

FUNDAMENTALS OF DATA GOVERNANCE:
A WORKSHOP FOR HEALTH CENTERS

SAFETY NET ANALYTICS PROGRAM LAB

Module 4: Data Governance Action Plan

SESSION OBJECTIVES



Define data governance and Identify the types of problems that signal a need for it



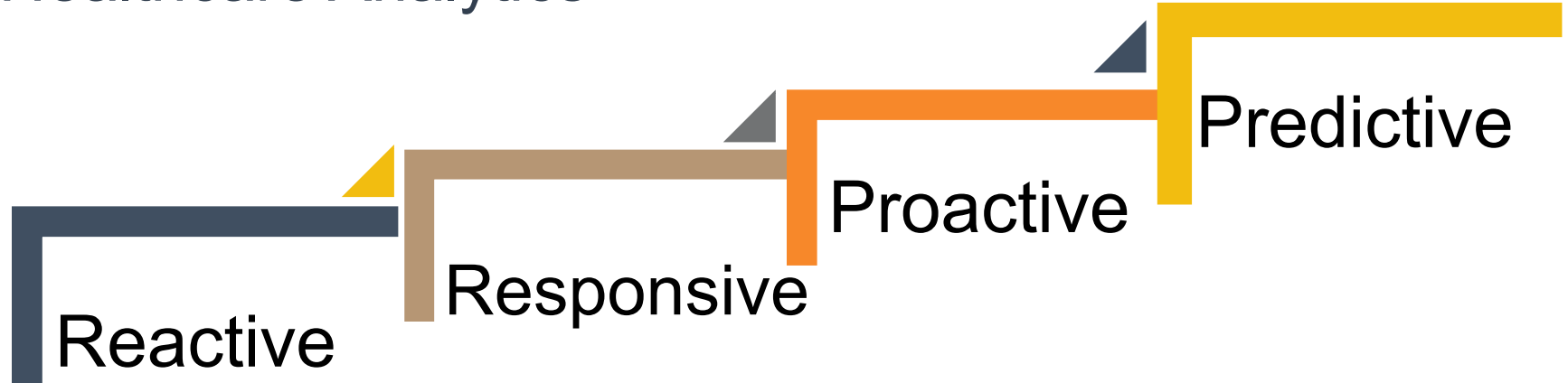
Describe key roles and structures needed to address data problems



Develop an action plan to use data governance practices and build capability in your organization

A ROADMAP FOR BUILDING CAPABILITY

Healthcare Analytics



Building a Data Driven Culture

COMPONENTS OF THE “ACA”

Domain

1. PEOPLE												
Capability Level	Reactive			Responsive			Proactive			Predictive		
Data Stewardship: 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.												
1B. 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?	No formal ownership within departments, staff use their own initiative and rely on "gut feel" or self-defined standards of accuracy and quality.			Departmental data users or experts have an informally acknowledged role in assuring that data are captured consistently and accurately.			Clearly defined, formal roles are called out for data stewardship in some high-priority areas or departments.			Data stewards are present and acknowledged throughout all departments the organization, and held accountable for accurate, reliable, integrated data to achieve organizational goals.		
SCORE	0	1	2	3	4	5	6	7	8	9	10	11

Factors

Indicators

Scoring Level



ACTION PLAN

Data Stewardship

INSTRUCTIONS FOR BUILDING THE ACTION PLAN



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?*

Reactive			Responsive			Proactive			Predictive		
No formal ownership within departments; staff use their own initiative and rely on “gut feel” or self-defined standards of accuracy and quality.			Departmental data users or experts have an informally acknowledged role in assuring that data are captured consistently and accurately.			Clearly defined, formal roles are called out for data stewardship in some high-priority areas or departments.			Data stewards are present and acknowledged throughout all departments the organization, and held accountable for accurate, reliable, integrated data to achieve organizational goals.		
0	1	2	3	4	5	6	7	8	9	10	11

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”).



Data Governance Handbook

IMPLEMENTING DATA MANAGEMENT PRACTICES IN HEALTH CENTERS

RESOURCES & TOOLS

Data Steward Responsibilities

- DG Handbook p. 16

2. DATA GOVERNANCE

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?*

Reactive			Responsive			Proactive			Predictive		
Motivated individuals or groups within a department take ownership of their priority data needs and do what they can within their control; IT generally makes most data decisions.			Teams are formed to address data management for one-off initiatives when a problem or new clinical/business case requires it and depends on the project team to execute.			A formal data governance project management structure is emerging in the organization to ensure that priority goals and objectives can be met and the data needed is available.			Cross-functional team(s) meets regularly to ensure that data definitions and data requirements are integrated, standardized and documented, and data access is optimized both across the organization and with external partners.		
0	1	2	3	4	5	6	7	8	9	10	11



IDEA SHARE

Data Governance

IDEAS FOR ACTION

Data Governance

Use monthly QI committee meeting to raise and prioritize data quality issues, in effect building a data governance structure.

Develop (and share) a tool to enable prioritization of analytics efforts and resource allocation. Transparency is key to democratic data governance.

Re-convene EHR team as a data governance committee with cross department representation.

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.

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).



Data Governance Handbook

IMPLEMENTING DATA MANAGEMENT PRACTICES IN HEALTH CENTERS

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?*

Reactive			Responsive			Proactive			Predictive		
Not a priority. Most efforts are focused on cleanup and individual intervention; data quality review does not occur with rigor or regularity in the organization.			Data quality reviews occur within selected teams, departments or sites but the efforts are usually one-time efforts and not sustained on an ongoing basis.			Departmental data quality tracking reports are produced on a regular basis and are integrated and aligned across the organization; common errors are assessed and training occurs to address them.			Data collection and aggregation is highly automated with built-in data quality checks and exception reports; measures of data quality (e.g., % accuracy) prioritize and inform ongoing data quality efforts and trace errors to individuals for training.		
0	1	2	3	4	5	6	7	8	9	10	11



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.).



Data Governance Handbook

IMPLEMENTING DATA MANAGEMENT PRACTICES IN HEALTH CENTERS

RESOURCES & TOOLS

HITEQ Center -Data Quality Checklist

4. DATA-DRIVEN CULTURE

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?*

Reactive			Responsive			Proactive			Predictive		
The focus of data and information management is mostly on accurate historical data and retrospective reporting.			Data and information is available and used by department heads, but not uniformly required when making operational decisions or changing strategy.			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.			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.		
0	1	2	3	4	5	6	7	8	9	10	11



IDEA SHARE

Data-Driven Culture

IDEAS FOR ACTION

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).



Data Governance Handbook

IMPLEMENTING DATA MANAGEMENT PRACTICES IN HEALTH CENTERS

RESOURCES & TOOLS

Communication Roles & Responsibilities

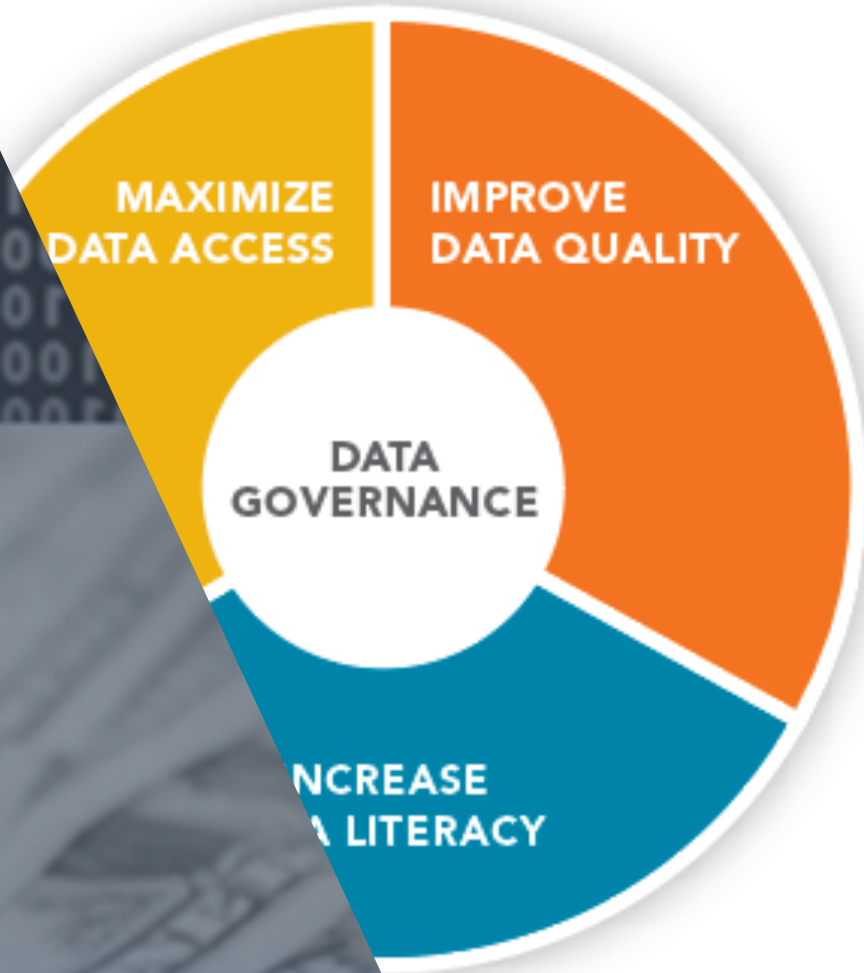
- DG Handbook pg 18

Training and Data Literacy Plan

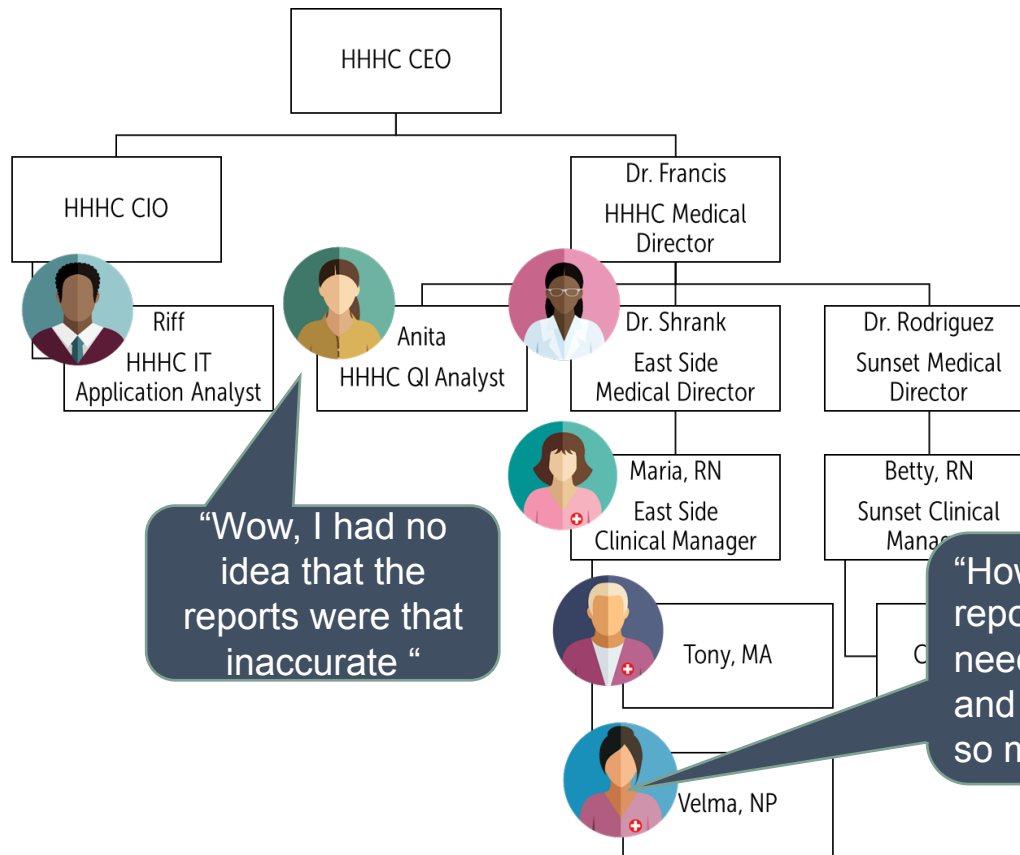
- DG Handbook pg 22

THE DAY IN REVIEW:

- Data are an asset.
- Virtually all data issues can be mapped back to the Triple Aim of Data Governance.



THE DAY IN REVIEW: ESSENTIAL ROLES AND STRUCTURES



THE DAY IN REVIEW: MODULE 3

INCREASING DATA LITERACY



1. Data/Analysis
Focus Aligned with
Strategy



2. Balanced
Measures



3. Data Quality



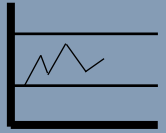
4. Trending of
Data



5. Use of Targets
or Goals



6. Self Service

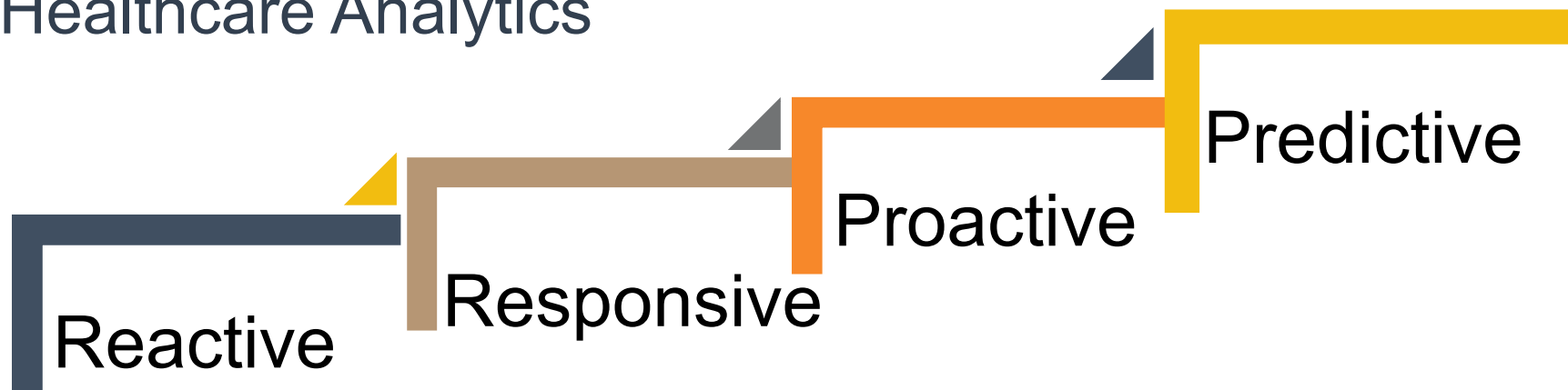


7. Advanced
Analysis Techniques

THE DAY IN REVIEW: MODULE 4

IT'S A JOURNEY

Healthcare Analytics



Building a Data Driven Culture

HOW DO I KNOW IF WE'RE DATA DRIVEN?

