

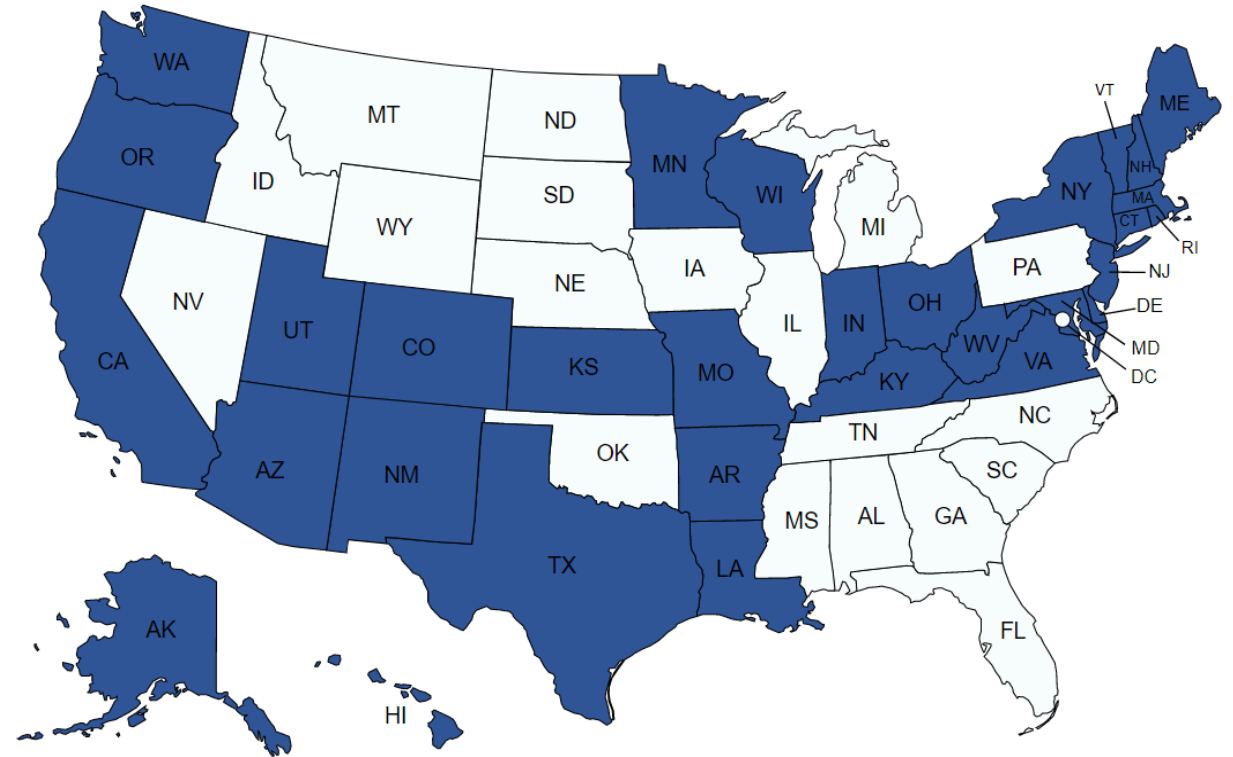
Data Governance: Essential for Timely Decisions in an Era of Changing Social Policy

**Data Governance is
About People: Essential
Roles & Responsibilities**

Jonathan Mathieu, Senior Consultant
Marissa Smith, Project Associate

About Freedman HealthCare

- Founded in 2005
- Focus on state and nonprofit health data initiatives
- Experienced APCD managers and data scientists
- APCD and Integrated Data System lifecycle expertise:
 - Stakeholder engagement
 - Statutes & rules
 - Data Management Vendor SOWs
 - Quality & validation
 - Analytics & reporting
 - Access & use policies
 - Funding & sustainability



FHC has experience in more than 30 states

FHC Team



John Freedman, MD

President



Linda Green, MPA

Executive Vice
President



Jonathan Mathieu, PhD

Senior Health Care
Data/Policy Consultant



Marissa Smith, MPH

Project Associate



Summer Preg

Project Manager

Agenda



Data Governance is about People



Internal & External Stakeholders



Best Practices & Lessons Learned

Recap: Data Governance Foundations



Good data governance is essential for timely and informed decision-making.

Decisions that support...

Performance Management



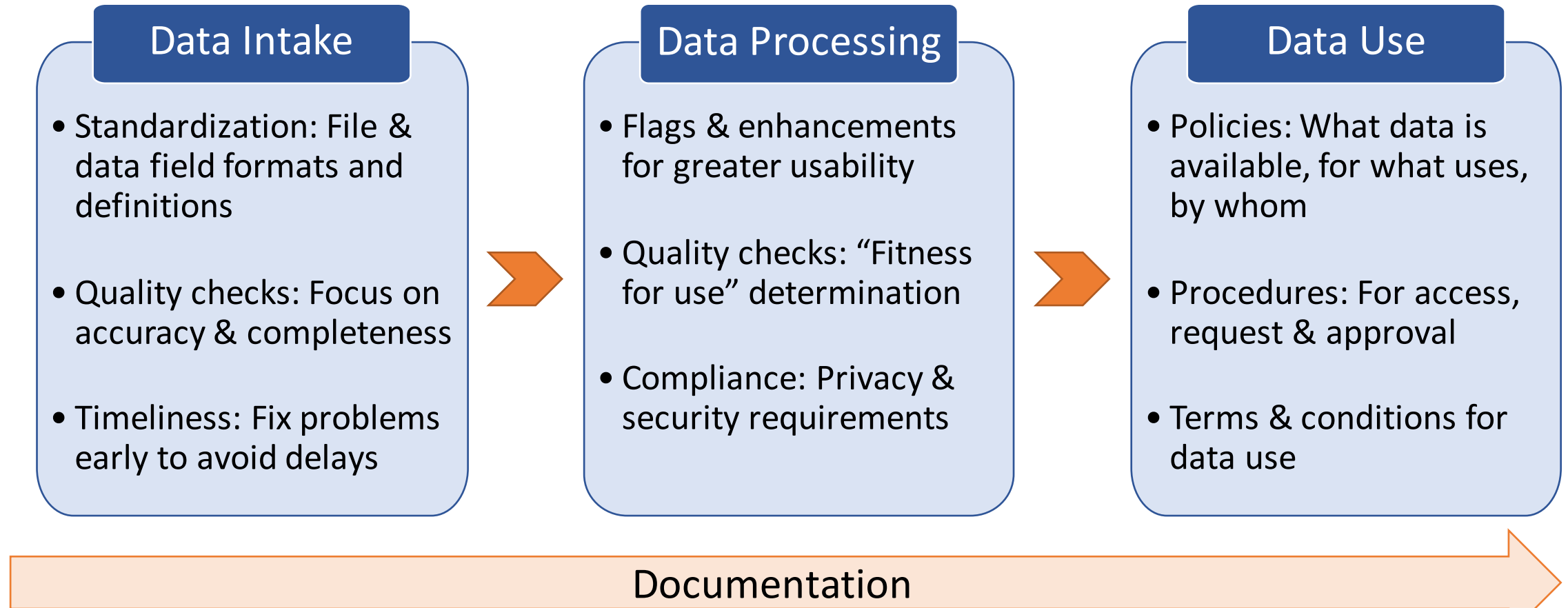
Program Evaluation & Improvement



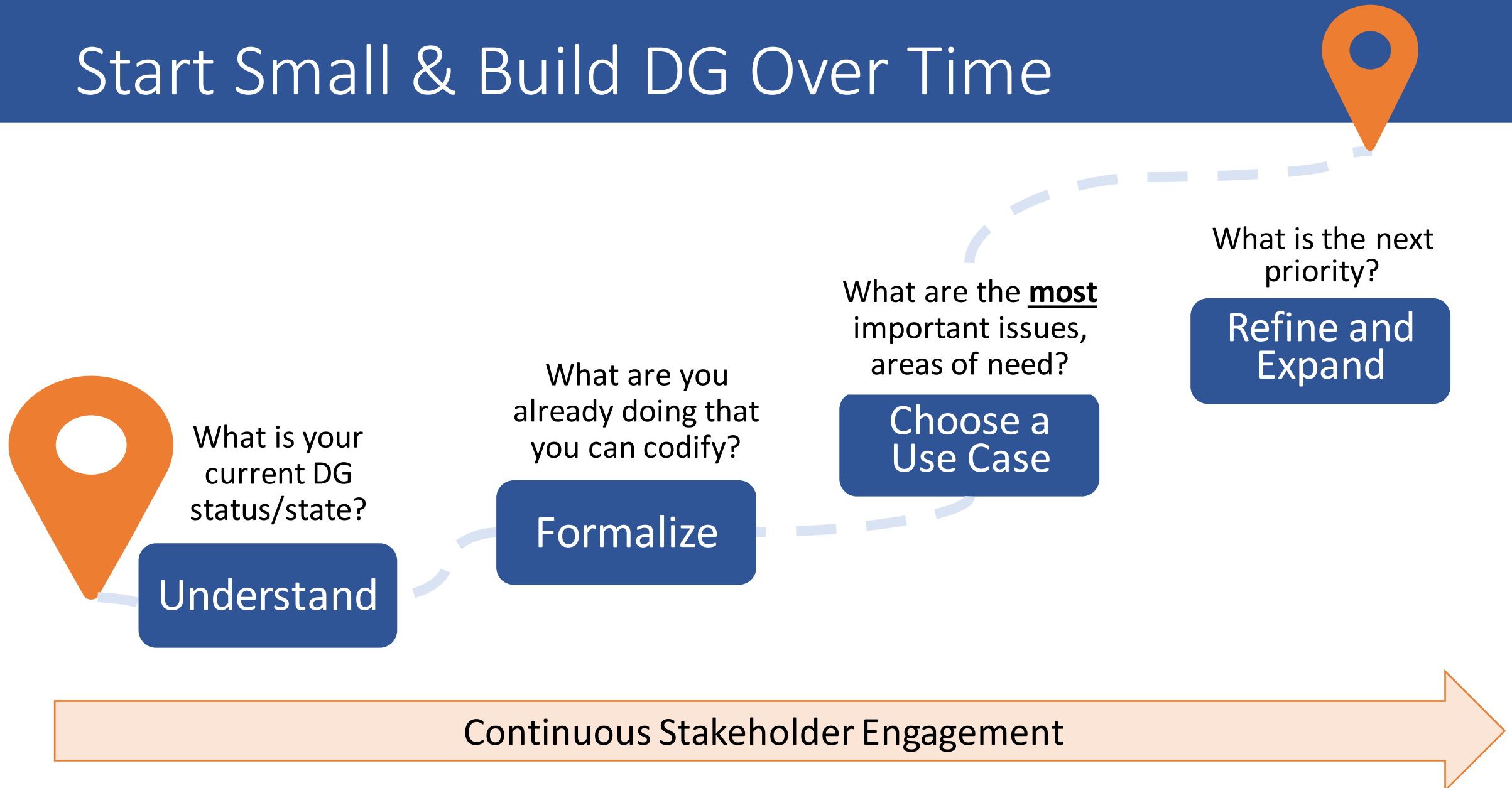
Policy Making & Strategic Planning



Data Governance Lifecycle



Start Small & Build DG Over Time



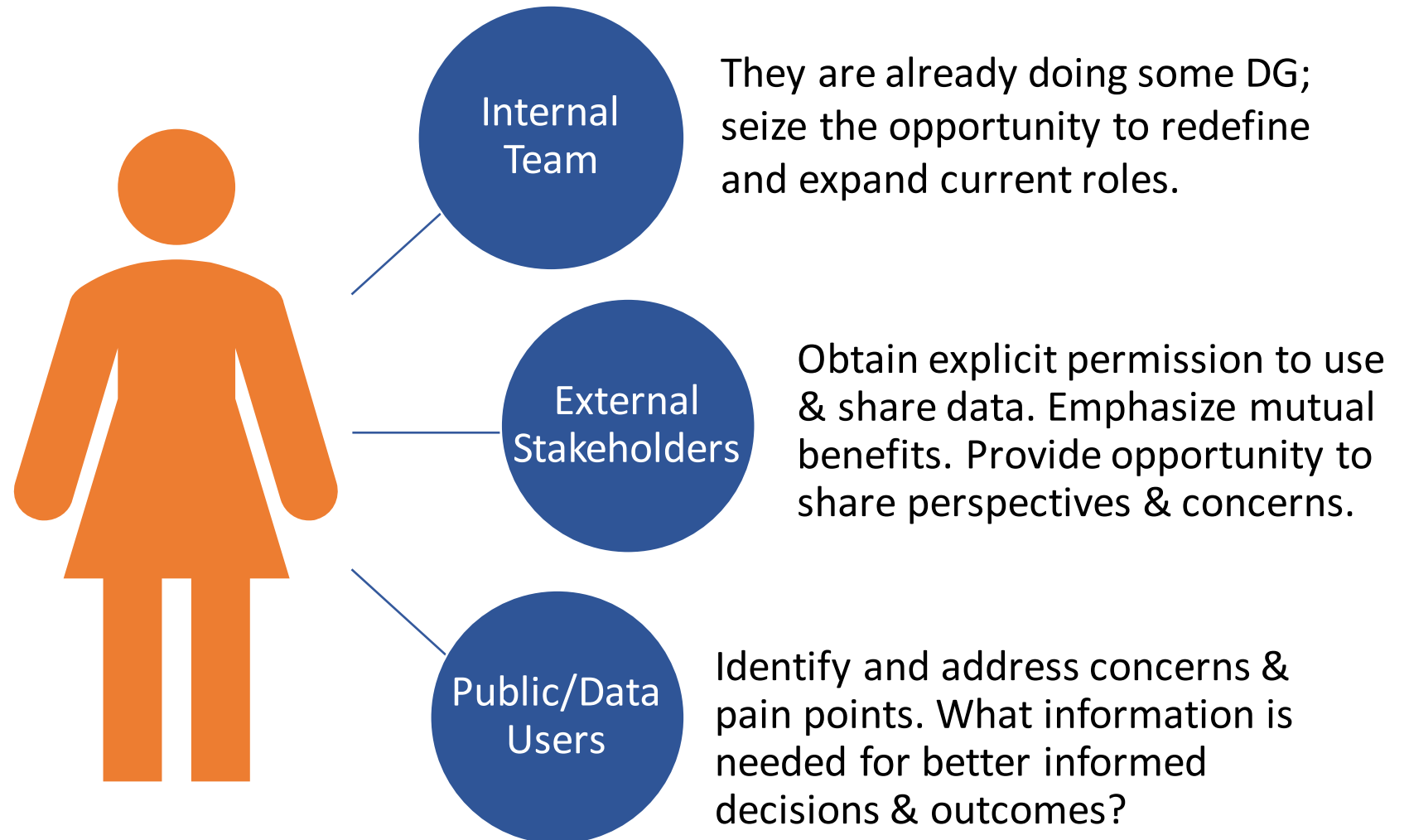
Data Governance is About People



Data Governance is About People

“The right people, doing the right things, at the right time.”

Reichental, *Data Governance for Dummies*, pp. 121



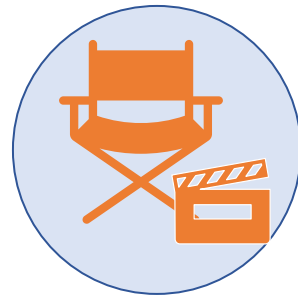
Essential Internal DG Roles

Program
Sponsor



“Executive Producer”
Sets the tone and
drives the program.

Data
Owner



“Director”
Accountable for data
quality, compliance.

Data
Steward



“Stage Manager”
Responsible for daily
operations & decisions.

Data
Custodian



“Set Designer”
Responsible for DG
technical aspects.

Defining clear roles and responsibilities is essential for effective Data Governance

Program Sponsor



Who - “Executive Producer”

- Senior leader from the responsible agency or department, e.g., Executive Director
- Accountable for creating value consistent with agency mission & program goals
- Serves as DG champion internally & externally; sets the tone, drives the program

Role

- Responsible for creating value = information to inform decision-making and policy
- Communicates the importance of DG to achieving mission & goals
- Manages relationships with agency, internal staff & external stakeholders
- Accountable to entities with statutory/regulatory authority

Data Owner



Who – “Director”

- Member of the management team, e.g., Director, Department Lead, etc.
- Accountable & ultimately responsible for data quality & compliance
- Knowledgeable and familiar with all aspects of Data Governance

Role

- Accountable for data quality, accuracy & completeness; privacy & security; oversight of data use, request & approval processes
- Leads multistakeholder process to create DG policies & procedures
- Responsible for Data Governance oversight throughout the life cycle

Data Steward



Who – “Stage Manager”

- Member of the Management Team, plays the active “hands-on” role
- Director/Manager of Data Operations, Research, Compliance, etc.
- Understands the details & works directly with data

Role

- Manages day-to-day Data Governance and database operations
- Works with stakeholders to maintain DG policies & procedures over time
- Resolves data quality & access issues, monitors compliance
- Facilitates data use, request & approval processes

Data Custodian



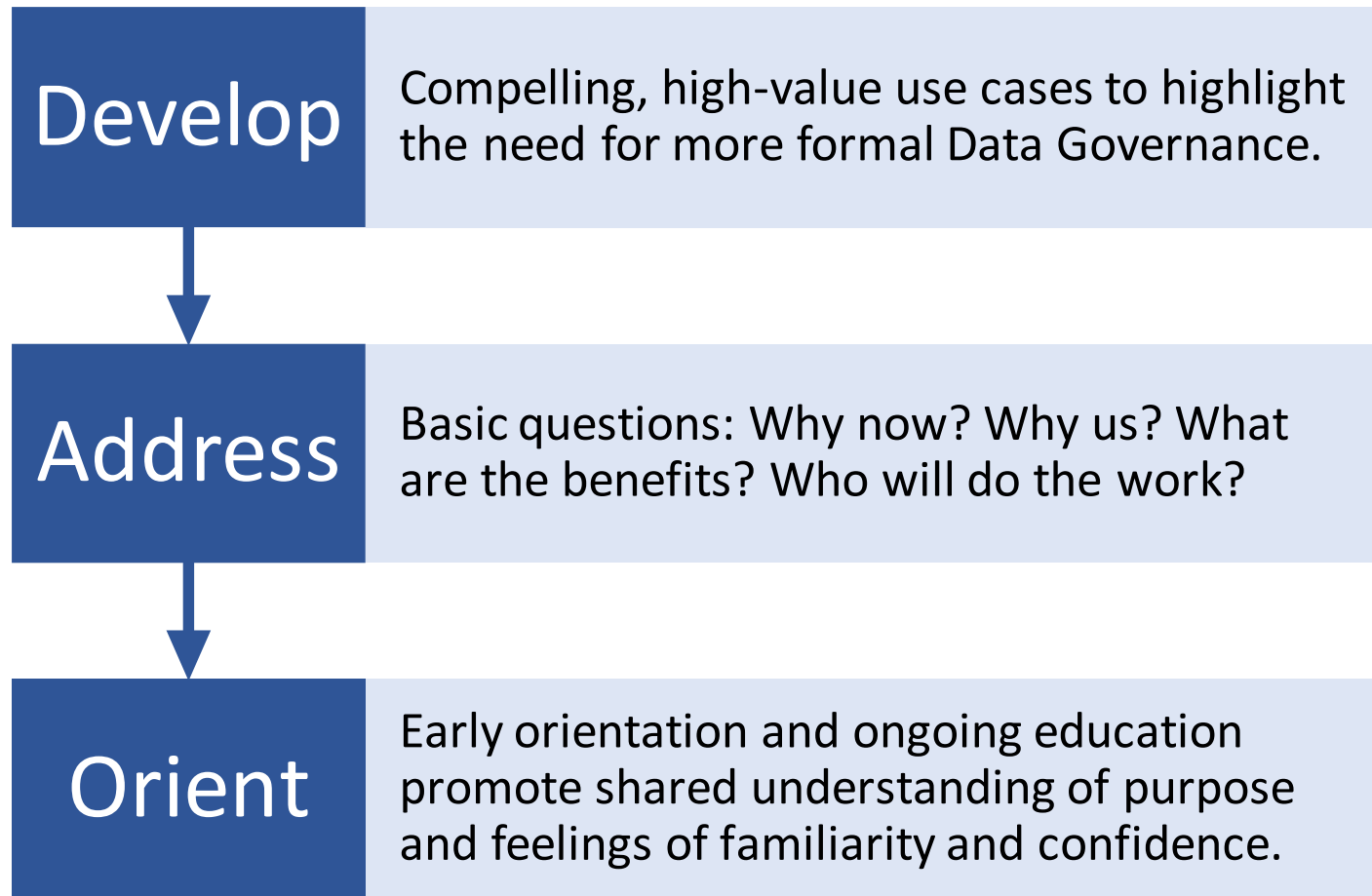
Who – “Set Designer”

- Director of IT, Database Administrator or Manager
- Responsible for the technical aspects of Data Governance and management
- IT role. Some functions may be assigned to a contracted data manager

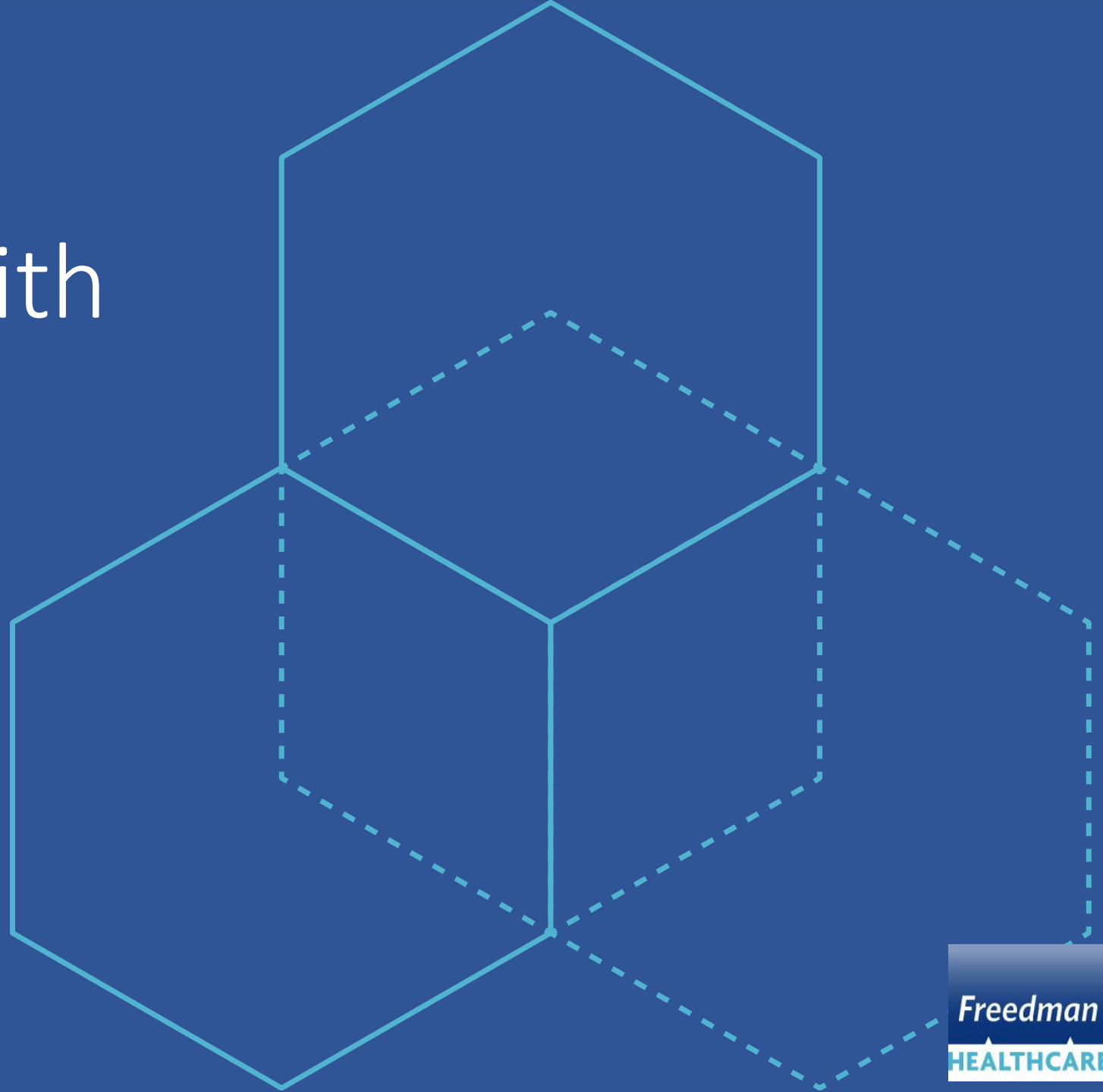
Role

- Oversees technical implementation of Data Governance
- Responsible for day-to-day IT operations
- Manages technology that allows appropriate use, protects data privacy & security
- Maintains a secure storage environment throughout the life cycle

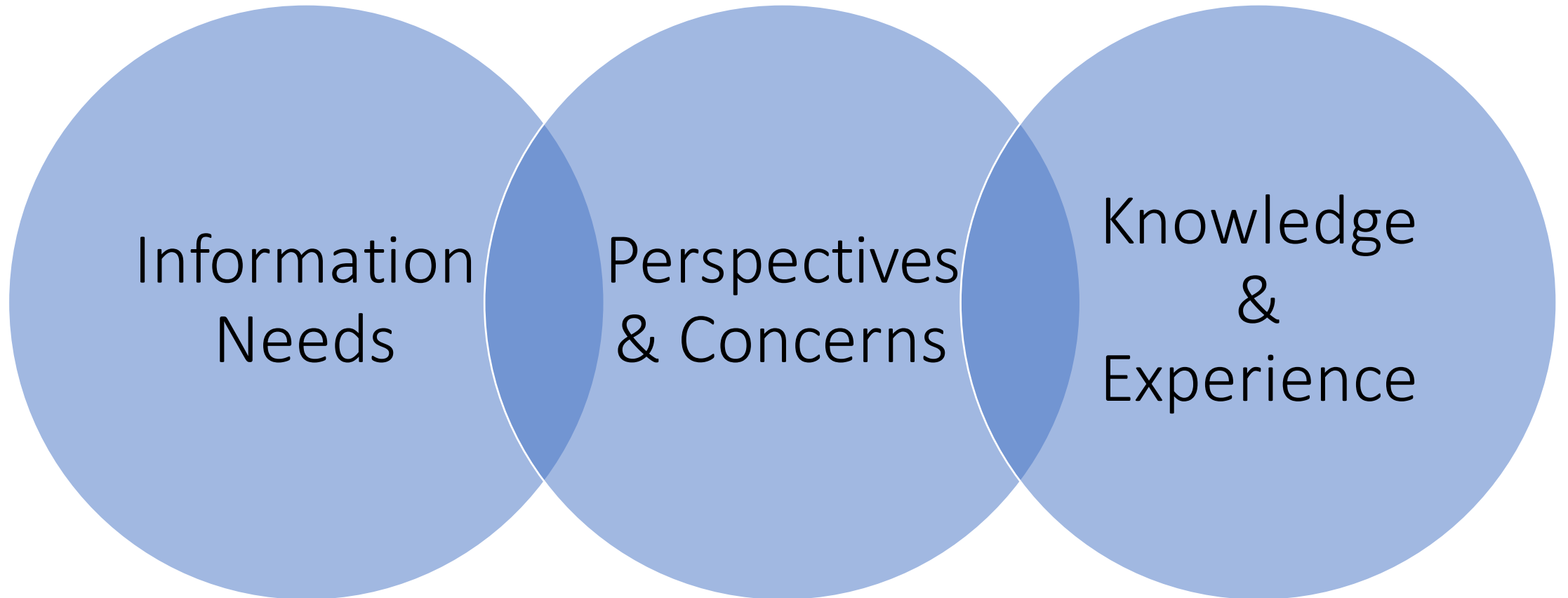
Engaging the Internal Team



Building Relationships with External Stakeholders



Stakeholders Matter



Who are the External Stakeholders?

External stakeholders have unique perspectives, concerns, and needs that must be recognized



Data Sources

Payers, HIEs, Public Health, Social Services

Role: Understand and inform how data they provide will be protected and used



Providers

Hospitals, Health Systems, Provider Groups

Role: Understand opportunities to use data to improve operations and better coordinate care



Data Users

Researchers, Payers, Employers, Purchasers, Advocacy Groups, Government, Legislature, etc.

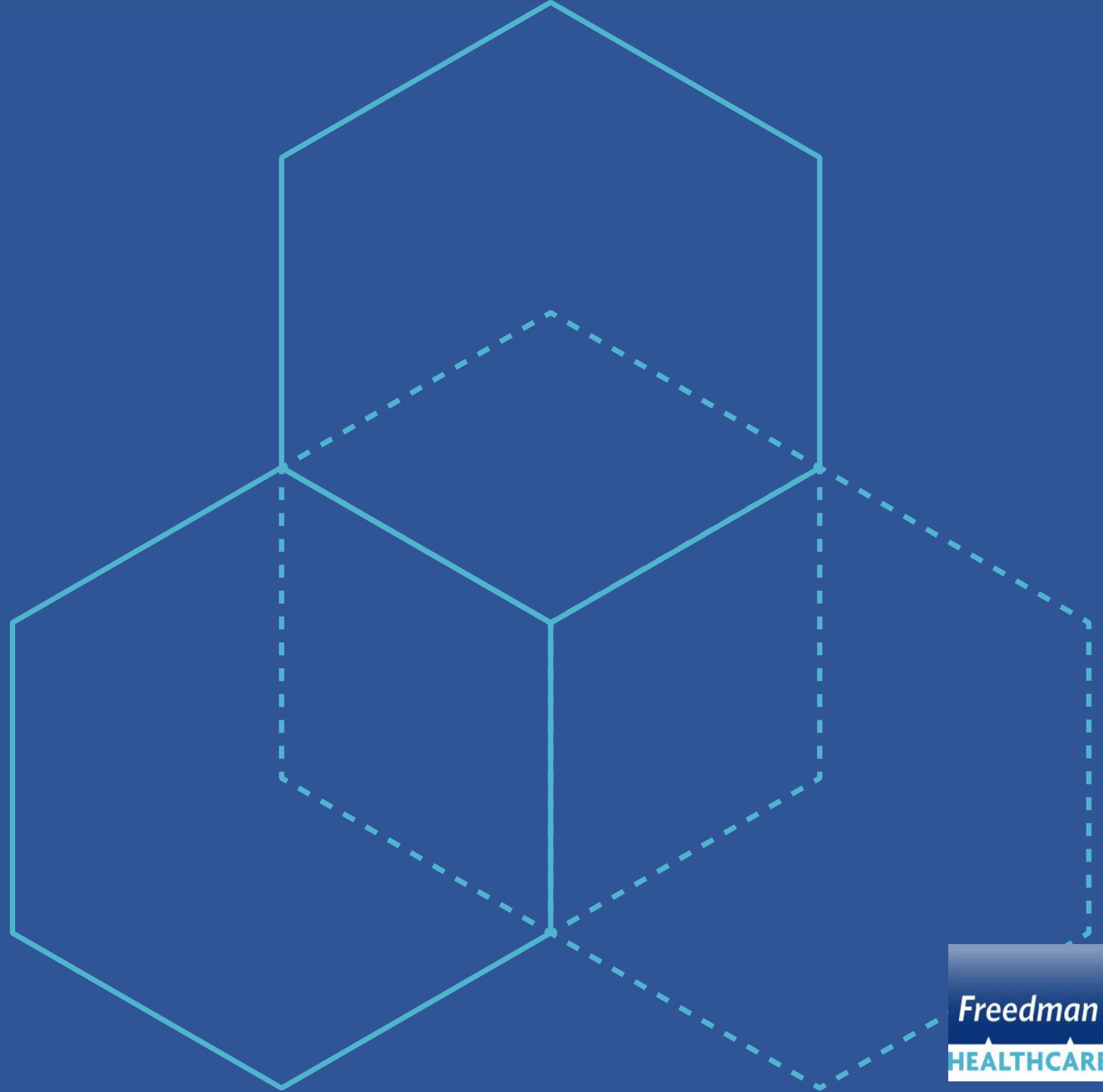


Subject Matter Experts, Public

People with expertise on specific DG topics.

Role: Express unique perspectives, needs & concerns. Contribute to development of policies & procedures

Engaging External Stakeholders



Committee Participation

Advisory/Policy Committees

- **Role:** Advise on policy alignment with law/rule & program goals. Provide input on public reporting principles, information needs and priorities
- **Knowledge Base:** Diverse health policy & program experience, public & private
- **Members:** May include state agency partners, health care associations, data sources, providers, researchers, advocacy groups, legislators.

Data Access Committees

- **Role:** Advise on data access/use policies. Review requests, make approval recommendations
- **Knowledge Base:** Expertise in health care data analysis, research, privacy & security
- **Members:** May include payers (public, private), health systems/hospitals, physician and non-physician providers, researchers, policy experts, advocacy groups (consumer, privacy).

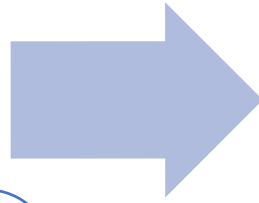
Committee Formation & Role

- Statute and Rule:
 - Often mandate creation of advisory and other multistakeholder committees
 - Specify that membership includes specific stakeholder groups to ensure diverse perspectives, needs & concerns are represented.
- Committees typically serve in an Advisory Role:
 - Review and provide input on draft Policies regarding:
 - Alignment with statutory purpose, legislative intent and regulatory requirements
 - Mission and goals of the Agency and program
 - Public information needs and priorities

Opportunities for Public Input

Regulations Development

- The review and comment period allows the public to share unique perspectives, needs & concerns.
- This contributes to feelings of inclusion, transparency, buy-in and trust.



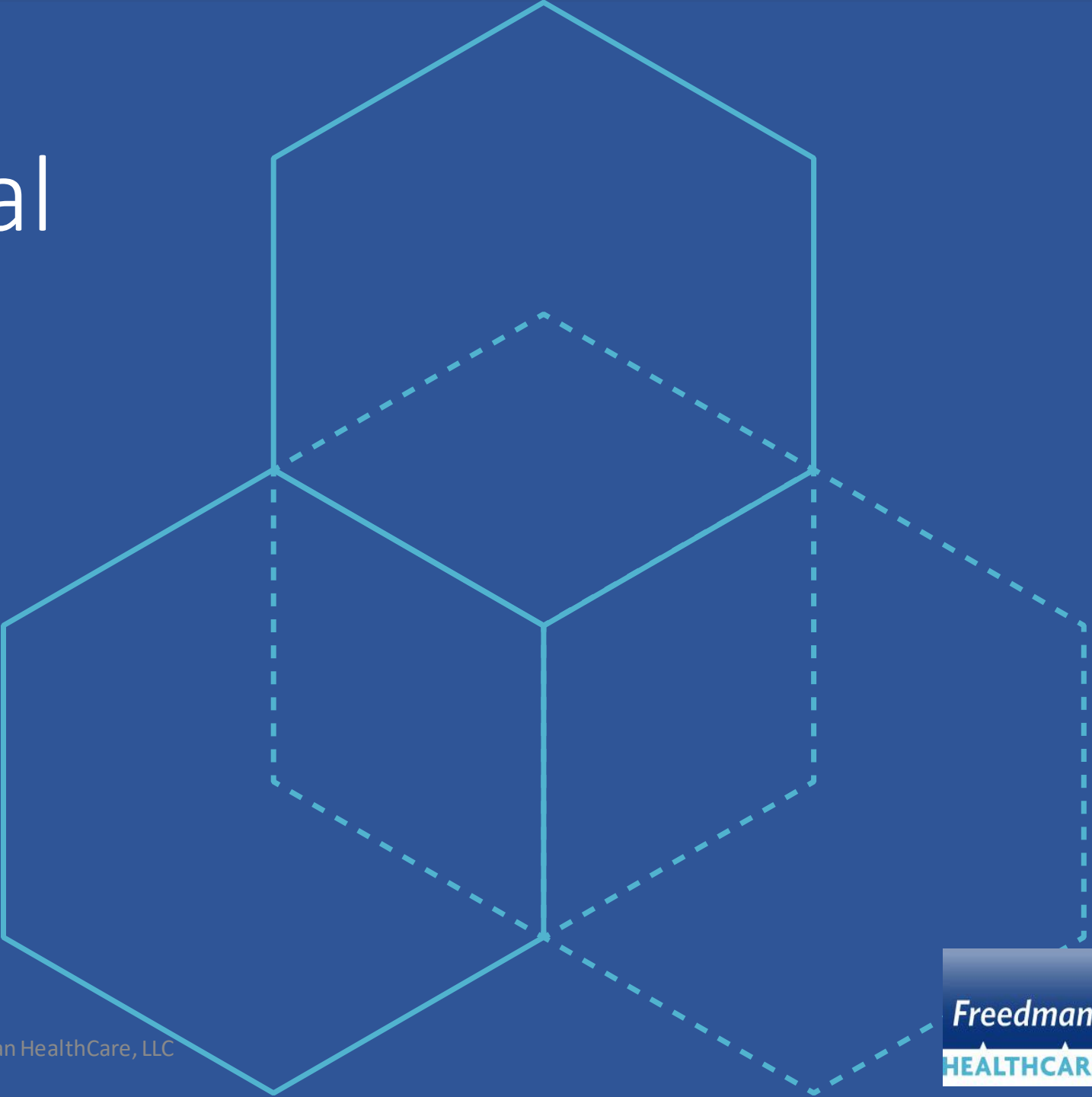
Advisory Committee Meetings

- Many committee meetings are open & allow members of the public to comment or ask questions.
- Publishing agendas & other materials in advance creates additional opportunities for public input.

Best Practices & Lessons Learned

- Stakeholders have unique perspectives, concerns and information needs that must be recognized in developing an effective Data Governance approach
- Early, frequent and ongoing engagement contributes to buy-in and builds stakeholder willingness to participate, confidence and trust
- Multiple avenues exist for stakeholder engagement including advisory and data access committees and other, less formal opportunities
- Qualifications and experience should be considered in identifying committee members based on specific roles and needs.

Questions & Final Thoughts



Upcoming Webinars in this Series

Date	Topic
June 28	Rules of the Road for Data Use: How to Maximize Value & Manage Risk
July 26	A Plan for the Future: Considerations for Growth & Securing Federal Funding

Register at: https://us02web.zoom.us/webinar/register/WN_d-sofKILR1m5jM6IRc41Cg

Watch for our follow-up email with slides and registration information.

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