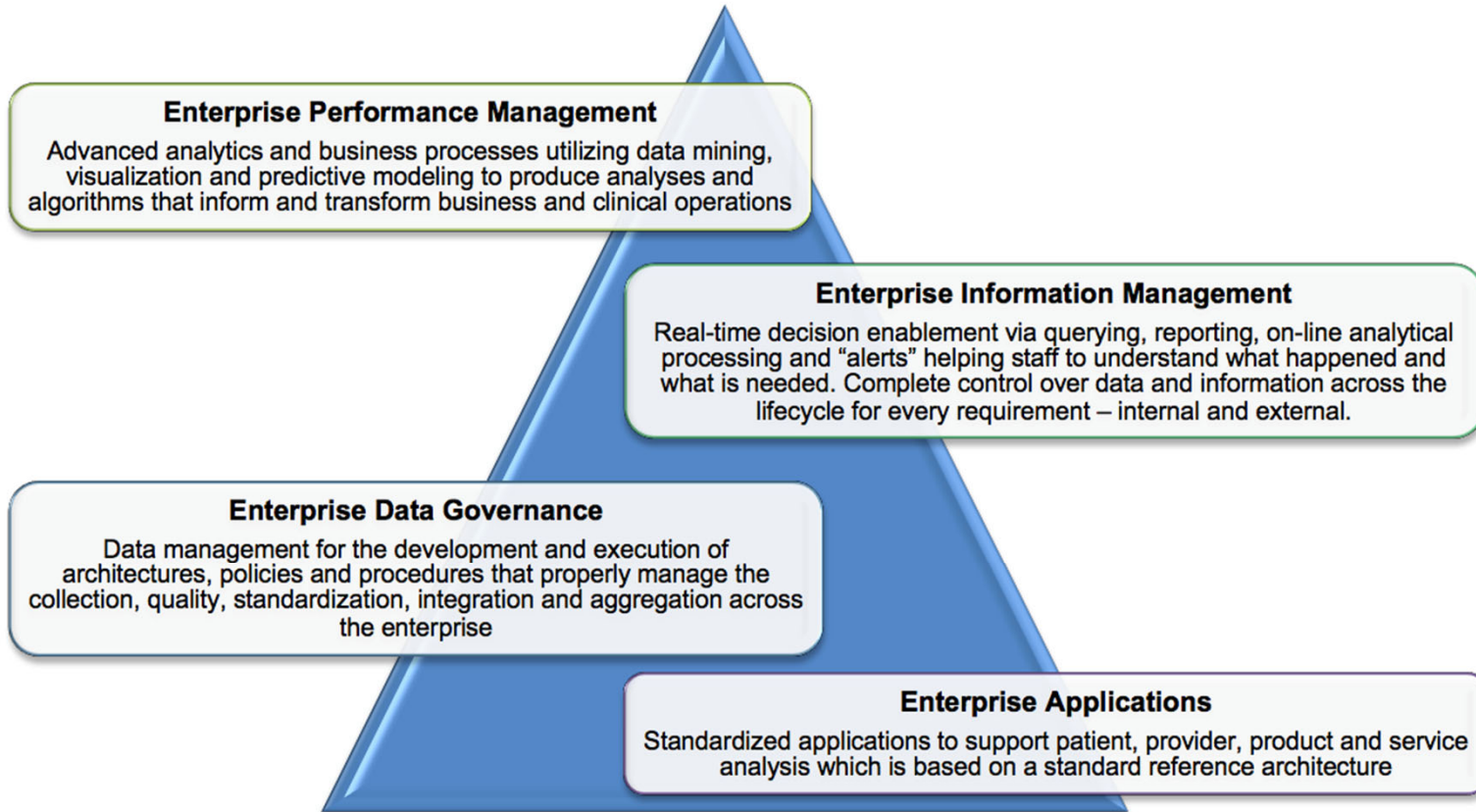
Reputation Management

Respond to regulatory requirements and manage data risk

Operationalizing Data Governance

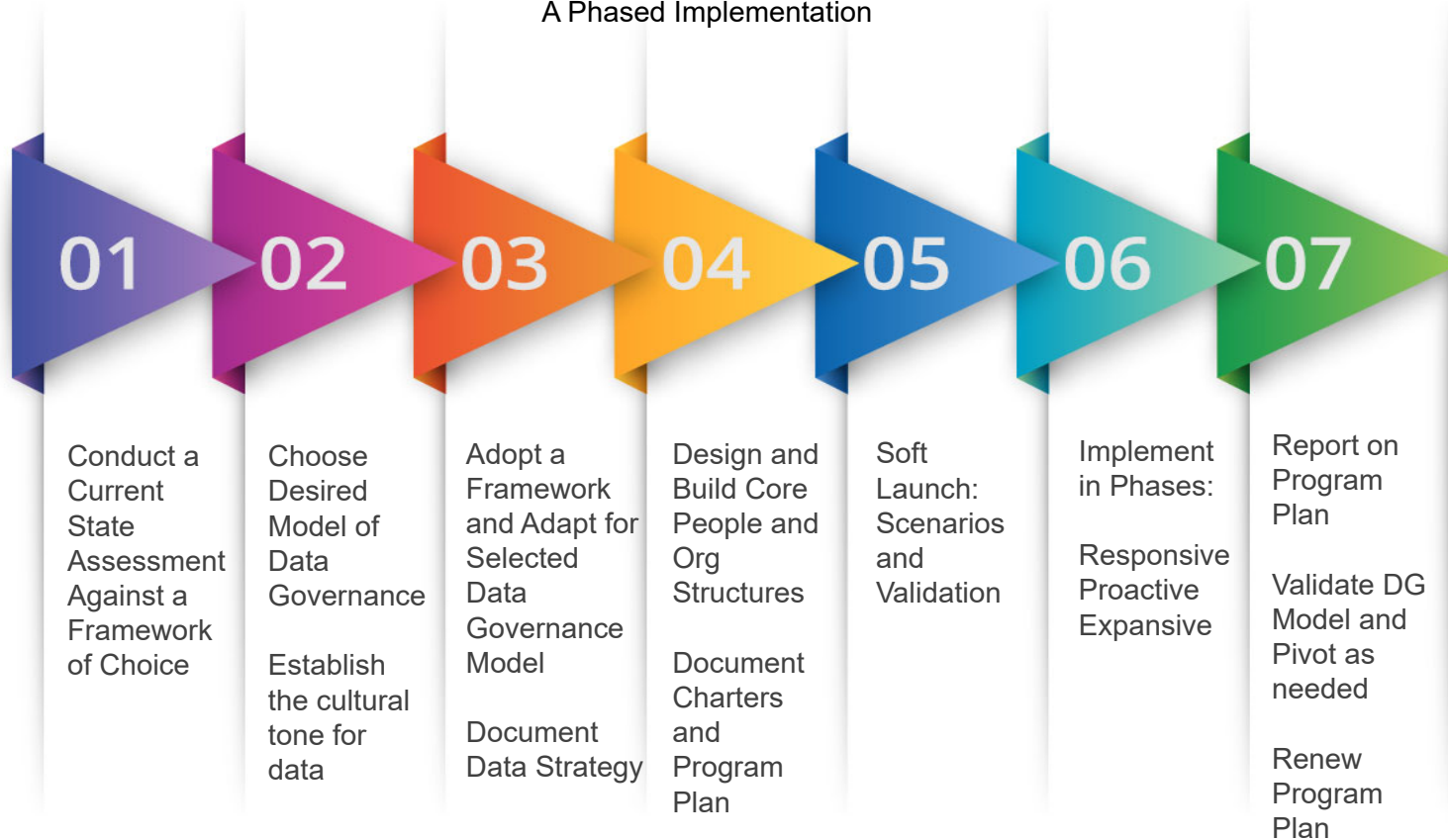


The Enterprise Information Journey



Data Governance Program Roadmap

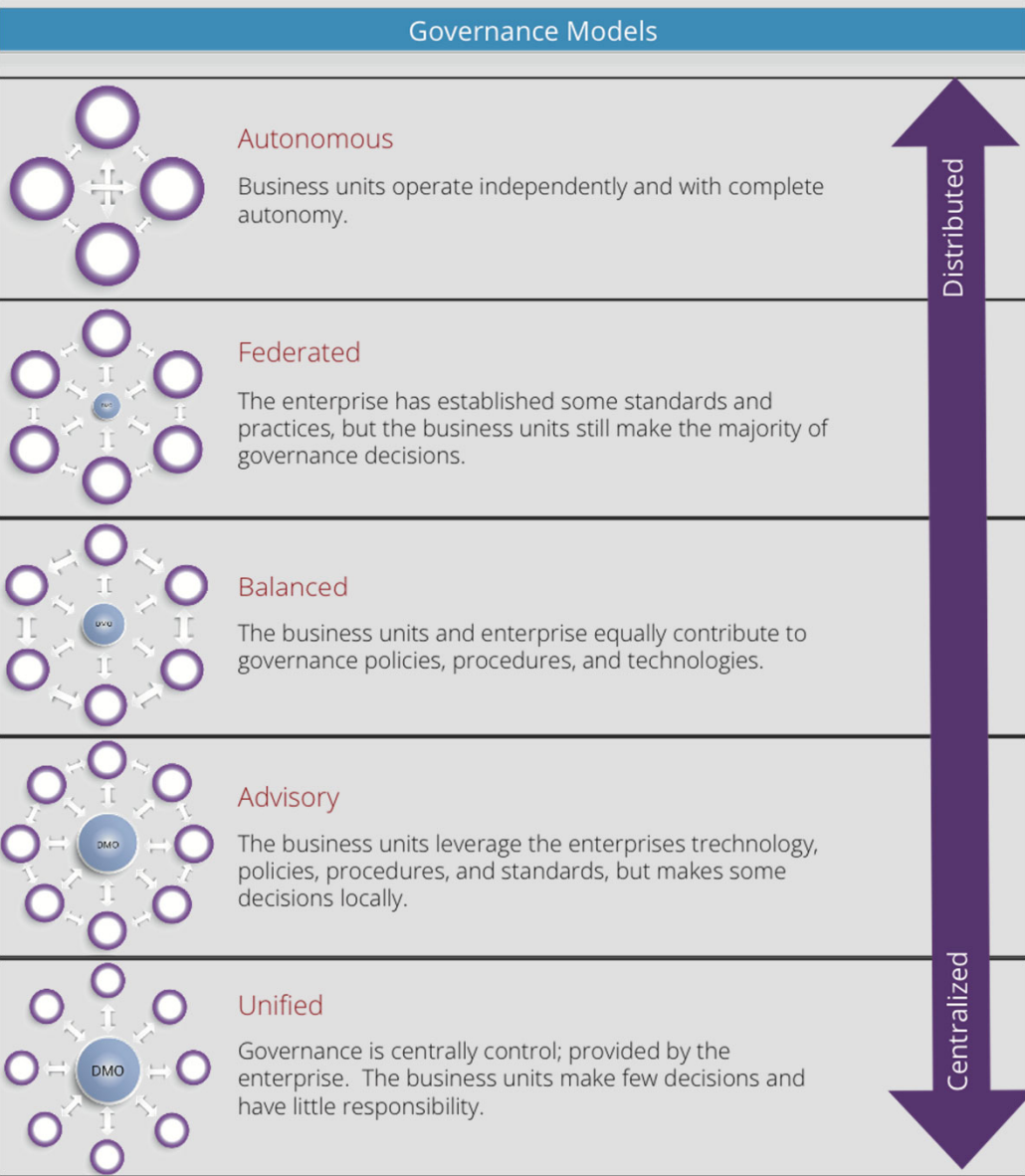
A People/Organizational Infrastructure-First Approach
A Use Case(s)-Based Soft Launch
A Phased Implementation



- Choose a framework...this does not need to be “the one”...but start with something referenceable
- Establish the scope...enterprise? randomly-selected departments? specific target departments?
- Identify and benchmark current capabilities, issues and needs
- Anticipate varied performance across departments
- Are environmental conditions favorable for data governance?
- Make a “go” or “no-go” decision and document rationale



Current State Assessment



Choosing a Model

How much governance do we need?
What is the right model for us?

Convene the sponsoring executive or steering committee and explore these models

Have as many conversations as needed to gain consensus for the governance model of choice

Everything you build should flow from this critical starting point



Set and Sustain the Cultural Tone

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- Data Vision as a part of Organizational Mission
- Guiding Principles
- Executive Sponsorship
- Strategic Alignment = Enterprise Strategic Plan Objectives
- Corporate Communications
- Workforce Awareness, Education and Training
- "Partners in Care" Engagement

Guiding Principles

Like any other programmatic effort, you have to “plant some flags”



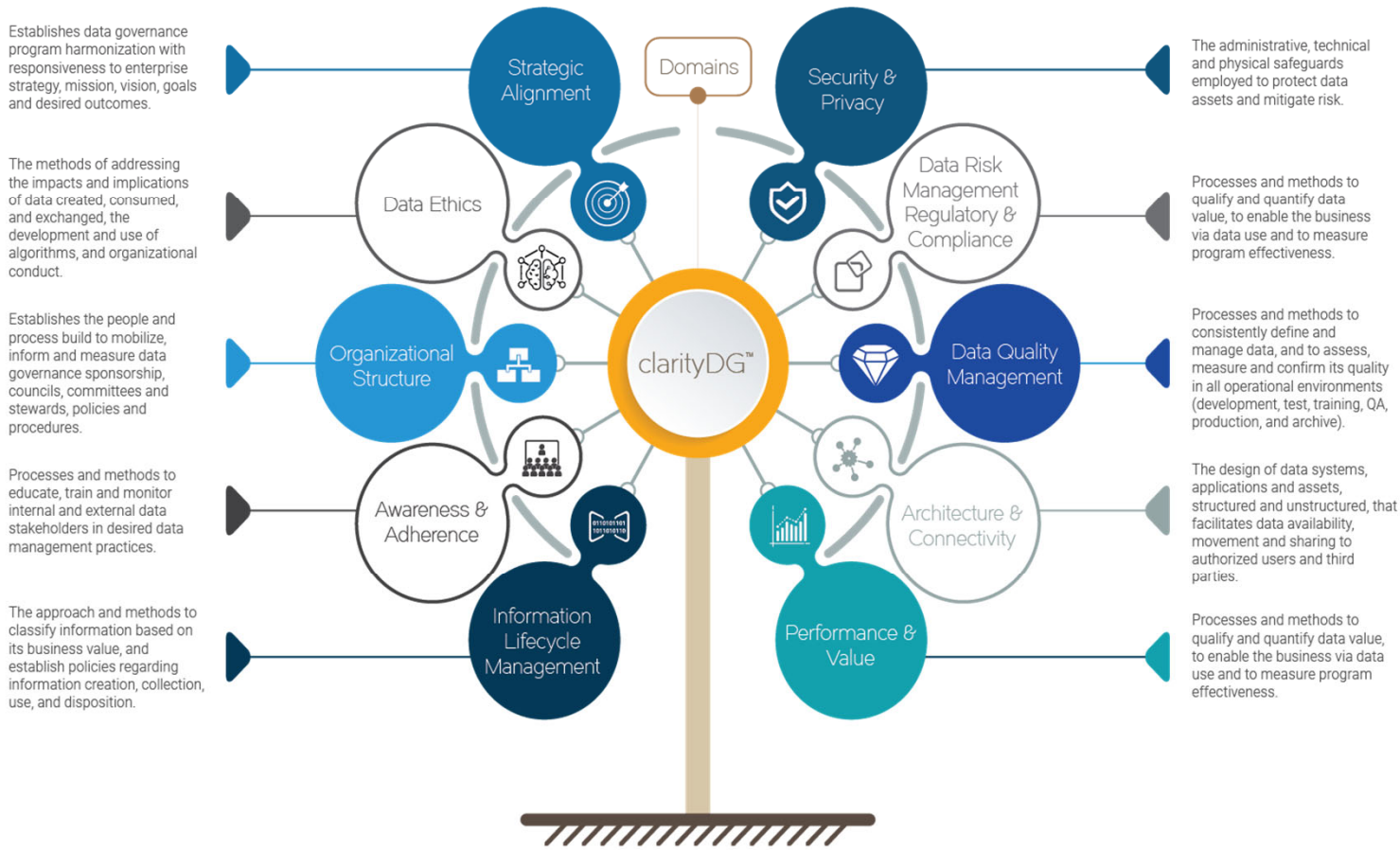
Data Governance Frameworks

Lots of them. Varying in scope and complexity. All tied to a maturity model.



Why are frameworks valuable?

- Chart the course from “as is” to “should/will be”
- Set expectations across the enterprise
- Establish a plan – what is feasible now, iterations/evolutions
- Provide the context for measuring progress



We created clarityDG after reviewing almost every available framework for data governance, information governance, data management and data maturity.

We adopted the best of what they had to offer, addressed perceived gaps, and oriented it to and for healthcare.



Design, Build and Mobilize Core People and Organizational Structures

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- Executive Committee
- Data Governance Council
- Data Governance Council Committees and Work Groups
- Stewardship
- Program Documentation – Charters, Program Plan, Guidance, Policies, Procedures, Metrics and Measures
- Authorities and Accountabilities Alignment

- Council: Broad Functional Representation
Committees: Specialists
- Respected
- Data-Curious or Data-Savvy
- Influencers
- Well-constructed charters – roles, responsibilities, authorities, accountabilities
- A dedicated strategic and program plan



The Data Governance Council and its Committees



Key Contributors

Data Owners
Business Stewards
Data Stewards
Technology Stewards

Applicable For

Data Domains
Business Functions
Organizational Entities
Projects

DATA QUALITY

DATA LIFECYCLE MANAGEMENT

RISK/COMPLIANCE

Terminology & Metadata

Define and publish key business terms, data structure, constraints and other business rules that govern the data

Reference Data

Select appropriate reference data standards to codify and normalize values across the enterprise

Identity Resolution

Identify data, policies, processes, and technology required to match, link, and resolve identities

DQ Measurement

Define data quality rules and acceptable metrics for determining data of sufficient quality

DQ Issues

Evaluate and prioritize data quality issues and their impact to the business. Determine the appropriate course of action

Conflict Resolution

Address competing requirements from the business for the data

Retention/Disposition

Define how data should be stored, archived, and destroyed

Impact Analysis

Evaluate impacts to systems and functions as a result of data changes

Decision Rights & Access

Determine who makes data related rules and decisions and the supporting processes

Regulatory Alignment

Ensure compliance with internal and external regulations, laws, and contractual obligations

Data Protection

Protect data through the development of policies and classification mechanisms

STEWARDSHIP

Successful stewardship:

- aligns the data strategy, target governance model and data culture
- mobilizes data, business and technical contributors
- prioritizes specialized training for contributors
- recognizes contributors and fosters communities of practice

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- Soft Launch: Target Department, Framework or Data Domain, Project
- Progressive Implementation: Responsive, Proactive, Expansive
- Promotes desired data behaviors among workforce and partners in care
- Improves the quality of data assets
- Establishes a locus of control and expertise around data
- Resolves issues



Program Implementation



- ✓ Get real about readiness
- ✓ Tools and technologies are enablers, not the answer
- ✓ Business-led and IT-supported - not the other way around
- ✓ Strategic alignment: clarity and transparency around the “why”
- ✓ Focused Use Cases vs. Big Bang
- ✓ Test the framework and assumptions and provide methods for continuous feedback and improvement
- ✓ Project vs. New Normal: tee up for success
- ✓ Know your data and the data landscape
- ✓ Embed the data framework and mobilize people with authority and accountability for its implementation
- ✓ Measure, Measure, Measure
- ✓ Start with the destination in mind – execute for longevity