Program Updates & Events

1. April 26th Meeting - Thank You!
   • Evaluation results – www.centralvalleypulse.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…
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

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)

- Action Plan defining major tasks associated with the implementation of our program.
- Communications Plan for Executive, Strategic, Tactical and Operational program levels.
- Operating Model of Roles designed to fit into your organization’s culture.
- Business Case for Data Governance as offered by the Business Areas of your company.
- Designation of Resources charged with defining and developing your program.
- Management’s Support, Sponsorship and Understanding of Data Governance

1 = Most Important  2  3  4  5  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

- Analytics Subcommittee
- EHR Subcommittee
- Strategic Data Acquisition Subcommittee
- Data Stewardship Subcommittee

C-LEVELS
“The Supreme Court”

“Lower Courts”

These are examples. Adjust to your organization.
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
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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
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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
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
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!”
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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.

- Overlapping Security and Governance Leadership
- Time-Bound Access
- Audited Access
- Emphasis on Data Value
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

1. Phase 1: Data driven culture
2. Phase 2: Data access
3. Phase 3: Data stewardship
4. Phase 4: Data quality
5. Phase 5: Data utilization
6. Phase 6: Data acquisition
Data Governance Roadmap

Short 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

Mid Term

- Establish a Data Quality Response plan
- Establish a prioritization system for data and information requests
- Align work groups with leadership accountability

Long Term

- 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