Governance
Structure to Support IG

BC Health Organization Information Governance Summit 217
What is Governance

A number of years ago ... we embarked on an enterprise-wide transformation to manage all image content. It would eventually include every department across all the health care facilities ... and we wanted a successful outcome. One of our first objects was the creation of a governance council that included IT and clinical leadership.

IT governance is the creation of a formal structure that includes defined roles, responsibilities, and accountability for strategic decisions. It includes:

- Alignment of IT strategy with business and clinical strategy
- Ensuring that the organization stay on track to achieve their strategies and goals
- Assures that all stakeholders’ (Enterprise and department) interests are taken into account and that processes provide measurable results.”
- Create a forum for collaboration among departments
Governance is the keystone to the transformation process driving enterprise change.

(Jayanthi, October 2015)

A little kingdom I posses.
Where thoughts and feelings dwell;
And very hard the task I find
Of governing it well.

Louise May Alcott (author of Little Women)
Major Risk Areas: Large IT Projects

According to Boston based Chilmark Research … only 15 to 20 percent of organizations have a full-fledged data governance framework ¹.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Key Problem Areas Identified</th>
<th>Comments</th>
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</table>
| Leadership and Governance | • Lack of executive leadership  
• Leaders at all levels don't take an active role in the implementation of the transformation  
• People accept that lack of governance is a major reason for the failure of a project. However, most large projects have the exact opposite problem; there is too much bureaucracy. |                                                                                                    |
| Engagement             | • Weak accountability within departments and business units of the organization for implementation success.  
• Engagement, teamwork and communications failures  
• Need to define success clearly                                                                                                                              | • Lack of program ownership at the business and clinical units  
• Department Leaders who do not understand the role and function of governance  
• Disconnected members who are not committed to a Clear Common Vision |                                                                                                    |
| Process                | • Confusion between project management and program governance  
• Healthcare organizations confuse the "installation" of new processes, systems, and structure with "implementation", and therefore, declare success too early | • What is the value of the program?  
• What are the measurable success stories?                                                                                                                 |
Governance Framework

Define the IT processes, organization & relationships

The **Roles and Responsibilities** of the major stakeholders in the EI governance decision-making process, including committees and organizational elements at the enterprise and department level

- Political-level sponsorship
- Assign ownership and accountability for IT governance
- Design governance at multiple organizational levels

**Governance Principles**

Establishing the **Rules of Governance**

Principles by which the initiative will be governed

**Governance Process**

The **Process of Governance** - various stages required to review, assess and approve or reject new EI initiatives

**Governance Structure**
Executive oversight

Enterprise alignment for the program and ensures strategic alignment of the departments.

Developing a Business Case and Strategic Roadmap

Capital acquisition planning and operating budgets

Assign ownership of the metadata and coordinate content with EMR content

Managing and standardizing the metadata Controlled Terminology

Focused on information management, risk management, and assuring that clinical objectives are met

Align enterprise and department technology resources

Define a Strategic Information Technology Plan

Governance – Focus of Responsibility

Financial Governance

Assign ownership of the metadata and coordinate content with EMR content

Managing and standardizing the metadata Controlled Terminology

Program Governance

Define a Strategic Information Technology Plan

Technology Governance

Executive oversight

Enterprise alignment for the program and ensures strategic alignment of the departments.

Developing a Business Case and Strategic Roadmap

Capital acquisition planning and operating budgets

Assign ownership of the metadata and coordinate content with EMR content

Managing and standardizing the metadata Controlled Terminology

Information Governance

Governance

Clinical Governance

Focused on information management, risk management, and assuring that clinical objectives are met

Align enterprise and department technology resources

Define a Strategic Information Technology Plan
Establishing a Governance Model

Establishes a chain of responsibility, authority and communications

Established measurement, policy, standards and control mechanisms

Governance Framework

Executive Level Sponsors

Steering / Advisory Groups

Stakeholders

Representatives – responsible for outcomes or portions of the outcome

Program Management Office

Program Organization
## Governance – Practical Use Case in Enterprise Imaging

<table>
<thead>
<tr>
<th>Program / Project:</th>
<th>Enterprise Imaging Program</th>
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<tbody>
<tr>
<td>Scope of Project:</td>
<td>All clinical service lines across all 9 hospitals in the health system</td>
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<tr>
<td></td>
<td>Develop a program of supporting clinical image management across all clinical service-lines</td>
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<tr>
<td>Objectives:</td>
<td>Capture, index and store all clinical imaging content acquired across the system</td>
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<td>Provide access to all the imaging content through an integration with the EHR</td>
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Advisory Groups

Executive Imaging Council

Ad Hoc Advisory Groups

Medical Staff Office Council
Health Imaging Management
Capital Committee
Medical Operations
Legal

IT Enterprise Imaging Portfolio

Enterprise Imaging Program Management Office

Project Planning / Support
Technology Infrastructure
Service Portfolio Management
Asset / Resource Management

CIO
CMIO
Senior IT Executive – Technologies
Director IT Enterprise Imaging
Radiology Chair
Cardiology Representative
Distance Health
Primary Care
Senior IT Leadership
(Ad Hoc)

The Department Stakeholders Group consists of department-level sponsors and key stakeholders.

The physician advisory group (PAG) is a multi-disciplinary group that determines how content will be presented within the EMR.
Advisory Groups

- Executive Imaging Council
- Advisory Groups
  - Physician Advisory Group
  - Surgical Committee
  - Distance Health
  - Department Stakeholders
  - Ad Hoc Advisory Groups

Advisory Groups - responsible for outcomes or portions of the outcome

Ad Hoc Advisory Groups

- Monitoring Achievement and Project Milestones
- Representations

Advisory Groups

- Physician adoption champions
- Managing and standardizing the metadata
- Controlled Terminology

Physician Advisory Group

- Telehealth Mobile Health

Surgical Committee

- Department Coordination

Distance Health

- Program Organization
  - Program Monitoring
  - Program Execution

Enterprise Imaging Program Management Office

- Project Planning / Support
- Technology Infrastructure
- Service Portfolio Management
- Asset / Resource Management

Enterprise Imaging Program Management Office
Keys to Success

Keep long-term objectives in sight

Encourage and expand ownership (especially within the clinical departments)

The clinical and business units with IT must work together to define and control program requirements

Maintaining commitments and **Keeping the Strategy Alive**
Defining the Governance Model

The HIMSS-SIIM workgroups propose the definition of enterprise imaging governance as “the decision-making body, framework, and process to oversee and develop strategies for the enterprise imaging program, technology, information, clinical use, and available financial resources.”

Enterprise Imaging Governance: HIMSS-SIIM Collaborative White Paper Christopher J. Roth, Louis M. Lannum, and Carol L. Joseph