Tools for Assembling the Team

Data Governance Charter

A Data Governance Charter can help the committee or individuals tasked with managing this asset to define their scope (both initial scope and as it grows), activities and goals. It can also help to inform others in the organization about the importance of good data governance and how they benefit from it. We've provided both a template for what the components of a charter are and an example. The example is a robust charter for the data governance of a large healthcare organization. Take the parts that seem useful as you introduce the idea of data governance in your organization and add more structure only as necessary.

Data Governance Charter	TEMPLATE
Purpose	A brief statement about why the group exists, what problems it will address, and its overall objective
Scope	A statement about what the committee is expected to do and accomplish, along with identification of boundaries
Responsibilities	A summary of the key responsibilities of the committee
Goals	A list of SMART goals that are more strategic in nature and, once achieved, will address / resolve the problems identified in the purpose statement
Membership	A list of who will participate on the committee and their role (committee chair, voting member, ad-hoc member, etc.). You may also include subgroups or subcommittees that will assist in achieving the goals of the committee (data services subgroup, BI department, etc.) As necessary, a visual representation or statement about the relationship of the committee with respect to other decision-making bodies within the organization.

OPTIONAL COMPONENTS

Attendance and Participation	Describe the expectations for attendance and participation
Authority	Describe the scope of the committee's authority. Consider including what they do and do not have authority over.
Frequency and Nature of Meetings	Describe the meeting frequency and nature of the meetings (in-person, video conference, conference call, etc.)
Operations and Escalation	Describe how the meeting management function will be addressed (agenda creation, circulation of pre-read material, minutes, etc. and timeframes associated with all those items) and how the process for issue escalation.
Guiding the Data Governance Committee	Identify the committee Chairperson and their responsibilities in leading the committee.

Data Governance Charter

PURPOSE

Data Governance is a key driver of an organization's approach to data management. The Data Governance Committee (DGC) will oversee the people, processes and information technology required to create consistent and proper handling of data and understanding of information across the organization. Information is treated as an organization asset and is readily available to support evidence-based decision-making and informed action to improve clinical, operational, financial and patient experience outcomes.

SCOPE

The DGC will undertake a leadership role in the creation, implementation and oversight of the organization's information and data management goals, standards, practices and processes aligned with the goals of the organization. The DGC will propose specific recommendations on how to improve data quality, ensure a balance between data access and data security, prioritize data acquisition efforts and raise the level of data literacy across the health center.

RESPONSIBILITIES

As a strategic, cross-functional decision-making entity, the DGC will be responsible for the following:

- *Vision and Direction:* Set the vision and direction for the future of the organization as it pertains to Data Governance matters. Promote Data Governance at a senior management and management level.
- *Strategic Alignment:* Champion and align the Data Governance Strategy with organization strategy.
- *Oversight and Decision-Making:* Act as a centralized hub, make decisions and provide oversight in relation to key Data Governance components, such as policies and processes, data protection, data privacy, classification codes (ICD, CPT, NDC,

SNOMED, etc.), retention, information usage, data stewardship, and organization-wide change management.

- *Implementation:* Be accountable for the implementation of the Data Strategy and its initiatives.
- *Data-Driven Culture:* Instill and promote an organizational climate that embraces use of data in achieving organization goals and making positive change through continuous improvement in all areas.

GOALS

The high-level goals of the DGC are to improve data quality, increase data literacy and maximize data use in achieving organization goals. The DGC will develop a Data Strategy (documented plan or systematic approach) that identifies who will be tasked with data-related projects, activities and timeframes to acquire and use high quality data (accurate, timely and complete) throughout the organization. The DGC will advance analytics capability in the organization in three key areas: people, process, and technology.

People

- Coach the organization's senior leaders on the value and implications of good data and information assets ("data is the new currency") and the importance of an organization climate that embraces use of data in achieving organization goals and making positive change through continuous improvement in all areas.
- Coach senior leaders on the importance of sponsoring analytics efforts, advocating for a structured approach to analytics, and allocating resources for analytics efforts.
- Define, agree and communicate the roles and responsibilities of data stewards and Clinical and Business Analysts. Define responsibilities at each level and identify appropriate staff in each area to incorporate into Data Governance committee and team structures.
- Identify and establish cross-functional teams to drive the organization's Data Governance practices.
- Ensure that relevant stakeholders are kept fully informed of the changes introduced by the Data Governance framework and encourage them to champion the changes in their areas of influence.
- Drive organizational and behavioral change as it relates to the use of data

Process

- Establish and execute a Data Strategy and set priorities for associated data governance activities.
- Develop a Cost-Benefit Analysis to identify and track realization of benefit opportunities arising from the provision and use of better quality information.
- Provide data stakeholders with guidance, standards and consultation to enable stakeholders to develop common and accepted data definitions for all shared data.
- Establish data quality policies, processes and quality measures.
- Work with Clinical and Business Analysts, data stewards and technical staff to implement data cleansing plans and participate in the root cause analyses of data quality issues.

Technology

- Seek out program, process and technological improvements/innovations that will:
  - Foster improved data quality and reporting
  - Balance access to information with the need for security of data
  - Improve the reliability, accuracy, and confidence in information
  - Enable visualization of data that help frontline staff to interpret and act on results

DATA GOVERNANCE COMMITTEE MEMBERSHIP	Representation on the DGC needs to include the administrative, clinical, operations, and financial sides of the organization, covering key data categories such as EHR data, patient experience data, and financial data as well as incorporate key organizational enabling functions like Information Technology (IT), Quality Improvement (QI), and Human Resources (HR). The proposed membership of the DGC is as follows: • CEO • Medical Services Leader • Information Technology Leader • Human Resources Leader • Operations Leader • Behavior Health Services Leader • Quality Improvement Leader
ATTENDANCE AND PARTICIPATION	To aid the successful implementation of the DGC, the following outlines expectations for attendance and active participation: • *New Membership Selection:* New DGC members will be selected by the DGC itself, with the exception of the Chair who is appointed by the CEO. • *Ad Hoc Attendees:* Ad hoc attendees may be requested in order to provide specialist input as required. • *Quorum:* Quorum for the DGC is considered when, at a minimum, 50% of the DGC members PLUS the Chair is present. The Chair will ensure that the list of attendees is robustly maintained.
AUTHORITY	To aid the successful implementation of DGC, the following outlines the DGC's authority: • The DGC derives its authority from the CEO with escalation and reporting on Data Governance matters referred to the appropriate working groups (e.g. data stewards, Cross-functional Teams). • Authority lies with the DGC itself, as a committee, and not with any specific individual. The Chair's role is to facilitate and manage the conversation of the DGC, to enable decision making and to aid issue resolution.
FREQUENCY AND NATURE OF MEETINGS	To aid the successful implementation of the DGC, the following outline the frequency that the DGC should meet: • *Monthly Meetings:* The DGC will meet initially on a monthly basis for 1 hour and on an ad-hoc basis, as required. • *In Person and Teleconference:* Regularly scheduled meetings will be conducted in-person and by teleconference to ensure that all stakeholders have an opportunity to participate. • *Periodic Review:* Periodically, the DGC will review the frequency and duration of meetings in-line with organization's needs.
GUIDING THE DATA GOVERNANCE COMMITTEE	The DGC will have an assigned Chair to guide the decisions that need to be considered to solve the data issues that the organization brings to the DGC. The DGC Chair is the key facilitator and moderator to coordinate with the different entities that are required to provide input to the DGC so they are able to make a decision effectively and efficiently to support the organization to become a data-driven organization. *Chair's Role:* The Chair will provide oversight and guidance to the DGC. *Chair's responsibilities:* • Chairing DGC meetings • Delegating responsibility for Action Items • EnsEnsuring Action Items are addressed by their assigned owners • Assisting decision making as necessary by providing oversight and issue resolution *Appointing the Chair:* The CEO will appoint the DGC Chair.