

Kaiser Permanente in the Community: Increasing Access to Care

PHASE ***Central Valley/Fresno*** ***Cohort***

Monthly Web-based Learning Session
May 18, 2016



Program Updates & Events

1. **April 26th Meeting - Thank You!**
 - Evaluation results – www.centralvalleyphase.com
2. **Team Leader Calls - June 13th 10:00 a.m.**
3. **Project Workbook**
4. **Next Webinar – Wednesday, June 22nd - TBD**
1. **In Person Meeting – Wednesday July 20th**
 - Building and Growing Data Services
 - Dashboard Clinic
 - Team Time

Introduction to Data Governance

May 18th, 2016 | PHASE Program Webinar | Brian Eliason



Poll Question: What does the number 3,780,000 represent?

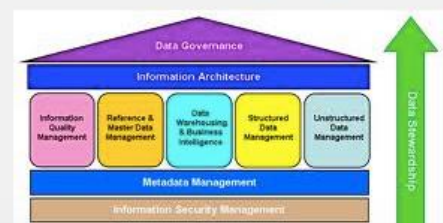
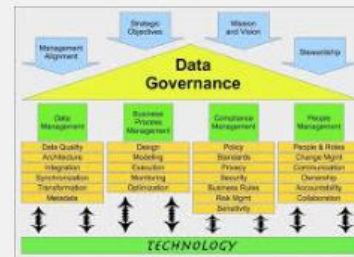


- A. The number of data governance definitions
- B. The average number of database entries per day in a primary care practice
- C. The amount of waste created due to poor data governance

Clearly We Don't All Agree...



FIGURE 1: The Data Governance Maturity Model

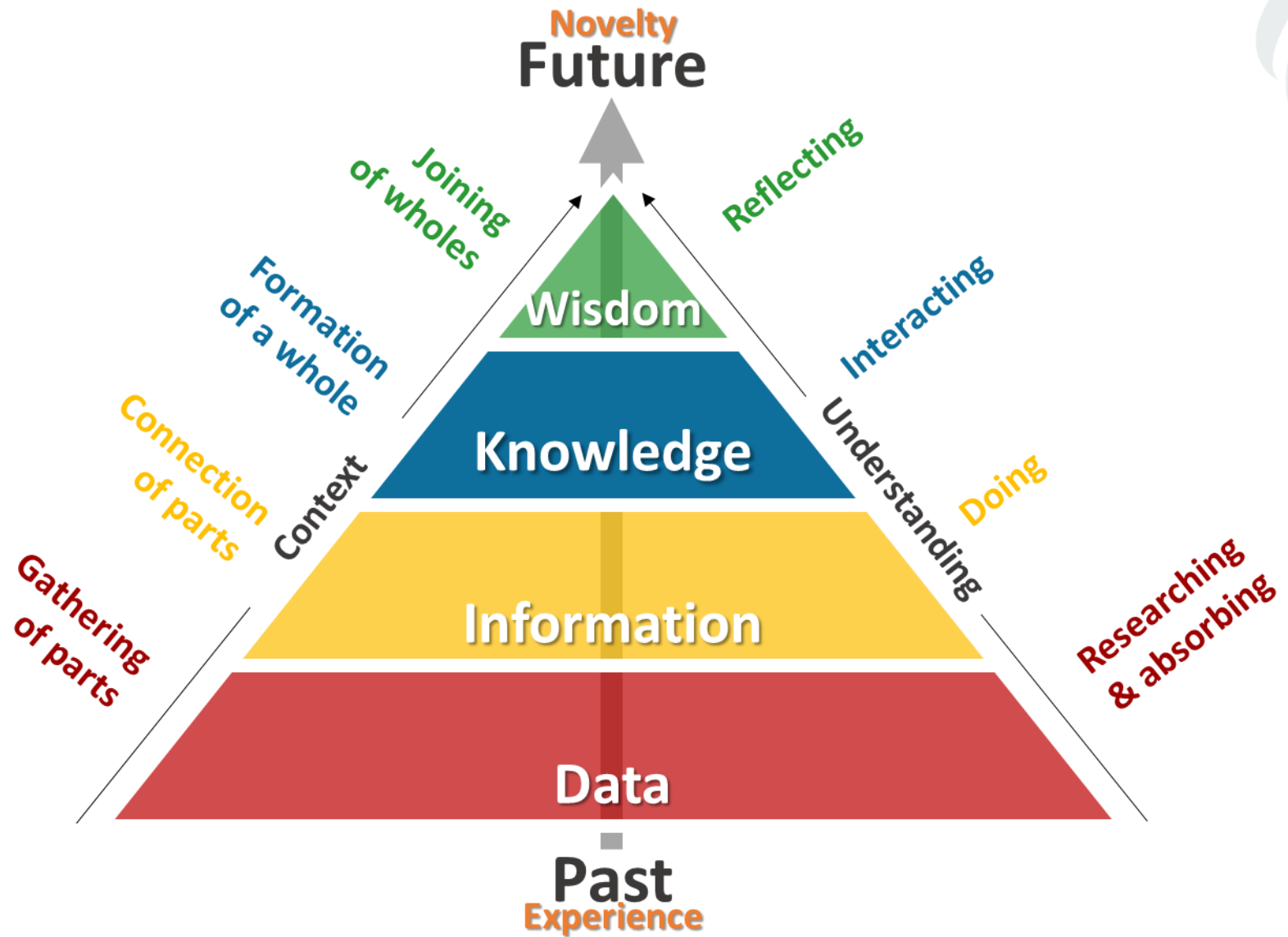


Health Catalyst's Definition



The **people, processes, & technology** orchestrated to **maximize the value of data** to the organization.





The Triple Aim of Data Governance

1. Ensuring Data Quality

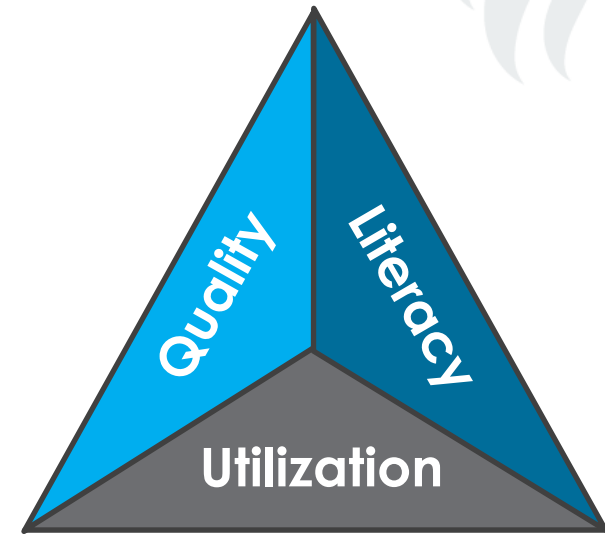
- Data Quality = Completeness x Validity

2. Building Data Literacy

- Hiring and training to become a data-driven organization

3. Maximizing Data Utilization

- Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



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

Does anyone in healthcare question...



the critical importance of data to enable better health at a lower cost?

that data quality matters when it comes to decision making?

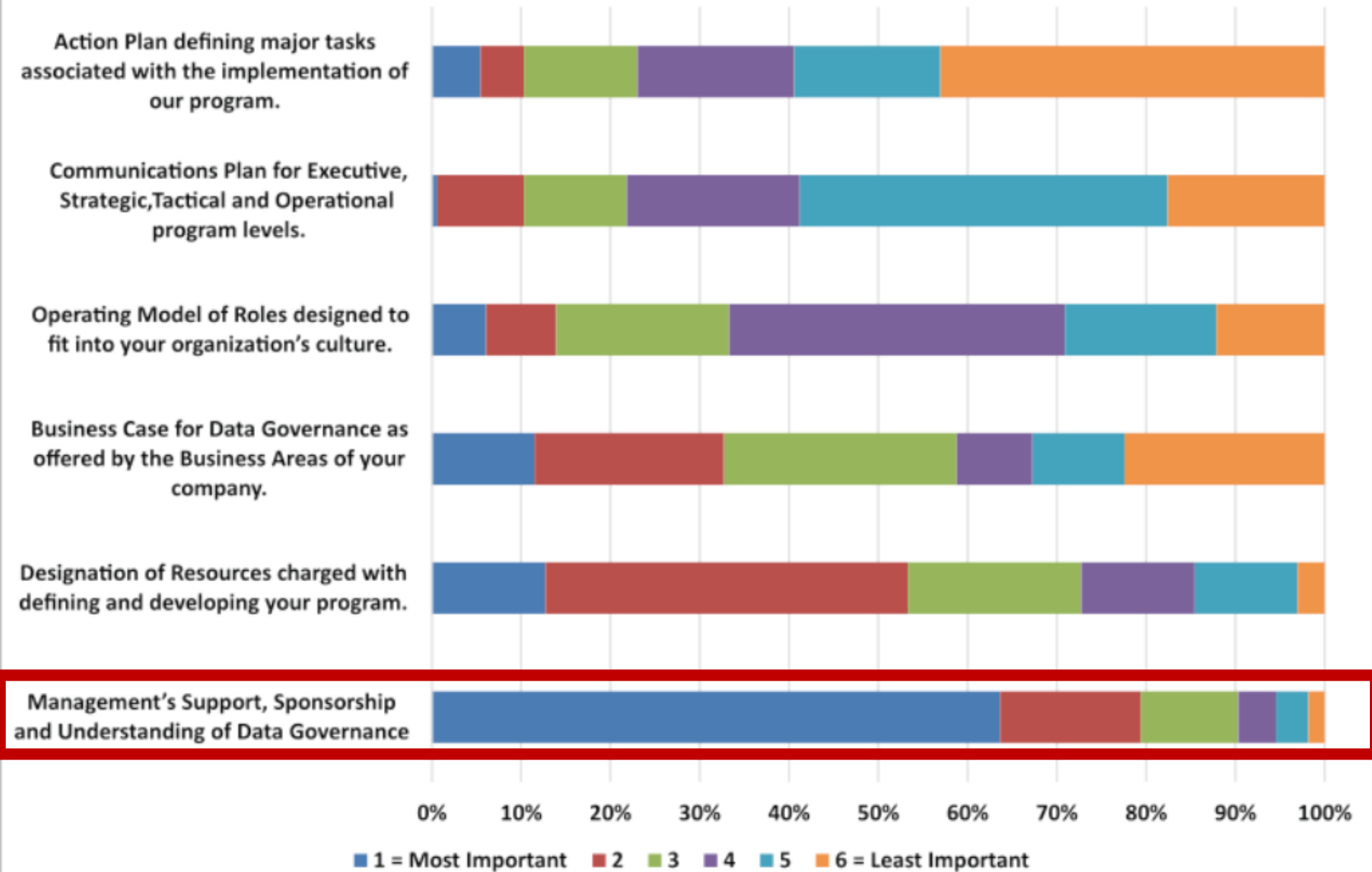
that data has implicit value, just like facilities, people, products, and supplies?

Learning Objectives



- Discuss the roles that participate in data governance
- Establish a foundational understanding on the triple aim of data governance
- Explore how to get started

Rank the importance of these components of starting your data governance program? (1 = Most Important, 6 = Least Important)





Data Governance Roles

Senior Leadership

Empower

Data Governance
Committee (DGC)

Coordinate

Data Stewards

Inform &
Optimize

Senior Leadership Team



Empower

- ✓ Set pursuing the triple aim of data governance as an organizational priority
- ✓ Provide team with the tools and training needed to grow data quality, literacy and utilization (a.k.a Fund It)
- ✓ Promptly address roadblocks

Data Governance Committee



Coordinate

- ✓ Address data issues that cut across the organization.
- ✓ Provide a framework for achieving the triple aim of data governance
 - ✓ Monitor and address data quality
 - ✓ Establish and maintain data-literacy and
 - ✓ Data-utilization promotion and training
- ✓ Organize and support the data steward community (e.g., communications, meetings, training, etc.).
- ✓ Remove roadblocks reported by the data analysts

Centralized Principles, Delegated Authority



Data Governance Committee Membership



QI/Analytics Leader > Representing the analytics customers

IT Leader > The systems and data technologist

Medical and Ops Leader > The clinical data owners

Finance Leader > The financial, revenue and expense data owner

EHR/Health IT Leader > The clinical data technologist



Data Steward

Inform and Optimize

- ✓ Reinforce the data-governance *principles*.
- ✓ Develop and refine data-governance *practices*.
- ✓ Identify best practices and share success stories.
- ✓ Provide direction on data definitions, usage, and access.
- ✓ Address data issues or escalate to the DGC as necessary.
- ✓ Identify data literacy gaps and address or escalate as appropriate.
- ✓ Analyze data and resolve any data accuracy or integrity issues

Data Steward



- *Data steward* is their role, not their title.
- Recognized go-to experts for data questions or problems.
- Business/clinical users with expert knowledge of processes in their departments and how data is used within those processes.
- Their primary role (job title) differs from one data steward to another.

Data Steward: Requirements



Business knowledge: Understand the business direction, processes, rules, requirements and deficiencies.

Develop relationships: Seen as a trusted partner in the work

Analysis: Understand how to analyze data and solve problems

Facilitation and negotiation: Help stakeholders reach agreements

Communication: Effectively convey the business rules and definitions and promote them with the business areas as well

Poll Question: Of the Data Steward Requirements, which do you see as being most valuable asset?



- A. Business knowledge
- B. Develop relationships
- C. Analysis skills
- D. Facilitation and negotiation skills
- E. Communication skills

The Triple Aim of Data Governance

1. Ensuring Data Quality

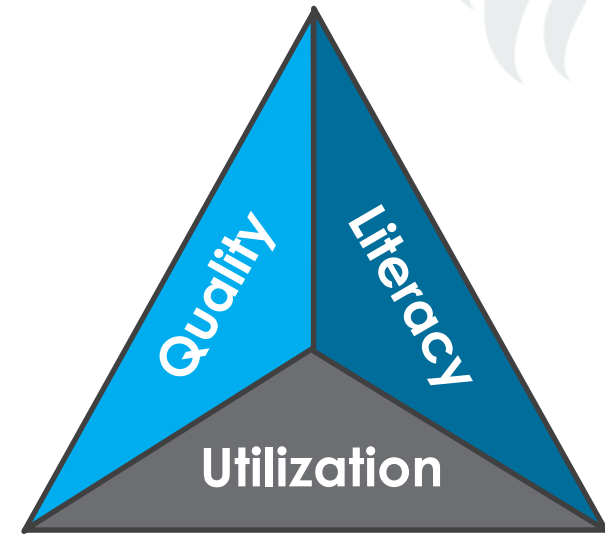
- Data Quality = Completeness x Validity

2. Building Data Literacy

- Hiring and training to become a data-driven organization

3. Maximizing Data Utilization

- Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



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

The Triple Aim of Data Governance

1. Ensuring Data Quality

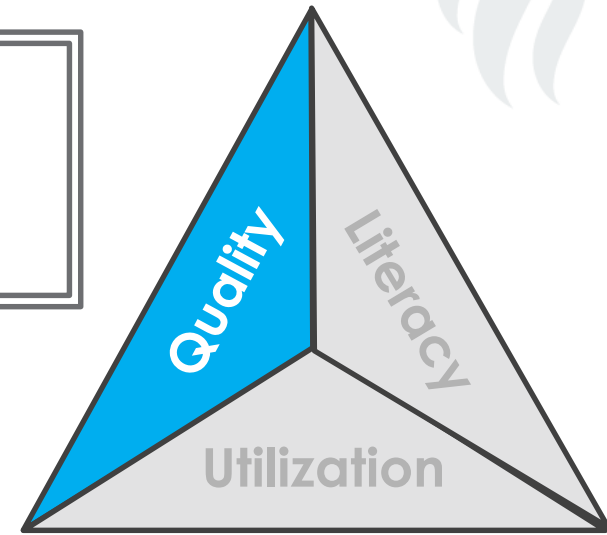
- Data Quality = Completeness x Validity

2. Building Data Literacy

- Hiring and training to become a data-driven organization

3. Maximizing Data Utilization

- Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



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

Principles of Data Quality



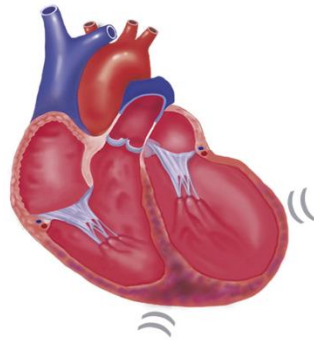
- Clean data as close to its birth place as possible
- Quality is co-owned by technical and business
 - Data stewardship must be clear and owned by business
- Don't let perfect get in the way of good enough
- Its OK to have multiple definitions



Once Upon a Time...



Left Ventricular Ejection Fraction



J Am Coll Cardiol. 2015;66(5):524-531. doi:10.1016/j.jacc.2015.05.057

The Triple Aim of Data Governance

1. Ensuring Data Quality

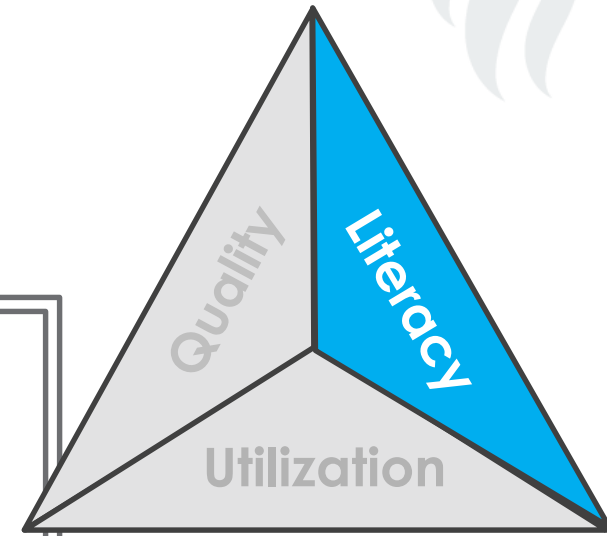
- Data Quality = Completeness x Validity

2. Building Data Literacy

- Hiring and training to become a data-driven organization

3. Maximizing Data Utilization

- Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



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

Principles of Data Literacy

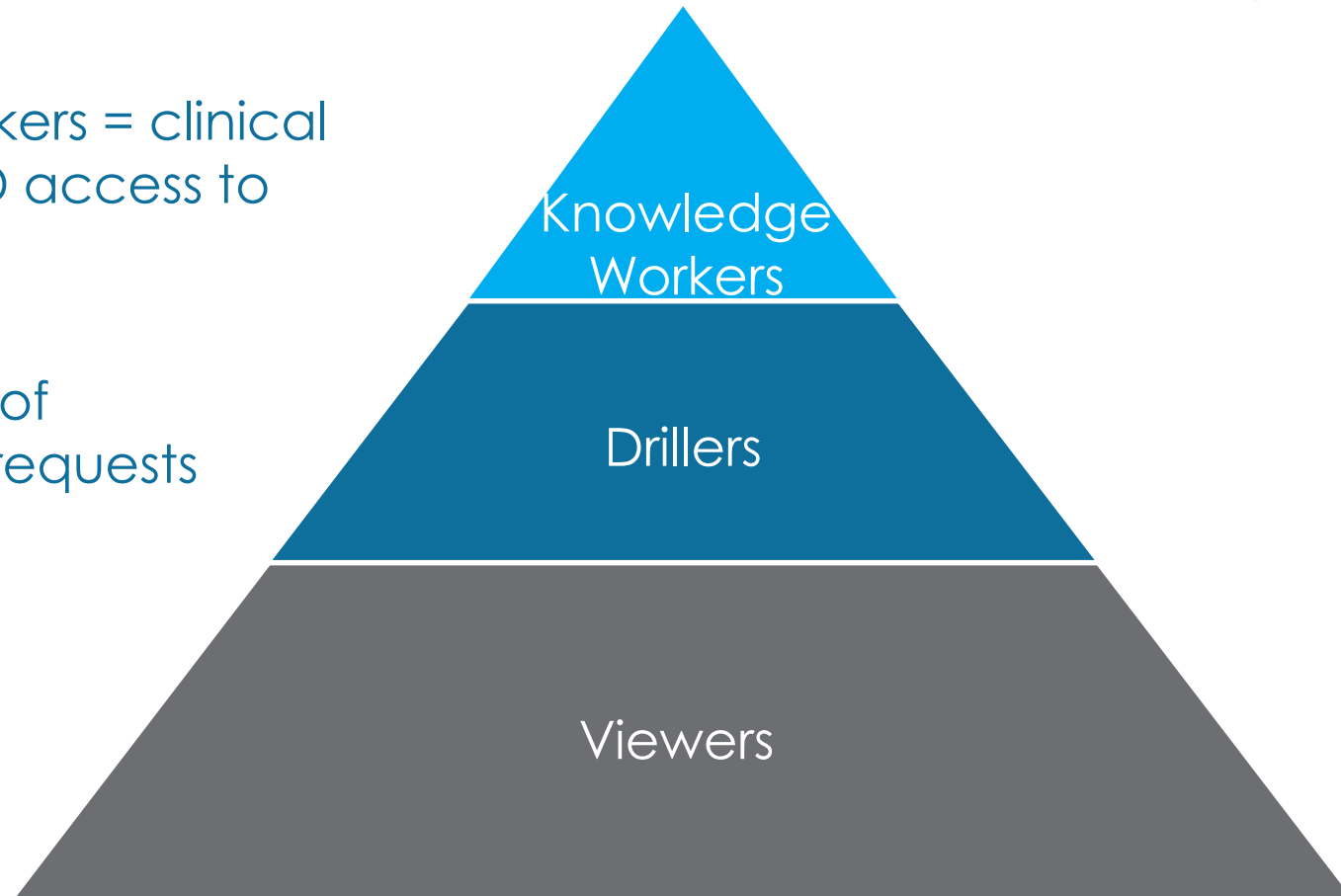


- Increase number and sophistication of **knowledge workers**
- Establish a robust education and training program for knowledge workers and work group leaders
- Establish a culture of data-driven decisions
 - Ask, “What does the data say?”
- Make data visible

Data Literacy

Typical Current State

- Knowledge workers = clinical knowledge AND access to tools and data
- Large backlogs of analytic/report requests



User Distribution

Data Literacy

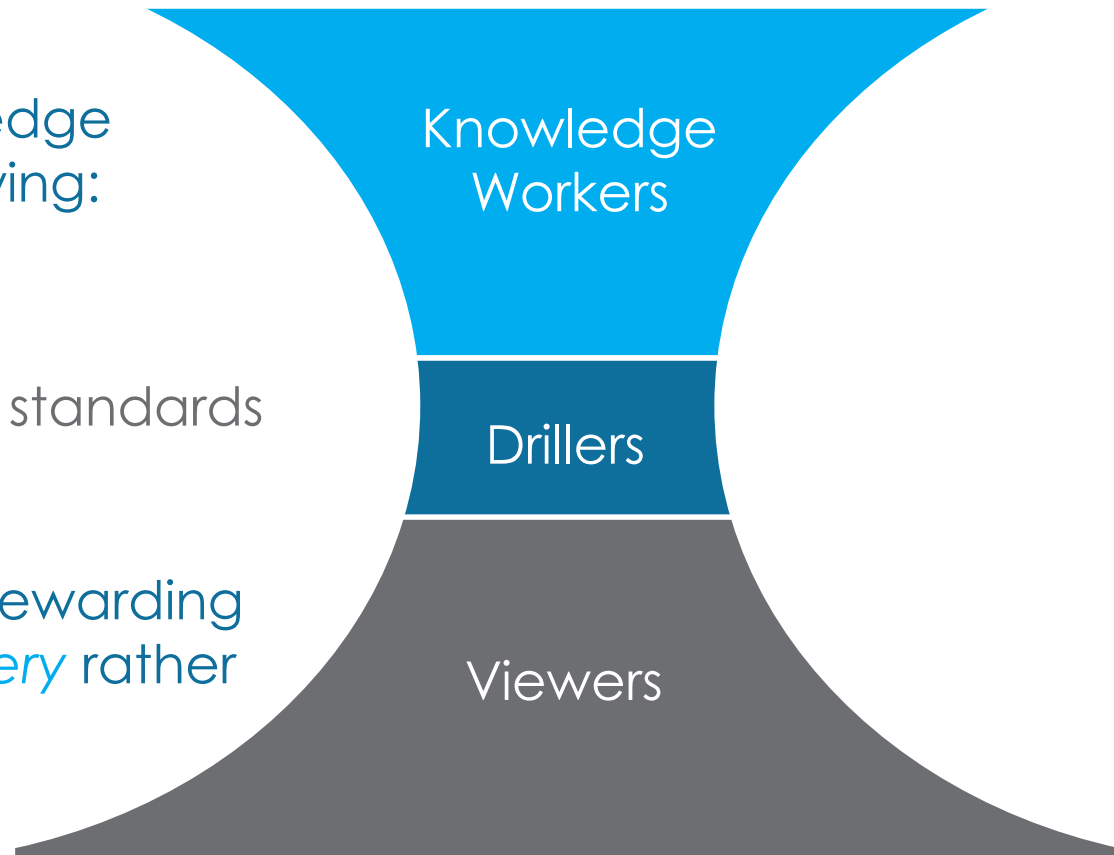
Desired Future State



Increase number of knowledge workers by doing the following:

- Expand data access
- Simplify data structures
- Continue use of naming standards
- Provide better tools

Promote shift in culture by rewarding *process knowledge discovery* rather than punishing outliers



Desired User Distribution



Once Upon a Time...



Primary Care Physicians want data

- “Where’s the data?”

“We need more Kates”

- Data mature organizations have 10s or 100s (depending on size of organization)



“I told you I wasn’t a hunter gather. I’m an analyst!”

The Triple Aim of Data Governance

1. Ensuring Data Quality

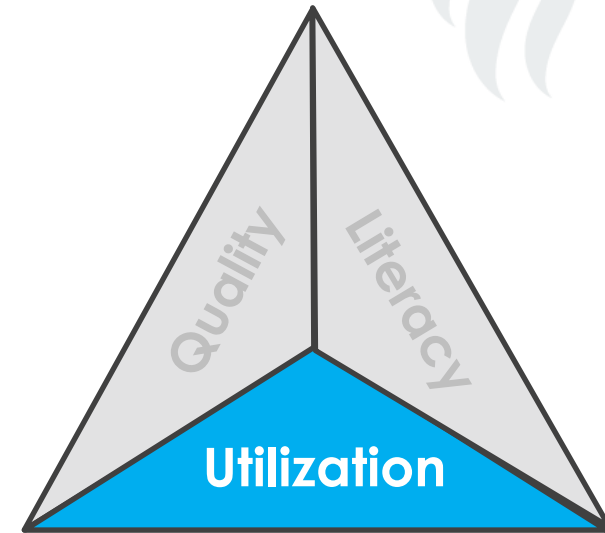
- Data Quality = Completeness x Validity

2. Building Data Literacy

- Hiring and training to become a data-driven organization

3. Maximizing Data Utilization

- Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction



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

Principles of Data Utilization



- Treat data utilization as a “small business”
- Error on the side of MORE access
- One tool will NOT rule them all
 - Ad hoc, canned reports, analytical apps (e.g., dashboards)
- Form an Analytics User Group

Balance Quality, Literacy, and Utilization with Privacy and Security.



Security AND Governance



Information Security Committee

Constantly pulling for greater data **protection**

Data Governance Committee

Constantly pulling for broader data **access**





Keys to Analytic Success

The Data Governance function should be a driving force in all three...

Mindset

Building a “data driven” culture

Skillset

Actively growing data literacy among employees

Toolset

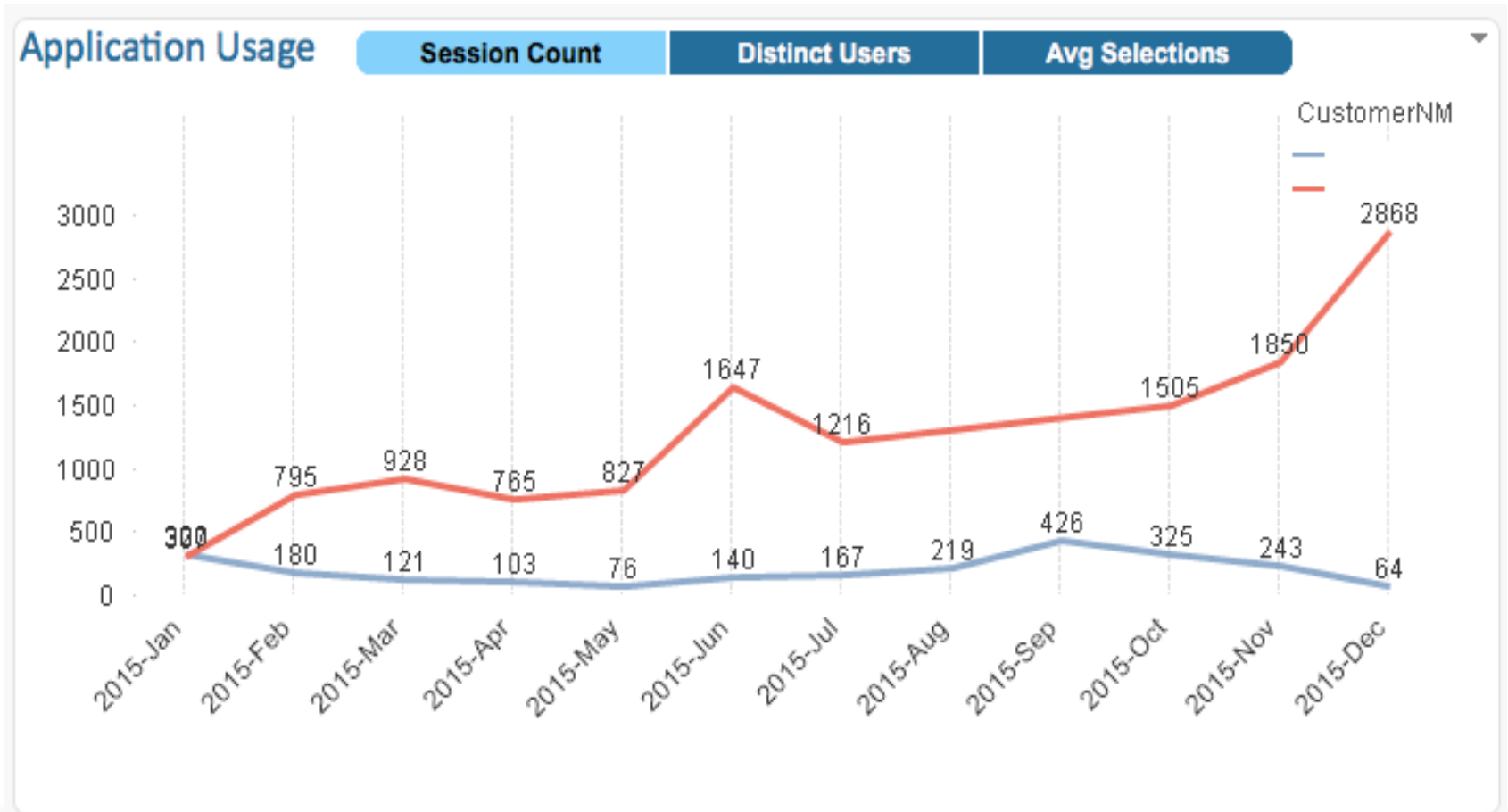
Choose the right tool(s) to support analytics and data governance



Once Upon a Time...



“Treat analytics like a small business”



Data Governance Should Be Consistent, but Not Fanatical



Qualities of Fragmented Governance



Not enough data governance

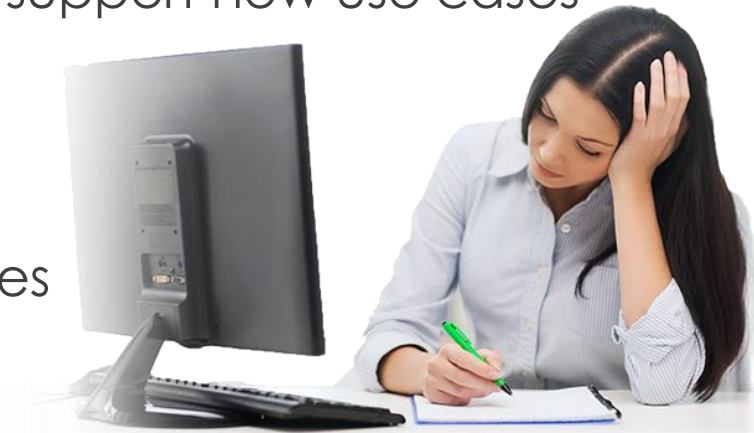
- Completely decentralized, uncoordinated data analysis resources
- Inconsistent analytic results
- Poor data quality
- No mechanism to address data quality problems
- Inability to respond to new use cases and requirements

Qualities of Authoritarian Governance



Too much data governance

- Unhappy data analysts... and their customers
- Everything takes too long
 - Loading new data
 - Making changes to data models to support new use cases
 - Getting access to data
 - Resolving data quality problems
 - Developing new reports and analyses

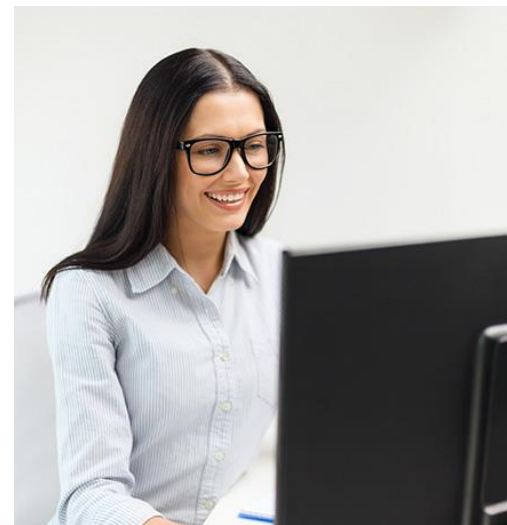


What Does It Look Like?



“Goldilocks” (just-right) data governance

- Pragmatic processes to resolve data quality issues exist that involve all stakeholders in the data chain.
- Mechanisms are in place to develop approaches to new data use cases.
- Sensitive data are protected but unconstrained exploration of the EDW is encouraged and supported.
- Regular successes from leveraging the data are achieved.
- A data-driven culture evolves in the organization and becomes the standard for decision making.



Common Pitfalls



Wandering: Lacking direction and experience

- “We know we need data governance, but we don’t know how to go about it.”

Technical Overkill: An overly passionate and inexperienced IT person leads the committee

- Can’t see the forest for the trees.
- Encourages micromanagement; for example, she may ask executives on the Data Governance Committee (DGC) to define naming conventions and data types for a database column and other details protection.

Common Pitfalls Continued



Politics: Members of the DGC are passive aggressive, narrowly motivated, data poseurs

- They pretend to be data driven but make it difficult to access data appropriately.
- They get territorial about “their” data.
- Their attitude may be “that person isn’t smart enough to use my data properly.”

Red Tape: Committee members are not governors of the data, they are bureaucrats

- They impose red-tape processes for accessing data.
- They confuse data governance with data protection.

Poll Question



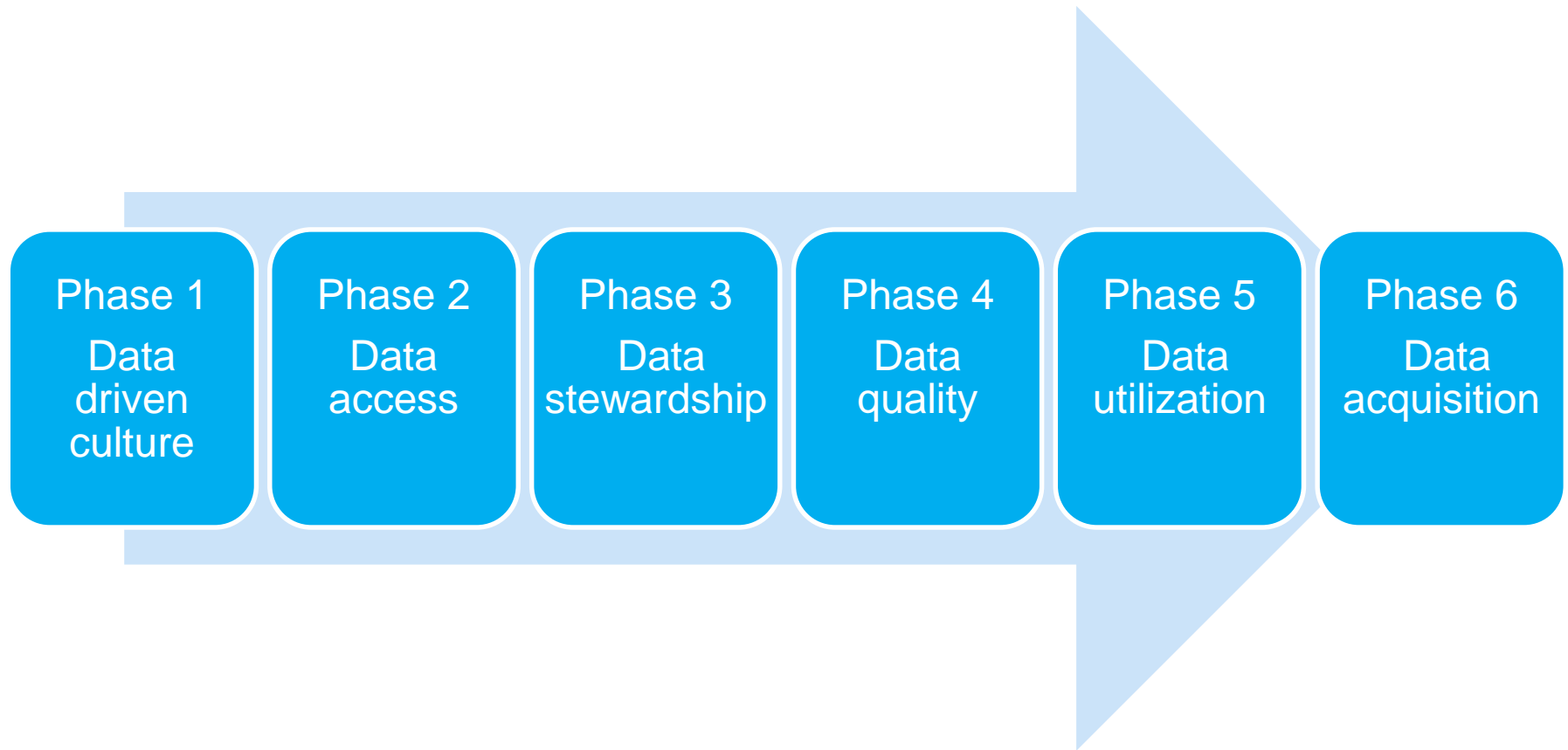
Your organization's biggest risks to the success of the Data Governance Committee?

- ☐ Wandering
- ☐ Technical Overkill
- ☐ Politics
- ☐ Red Tape
- ☐ Other



Okay. Now, *how do we get started?*

Phases of Data Governance



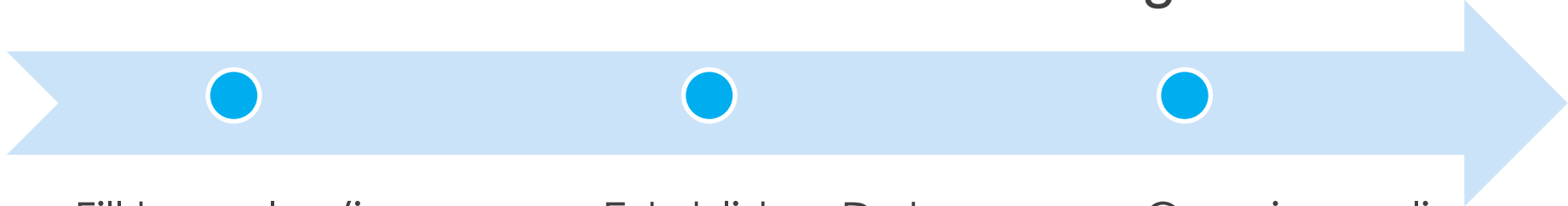
Data Governance Roadmap



Short Term

Mid Term

Long Term



- Fill key roles (i.e. Data Stewards)
 - Select a family of measures, program, or KPIs to build governance processes
 - Define data strategy, standards and processes
- Establish a Data Quality Response plan
 - Establish a prioritization system for data and information requests
 - Align work groups with leadership accountability
- Ongoing policy implementation
 - Validation
 - Proactive quality audits
 - Data Steward audit reports
 - Time bound access

Takeaways





A Few Lessons Learned...

- Establish a common language
- Clearly define boundaries
- Don't try to “boil the ocean” – Focus on the core data elements
- Democratize Data Quality – within guardrails
- Don't wait for data to be perfect to expose
- Robust data governance and operations governance overlap
- Be patient. This is a marathon, not a sprint



In Conclusion

Practice democratic data governance

- Find the balance between central and decentralized governance
- Federal vs. States' rights is a good metaphor

The Triple Aim of Data Governance

- Data Quality, Data Literacy, and Data Utilization

Analytics gives data governance something to govern

- Start within your current scope of influence and data, then grow from there

