Building a Data Driven Culture for Population Health

- **SA Kushinka** – Program Director, CCI
- **Jerry Lassa** – Principal, DataMatt3ers

CP3 LIT Learning Session

July 19, 2017

Voices on the Webinar

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Today's Focus

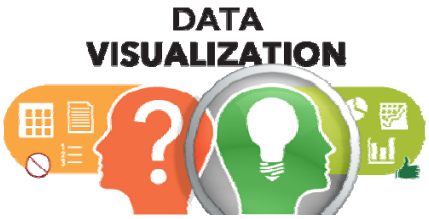
12:00pm -12:05	**Welcome and Overview (5 mins)**
12:05 – 12:50	Framework & Key Capabilities for Developing Strong Data Processes and Systems to Improve Care (45 minutes) • Video #1: A Public Health Approach to Population Health Management • Video #2: Right-sizing Data Governance • Video #3: Roles in a Data Driven Organization
12:50-1:00pm	Questions, Next Steps & Closing (10 mins)

Webinar Reminders

1. Everyone is muted.
2. Remember to chat in questions!
3. Webinar is being recorded and will be posted and sent out via email

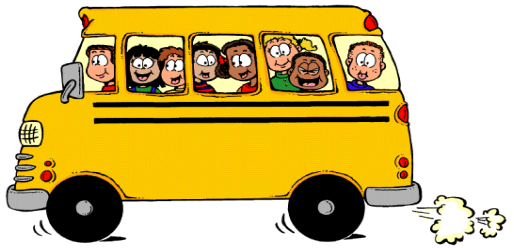
Low-Intensity Track:
4 Part Data for Pop. Health Series

Part 1: Building a Data-Driven Culture for Pop. Health Management	• **July 19, 2017 @12-1pm** • *Faculty:* SA Kushinka, CCI & Jerry Lassa, Data Matt3rs
Part 2: Design Thinking for Data Visualization	• **July 27, 2017 @ 12-1pm** • *Faculty:* Andrew Frueh, Health Catalyst
Part 3: Tableau in Action	• **August 10, 2017 @ 2-3pm** • *Faculty:* Dr. Jason Cunningham, West County Health Centers
Part 4: From Data to Action: Key Steps and Strategies for Using Data to Improve Care	• **August 17, 2017 @ 12-1pm** • *Faculty*: Boris Kalikstein, Pivotal Moment Consulting



Low-Intensity Track: Site Visits

- West County Health Center: **August 30**
- Petaluma Health Center: **September 19**



Click for the link to the short survey:
https://www.surveymonkey.com/r/BV83GVP

Please complete this survey by **COB Tuesday, July 25**.

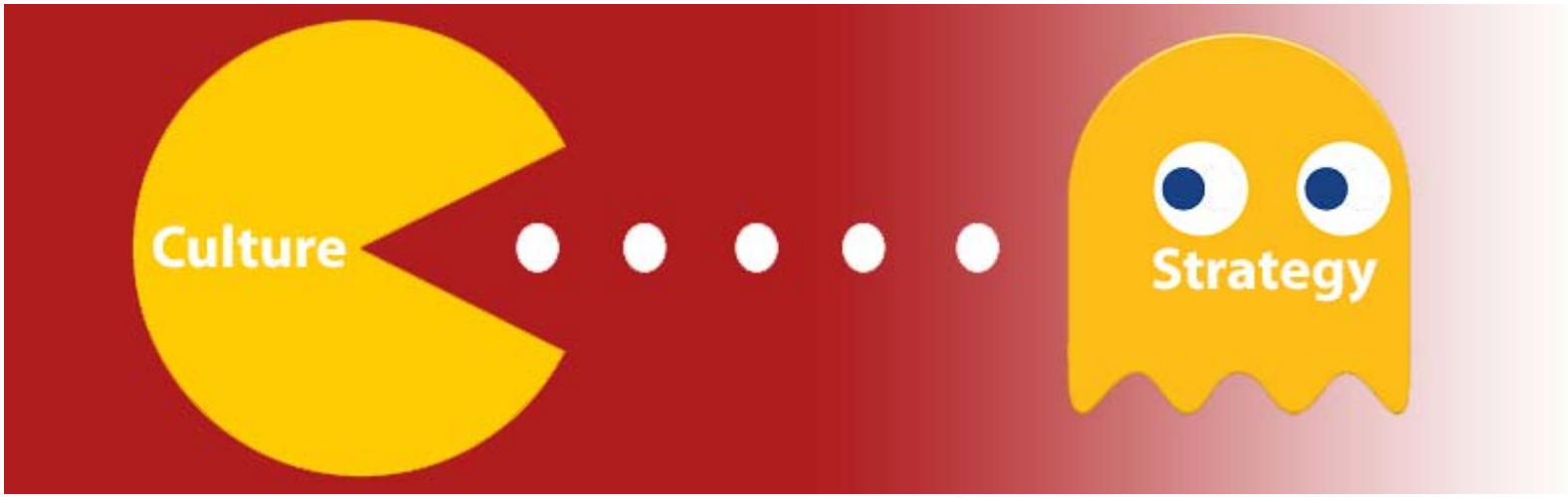
CCI will be reimbursing teams for travel (up to $500/person for a team of up to 4)

CCI
CENTER FOR CARE INNOVATIONS

"Without data, you're just another person with an opinion."

- W. Edwards Deming

Culture Eats Strategy for Breakfast



Learning Objectives

1. How to align your organization's data focus with population health management demands
2. How a data-driven culture begins with managing data as a strategic asset
3. How to right size your data governance
4. Critical roles in a data-driven culture

www.datadrivenculture.org

A PUBLIC HEALTH APPROACH TO POPULATION HEALTH MANAGEMENT

Of the three "data gaps" that Dale mentions, which do you think is the most critical to effective Population Health Management?

JL1

- ❑ *Cost Accounting*
- ❑ *Patient Reported Outcomes*
- ❑ *SDOH*

Slide 13

JL1 I think everyone will say SDOH because that's what most of them working on and it's a term they're familiar with. I wonder how many of them know cost accounting. And they may be familiar with patient reported outcomes, but it's still far off.
Jerry Lassa, 7/14/2017

BUILDING A DATA DRIVEN CULTURE STARTS WITH MANAGING DATA AS A STRATEGIC ASSET

What's the Problem?

- We're data rich but information and knowledge poor!
  - We're not managing data as a valuable asset
  - No clear source of truth
  - Garbage in, garbage out

"CEOs should be spending as much of their IT budgets on getting data out of systems and using it as they do on getting data into systems."

Ralph Kimball, an original architect of data warehousing

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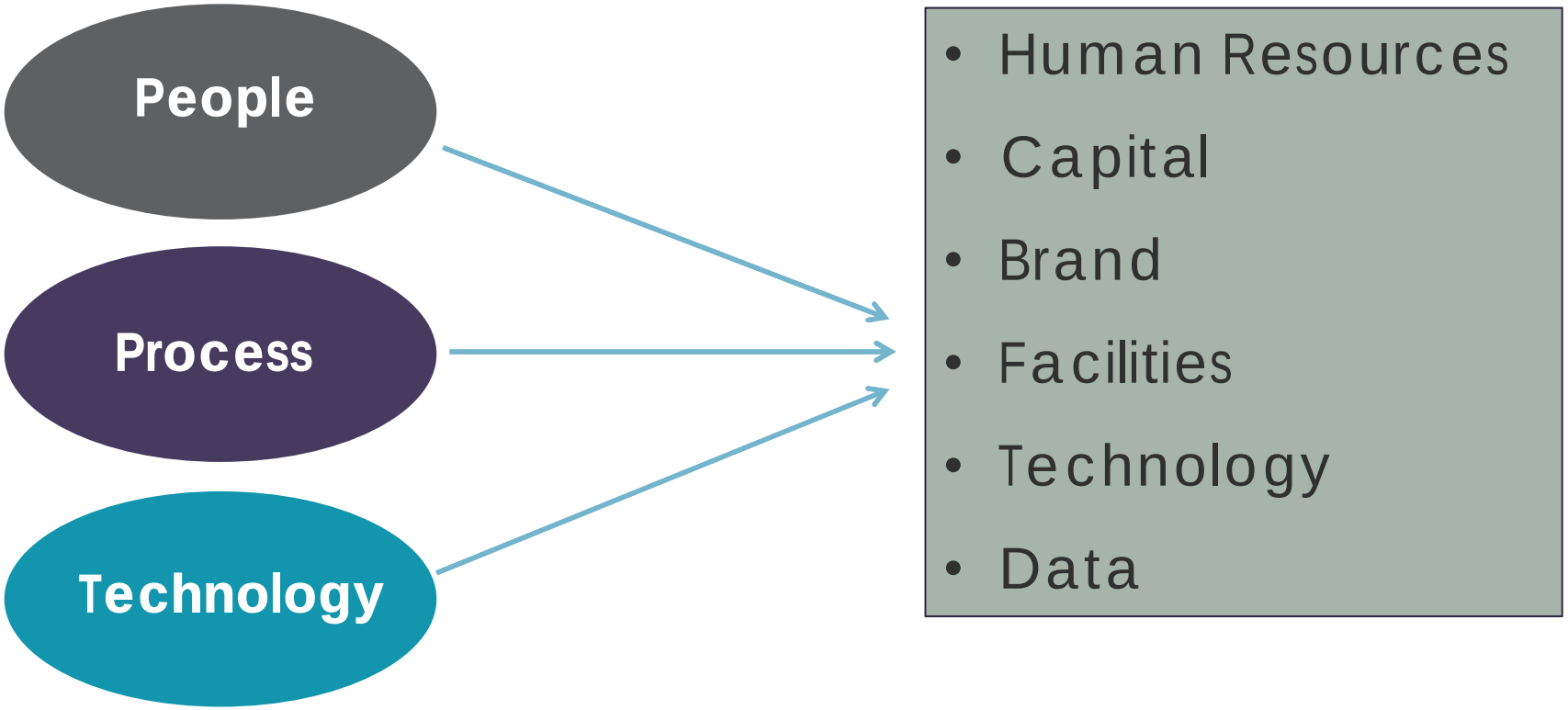
Managing Data as a Strategic Asset



Data is the New Organizational Currency

Data as a Strategic Asset

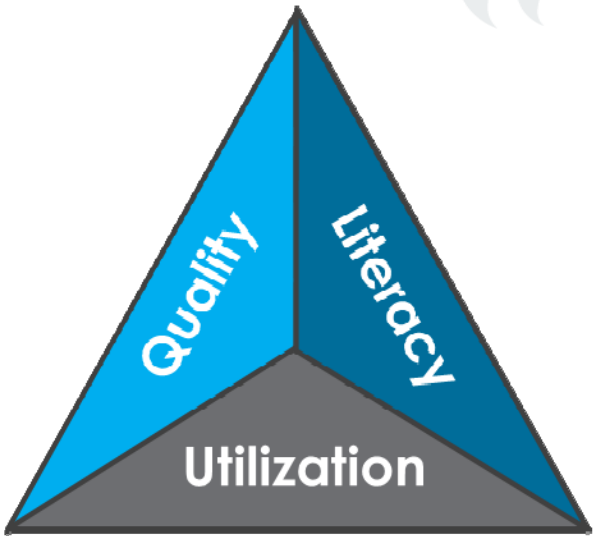
- How to do this in your health center?
- How do you effectively identify, manage and optimize data resources?
- How do you build the infrastructure to leverage data?

The Triple Aim of Data Governance

1. Ensuring Data ***Quality***
   - Data Quality = Completeness x Validity

2. Building Data ***Literacy***
   - Hiring and training to become a data-driven organization

3. Maximizing Data ***Use***
   - Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



https://www.healthcatalyst.com/demystifying-healthcare-data-governance

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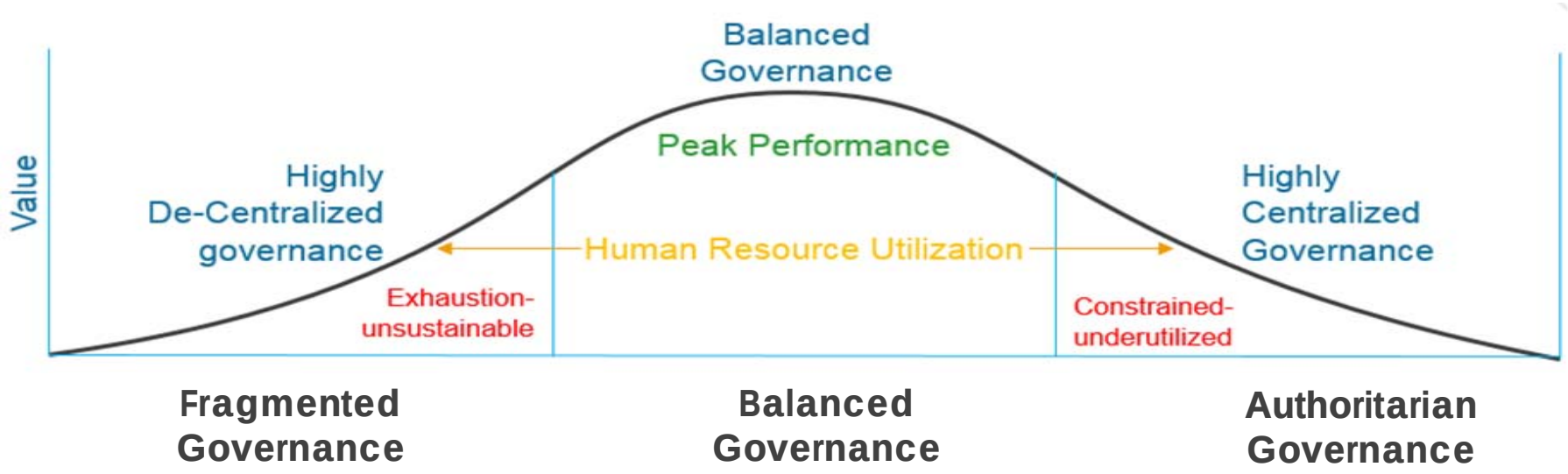
RIGHT SIZING DATA GOVERNANCE

Of the three types of data governance cultures that Dale mentions, which one is most prevalent in your organization?

- ❑ *Authoritarian*
- ❑ *Democratic*
- ❑ *Tribal*

Good data governance promotes a culture of data literacy and data-driven decision making.



Focus on the Triple Aim of Data Governance

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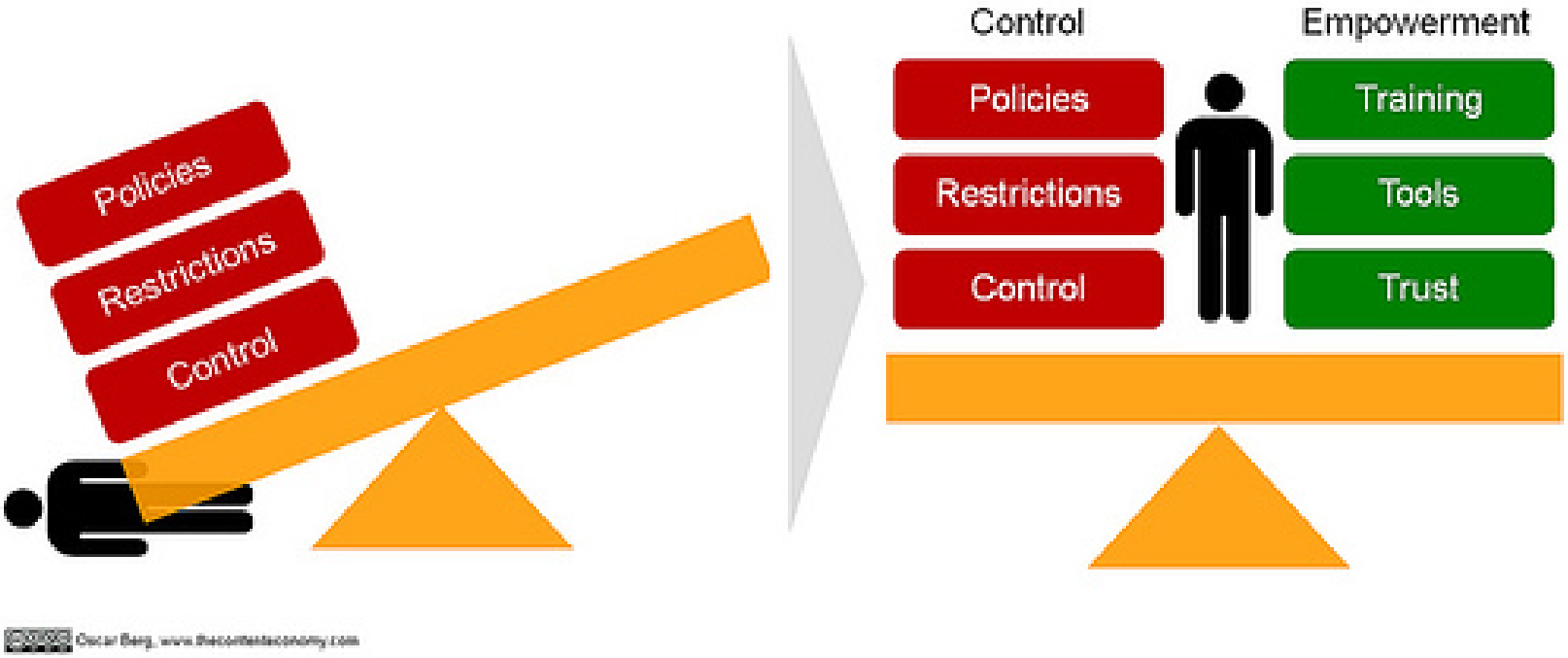
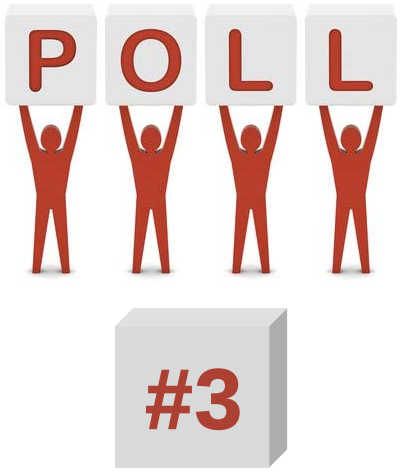
Data Governance Balancing Act



Oscar Berg, www.theconfidenteconomy.com

ROLES IN A DATA DRIVEN CULTURE



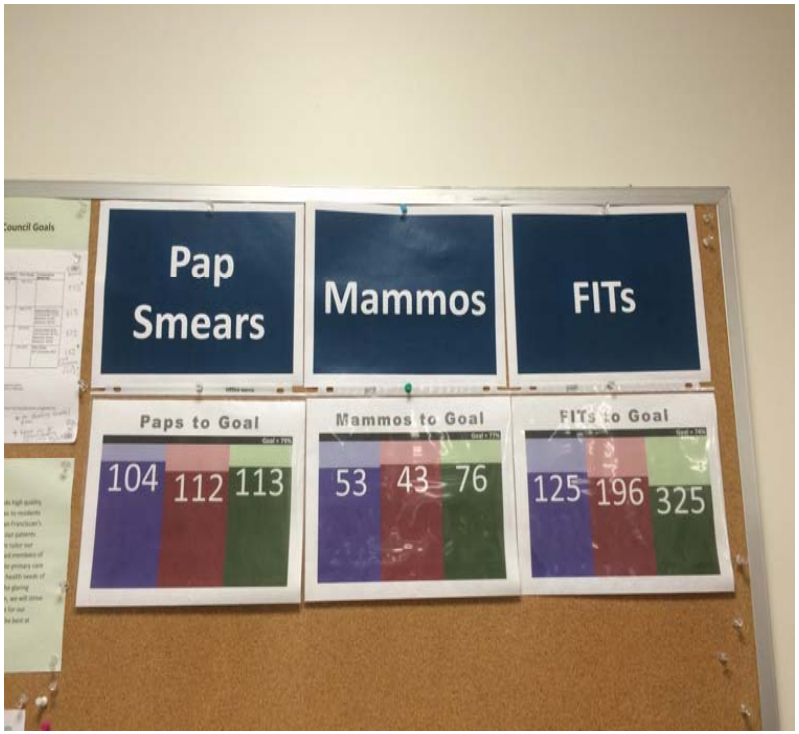
How many of these roles are filled in your organization?

- ❑ *Senior leaders (who model data-driven behavior)*
- ❑ *Data Stewards*
- ❑ *Data Analysts and IT Specialists*
- ❑ *End Users (who are data literate)*

Data Driven Culture

- Leaders need to model data-driven behavior
- Identify accountable people for data management activities throughout the organization
- Distinguish “data services” from “IT”

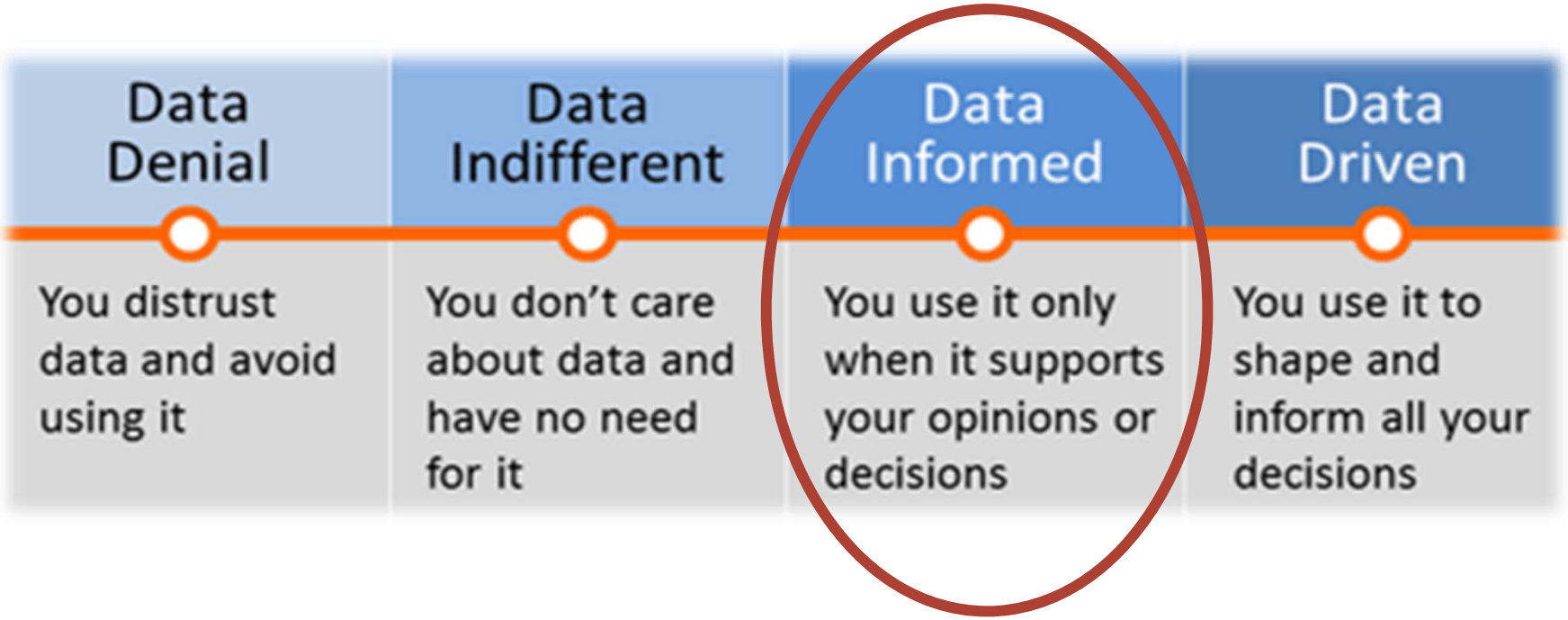
Data Driven Culture



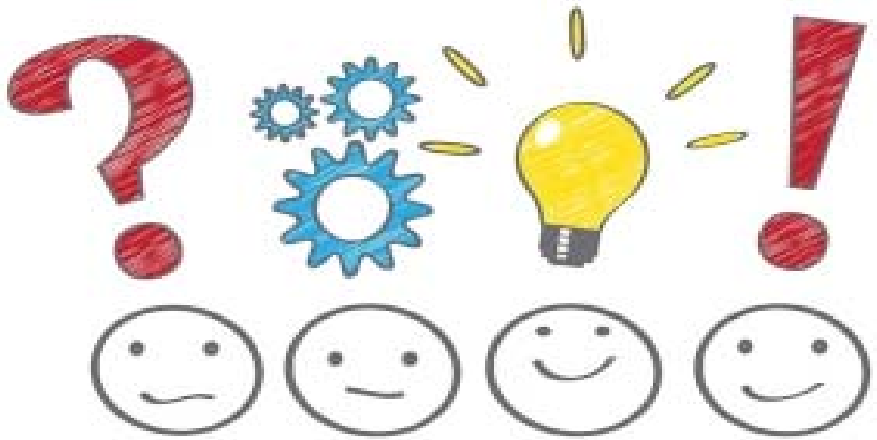
- Report data in ways that users like and can easily identify what action they need to take

“Improvement Corner”

How Do I Know if We're Data Driven?



Q & A



Remember to unmute yourself or chat in questions!

ONLINE RESOURCES

Data Governance Handbook

Phase 1	Phase 2	Phase 3
Laying the Foundation • Purpose and Goals • Leadership Support & Executive Sponsorship • Data Strategy	**Assembling the Team** • Data Governance Committee • Data Stewards • Data Services	**Putting Governance in Motion** • Training & Communication • Policies & Procedures
Tools: ***Data Strategy Worksheet, Analytics Capability Assessment***	***Charter & Committee Agendas, Data Steward Responsibilities, Analyst Job Description***	***Communication Roles, Data Literacy Plan, Policies & Procedures***

Reminders: Upcoming Events

Event	Date
Data Webinar Series, Part 1: Building a Data-Driven Culture for Pop. Health Management	July 19, 2017
Data Webinar Series, Part 2: Design Thinking for Data Visualization	July 27, 2017
Data Webinar Series, Part 3: Tableau in Action	August 10, 2017
Data Webinar Series, Part 4: From Data to Action: Key Steps and Strategies for Using Data to Improve Care	August 17, 2017
Site Visits • Petaluma Health Center • West County Health Center	 August 30, 2017 Sept. 19, 2017
Patient Communication In-Person Workshop (East Bay, CA)	Sept. 7, 2017

CONTACT INFORMATION

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THANK YOU!