From Information Governance (IG) to Enterprise Information Management (EIM)

BC Health Organization
Information Governance Summit 2017

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Evolving From IMG To EIM – The Journey…

- Next Steps
- Accomplishments
- Strategic Priorities, Strategies and Alignment

- EIM Governance Alignment
- EIM Program Operational Governance Framework
- EIM

- Information Management Governance
- Information as an Organizational Asset
- Background
Background

Data Challenges

SIGNIFICANT DATA CHALLENGES IN TRANSITION TO A SINGLE PROVINCIAL HEALTH SERVICE

- Silos of Information
- Implementation of Clinical and Non-Clinical Systems from a Region Specific Perspective
- Data Duplication
- Different Methods of Data Aggregation
- Inconsistent use of Data Standards and Data Capture Methods
- Hybrid Record Environment
Goal
Coordination & Orchestration

From Current State  
To Desired Future State
Information is an Organizational Asset

In order for patient care to be transformed, information needs to be valued and trusted as a strategic asset.

The information (patient, clinical, and corporate) AHS manages across the care continuum is a strategic organizational asset.
Reliable and Trusted Information

- Improves patient outcomes
- Improves operational efficiencies, transparency and business decisions
- Supports compliance with legislative and regulatory requirements
- Mitigates security risk
Information Management Governance

Addresses:

- Who is accountable for what
- How information strategy aligns with the organization’s priorities and goals
- How information is valued for use/preservation/retention managing associated costs
- Policies, practice guidelines
- Standards (data and information management)
Guiding Principles
- Patient Centric Care
- Medium Agnostic (paper, film or electronic)
- System Design Support with Focus on Standards and Process Improvement

Foundational Responsibilities
- Information Management Standards
- Legislative and Regulatory Requirements
- Information Quality
- Best Practice
- Change Management – Communication, Workflow Support
- Collaboration and Orchestration

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Challenges

- Changing Executive, Senior Leadership and Executive Sponsor
- Resources to implement a full EIM Program
- Organizational awareness and understanding of what is meant by EIM
- Confusion regarding what is meant by the terms “governance” and “standards”
- Adoption and implementation of standards
What did we Learn?

Established processes for the adoption, implementation, maintenance and consistent use of data and information standards to support interoperability.

Foundational “Infra- and Info- structure” required to enable one health System.

Managing information requires shared decision making and planning throughout its lifecycle.

Data within disparate clinical and non-clinical information systems must be interoperable for integration that supports the single view.

Focal point for the creation, approval and adoption of data/information standards and related policies & processes.

Risk identification and mitigation.
What is EIM

EIM is the integrated business discipline for structuring, describing and governing information assets, regardless of organizational and technological boundaries, to improve operational efficiency, promote transparency and enable business insight.

We believe that IMG is a component of EIM.
The EIM Program

EIM Program is the **orchestration** of people, process, and technology **to facilitate developing enterprise policies, standards and leading practice.**

The AHS EIM Program is unique in the healthcare landscape, especially in Canada, and AHS is considered on the leading edge.
The EIM Framework provides an approach to enable information can be leveraged as a strategic organizational asset through:

- Information Management Governance
- Information Management Stewardship
- Information Quality and Integrity
- Information Lifecycle Management
- Information Asset Management
- Information Access, Privacy and Security Management

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EIM Program Components & Delivery Channels
EIM Decision Making

GOVERNANCE
- Approve Policy, Strategy & Standards
- Align with Other Organizational Priorities

Recommend Strategy
- Recommend Policy, Procedures, Guidelines & Standards
- EIM Stakeholder Engagement
- Proactive Issue Coordination & Management
- Governance & Standards Decisions and Direction
- Governance & Standards Communication and Orientation Processes

Information Management Standard Recommendation
↓
Information Management Standard Approval

IMIT EC Connect Care Program Subcommittee

Enterprise Information Management Program Advisory Council

EIM Working Groups

RECOMMENDATIONS
- Develop & Recommend IM Standards
- Draft Policy, Procedures & Standards
- Cross Domain SME Engagement & Orchestration

Standards Management
- Standards Research
- Standards Adaptive & Adoption
- Maintenance
- Resolution
- SME Collaboration & Coordination
- Challenge/Issue

STANDARDS REPOSITORY

EIM

Operational Stakeholders Clinical & Administrative
- Provincial Clinical Domains
- Provincial Clinical Best Practice Experts
- AHS Partners
- Patients & Families
- AHS Subscribers
- Clinical Support Services

Consultation & Collaboration

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Provincial CIS Program Governance Alignment

What does AHS standards approval governance look like?

AHS Provincial Clinical Information Systems (CIS) Lifecycle Beginning 2017

EIM Program Alignment
EIM must be in strong alignment with:

- AHS 4 Foundational Strategies
  - Patient First
  - Our People
  - Clinical Health Research, Innovation & Analytics
  - Information Management/Information Technology

- AHS strategic priorities such as those identified in the IMIT Foundational Strategy
  - AHS Provincial Clinical Information System
EIM Program Accomplishments

- Addressed and contributed to resolving 383+ Information Management issues since 2011.
- Collaborated with 600+ Subject Matter Experts (SMEs).
- Aligned EIM governance with the provincial clinical information system governance.
- Established collaborative relationships with Provincial/National/International Standards Organizations and other provincial jurisdictions.
- Continued evolving the EIM Program Framework to facilitate enhanced collaboration with SMEs and Stakeholders.
- Continued refining the EIM issue management capability to support strategic initiatives in alignment with organization priorities.
- Provided EIM Program expertise, knowledge, practices and tools to optimize CIS Strategic Transformation Question administration and delivery.
- Developed a policy for identifying the comprehensive record for the Legal Record of Care.
- Developed Information Management Risk Assessment Framework for organizational adoption and endorsement.
Next Steps

- Continued development of Enterprise Infostructure
- Launch EIM Work streams including Master Data Management Governance
- Initiate Working Groups within EIM Work Streams such as:
  - eSignature, Confidential Flags, Revise Records Management Suite of policies c/w lifecycle metadata standards, Patient Identity Data Standards, etc.
- Continue realignment of policy and standards development processes across domains.
- Launch new EIM Issue management solution.
- Continue engaging stakeholders for Community of Consultation.
- Continue involvement in Strategic Transformation Questions.
- Align EIM risk with Enterprise Risk Management Framework.
Consequences of Not Evolving

Complex Information Management Environment

Mature Information Management Ecosystem

Unnecessary or Poor Quality Information

Necessary Information with High Quality
Questions

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<table>
<thead>
<tr>
<th>EIM Core Components</th>
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<th>Repeatable</th>
<th>Defined</th>
<th>Managed</th>
<th>Optimizing</th>
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EIM / IMG Maturity

Optimized
Managed
Defined
Repeatable
Initial

AHS Current State

IMPROVE PATIENT QUALITY OF CARE AND SAFETY

Cost Increases by a factor of 100*
Cost Reduces to a factor of 1*
How Stakeholders Engage

IN THE SCOPE:
- Information Management Standards
- Information Management Governance
- Information Management Stewardship
- Information Quality & Integrity
- Information Management Lifecycle
- Information Asset Management
- Information Access, Privacy, Risk & Security

NOT IN THE SCOPE:
- Project Funding
- Project Planning
- Project Implementing
- Project Monitoring
- Project Evaluation

EIM Issue Management Process
EIM Work Stream(s) Engagement
EIM Working Group(s) Engagement
EIM Checklist

**INFORMATION MANAGEMENT**
The exercise of control over information that is essential to the enterprise which ensures the value of the information is understood and applied.

Is the issue about how AHS manages information? [YES]

The issue is about how AHS manages information when one or more of the following apply:
- Information is created, collected, classified, organized, presented, used, maintained, preserved, and disposed of within the enterprise;
- The value of information changes over time;
- AHS identifies and tracks information;
- AHS ensures the integrity and quality of information;
- AHS ensures a clear understanding of the meaning, context, and intent of information;
- Information is protected against compromise, unauthorized use and disclosure, and supports an individual’s right to obtain and use their own information.

**ENTERPRISE**
The entire Alberta Health Services organization dedicated to facilitating activities necessary for providing a patient-focused, quality health system that is accessible and sustainable for all Albertans.

Does the issue exist within multiple programs, portfolios or departments? [YES]

The issue exists within multiple programs, portfolios or departments when one or both of the following apply:
- It involves an area where multiple programs, portfolios or departments must apply a common set of standards in relation to the same or similar issues to achieve a consistent or integrated resolution; or
- It is relevant to any number of people that are spread out across the organization in several different programs and departments.

**PROVINCIAL AHS-WIDE POLICY, PRACTICE & STANDARD**
Sets out requirements fundamental or significant to the mandate of AHS and the overall clinical and/or corporate goals of AHS.

Is a new provincial AHS-wide policy, practice or standard, or a revision to an existing policy, practice or standard, required to resolve the issue? [YES]

A provincial AHS-wide policy, practice or standard is required when both:
- The program, portfolio or department identifying the issue does not have enterprise-wide responsibility in relation to the issue; and
- A mandated, consistent approach by more than one program, portfolio or department is needed.

A new or revised policy, practice or standard is required to address an issue when one or more of the following apply:
- Written direction or guidance is needed;
- Actions of AHS personnel indicate uncertainty, confusion or misunderstanding;
- There is a need for consistent work standards or service delivery;
- Further clarity is needed in order to comply with legislation, organizational requirements, expectations and standards;
- There is anticipation of a need;
- There is a current organizational need; or
- An existing program, portfolio or department policy needs to be applied AHS-wide.

**STAKEHOLDER ENGAGEMENT**
Stakeholder consultation assists in achieving acceptance and compliance with the policy by identifying and mitigating organizational risks or problems associated with implementation.

Does the required policy, practice or standard require broad stakeholder engagement from multiple programs, portfolios or departments to achieve successful adoption and implementation? [YES]

Broad stakeholder engagement is recommended when a new policy or policy revision meets all of the following requirements:
- It is applicable to multiple programs, portfolios or departments;
- It will experience challenges with successful adoption and implementation in the absence of adequate stakeholder vetting and executive endorsement; and
- It requires AHS executive endorsement.

Submit to EIM via the Intake Form.

If you answered “NO” to any of the above questions....

**OTHER CONSIDERATIONS?**
Are there any other considerations that necessitate an EIM approach to creating a policy, practice or standard in this area? [YES]