Data Governance

Welcome to the Data Analytics Toolkit PowerPoint presentation on data governance. The complexity of healthcare delivery, the exploding demand for actionable information, pressure for greater public accountability, and the ever-changing legal and regulatory environment require quality data and information for decision making. Technology is the enabler of many changes, and the rapid adoption of information and communications technology in healthcare is changing how health information is managed. Every day industry stakeholders see signs and symptoms signaling the need to strengthen health information management and governance. The persistent breaches of personal

health information along with the rise of medical identity theft and healthcare fraud are obvious and troubling examples. Data integrity and quality problems in the paper medical record are re-incarnated and magnified in clinical information systems, and error correction is markedly more complex. The inconsistent ways in which unstructured data are managed and used, limits its usefulness. Effective data and information governance is imperative to the meaningful use of health information systems (Kloss, 2013). Information governance addresses who is responsible for what information and who can make business decisions about an information asset. Meaningful Use requirements are driving the creation of increasingly more data in healthcare, and healthcare organizations need to implement policies and programs to govern the use of this data to ensure data integrity.

Governance

- Information Governance

- Data Governance

- IT Governance

(Dimick, 2013; Kloss, 2013)

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Information governance and data governance are often used interchangeably; but despite the commonalities, there are also key differences. Information governance considers a broad perspective of health information issues, while data governance focuses on actual data elements collected in the medical record. Information Technology or IT governance focuses on IT systems and resources specifically. Information governance incorporates both data and IT governance (Dimick, 2013; Kloss, 2013).

Information Governance

An accountability framework and decision rights to ensure effective and efficient use of information across the organization to achieve its strategic goals.

(Logan, 2010; The Data Governance Institute, 2004-2008; Thomas Gordon, 2014)

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Let's look first at information governance. Information governance is led by executive leadership. It is an accountability framework and decision rights to encourage appropriate behavior in the valuation, creation, storage, use, archival, and deletion of information including processes, roles, standards, and metrics (Logan, 2010). Decision rights are a system of determining who, when, how, and under what circumstances a decision is made (The Data Governance Institute, 2004-2008). Information governance addresses who is responsible for what information and who can make business decisions about an information asset (Thomas Gordon, 2014).

Data Governance

The overall management of the availability, usability, integrity, and security of the data employed in an organization or enterprise.

(Warner, 2013; Dimick, 2013)

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Data governance is led at the business unit level and is a component of information governance. Data governance has an operational focus including an emphasis on policies, processes, and practices that address the accuracy, validity, completeness, timeliness, and integrity of data (Warner, 2013; Dimick, 2013).

Information Technology Governance

A structure built around how organizations align IT strategy with business strategy, ensuring continued achievement of strategies and goals, and implementing methods to measure IT's performance.

(Schwartz, 2007; Dimick, 2013)

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Lastly, IT governance includes policies and processes to ensure the effective evaluation, selection, prioritization, and funding of competing IT investments in accordance with the organization's strategy. The focus is on making technology decisions and determining IT strategy according to information needs (Dimick, 2013).

Data Governance Purpose

- To manage information as a strategic corporate asset

- To improve data quality and data integrity

- To instill a higher level of user

(Walton, 2013)

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Healthcare IT generates more data than ever before and attention to how this data is used is imperative. The purpose of data governance is to establish organizational structures, roles, policies, and procedures to manage information as a strategic corporate asset; to ensure consistent and proper management of data across the organization to improve data quality and data integrity; and to instill a higher level of confidence in information used in decision-making (Walton, 2013).

Data governance has three objectives to ensure greater accountability for quality as well as more consistent definitions for data. Data quality issues are often identified after reports are run. A data governance program includes methods for proactively identifying data quality issues before they become visible or used for decision-making. As data quality issues are discovered, they need to be resolved at the root of the problem which is often due to poorly defined rules or workflows in the business unit in which the data was collected. Data governance ensures well-documented processes and responsibility for data quality in the proper business unit. Many data quality issues are caused

by inconsistent data definitions. Data governance establishes a structure for various roles and responsibilities to ensure consistency of data management standards (Walton, 2013).

Primary Roles

- Executive decision makers
- Data owner
- Business data steward
- Technical data steward
- Gatekeeper
- Data advocates

(Walton, 2013; HIMSS, 2013)

There are various roles in a data governance program. The executive decision makers are administrators from across the organization. They may be part of the governance committee that identifies strategic goals, provides direction on data ownership, and makes resources available for governance activities (HIMSS, 2013). The data owner is usually at the director level and has full accountability for one or more types of data. The business data steward is the subject matter expert in a particular area and has the most important role. This person is most knowledgeable regarding a business unit's data and solutions to any data quality issues. The technical data steward uses

tools to identify data quality issues and implements program code fixes that have been approved by the data owner. The gatekeeper monitors the status of all data quality issues and tracks them until they are resolved (Walton, 2013). Data advocates ensure data can be easily accessed, help the organization with reporting data and using analytical processes, and help promote a data driven culture (HIMSS, 2013).

Infrastructure

- Standards
- Processes
- Organizational responsibilities
- Technologies

(HIMSS, 2013)

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Key items that should be included in a data governance program are standards, processes, organizational responsibilities, and technologies. Standards for defining data definitions, taxonomies, master reference data and enterprise data models are needed. Processes are necessary for managing data definitions, data quality, data change management, and data access. Organizational responsibilities for data governance oversight, planning and prioritization, training, and roles and responsibilities must be identified. Technology is needed for managing data dictionaries, master data management tools, data access and discovery tools, data manipulation tools, and data integration

tools (HIMSS, 2013).

Potential Focus Areas

- Data architecture
- Security
- Data quality
- Data Use / Access
- Compliance / Monitoring
- Master data management
- Classification
- Retention / Archiving

(Reno & Kersten, 2013)

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Establishing consistent policies, standard operating procedures, and a clear monitoring system to ensure accuracy and availability of data should be part of the data governance framework as well as defining the organization's information assets (Reno & Kersten, 2013).

Recommendations

- Create a vision
- Convene a steering committee
- Consider the information life cycle
- Conduct a current state assessment
- Develop a time frame
- Take an incremental approach

(Reno & Kersten, 2013)

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When developing an information governance program, use a data-dependent business need to raise awareness of the value of the organization's information assets to create a vision for a governance program. Convene a steering committee and assign key roles; be sure to engage executive leadership in the steering committee. Other working committees should also be developed. Consider all functions of the information life cycle when defining the scope of the governance program; information design and capture, content and record management, information analysis and use, data integrity/quality, access, security, and confidentiality. Conduct an assessment of the

current environment for all identified areas. For example, are policies and procedures in place and in use? Develop a timeframe considering initiatives such as the Meaningful Use program. Consider a phased approach and develop realistic timeframes. Finally, take an incremental approach, identifying priority areas to focus on first.

There are some important considerations when establishing a governance program. Be sure to obtain executive sponsorship so that you have the authority to move forward as needed. Empower department managers to make data decisions so they can feel an ownership in the governance structure. Promote 'quick wins' as much as possible so momentum can be created. Identify gaps in realizing strategic objectives and identify potential risks early so that the potential challenges are noted as soon as possible. Be sure to focus on improved productivity, quality, patient satisfaction, and strategy alignment.

Do's and Don'ts

DON'T:

- Communicate poorly to stakeholders
- Monitor and control data ineffectively
- Allow issues to remain unresolved
- Miss the 'fit' between business strategy and organization culture
- Forget to integrate data governance with other data projects

(Arredondo, 2013)

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There are also cautions to be aware of. Be sure to communicate clearly, effectively, and often to stakeholders. Monitor and control data and resolve identified issues as soon as possible. Do not miss the alignment or 'fit' between business strategy and organization culture. Attention to the strategy and culture is key to success. Also, integrate data governance with other data projects so that the connections are apparent.

The benefits of effectively governing all this data that healthcare organizations are gathering in their quest for Meaningful Use of health IT include the

- ability to describe how, when and by whom data was received, created, accessed, modified, and/or formatted,
- ability to determine whether data is fit for its intended use,
- ability to ensure security and privacy compliance across integrated departments, and the
- ability to provide a logical structure for communicating complex activities and making decisions

The challenges in effectively governing data may be related to resource availability and management, ineffective project teams, ensuring a focus on data governance, having clear authority, obtaining executive buy-in, and ensuring clear alignment to the business strategy.

Final Requirements

- A successful data governance initiative will require additional resources.

- Senior leadership must be supportive and continually reinforce the importance of the governance initiative.

(Walton, 2013)

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When initiating and developing an effective data governance program, keep in mind that a successful program will require additional resources both in time and money; and senior leadership must be supportive initially as well as continually in order to solidify the importance of properly managing healthcare data as a business asset.

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