Why Data Governance Is the Hottest Topic in Healthcare
Today’s Speakers

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Data Governance

Recognized as a healthcare imperative

How an enterprise manages its data assets

Includes rules, policies, procedures, roles and responsibilities for managing the lifecycle of data

Provides the guidance to ensure that data is accurate and consistent, complete, available and secure
While data governance is recognized as a healthcare imperative, opportunities exist for healthcare organizations to hasten the prioritization of data governance as a business imperative.

44% of survey respondents indicate that over the past twelve months, advancement in data governance has occurred in their organizations.¹

¹ Source: 2015 White Paper – Professional Readiness and Opportunity, American Health Information Management Association (AHIMA)
While data governance is recognized as a healthcare imperative, opportunities exist for healthcare organizations to hasten the prioritization of data governance as a business imperative.

44% of survey respondents indicate that over the past twelve months, advancement in data governance has occurred in their organizations.¹

56% report that no progress has been made, and 24% state that data governance is simply not a priority in their organization.¹

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¹ Source: 2015 White Paper – Professional Readiness and Opportunity, American Health Information Management Association (AHIMA)
Regulatory mandates increase the need for data transparency
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Reporting requirements have increased in scope and complexity
Regulatory mandates increase the need for data transparency

With enterprise EMR clinical data is less siloed and “ownership” less clear

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With enterprise EMR clinical data is less siloed and “ownership” less clear

Reporting requirements have increased in scope and complexity

Data sharing raises data consistency challenges
Regulatory mandates increase the need for data transparency.

With enterprise EMR, clinical data is less siloed and “ownership” less clear.

Patients are becoming data consumers.

Reporting requirements have increased in scope and complexity.

Data sharing raises data consistency challenges.
Data governance is a key enabler in improving the value and trust in information, helping achieve efficiencies and cost savings, and plays a key role in patient engagement, care coordination and community health.
PRAGMATIC DATA GOVERNANCE HOW-TO
• Don’t approach the problem by building complex organizational structures and templates
• Start with **pragmatic data management**
• Be **purposeful** in setting it up
• Be **passionate** about execution
• Be **patient** in getting results
<table>
<thead>
<tr>
<th></th>
<th>Point B’s Data Governance Quick Start Methodology</th>
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<tbody>
<tr>
<td>1</td>
<td>Assemble a working group</td>
</tr>
<tr>
<td>2</td>
<td>Determine your organization’s drivers, opportunities and challenges</td>
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<td>6</td>
<td>Execute first iteration</td>
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1

Assemble a working group
Assemble a working group

The working group should comprise of people who will form the nucleus of your eventual data governance steering committee.

Look to include in your working group:
- A sponsor who is also a business leader
- Recognized subject matter expert(s)
- Data professional(s)

Treat the steps of the methodology as a mini project for the working group to accomplish with deadlines and deliverables.
Determine your organization’s drivers, opportunities and challenges
2 Determine overall data governance goals

- What are the strategic initiatives that require data governance to be successful?
- What are the features of previous successful initiatives?

- Identify potential data governance projects
- Address potential challenges
Strategic initiatives vary by healthcare organizations. Consider the following examples for data governance opportunities in your organization.

**Vision**
To be the best community hospital by providing unsurpassed service and care

**Mission**
To provide quality healthcare regardless of ability to pay

**Strategic Initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve improvements in revenue cycle</td>
<td>Lower cost structures</td>
</tr>
<tr>
<td>Establish community based partnerships</td>
<td>Improve to population health</td>
</tr>
<tr>
<td>Provide point of care decision support</td>
<td>EMR implementation / optimization</td>
</tr>
<tr>
<td>Leverage efficiencies across service lines</td>
<td>Achieve compliance with state reform program</td>
</tr>
</tbody>
</table>
Determine your organization’s drivers, opportunities and challenges

1. Determine overall data governance goals
2. Identify potential data governance projects
   - Interview stakeholder(s) to identify organization data needs, pain points and/or opportunities
   - Categorize findings by triple aim goals (cost, quality, patient engagement), regulatory and/or IT
   - Prioritize by impact to data governance goals, resource requirement and time to implement
   - Start with “quick wins”
3. Address potential challenges
2

Determine your organization’s drivers, opportunities and challenges

- Determine overall data governance goals
- Identify potential data governance projects

**Address potential challenges**

- Resource constraints
- No burning platform
- No clear sponsor
- Competing demands
- Low data literacy
- Implementing new EMR

- Use a streamlined approach
- Establish focus areas
- Use existing leadership
- Tie governance to demands
- Emphasize education
- Make data governance foundational to EMR
Identify people and roles and define org structure
As the data governance team is formalized, remember that this is just a starting point – changes will occur as the data governance organization matures

- Be realistic about the available resources and scale the org model to fit
- Some people may fill multiple roles, but it is helpful to be clear of expectations in different situations
- Commit people to the required roles to launch the data governance program
Define the forums, roles and responsibilities

Forums needed for engagement and decision making across the organization are:

- Executive Steering
- Governance Committee
- Working Groups

Roles needed for data governance are:

- Data Stewards
- Data Custodians
- Program Leaders
# Forums, Roles and Responsibilities

<table>
<thead>
<tr>
<th>Forum / Role</th>
<th>Responsibilities</th>
<th>Estimated Time Commitments</th>
<th>Name(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Steering Committee</td>
<td>Resolve escalated issues, Makes funding and investment decisions, Communicate decisions and activities to peers</td>
<td>1 hr / month</td>
<td></td>
</tr>
<tr>
<td>Governance Committee</td>
<td>Make cross-functional decisions about foundation data, Approve data quality guidelines, standards, and procedures, Set priorities and make recommendations to improve data quality, Champion and communicate data quality initiatives</td>
<td>4 hrs / month</td>
<td></td>
</tr>
<tr>
<td>Work Group(s)</td>
<td>Adhoc team to research specific Data issues</td>
<td>As needed</td>
<td></td>
</tr>
<tr>
<td>Data Steward (Business)</td>
<td>Improve data guidelines, standards, people, and procedures, Identify issues that affect data quality and facilitate resolution, Identify business requirements for data quality, Monitor alignment to data quality guidelines and standards</td>
<td>4 hrs / week</td>
<td></td>
</tr>
<tr>
<td>Data Custodian (IT)</td>
<td>Provide technical support, Performs data management functions</td>
<td>2 hrs / week</td>
<td></td>
</tr>
<tr>
<td>Data Governance Program Co-Leaders</td>
<td>Facilitate Council meetings, Manage intake and resolution process, Implement approved changes, Update documentation, Communicate to Stakeholders of changes, pending and active.</td>
<td>8-16 hrs / week</td>
<td></td>
</tr>
</tbody>
</table>
Define the organizational model

Define the key data governance bodies, and stakeholders that will be engaged by the data governance program.
Data Governance Org Components

Data Governance Steering Committee (All)
Leadership group that provides oversight and strategic direction. Confirms decisions with clinical / business impacts and makes final decisions based on recommendations from the Data Governance Committee.

Data Governance Committee (All)
Primary decision making body that provides tactical direction and decisions for DG. Members work together to make decisions and recommendations that reflect the best potential solutions for an organization.

Ad Hoc Working Groups (All)
These representatives are not permanent members of the committee but are involved to provide input to decisions and recommendations for topics relevant to their subject area or domain.

Data Stewards (Clinical / Bus.)
Individuals that provide clinical / business perspective specific to a defined subject area or domain. Data Stewards typically have responsibilities included in their position descriptions that reflect their role in governing the use of data for their domain.

Data Custodians (IT)
Provide technical support for data management across systems.
Define charter and basic data governance processes
Define charter and basic data governance processes

Define the charter for the data governance program

Consider the answers to the following questions as the basis for creating the charter and defining the program:

- What is in-scope and out-of-scope?
- What is the organization hoping to accomplish through the data governance program?
- How will decisions and escalations be made?
- What is the approach for setting up the data governance program?
- What work products will be produced?

Define the data governance process
Charter

**Purpose**
To design and implement an data governance program and processes to effectively make decisions about data, define, handle and share data to limit risk and maximize quality

**Goals**
- Educate the organization on how to understand and leverage data
- Improve data completeness, consistency, security, timeliness, discoverability & reliability
- Enhance trust in data reporting and analytics internally and externally
- Prepare for future enterprise architecture and data warehouse
- Ensure that data serves business purposes in a sustainable way
- Combine duplicate efforts

**Initial Scope of Data Governance**
- Establish the data governance program and organization
- Define areas of initial focus and prioritize areas of business need for data governance
- Develop a roadmap to align efforts with prioritized need and resource availability
Define charter and basic data governance processes

Define the charter for the data governance program

Define the data governance process

A functional governance process can be assembled from four sets of activities:

- Assessment and prioritization
- Planning
- Implementation
- Monitoring
Select initial project, success metrics and create plan
Define the KPIs to measure data governance program success

Focus on measuring:

- **Engagement** – the active participation and adoption of governance processes by data governance practitioners, stakeholders and leadership

- **Effectiveness** – business outcomes linked to the data governance program

Define the KPIs to measure data

Define the execution plan
## Data Governance Program KPIs

<table>
<thead>
<tr>
<th>Metric</th>
<th>Definition</th>
<th>Goal</th>
<th>Capture Method</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engagement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance</td>
<td>Attendance at DG meetings</td>
<td>100%</td>
<td>Meeting minutes</td>
</tr>
<tr>
<td>Reschedule Frequency</td>
<td>The number of times each meeting has to be rescheduled; serves as a proxy of the group’s collective priorities</td>
<td>0</td>
<td>Meeting maker input</td>
</tr>
<tr>
<td>Quorum</td>
<td>A Governance Council meeting needs &gt;60% of members to make decisions</td>
<td>&lt;2 per year</td>
<td>Meeting minutes</td>
</tr>
<tr>
<td><strong>Effectiveness</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Issue Intake &amp; Resolution</td>
<td>The number of new and resolved issues per reporting period. Measures DG’s engagement with the business to generate work and governance’s efficiency to resolve.</td>
<td>Beat prior period</td>
<td>Governance Risk, Assumptions, Issues and Decision (RAID) log</td>
</tr>
<tr>
<td>Decision Efficiency</td>
<td>The number of decisions by type:</td>
<td>Beat prior period</td>
<td>Governance RAID log</td>
</tr>
<tr>
<td></td>
<td>▪ Approved as requested</td>
<td></td>
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<tr>
<td></td>
<td>▪ Approved with conditions or modifications</td>
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<td></td>
<td>▪ Rejected with a request to return with additional information</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>▪ Rejected as presented</td>
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<td></td>
<td>▪ Escalate to next body</td>
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<tr>
<td>Decision/Issue Resolution Time</td>
<td>The average time (in days) between when an issue or decision is logged and when it is resolved</td>
<td>Beat prior period</td>
<td>Governance RAID log</td>
</tr>
</tbody>
</table>
Select initial project, success metrics and create plan

Define the KPIs to measure data governance program success

Define the KPIs to measure data

The KPIs will vary according to the organization and the data being governed. Consider the following types of measures to implement:

- Accuracy
- Completeness
- Consistency
- Efficiency
- Accessibility
- Uniqueness
- Compliance

Define the execution plan
## Data KPIs

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric</th>
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<tbody>
<tr>
<td><strong>Accuracy</strong></td>
<td>• % of Member or Provider phone numbers that are wrong</td>
</tr>
<tr>
<td></td>
<td>• # of incidences where match-merge logic needs manual interventions</td>
</tr>
<tr>
<td><strong>Accessibility</strong></td>
<td>% of Critical Data Elements (CDE) identified by the data governance council that are available to business users</td>
</tr>
<tr>
<td><strong>Completeness</strong></td>
<td>% of Provider addresses that are accurate and deliverable</td>
</tr>
<tr>
<td></td>
<td>• % of Member addresses that are filled with required data elements</td>
</tr>
<tr>
<td><strong>Uniqueness</strong></td>
<td>% of records having duplicate member or provider records</td>
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<tr>
<td><strong>Consistency</strong></td>
<td>% of time data conforms to business rules / policy</td>
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<tr>
<td></td>
<td>• % of data values that conforms to the code sets / domain values</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td># of regulatory non-compliance data issues with HIPAA, PHI policy</td>
</tr>
</tbody>
</table>
Define the KPIs to measure data governance program success

Define the KPIs to measure data

**Define the execution plan**

The execution plan defines the tasks to stand-up the data governance program.

If executed properly, the program becomes a sustainable practice that carries on into the future.
## Execution Plan

<table>
<thead>
<tr>
<th>Workstream and Tasks</th>
<th>Week of Dec. 3-7</th>
<th>Week of Dec. 10-14</th>
<th>Week of Dec. 17-21</th>
<th>Week of Dec. 24-28</th>
<th>Dec. 31 - Jan 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Initiation and Management</strong></td>
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<td>Project Kickoff</td>
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<tr>
<td>Define areas of focus</td>
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<td>Status Report</td>
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<tr>
<td>Review final deliverables</td>
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<tr>
<td>Wrap up activities</td>
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<tr>
<td><strong>Data Governance</strong></td>
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<tr>
<td>Evaluate options and develop framework (v1)</td>
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<tr>
<td>Develop enterprise data management charter (v1)</td>
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<td>Identify focus areas and priorities for Planning</td>
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<td>Develop deliverables (and interim checkpoints)</td>
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<td><strong>Intake Process</strong></td>
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<tr>
<td>Evaluate options</td>
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<tr>
<td>Develop prototype and process</td>
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<td>Develop deliverables (and interim checkpoints)</td>
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<tr>
<td><strong>Business Requirements Framework</strong></td>
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<tr>
<td>Evaluate options and frameworks</td>
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<tr>
<td>Define high-level business requirements for area of focus</td>
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<tr>
<td>Develop deliverables (and interim checkpoints)</td>
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<tr>
<td><strong>Organization Education</strong></td>
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<tr>
<td>Communication to Core Management Team</td>
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<td></td>
<td>Timing to be determined</td>
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</tbody>
</table>
6

Execute first iteration
Execute first iteration

- Begin execution and monitoring of project
  - Track KPIs as indicator of progress and success
  - Be receptive to feedback and adjust as necessary
  - Use every interaction to improve data literacy

- Plan for the next iteration
  - Determine next data governance project
  - Assess for organizational changes
    - Assign data stewards as needed
    - Expand scope such as analytics team coordination
# Point B’s Data Governance Quick Start Methodology

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HOW CAN YOU GET STARTED TODAY?
• Don’t approach the problem by building complex organizational structures and templates
• Start with **pragmatic data management**
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• Be **passionate** about execution
• Be **patient** in getting results
Q & A
Contact Information

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