



healthcare information and management systems society

A Population Health Forum

Data Governance: A Strategic and Collaborative Approach

October 4, 2017, 6-8:00 p.m.

BridgePort BrewPub

transforming healthcare through IT™

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Event Sponsor



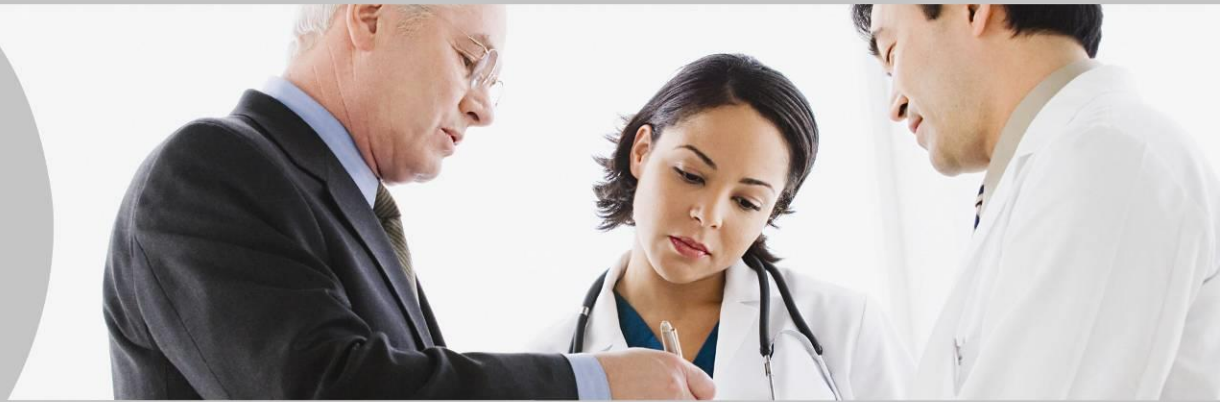
Annual Sponsors



Upcoming HIMSS Events

Program Track	Event	Date
Nursing Informatics	Nursing Informatics: A Vital Bridge Across Clinical Leadership, Organizational Structure, and Strategy	October 25 th

Registration now available on HIMSS Website!



healthcare information and management systems society

Population Health Management

Mark Fromuth
Committee Chair

transforming healthcare through IT™

Past Population Health Events

- Population Health in Oregon Forum
- Patient Engagement - Improved Outcomes and Reduced Costs
- Integrating Social Determinants of Health into a Regional CCO and HIE
- Using Wellness Program Metrics to Justify ROI
- Information Needs Required to Effectively Manage the Transformation of Our Current Health Delivery Process to One of Population Health
- Shared Decision Making

Developing Events - 2018

- MACRA – Quality Payment Program
- CMS Risk Adjustment Factor (RAF)
- Health Information Exchange – HIE

Population Health - Committee Members

Lee Milligan, MD – Asante

Dick Gibson, MD – Health Record Banking Alliance

Erick Maddox – Reliance eHealth Collaborative

Sulaiha McDougall – Asante

Marco Barcella – Tiatros

Rozie Lindsay – Kaiser Permanente

Jeff Bartlett – Bradson Consulting

Lindsey Haase – OCHIN

Mark Fromuth – AT&T Healthcare

A Population Health Forum on Data Governance: A Strategic and Collaborative Approach

Mark Stockwell

Manager, Data Governance Program

Asante

Thanks

- Dr. Milligan and Asante
- Mark Fromuth
- Lisa Carufel

And all of you !

What types of organizations are represented here tonight?

How many of you have a data governance program in place?



A vibrant autumn landscape featuring a winding road through colorful fields and trees. The scene is dominated by warm tones of yellow, orange, and red, with a prominent tree in the foreground on the left. The road curves through the middle ground, leading the eye into the distance. The background shows rolling hills with various agricultural plots in different stages of harvest or growth.

Asante's Journey Toward Value Based Data Governance




Getting Closer

Start



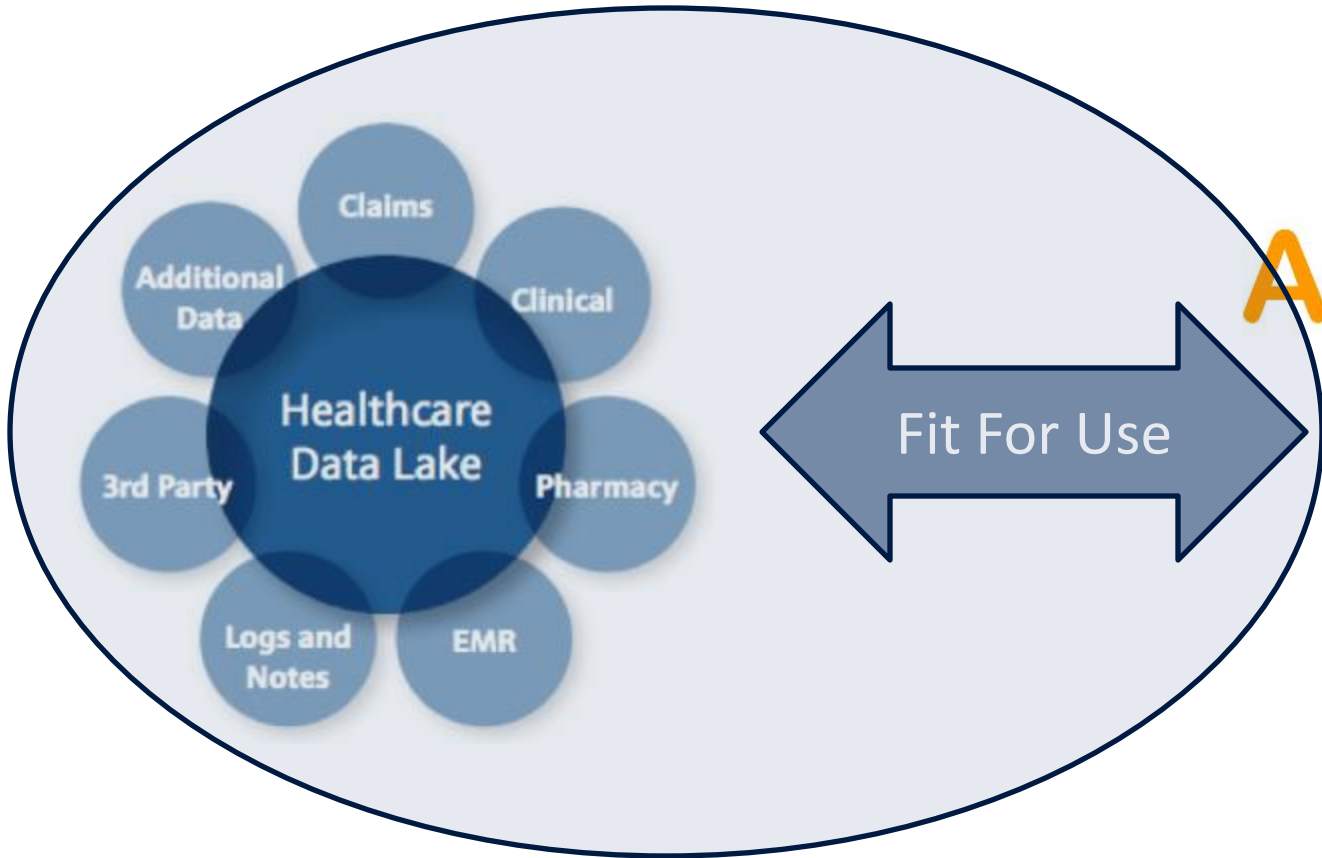


In God We Trust All The Rest Need Data

 @BenedyItamar

#datadrivenmarketing

Data Governance



Governance vs. Management

- Governance identifies what decisions must be made to ensure the effective management and use of an organizations data assets.
- Management involves implementing those decisions.

Note: Adapted from Designing Data Governance, V. Khatri, C.V. Brown, *Communications of the ACM*, 1/2010, 53, 148-152

Data Governance

We need to decide...

- What is the definition for length of stay
- What the standard of quality for patient demographic data
- How we will handle external lab results
- How will we match patient records
- Where is the source of truth

and publish policies and procedures to support these decisions

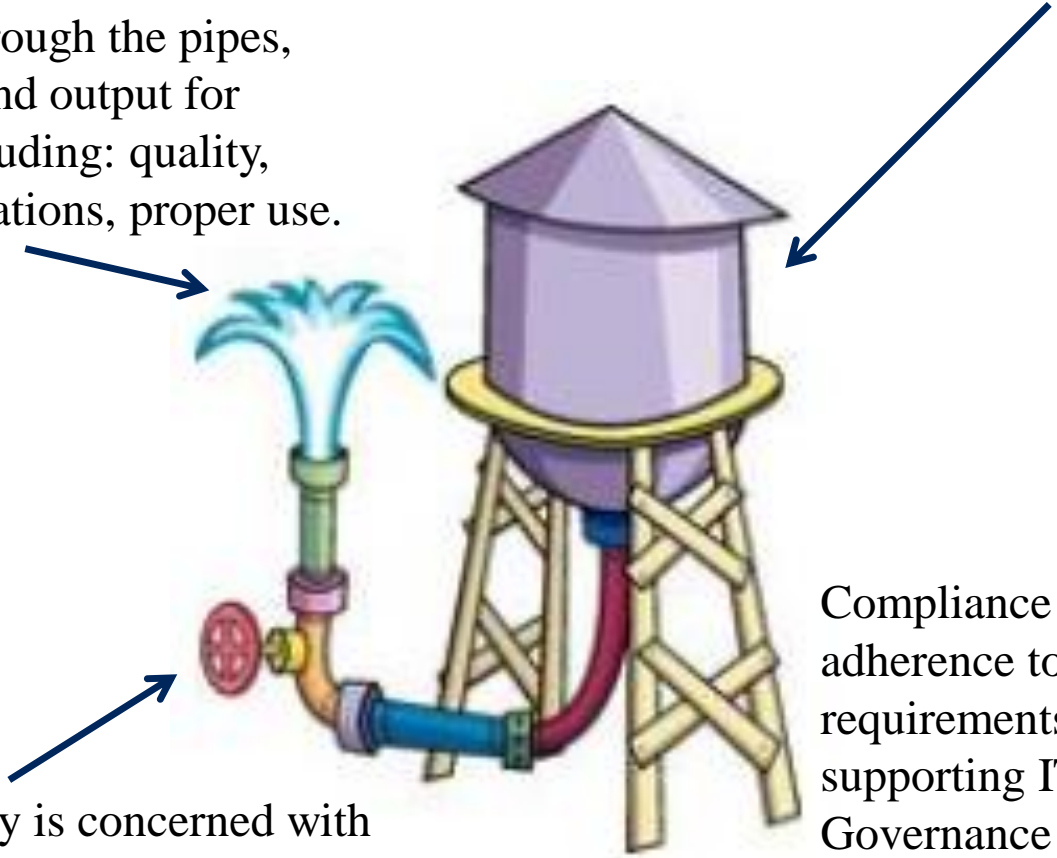
The Metaphor



(Excel Mechanical, 2010)

Data Governance is concerned with what is flowing through the pipes, sitting in storage and output for consumption. Including: quality, sources, transformations, proper use.

IT Governance is concerned with the storage tanks, pipes, valves, etc..., and how they are put together (architecture).



Information Security is concerned with access to the infrastructure, are connections secure, do the pipes and valves meet security requirements, how is access to the valves controlled.

Compliance – Is concerned with adherence to regulatory and legal requirements. Informing and supporting IT Governance, Data Governance and Information Security.

(Image from Bane, 2012)

A man in a light-colored suit and blue tie is sitting on a wooden bench outdoors. He is looking off to the side with a thoughtful expression. The background shows greenery and a building.

**Data Governance is...
what Data
Governance does.**

(Theia)

POSMAD

- Is there a **Plan** for use in place, do we agree on definitions, security and access needs, do we understand the business problem and how the data being requested will meet that need (too much data, just enough). Is it master data, reference data, transactional data, meta data
- How will the data be **Obtained**, sourced internally from other systems, manually entered, imported from external sources
- Where will the data be **Stored**, will it be **Shared**, internally accessed by other systems, moved into a warehouse, exported outside of the organization
- How will it be **Maintained**, quality assurance performed, monitored, audited,
- How will it be **Applied**, used – online, in reports, dashboards, accreditation
- How will it be **Deleted**, archived, retired

Adapted from *Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™* by Danette McGilvray; published by Morgan Kaufmann Publishers. Copyright © 2008 Elsevier Inc. All rights reserved.

Is it a Data Governance Challenge?

- Length of Stay – Quality of information coming out of the pipe.
- External Lab Results – Source of data entering into the pipe, quality at consumption and use
- Problem List – Multiple sources, transformations through the pipeline, quality at consumption and use

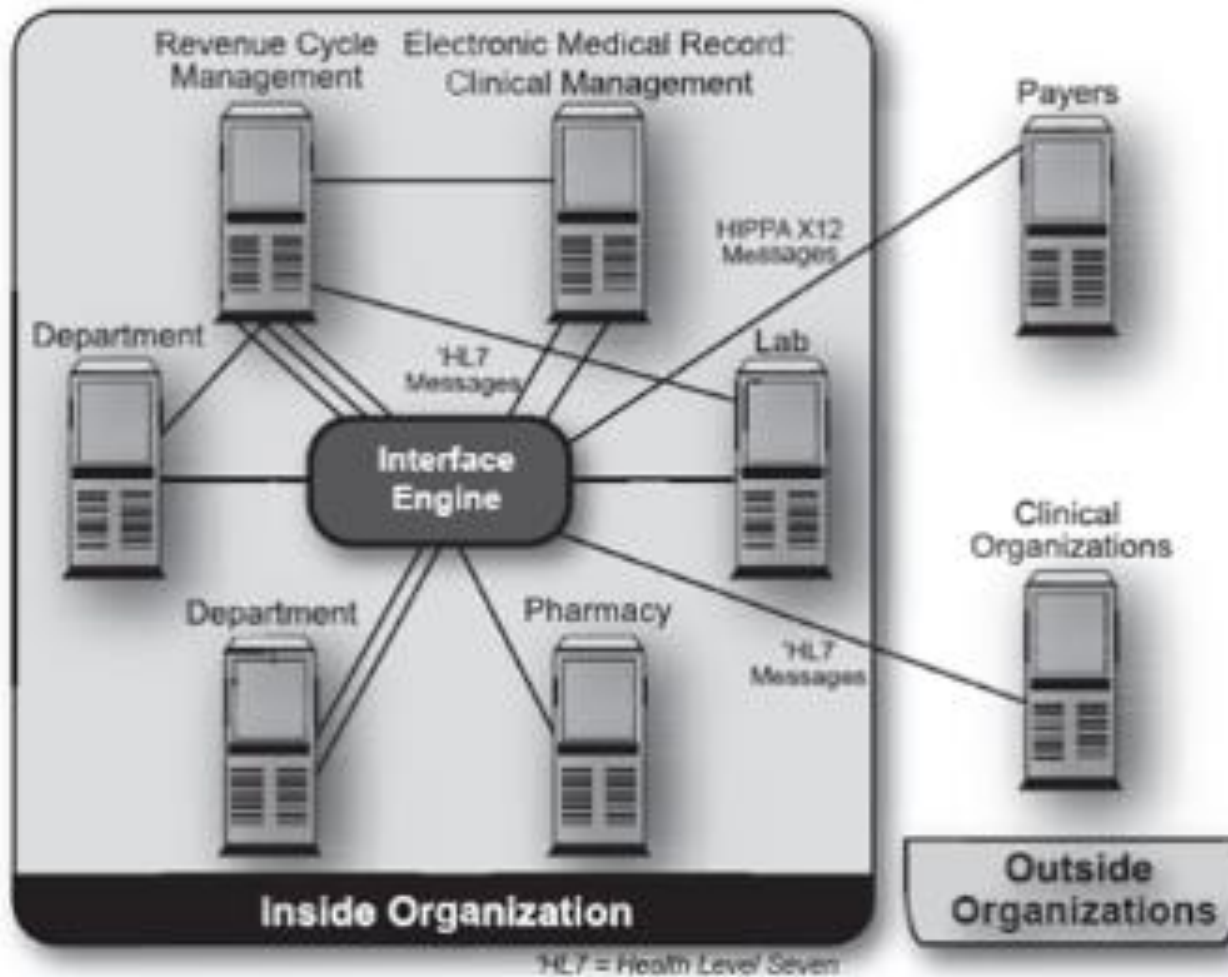
Challenge Summary

- Problem
 - Different reports show different values for Length of Stay (LOS)
- Impact
 - Leaders engaged in performance improvement efforts don't trust the information.
 - Extra effort is necessary to confirm the information
- Action - We need to decide...
 - What is the definition of length of stay?
 - What data is used to support the calculation?
 - Who will be accountable for capturing, communicating and providing oversight for the decisions made?
 - What policies and procedures are needed to the management, proper use and presentation of LOS
 - How will we support discoverability of our policies etc... supporting proper use
 - How will we perform ongoing quality assurance to support trust

Challenge Summary (Cont'd)

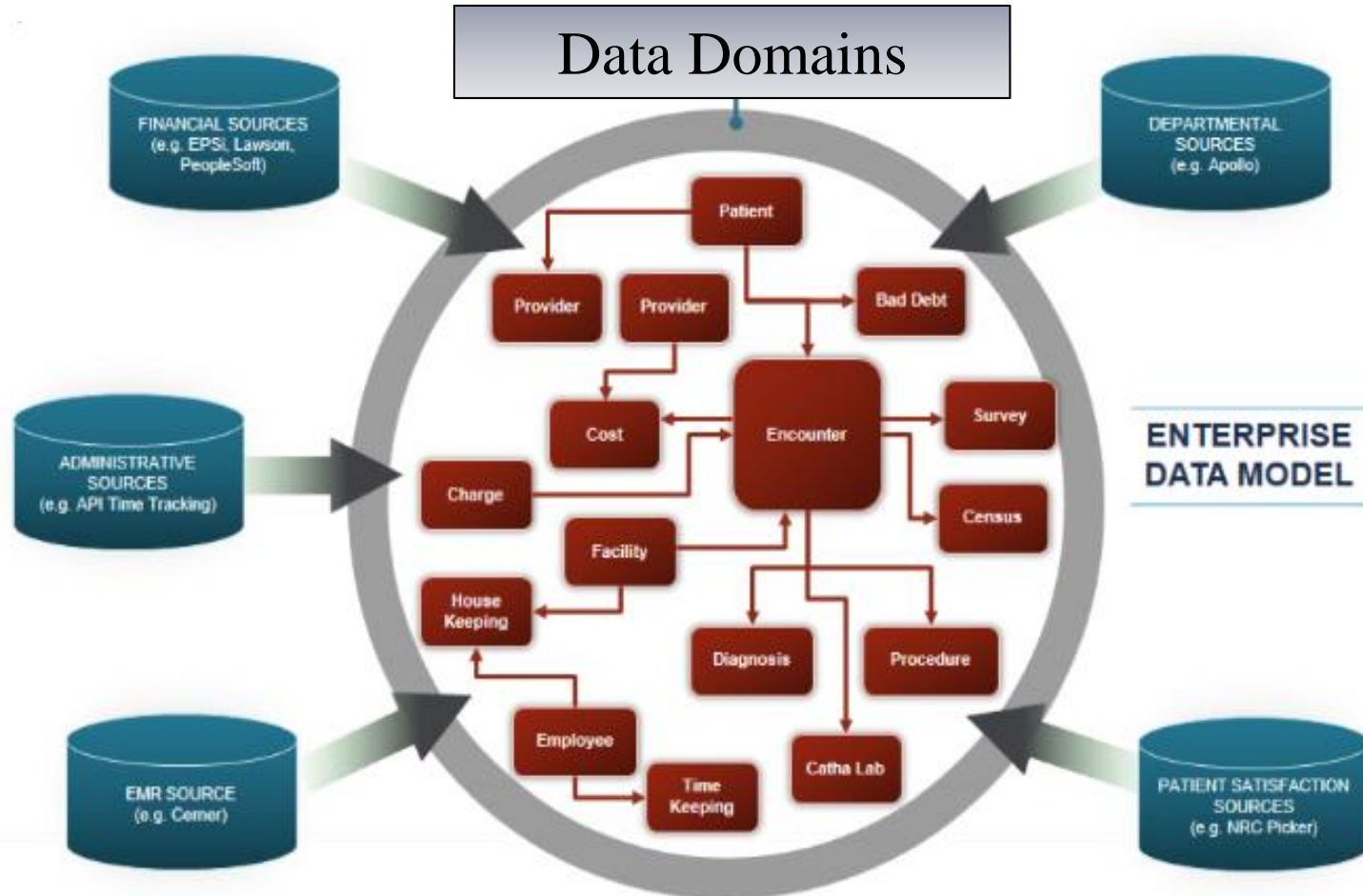
- Targeted Results
 - Measured improvement in trust
 - Reduce time spent validating data at the customer level
 - Reduce time spent reworking calculations to meet customer expectations and definition.
- Value
 - **Dollars** saved in reduced effort

Yesterday...



(Girish Juneja, 2008)

Today...



Adapted from Enterprise Data Model (Barlow, 2017)

Chief Administration and Finance Office

Steering Committee Sponsor	Data Domain	Data Governor	Data Subject Area
CAFO	Finance	Director of Finance	Accts Payable General Ledger Budget Payroll Other Accts Receivable Volume Measures Fixed Assets Activity Accounting (Capital)
CAFO	Legal/Compliance/Privacy	Compliance Officer	Contracts
CAFO	Materials Management	Director Materials Mgmt	Vendors Inventory Purchasing Recall Vendor Contracts Item Master
CAFO	Payor	Director Payor Contracts	Payor Contracts Other Contracts Payor Access to Asante Data Provider / Credentialing to Health Plans
CAFO	Rev Cycle	Exec Dir Revenue Cycle	Patient Accts Receivable Patient Credit Processing Coding Patient Access Services Revenue Cycle Reporting Analysis Authorizations Referral Coordination Clinic Patient Registration

Data Governance Steering

- Executive Team Members
- Accountable for the overall management of Asante's data assets.
- Sets priorities and provides guidance related to Data Governance
- Establishes data domains and appoints Data Governors

Data Governance Council

- Domain Data Governors, Advisory Members
- Accountable to the Data Governance Steering Committee
- Establish system wide policies and procedures related to data
- Approve the data management strategy for the enterprise

Data Stewardship Community

- Managers and Individual Contributors
- Appointed by and accountable to their Data Governor
- Responsible for operational data governance activities related to their data subject areas
- Work with Application Stewards to implement system requirements

Data Governance Office

- A team dedicated to defining, deploying and managing the Data Governance program and supporting technologies.

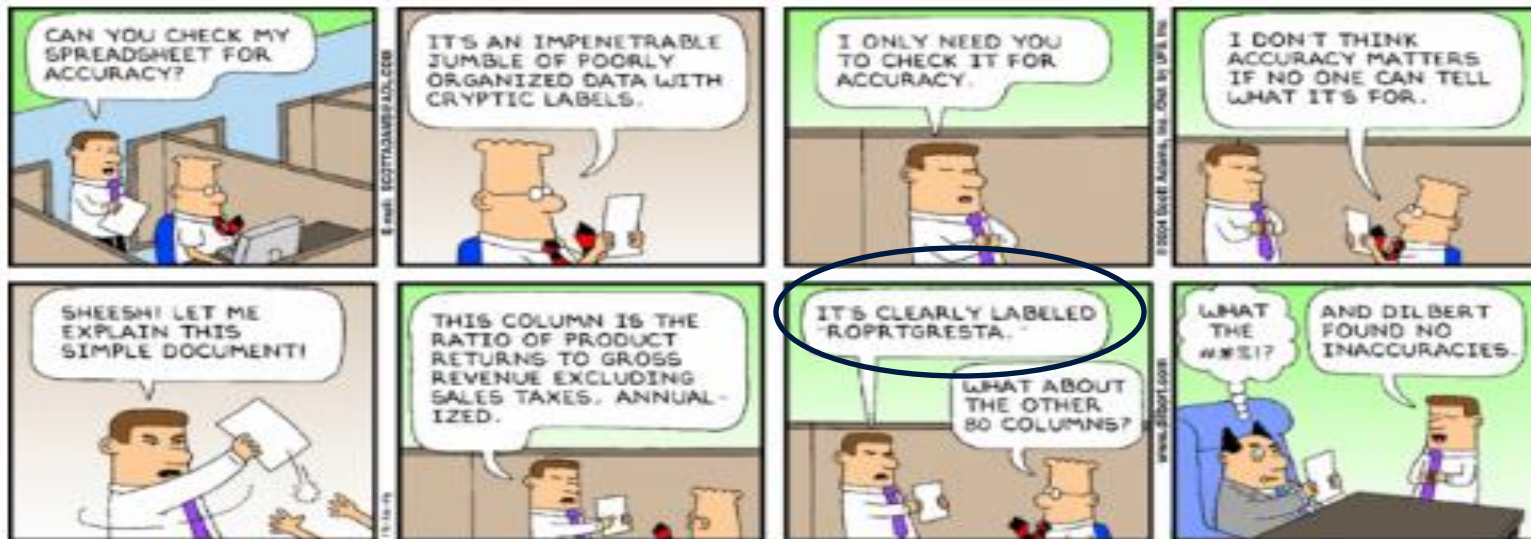
**LETS GET DOWN TO THE NITTY
GRITTY**



Challenge Summary

- Action - We need to decide...
 - ✓ Who will be accountable for capturing, communicating and providing oversight for the decisions made?
 - What is the definition of length of stay?
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- Five distinctly named definitions of LOS
- Exclusion/Inclusion Criteria
- The formula needed to calculate each
- The source of truth for the data needed
- Presentation guidance



(Jones, 2012)

Challenge Summary

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Data Governance

Data Governance is an organizational structure chartered with ensuring Asante's data assets are fit for appropriate use.

Support Tools

- [Business Glossary](#)
- [External Data Access and Data Exchange Request](#)
- [Search Data Domains, Data Governors and Data Stewards](#)
- [Data Quality Issue Tracker](#)
- [Projects and Initiatives](#)

Teams

- [Data Governance Steering Committee](#)
- [Data Governance Council](#)
- [Data Governance Office](#)
- [Data Stewardship Community](#)



glossary

[glos-uh-ree]

noun, plural glossaries

1. a list of terms in a special subject, field, or area of usage, with accompanying definitions.

If you don't find the term you are looking for, ADD IT !
 The Data Governance Team will review your submission and approve it for enterprise use.

[Review Guidelines for Building World-Class Business Glossaries: The Kick Off Word](#)

Business Glossary

[new item](#) or [edit this list](#)

Find an item

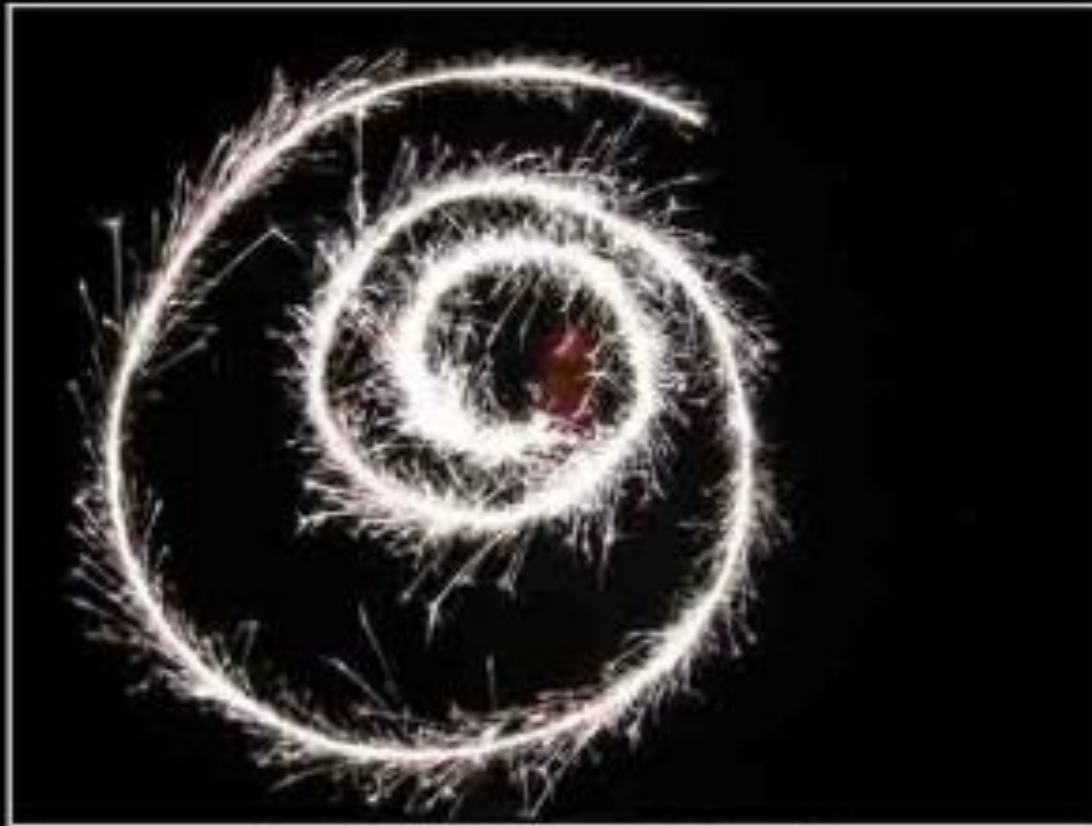
Term	Definition
Data Governance	An organizational structure chartered with ensuring Asante's data assets are fit for business use.
Delivery Provider	Needs Definition

Usage Example
 Asante is implementing Data Governance

Rating 0-5
 ☆☆☆☆ |

Challenge Summary

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ENTROPY

Will continue to increase until enough dark energy is created to rip the universe as we know it to shreds.

Have a Nice Day.

www.mindboggling.com

(Colyer, 2012)

Data Governance Steering

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(Adams, 2014)

Talend

File Edit View Help

NO Reporting

Column Set Analysis

Analysis Metadata

Name: column_set_analysis

Pattern Selector

Patterns

- Email
- First Name
- customer_email_profile_expression
- e_street_phone_regular_expression
- date
- newscpattern
- EmailAddress

Select All Deselect All

OK Cancel

Analysis Metadata

Name: column_set_analysis

Pattern:

Created:

Author: user@company.com

Status: development

Analyzer:

Connection: MySQL

Analysis Columns

Analyzed Column	Columning Type	Pattern	Operation
account_num (bigint)	Nominal		X
account_number	Nominal		X
name (varchar)	Nominal		X
PostCharacterUpperCase	Nominal		X
Phone (varchar)	Nominal		X
PostCharacterUpperCase	Nominal		X
email (varchar)	Nominal		X
email Address	Nominal		X
gender (varchar)	Nominal		X
Gender	Nominal		X
education (varchar)	Nominal		X
education_degree	Nominal		X

Indicators

Data Filter

Default View

General

Name: column_set_analysis

Pattern: Default

Description: Default

Type: Column Set Analysis

Number of analyzed elements: 6

Connection: MySQL

Technical

Graphics

refresh the graphics

Simple Statistics

Statistic	Value
Row Count	10,201
Distinct Count	10,201
Duplicate Count	0
Unique Count	10,201

All Match

Match Status	Percentage
not matching	58.58%
matching	41.42%

Analysis Settings Analysis Results

Challenge Summary

- Action - We need to decide...
 - ✓ What is the definition of length of stay?
 - ✓ What data is used to support the calculation?
 - ✓ Who will be accountable for the decision made?
 - ✓ Policies and procedures supporting the management, proper use and presentation of LOS
 - ✓ Discoverability supporting proper use
 - ✓ Ongoing quality assurance to support trust

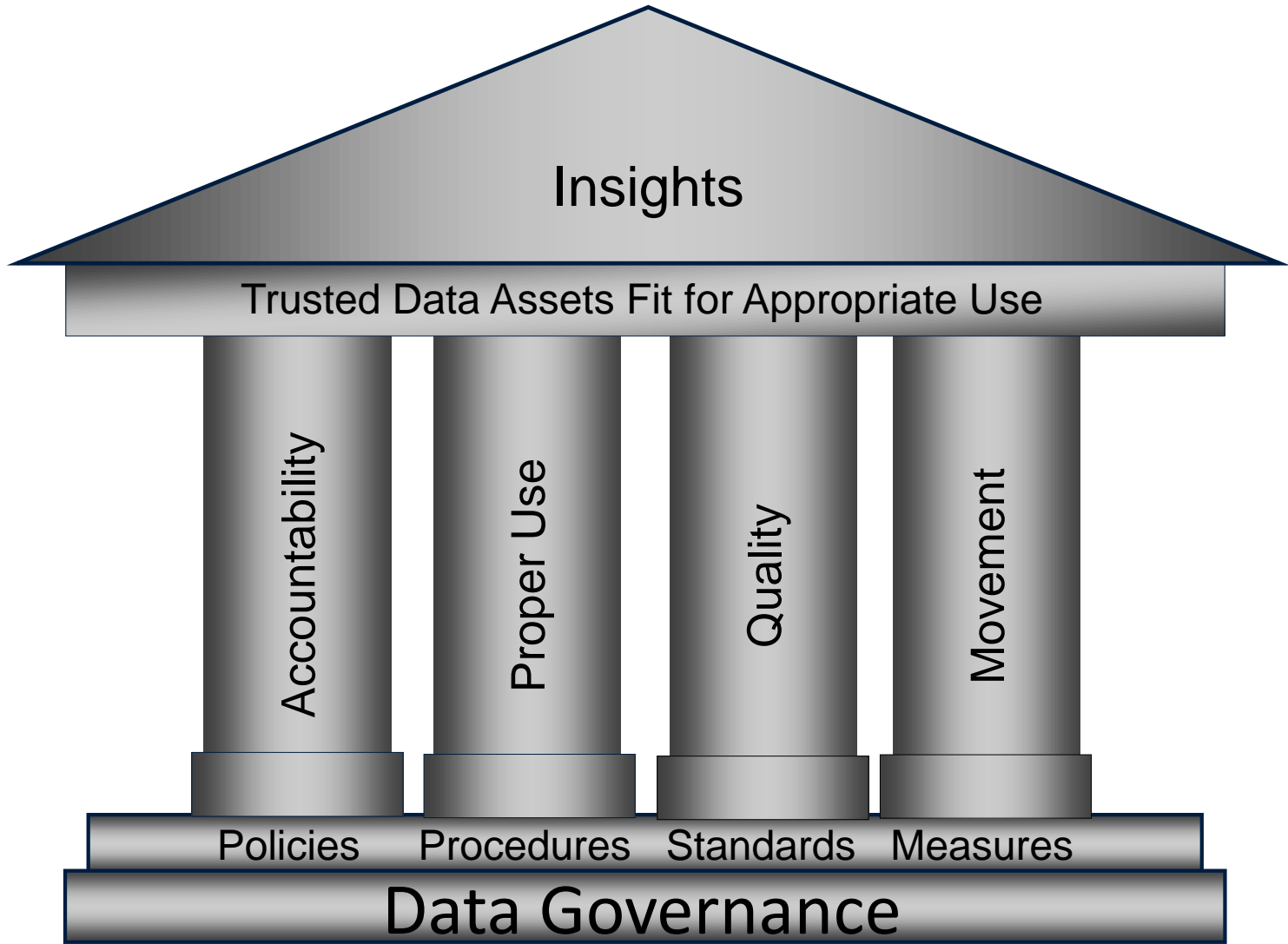
**Data Governance
Steering Committee**

Data Governance Council

Data Stewardship Community

Data Governance Office

Strategy
Case Management
Scheduling
Population Health
Lab
Diagnosis
Human Resource Provider
Compliance
Healthcare Data Asset Domains
Financial
Patient
Materials Management
Information Technology
Imaging
Quality of Care
Hospitality
Payer
Encounter
Public Health
Pharmacy
Revenue Cycle
Marketing
Nutrition Services
Claims
Real Estate
Contact Center



A Flexible Model

Proper Use

- Define/ Agree Terms
- Policies/Procedures
- Discoverability

Accountability

- Data Governors
- Data Stewards


Quality

- Measure
- Report
- Remediation

Movement

- Data Lifecycle
- Compliance
- InfoSec
- Sharing (In/Out)

Length of Stay



Registry Validation



Import Claims Data





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Quick Summary

- Understand why data governance is needed
- Be able to explain it easily, build a metaphor that everyone can use
- Find data governance challenges
- Build the Challenge Summary (Biz Case)
- Establish a data centric decision structure
- Make data governance valuable to everyone
- Remember entropy
- Remain agile

Questions



Citations

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