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

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Content</th>
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<tbody>
<tr>
<td>12:00pm –12:05</td>
<td>Welcome and Overview (5 mins)</td>
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<tr>
<td>12:05 –12:50</td>
<td>Framework &amp; Key Capabilities for Developing Strong Data Processes and Systems to Improve Care (45 minutes)</td>
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<tr>
<td></td>
<td>• Video #1: A Public Health Approach to Population Health Management</td>
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<td>• Video #2: Right-sizing Data Governance</td>
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<td>• Video #3: Roles in a Data Driven Organization</td>
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<tr>
<td>12:50-1:00pm</td>
<td>Questions, Next Steps &amp; Closing (10 mins)</td>
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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)*
“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?

- Cost Accounting
- Patient Reported Outcomes
- SDOH
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
Managing Data as a Strategic Asset

- People
- Process
- Technology

- Human Resources
- Capital
- Brand
- Facilities
- Technology
- Data
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

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
Data Governance Balancing Act
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?

<table>
<thead>
<tr>
<th>Data Denial</th>
<th>Data Indifferent</th>
<th>Data Informed</th>
<th>Data Driven</th>
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</thead>
<tbody>
<tr>
<td>You distrust data and avoid using it</td>
<td>You don’t care about data and have no need for it</td>
<td>You use it only when it supports your opinions or decisions</td>
<td>You use it to shape and inform all your decisions</td>
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Q & A

Remember to unmute yourself or chat in questions!
ONLINE RESOURCES
Data Governance Handbook

Phase 1
Laying the Foundation
- Purpose and Goals
- Leadership Support & Executive Sponsorship
- Data Strategy

Tools:
- Data Strategy Worksheet, Analytics Capability Assessment

Phase 2
Assembling the Team
- Data Governance Committee
- Data Stewards
- Data Services

Tools:
- Charter & Committee Agendas, Data Steward Responsibilities, Analyst Job Description

Phase 3
Putting Governance in Motion
- Training & Communication
- Policies & Procedures

Tools:
- Communication Roles, Data Literacy Plan, Policies & Procedures
## Reminders: Upcoming Events

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<td>• West County Health Center</td>
<td>Sept. 19, 2017</td>
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<tr>
<td>Patient Communication In-Person Workshop (East Bay, CA)</td>
<td>Sept. 7, 2017</td>
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CONTACT INFORMATION

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THANK YOU!