Evolution of Data Governance in Healthcare – Does It Ever End?

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Donald L. Levick, MD, MBA
CMIO

Lori A. Yackanicz, MBA
Administrator, Enterprise Analytics
Lehigh Valley Health Network
Conflict of Interest

Donald L. Levick, MD, MBA
Lori A. Yackanicz, MBA

Has no real or apparent conflicts of interest to report.
AGENDA

• LVHN Data History
• On the Journey
• Successes to Date
• Challenges Ahead
• Key Takeaways
Learning Objectives

• Identify the components needed to implement successful data governance

• Recognize the role culture plays in Data Governance across an enterprise

• List the areas that are many times missed in data governance

• Explain case studies in support of the governance journey that Lehigh Valley Health Network has implement along the way
A Summary of How Benefits Were Realized for the Value of Health IT
Value of HealthCare IT

• S (Satisfaction) – Data Governance provides satisfaction on various levels within the network. Most important is knowing there is a ‘single source of truth’ for reporting of corporate metrics.

• T (Treatment/Clinical) – Data Governance allows for the standardization of information that is presented to clinicians at the point of care. Dashboards are presented in standard format, with easily consumable metrics.

• E (Electronic Information/Data) – Data Analytics provided at the clinical point of care.
Value of HealthCare IT

• P (Patient Engagement/Population Management) – Data Governance enforces standard data definitions for universal data use, both by patients and across the continuum of care

• S (Savings) – By streamlining data from a single source in a standardized format, centralized staffing and consolidating resources provide savings.
"We are drowning in information but starved for knowledge."

-John Naisbitt

Image+Quote from FamousQuotesAbout.com
The Opportunities with Data

• “The most significant idea for big data is that it allows you to see around corners and react”—Michael Cavaretta, Ford

• “We want to increasingly make use of ‘data that drives our questions’ as well as ‘questions that drive our data’”—Myron Guttmann, National Science Foundation

• “Machines don’t make the essential and important connections among data and they don’t create information. Humans do”—Jim Stikeleather, Dell
The Challenges with Data

• One of the problems with big data is the fact that it has to deal with real data from the real world, which tends to be messy and difficult to represent.
  – Ben Rooney, Wall Street Journal

• A significant constraint on realizing value from big data will be a shortage of talent, particularly of people with deep expertise in statistics
  – McKinsey Study 2012

• The standard utilization rates of data and analytics software is around 15% worldwide.
  – Paige Roberts, Pervasive Software
LVHN Data History

• History of Best of Breed – Data Silos
  – Various software applications lead to silo’ed data and data experts

• Then Came the Integrated EHR
  – Easier approach, given a single source
  – So much data …

• Network Data Needs – Enterprise Approach
  – Executive Leadership mandate to coordinate quality and data initiatives within the network
  – Lots of culture issues associated with new approach
THE CHALLENGE

• Challenges at LVHN
  – Data creation
  – Data shopping
  – Lack of centralization
  – Data quality / integrity
  – Security risks
‘Data Shopping’ occurs for the following reasons -

A. Poor turnaround on data requests  
B. Don’t believe initial source of data reporting  
C. Dedicated resources can ‘get’ the data  
D. Lack of standardization in overall data reporting  
E. All of the Above

ANSWER –  
E. All of these areas need to be considered when addressing the need for data shopping within an institution.
On The Journey

• LVHN Integrated EHR Go-Live Efforts
  – Feb, 2015 - 190 Ambulatory practices
  – Aug, 2015 – 4 main hospital and ancillary locations

• A New World of Data
  - Point of care dashboards
  - “Unlimited” metrics
  - Data and the required cultural change

• Can you have too much data?
  – Unintended consequences
“You get to drink from the firehose!”
Approach With Caution

- Cultural challenges with so much data
  - Users having timely data at their fingertips
  - Data Interpretation
  - Data Overload!!
When implementing a successful data governance strategy, the data culture of the institution does not need to be taken into account?

ANSWER – FALSE. The culture of the institution is probably one of the most important areas to address when working out the details for successful data governance.
The Need for Governance

• With so much data, who/how best to interpret?

• Choice of numerous metrics, which are them most critical?

• Data pre-implementation, data post-implementation, which is the actual source of truth?

• How do we measure the effects of the go-live?
  – What data is the ‘golden rule’?
  – Who owns the data?
  – Which data really counts?
Most of our Data Governance policies are more specific than "Because I said so."
Areas in Need of Data Governance

• Quality Metrics
  – Clinical
  – Regulatory
  – Meaningful Use

• Operational Metrics
  – Volumes
  – Capacity
  – Throughput

• Financial Metrics
  – Budget to Date
The Need for Governance

• Standard Data Definitions:
  – Different parties have different definitions
  – Are we counting ‘operationally’ or ‘finance’?
  – Are all reports using the same definitions?

  – Examples of issues
    • What constitutes an inpatient length of stay?
    • What metrics constitute Emergency Room turnaround times?
    • Volumes of procedure performed
    • Who is the PCP?
Length of Stay Is....

A. Patient Time from Door of E.D. to Discharge Inpatient Unit
B. Patient Time from Admit to Inpatient Unit to Discharge
C. Patient Time from Door of E.D. to Discharge from E.D.
D. All of the Above.

ANSWER –
What metric do you want to report? How is it defined?
The Need for Governance

- Interactions of Enterprise Data Systems
  - Enterprise Marketing Application fed by Integrated EHR
    - Types of Patients
    - Types of clinical data
  - Enterprise Risk Analysis Application fed by Integrated EHR
    - Types of Patients
    - Continuum of Care and Data Interaction

- Roles Associate with Enterprise Applications
  - Which metrics are important
  - How metrics are presented to management
Data Governance Structure

- Established data governance structure
- Identified data quality issues
- Selected new tools

How does this affect you and your users…
Keys to Governance

• Membership of Governance Steering Committee
  – Include key data stakeholders
  – Buy-in of the goals and roles

• Define the ‘Gold Standard’
  – Ensure use across the enterprise
  – Documentation to support decisions

• Communications Are Key
  – Effective communications of defined data definitions
  – ‘Evangelize’ data stewards to help communicate the message
When setting up a committee for effective data governance, the following areas must be included -

A. Operations  
B. Clinical  
C. Physician  
D. Finance  
E. All of the Above.

ANSWER –  
E. You must include all stakeholders from the organization in order to set up effective data governance at any organization.
“Basically, we’re all trying to say the same thing.”
This is Only the Beginning....

• Data Definitions are a great start
  – Foundation for true analytics
  – Standard data message
  – Standard data tools

• Taking down the silos, one at a time....
  – Utilization of enterprise tools
  – We are all on the same page
  – Documentation supporting any variation

• Share in the success of the data for the enterprise!
Successes to Date

• Support from Executive Level
• Growing Team of Experts
• More people ‘see the light’ each day to trust data
• Focused attention on Enterprise Structure
• Proven Single Source of Truth for Data Delivery

• The data has yet to be proven wrong…
STAKEHOLDER PERSPECTIVES

No, I don't see any problem with the data!

www.ComicStripGenerator.com
Challenges Ahead

• Continued work ahead
  – ‘Data Is a Team Sport’

• Breakdown of the silos
  – A continued evolution
  – Access to the Data

• We don’t know what we don’t know….
MAKING IT USEFUL

• "Most people use statistics the way a drunkard uses a lamp post, more for support than illumination."
  - Mark Twain
Recommendations

• Take your time, this is marathon, not a sprint

• Let the data speak, Show value to get buy in.

• Use grass roots efforts, build on small successes

• Take advantage of existing relationships for support

• Listen to the business needs to understand data needs
There are solutions: even to the hardest problems

FAIL Fun .com
Key Takeaways

• Solutions must address both process and technology

• Governance is critical for data integrity and true analytics

• Data Governance is an ongoing state, not a point in time

• Everyone plays concerning data governance

• Successful governance is the result of effective communications
A Summary of How Benefits Were Realized for the Value of Health IT
Provides a ‘Single Source of Truth’ for data within the network.

Confidence in the data at all levels and across departments.
STEPS: Treatment/Clinical

Standardized information presented to clinicians at the point of care.

Dashboards at point of care allow for effective decision making.
STEPS: Electronic Secure Data

Clinical data in a paperless environment

Data Analytics at the clinicians point of care
Enforcing standard definitions allows for data analytics for patient populations

Data Analytics across the Continuum of Care
STEPS: Savings

Streamlining data from a single source in a standardized format

Opportunity to Centralize staffing and consolidate resources
Questions

• Donald L. Levick, MD, MBA
  – Donald.Levick@lvhn.org

• Lori Yackanicz, MBA
  – Lori.Yackanicz@lvhn.org