FUNDAMENTALS OF DATA GOVERNANCE:
A WORKSHOP FOR HEALTH CENTERS

SAFETY NET ANALYTICS
PROGRAM LAB

Module 4: Data Governance Action Plan
Define data governance and identify the types of problems that signal a need for it.

Describe key roles and structures needed to address data problems.

Develop an action plan to use data governance practices and build capability in your organization.
A ROADMAP FOR BUILDING CAPABILITY

Healthcare Analytics

Reactive
Responsive
Proactive
Predictive

Building a Data Driven Culture
## COMPONENTS OF THE “ACA”

<table>
<thead>
<tr>
<th>Domain</th>
<th>Indicators</th>
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<tbody>
<tr>
<td>People</td>
<td><strong>Data Stewardship:</strong> The role of the “data steward” may be formally defined or informally recognized and is typically the “go-to” person within a department or site for all the queries/issues and usability of the data. Data stewards ensure the data is complete, accurate, and timely and that it is useful to the department or site in measuring performance and making improvement.</td>
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<td>Factors</td>
<td>18. To what extent are departmental staff identified as being responsible for defining data requirements and ensuring departmental or project based data quality and effective use?</td>
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**Scoring Level**
ACTION PLAN

Data Stewardship
INSTRUCTIONS FOR BUILDING THE ACTION PLAN

- Assess your performance
- Identify immediate next step(s) to build capability
- Identify 2 additional actions to take over 3-6 months
- Report out and share Ideas for Action
1. DATA STEWARDSHIP

The role of the data steward is to ensure that data are accurate, complete and timely and support the end users needs.

- To what extent have staff been identified as being responsible for defining data requirements and ensuring departmental or project based data quality and effective use?

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<tr>
<td>No formal ownership within departments; staff use their own initiative and rely on “gut feel” or self-defined standards of accuracy and quality.</td>
<td>Departmental data users or experts have an informally acknowledged role in assuring that data are captured consistently and accurately.</td>
<td>Clearly defined, formal roles are called out for data stewardship in some high-priority areas or departments.</td>
<td>Data stewards are present and acknowledged throughout all departments the organization, and held accountable for accurate, reliable, integrated data to achieve organizational goals.</td>
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DATA STEWARDSHIP

The role of the data steward is to ensure that data are accurate, complete and timely and support the end users’ needs.

- If a data steward has not been identified, who is the logical choice?
- If a data steward has been identified, what is working and what are the opportunities?
- Is there an opportunity to expand the concept to other departments and specialties?
IDEA SHARE

Data Stewardship
IDEAS FOR ACTION

Data Stewardship

Executive Director set clear expectations for data stewardship throughout the organization but especially at orientation.

Assigned staff in each department to be data stewards; they ensure data quality, accessibility of data, set data/reporting priorities and support improvement of measures in their department.

Medical Director took on the role of data steward to prioritize the data and information requests that were overwhelming analysts; assigned “deputies” by specialty care (DM, HTN)

Defined the role, skills and competencies of data stewardship and incorporated it into every job description in the organization. (“We are all data stewards”).
RESOURCES & TOOLS

Data Steward Responsibilities
• DG Handbook p. 16
Data governance refers to the processes and structures in place to oversee and manage the data strategy, data and information needs, conflicts, definitions and gaps within an organization. The purpose of data governance is to improve data quality, increase data literacy, and maximize data use to achieve organization goals.

- To what extent are data issues and opportunities prioritized, resourced, and managed within your organization?
IDEA SHARE

Data Governance
## IDEAS FOR ACTION

### Data Governance

<table>
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<tr>
<td>Use monthly QI committee meeting to raise and prioritize data quality issues, in effect building a data governance structure.</td>
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<td>Develop (and share) a tool to enable prioritization of analytics efforts and resource allocation. Transparency is key to democratic data governance.</td>
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<td>Re-convene EHR team as a data governance committee with cross department representation.</td>
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<td>Place a standing agenda item on the Executive Committee meeting for setting priorities, resolving competing data requests, setting access and security policies and lobbying for resources.</td>
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<td>Use established data governance councils to more proactively strategize about how to collect and use data. Staff can pitch data requests (e.g., to show how they aligned with the strategic goals and how the benefits of collecting data would outweigh costs).</td>
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RESOURCES & TOOLS

Data Governance Charter
- DG Handbook pg 10-12

Data Governance Committee Agenda
- DG Handbook pg 13

Governance Policies and Procedures
- DG Handbook pg 19 - 21
3. DATA QUALITY

Data Quality refers to the trustworthiness of data used in the organization for decision-making and the efforts to ensure accuracy, completeness, and timeliness.

- To what extent does your organization ensure accurate data across the organization?
IDEA SHARE

Data Quality
IDEAS FOR ACTION

Data Quality

- Provide new staff with orientation on inputting quality data, data standards and data stewardship.
- Create guidelines and processes for data input and quality to increase trust in data.
- Document data definitions for key performance metrics and share on enterprise site (e.g. SharePoint) so that everyone had a definitive reference.
IDEAS FOR ACTION, CONTINUED

Data Quality

Use analytics tools to generate quarterly data accuracy reports (missing data, obvious incorrect/out-of-range data, etc.).

Hold 1:1 meeting with care teams to engage them being part of the solution to data problems.

One health center incorporated a data quality segment into all standard reporting forums (QI, department meetings, etc.).
RESOURCES & TOOLS

HITEQ Center - Data Quality Checklist
A data-driven culture refers to an organizational climate that embraces use of data in achieving organization goals and making positive change through continues improvement in all areas.

- *To what extend does the organization promote data literacy and require supporting data to make decisions?*

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<td>The focus of data and information management is mostly on accurate historical data and retrospective reporting.</td>
<td>Data and information is available and used by department heads, but not uniformly required when making operational decisions or changing strategy.</td>
<td>Data and information is used by managers and leaders on a regular basis, is pushed down and across the organization, and is required to support business cases and key decisions.</td>
<td>Data-driven decisions are pervasive in the organization at all levels. Line staff knows how their day-to-day actions affect performance metrics and achievement of goals. Data literacy is a hallmark of the organization.</td>
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IDEA SHARE

Data-Driven Culture
Leaders must communicate and model data-driven behavior. Try doing a simple cost benefit analysis on data projects to get their attention.

Develop site and provider level scorecards to make measures more relevant to teams and individuals. The more people can see their actions reflected in metrics, the more engaged they’ll be.

Utilize platforms like SharePoint to post reports that all staff can see; more sophisticated systems can allow users to select from drop down menus by site, department and provider to easily access their data.

Produce reports in ways that users can easily identify what action they need to take (e.g., screening rate plus number of screenings to reach goal).
RESOURCES & TOOLS

Communication Roles & Responsibilities
- DG Handbook pg 18

Training and Data Literacy Plan
- DG Handbook pg 22
THE DAY IN REVIEW:

• Data are an asset.
• Virtually all data issues can be mapped back to the Triple Aim of Data Governance.
"Wow, I had no idea that the reports were that inaccurate."

"How are all the reporting and data needs being managed and prioritized? There is so much going on."
### THE DAY IN REVIEW: MODULE 3

**INCREASING DATA LITERACY**

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<td>5.</td>
<td>Use of Targets or Goals</td>
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<td>Self Service</td>
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Healthcare Analytics

Reactive  Responsive  Proactive  Predictive

Building a Data Driven Culture
HOW DO I KNOW IF WE’RE DATA DRIVEN?

Data Denial
You distrust data and avoid using it

Data Indifferent
You don’t care about data and have no need for it

Data Informed
You use it only when it supports your opinions or decisions

Data Driven
You use it to shape and inform all your decisions