A BC Health Authority Journey

Information Governance

Do you believe …

Answers to our most challenging health care questions are in our data?

With all the information and data, we still can't answer our questions?

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How many employees have the ability, access, and tools to query/analyze data?

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Of those employees what are they spending time on …

Locating data

Parsing bad data

Understanding data
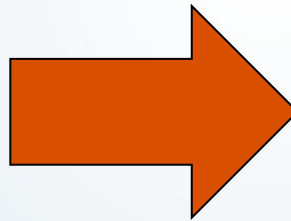
Manually mapping terms

Navigating multiple sources

OR

Analyzing data

Discovering actionable insights

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What is Information Governance trying to accomplish?

Enable access to data that is:

- Legal
- Broad
- Easy to use
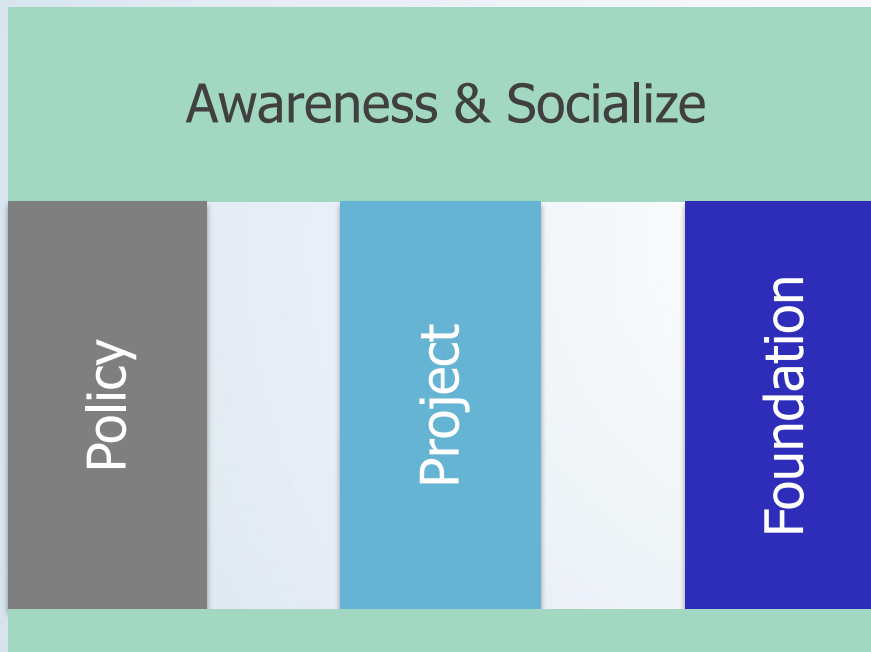- Well-defined
- High Quality
- Harmonized

Business owners can self-serve basic analytics to help inform their business

leveraging fact-based insights to make changes to the business

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THE APPROACH

Getting Started

Awareness & Socialize

Policy

Project

Foundation

- Different strategies and mindsets for the four areas

- Create corporate culture on Information Governance – transparency & collaboration are key factors

- Multiple activities to advance Information Governance

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Awareness/Socialize

- Create ownership to the Governance Program

- Create visibility across the corporate includes presenting and seeking approvals from the Executive Committee

- Educate the importance of information governance

- Demonstrate how this can possibly help their business

Awareness & Socialize

Policy

Project

Foundation

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Policy

- Ensure policies are up-to-date and in today's standard

- Executives support on implementation of policy to the organization

- Work with records/data stewards to ensure data lifecycle is managed

- Formalize process and procedures to manage risks

Awareness & Socialize

Policy

Project

Foundation

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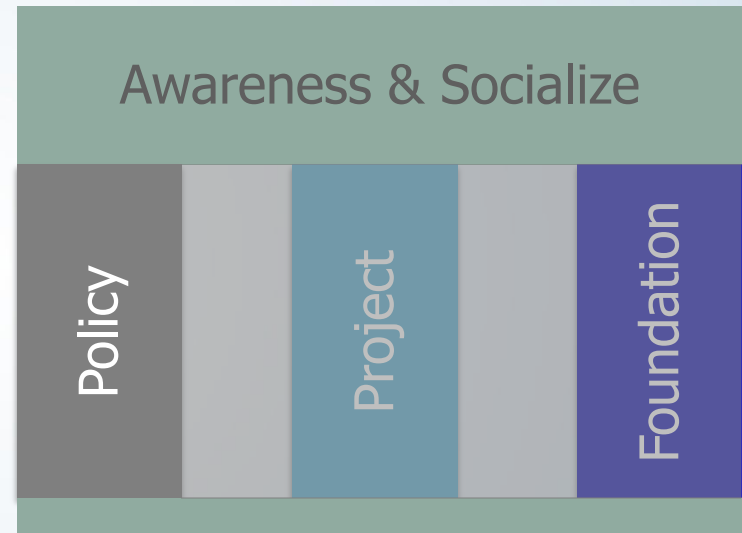
Project

- Involve in the early stage to ensure Data governance is considered

- Recommend data quality control mechanism and information classification

- Identify roles and accountability in the information life cycle

- Apply standardized data reference or corporate data definition

Awareness & Socialize

Policy

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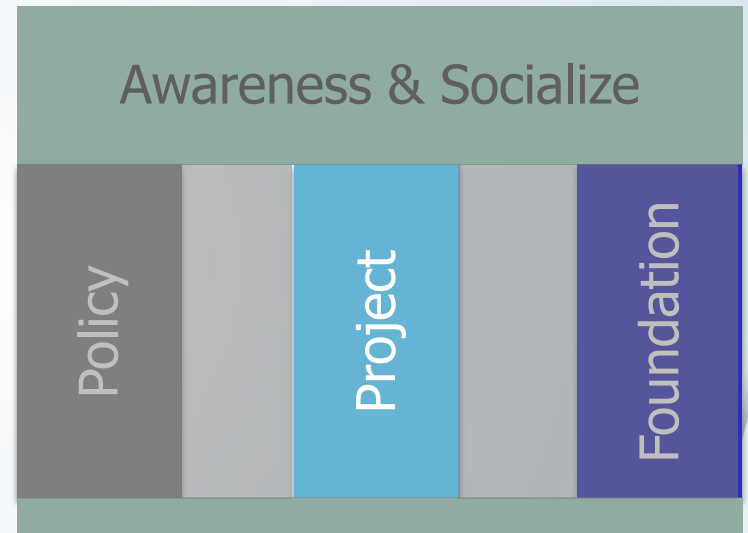
Foundation

- Start small at specific program/business area

- Define Data Governance committee/working group

- Operationalize the committee/ working group to:
  - Business decision on definition of metrics or data
  - Prioritize and address identified issues
  - Formalize roles and accountability
  - Education

Awareness & Socialize

Policy

Project

Foundation

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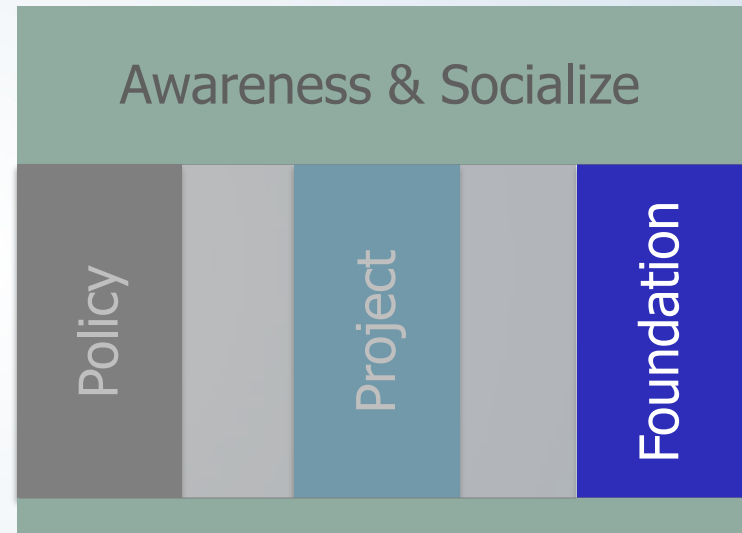
Tools to Facilitate

- Information Flow Map

- Business Process Map

- Policies

- Executive Support

- Repository that is transparent and accessible

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What is the result?
Common Discoveries

- **Siloes**

- **Data is not fi**t for reporting

- **Conflicting metrics** – no transparent and common definition

- **Data accuracy** is the first reason to be blamed when Bad Performance reports are presented

- Data creation processes without **formal audits**

- Data creator has **no idea how data are used** and the **effect of bad data**

- Operational Systems and process are **not built with analytics or information governance** in mind

- **Not knowing** what technology can help in their business

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Major Events & Engagements

Date	Event
2011	Chief Data Steward Role Defined
2013	Record Retention Policy and Schedule significantly updated
2015	Information and Data Governance Policy Approved
April, 2015	Deloitte - Review of the Health Care Report Card Indicator on data management
Feb, 2016	Updated Record & Document Retention, Storage & Destruction Policy
Aug, 2016	Record Retention Schedule redeveloped and repository hub established
Dec, 2016	St. Mary's Hospital 700 corporate records cleanup with agreement from 23 departments
Jan, 2017	People & Organizational Development Data Governance (System and Analytics) Review
April, 2017	Record Retention Schedule update with Executive Approval
May, 2017	Maternal, Infant, Child & Youth Information Governance Review & Recommendations
June, 2017	Maternal, Infant, Child & Youth Data Governance Committee established
July, 2017	Clinical Quality & Strategic Priorities Bed Map governance process completed

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CASE STUDY: FH BED MAP

What is the team?

Multidisciplinary team

Clinical Quality, Health Business Analytics, Finance, HIM-Registration, Information Governance
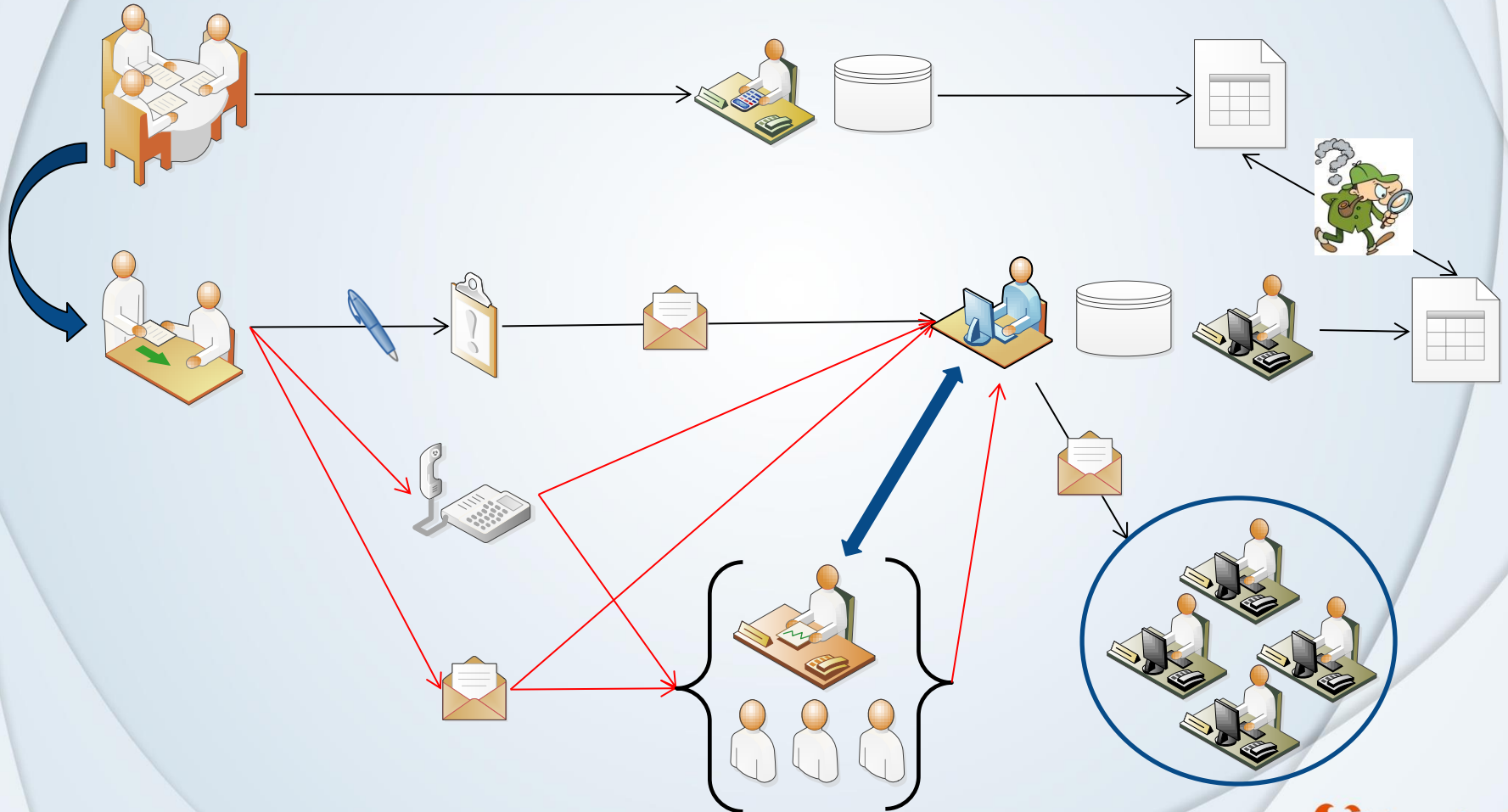
Monthly meetings

What is it that the group trying to accomplish?

To have a consistent answer on the total number of beds in FH from different departments across the organization
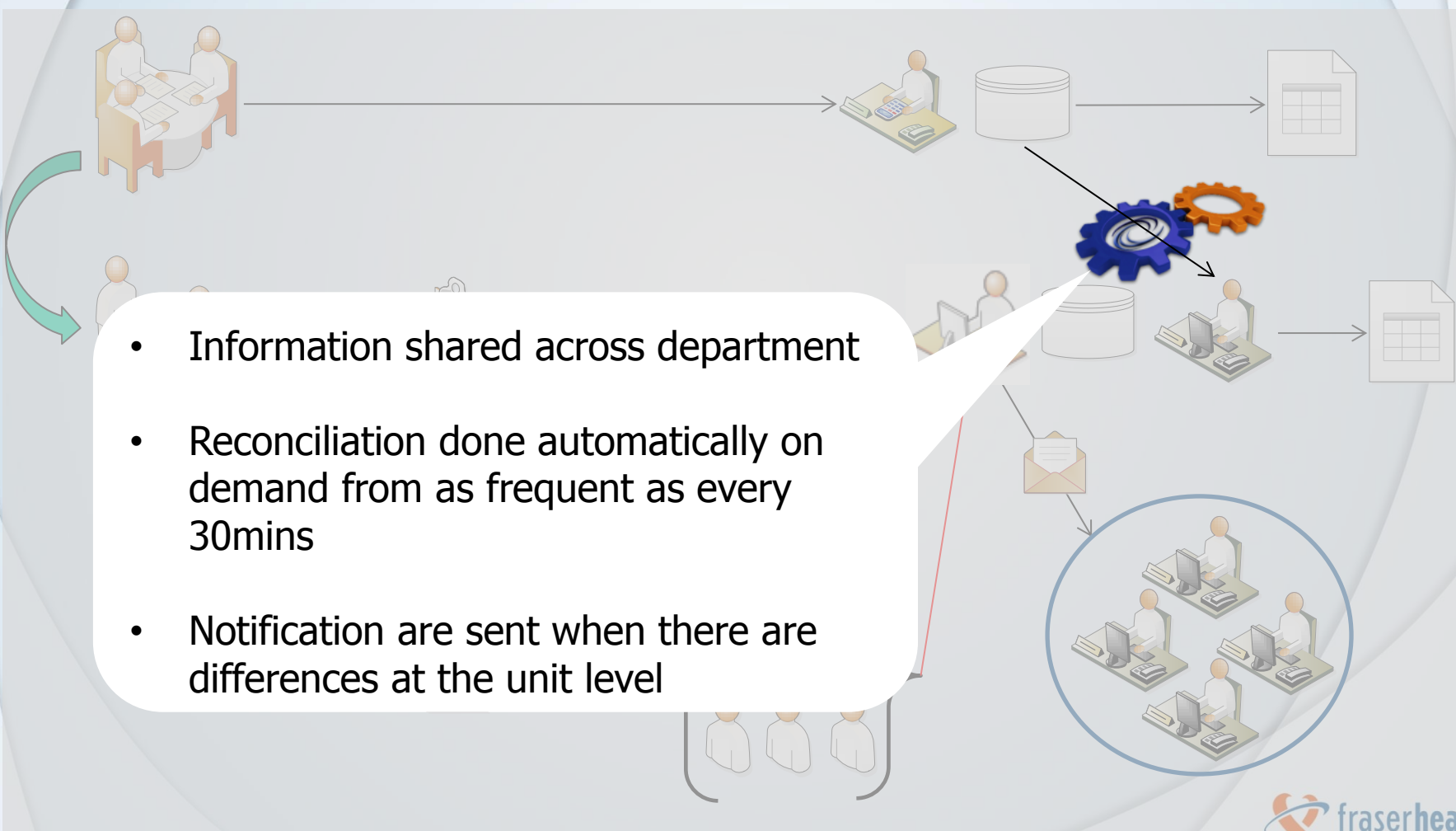
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What is the process?

To Summarize the issues

☑ What and where is the truth?

☑ What are the definitions?

☑ Multiple channels to request changes

☑ No single shared location on the history of changes

☑ No formal accountability on the changes

☑ Manual reconciliation after the reports are published

☑ Sharing of information between databases from two departments
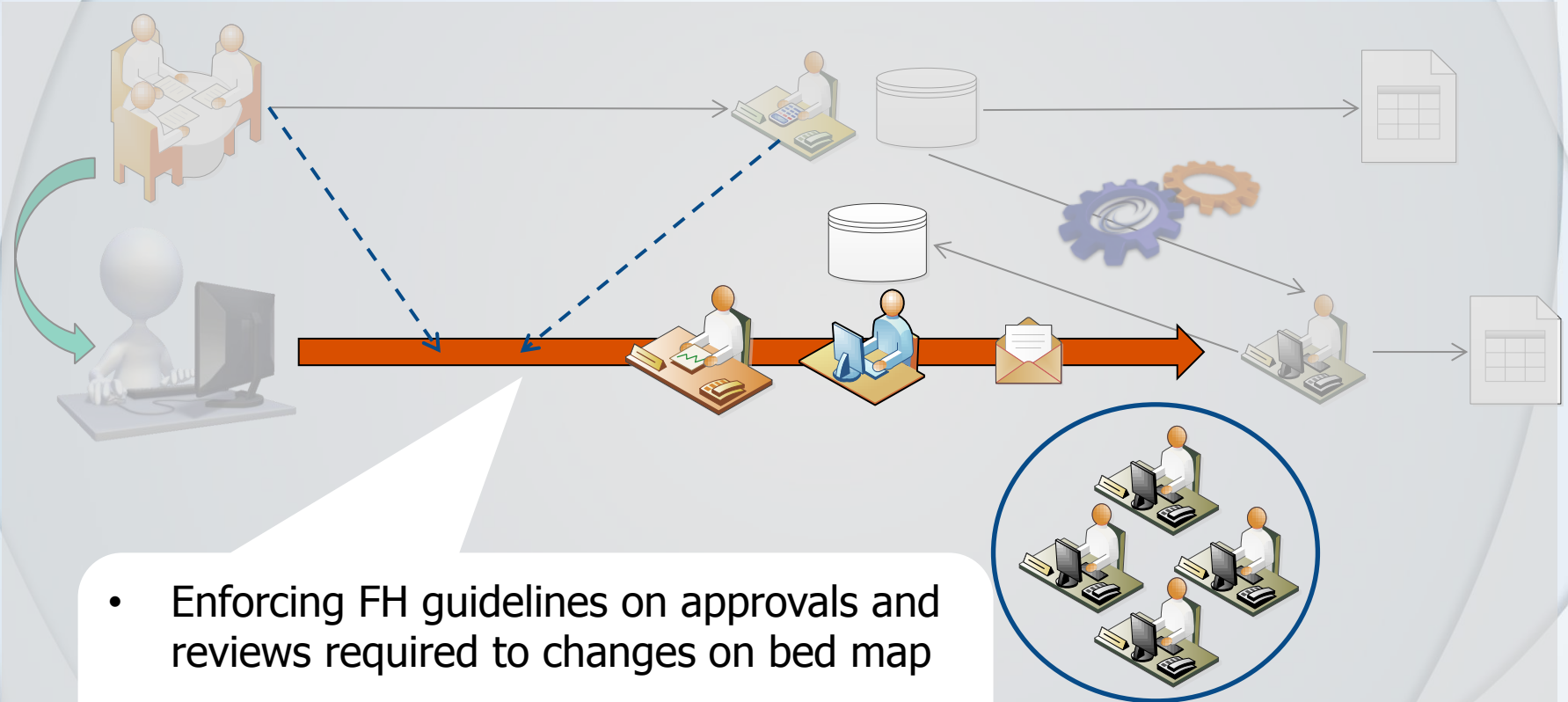
First modification:
The reconciliation process

- Information shared across department

- Reconciliation done automatically on demand from as frequent as every 30mins

- Notification are sent when there are differences at the unit level

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Second modification:
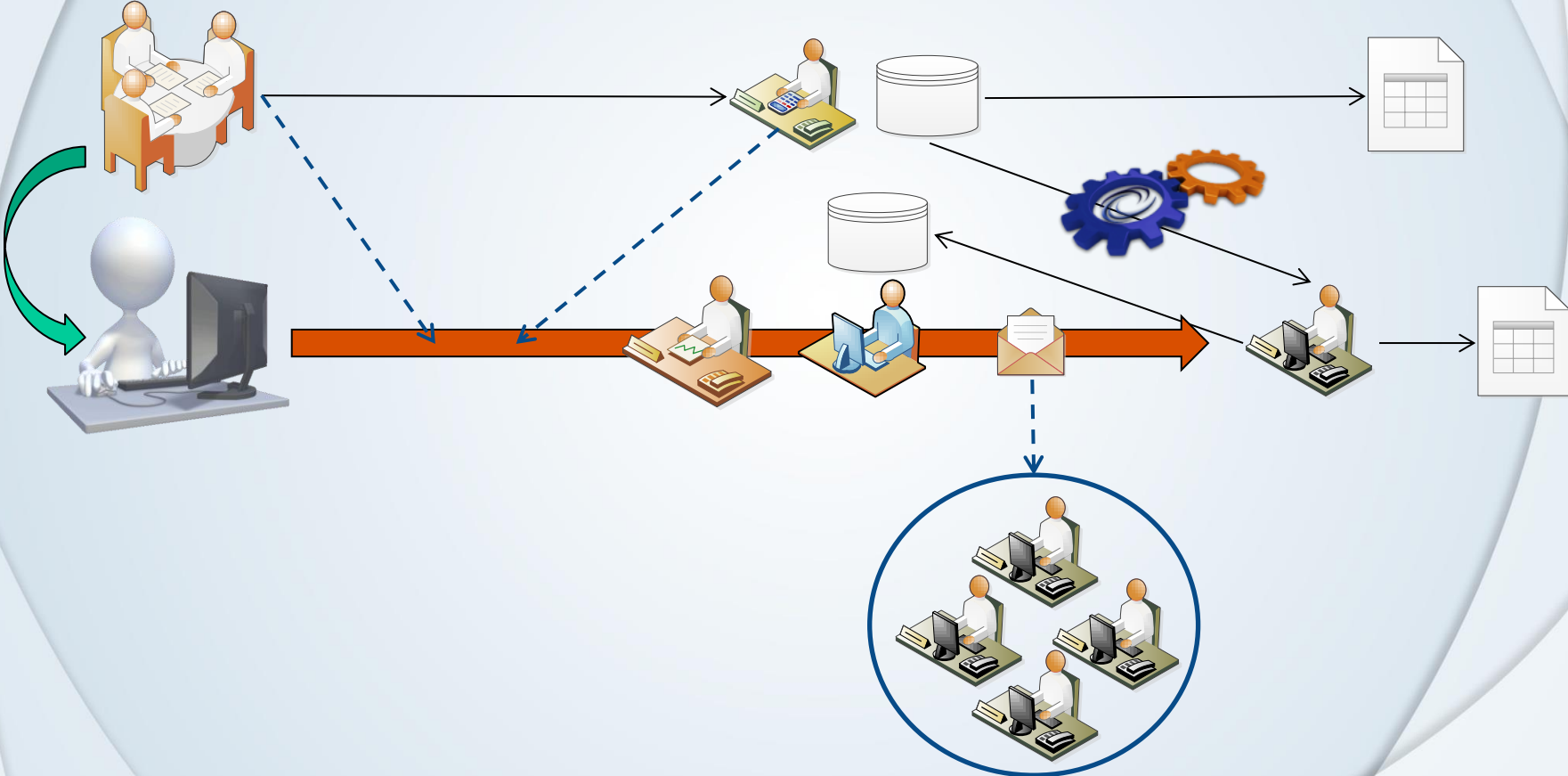## Single change request channel
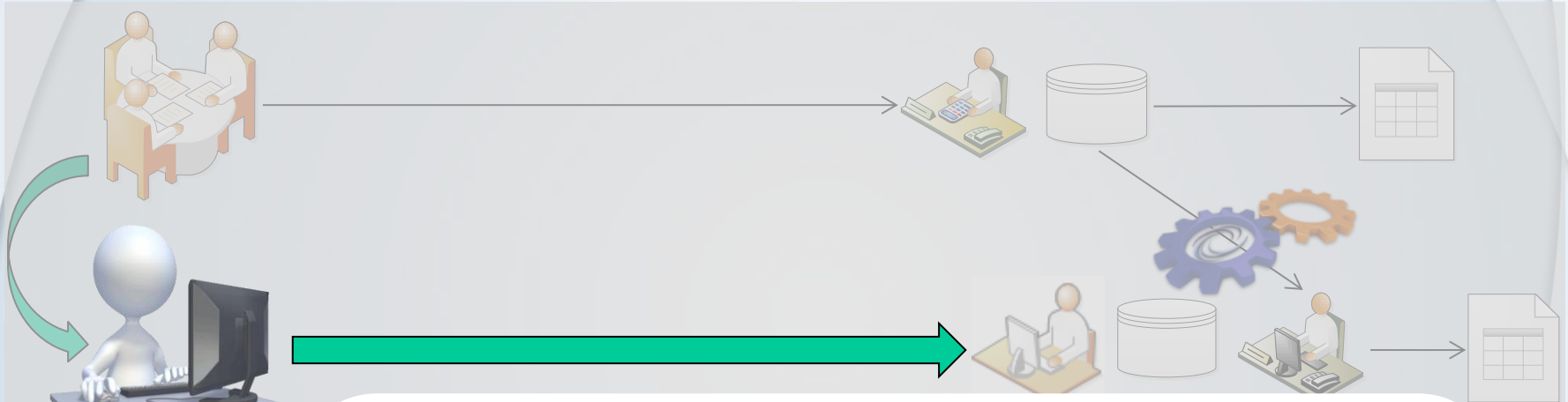
- Eliminated multiple ways of how requests were made (over 6 possible methods)

- Online electronic form
    - Field information validation
    - Minimum required info based on the type of request

- All requested changes are captured and can be reviewed by all stakeholders

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Third modification:
Built-in Approval Accountability

- Enforcing FH guidelines on approvals and reviews required to changes on bed map

- Automated notifications at the right time

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The New Process

Why this project and not others?

- Multiple components – Scalable Projects

- Affect across the organization – Awareness/Socialization

- Policy and guidelines followed – Policy

- Definitions, process, roles and systems – Foundation

- Owners want to see changes to the current process – Executive Sponsorship

Lesson Learned

- **Clear** on purposes

- **Think** globally, **act** locally

- **Simplicity** and **usability** are keys to acceptance

- **Participate** and **understand** the process

- **Network**

- **Keep** trying, **Don't** Quit

- **Executive support** and involvement

- Continuously **communicate** and **educate**

- **Name only** those you plan to engage soon

- Use **real examples** to educate

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Thank you