Information Governance for Healthcare Executives

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Objectives

• Understand the opportunity to capitalize on Information through a solid governance initiative

• Describe how developing an information governance program can help you address resource intensive competing initiatives such as ICD-10, MU, privacy and security compliance, and breach response

• Lay the foundation for an effective information governance initiative
What is *Information Governance*?

- The specification of *decision rights* and an *accountability framework* to ensure appropriate behavior in the valuation, creation, storage, use, archiving and deletion of *information*

- The *processes, roles and policies, standards and metrics* that ensure the effective and efficient use of *information* in enabling an organization to achieve its goals.

(Source: Gartner)
How does this differ from *Data Governance*?

**Data governance** refers to the overall management of the availability, usability, integrity, and security of the *data* employed in an organization or enterprise.

(Source: Data Governance Institute)
Why Must Hospital Executives Care About Information Governance?

• Information Governance starts at the top – WITH YOU – executive leadership
• Aligned with organizational strategy
• Requires executive leadership, not sponsorship
• Must be well-funded with adequate resource allocation to ensure success
Information as a Business Asset

• Quality and Safety
• Revenue Cycle Management
• Patient and Customer Relations
• Operational Efficiency
• Compliance/Risk
• Population Health Management
With all the other priorities, Why Now?

- Current healthcare environment requires data to be leveraged as a resource
- A strategic approach to Information Governance ensures that data is trustworthy and actionable
- Example: ICD-10 requires increased specificity which then increases quality of that information for secondary purposes
Challenges to Developing Information Governance

• Requires designated executive responsibility and consistent communication
• Resource limitations
• Effect on organizational culture
• Turning the data into action
How can an Information Governance program add value?

• Provides data that is consistent, reliable, and actionable

• Allows for improvement in areas of opportunity proactively instead of reactively

• Positive impact on patients

• Improves organizational transparency
Information as an Asset

- Improve Financial Performance
- Better information for decision making
- Population Health Management
Information Management vs. Enterprise Information Management

**IM**
- Siloed
- Not integrated across other business units
- Application-focused
- Focus on a single department, process, business unit, or source of information

**EIM**
- Collaborative information sharing
- Integrated efforts across depts./business units
- Not application-focused
- Focus on single source of truth at enterprise level
• Policies and processes to ensure the effective evaluation, selection, prioritization, and funding of competing IT investments; oversee their implementation; and extract (measurable) business benefits
• Led by the CIO
• Policies, processes, and practices that address the accuracy, validity, completeness, timeliness and integrity of data (data quality)
• Operational focus (e.g. metadata, classifications, data standards, auditing, risk management, versioning, etc.)
• Business Unit Stewardship Responsibility
• Accountability framework and decision rights to ensure effective and efficient use of information across the enterprise to achieve its goals
• The responsibility of executive leadership
• Focuses on strategic goals
Enterprise Information Governance in Health Care - Why is it important?

There is an increasing need to ensure health care information is trustworthy and actionable.
Case Studies – Three Approaches

- Small integrated Academic medical system
- Large multi-state integrated Delivery System
- Regional Health System
Case Study Summary

• **Functions**  
  – Use data efficiently  
  – Have accurate/trustworthy data  
  – Improve quality of patient care

• **Responsibilities/Accountabilities**  
  – Led by executive leadership  
  – Existing staff as data stewards

• **Decision-making**  
  – One program office  
  – *Scalable* models to fit organizational needs  
  – Decisions driven by organizational goals

• **Effect on Culture**  
  – Increased communication  
  – Decrease autonomy to achieve goals
How Do I Get Started?

• Establishing IG is at minimum a 12 to 18 month effort

• Start with an existing problem or business opportunity
  – Need for a single patient identifier from multiple MPI streams of data
  – Desire to participate in an HIE with a need to standardize required exchange data
Initiating Information Governance

• Build a compelling business case
  – Start with your organization’s pain points, or look for a strategic business opportunity
  – Timing is critical

• Realize that this is **not** another IT project
  – Collaborate with CIO/IT—they may agree

• Develop a strategy
  – Identify goals, define purpose
  – Determine whose in charge/responsibility
  – Create high level work plan
  – Define measures of success
Evaluate Current State

• Information Demand Analysis
  – What is working well?
  – What isn’t working well?
  – Are there barriers to success?
• Inventory Management Assessment
• Policy Review and Analysis
• Information Management Resource Assessment
Developing An Incremental Approach

- Lay the foundation with policies, procedures, and a technology strategy
- Initiate content clean-up
- Use an existing program as a model
- Establish clear goals and measures of success
Summary – The 4 “R”s

Information governance insures that accurate information gets to the right person, for the right reason, at the right time to make the right decisions – While at the same time supporting the strategic goals of the organization.
Additional Resources

AHIMA Information Governance Page
http://www.ahima.org/resources/infogov.aspx
Questions?

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