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NEHIA/HFMA

2022 Compliance & Internal Audit Conference

Wednesday, November 30 - Friday, December 2, 2022
Mystic Marriott Hotel, Groton, CT

Optimizing Data Governance to Mitigate Enterprise Risk

Learning Objectives:

1. Understand Data Governance and the associated strategic, operational and regulatory risks
2. Understand the role of compliance, privacy and internal audit as partners in Data Governance
3. Assess the state and maturity of Data Governance at your organization

What is Data Governance?

What is Data Governance?

The 30,000 Ft. View

- Data Governance is an **asset management business function**.
- Like other business functions, **people, processes, and technology** are required to operate and implement capabilities throughout an organization.
- Assets are **inventoried**, maintained and **monitored for quality, secured, and proliferated** throughout an organization along with **decision rights and accountabilities**.
- **Procedures and policies** are established for proper use.

What Data Governance IS NOT:

An IT
Function



A Project



A Support
Function



Data Governance Foundation



People

- Data governance council; executive leaders
- Data governance steering/operational committee; senior leaders
- Data governance stewards; SMEs



Process

- Corporate decision-making process
- How data is managed (moved, stored, changed, accessed, secured)
- Monitor, audit and control



Technology

- Technology for data governance (e.g., MDM systems, metadata and semantic dictionaries)
- Data systems of record (SOR)
- Monitoring systems
- Reporting and BI systems

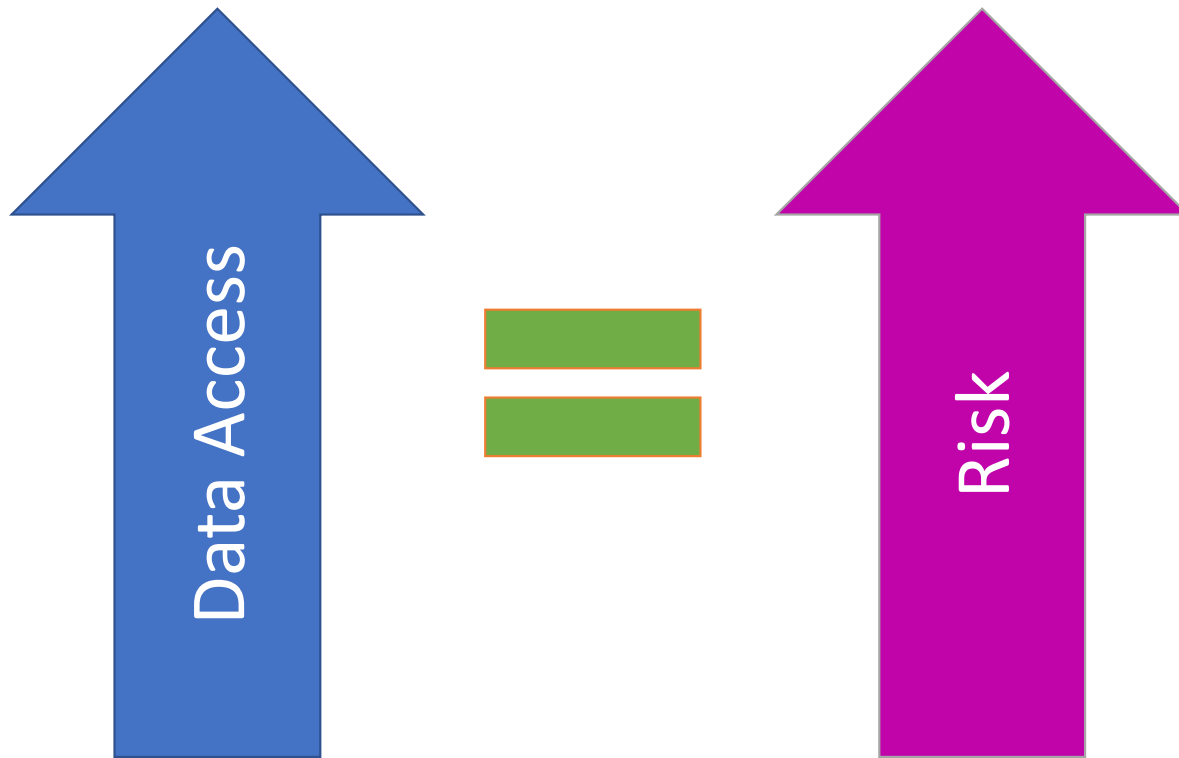
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Why is Data Governance Necessary?

- Data is a **foundational** component of almost **everything** we do in business today. If the foundation is not of high quality and well understood, success is negatively impacted.
- Data **regulations** continue to expand in both volume and complexity. To **minimize risk**, we need more transparency into how data enters, flows through, and exits the organization.
- Data is now a strategic asset in many organizations. **Data-driven decision making** enables us to learn from the past, gain a deep understanding of current state, and to select the best paths forward.
- **Trusting data** and using the “best source of truth” remains out of reach for many organizations.
- **Innovation** such as **machine learning** and **artificial intelligence** depend on well defined and high quality data.

Why is Data Governance an Enterprise Risk?

How Compliance, Privacy and Audit Professionals Lose Sleep



- HIPAA
- The Connecticut Unfair Trade Practices Act (CUTPA)
- Local State Law
- Federal Law / Federal Trade Commission Unfair or Deceptive Trade Practices
- International Regulations (e.g. GDPR)

Data Governance: Enterprise Risk

- Organizations must move beyond risk protection and compliance to *embrace the upside of risk*.
- Focused on ways to *create value* and *competitive advantage* from risk, these organization not only manage to avoid loss but also take a comprehensive, strategic view on the upside and downside.

Data Governance: Process Risk

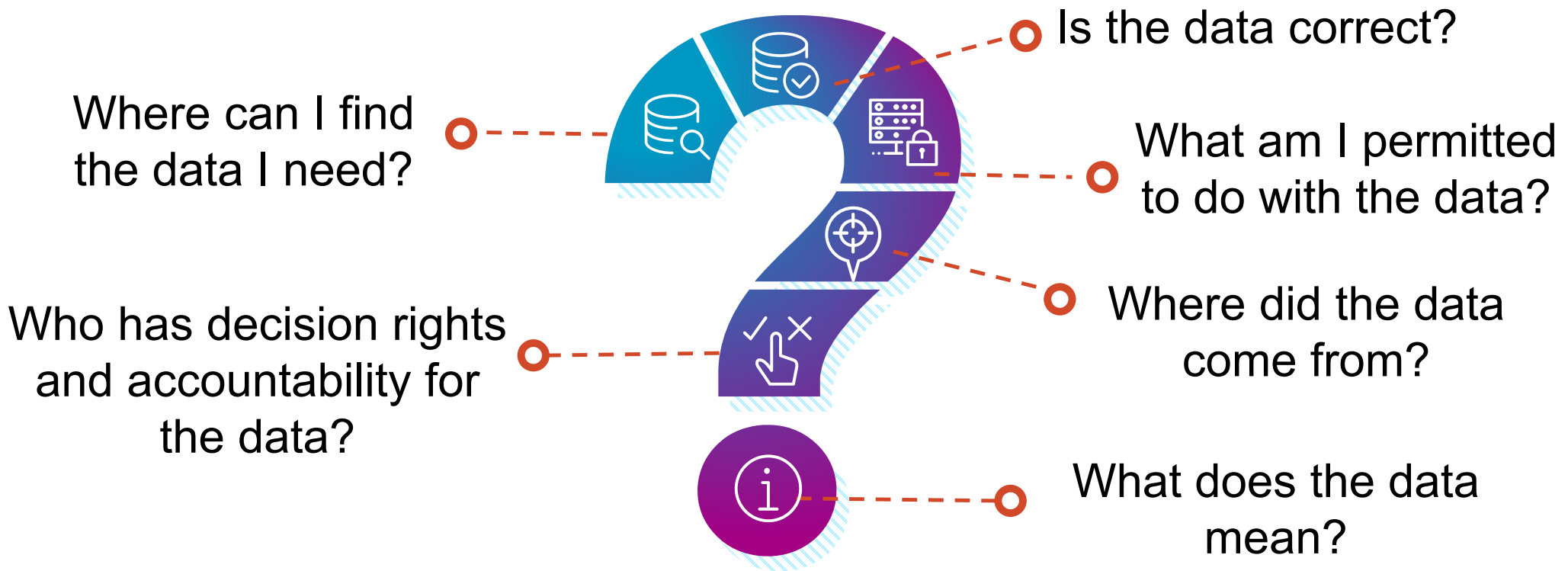
Upside Risk = Opportunities to be Realized

- Innovation
- New/Improved Revenue Streams
- Streamlined Operations
- Informed Decision-Making
- Digital Transformation
- Competitive Advantage

Downside Risk = Pitfalls to Guard Against

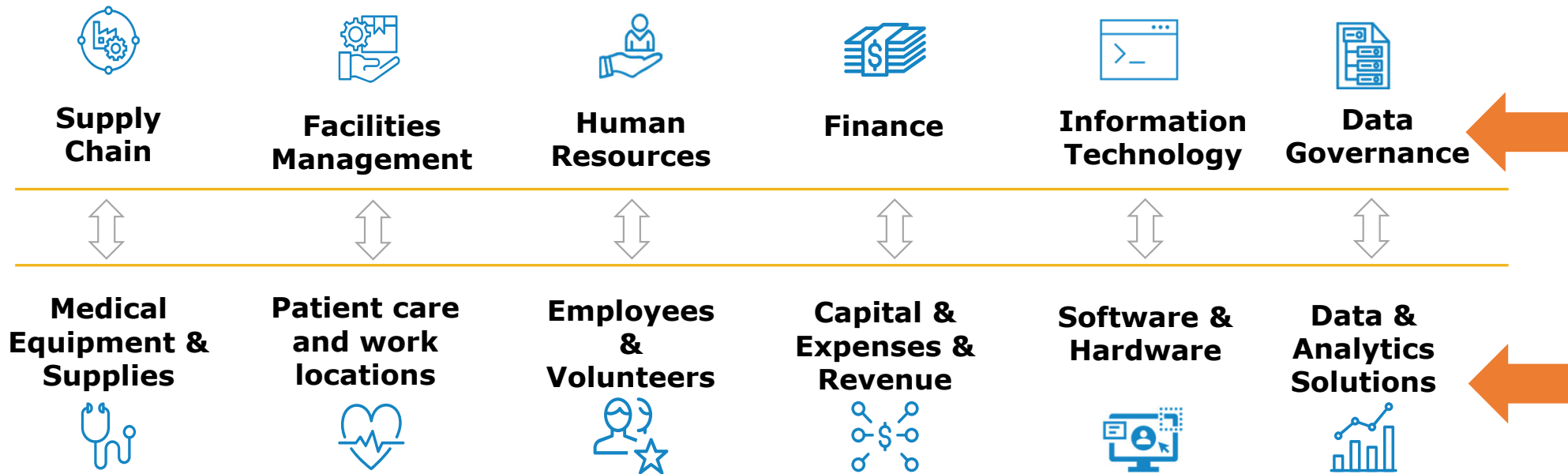
- Data Breach
- Reputational Harm
- Proliferation of “Bad” Data
- Poor Capital Management
- Blame Game
- Workforce Morale

Questions that Data Governance Can Answer



Data Must be Treated Like All Other Assets

CORE BUSINESS FUNCTIONS



The Role of Data Governance in **Analytics**

At the heart of every **data driven** organization is a commitment to manage data as a strategic and valuable asset.

ENABLE ACCESS TO DATA THAT IS:

-  **Permitted**
-  **Readily Available**
-  **Easy to Use**
-  **Well-defined**
-  **High Quality**
-  **Harmonized**

- Make **self-service** analytics a reality. Reduce the dependency on “phone a friend” and “knowing an expert”.
- Elevate the **analytics ability** of our organization by engaging more people in enterprise data work. Remove the “secret sauce”.
- Clearly define **data related decision rights and accountabilities** across the business.

What Does Success Look Like?

Recent Data Governance Successes

Accelerated Drug
Discovery: Eli Lilly
Unlocks **20% Faster**
Clinical Trials with
Trusted AI

Simplified Data
Onboarding:
Anthem **Saves**
\$10M With AI-
Powered Catalog

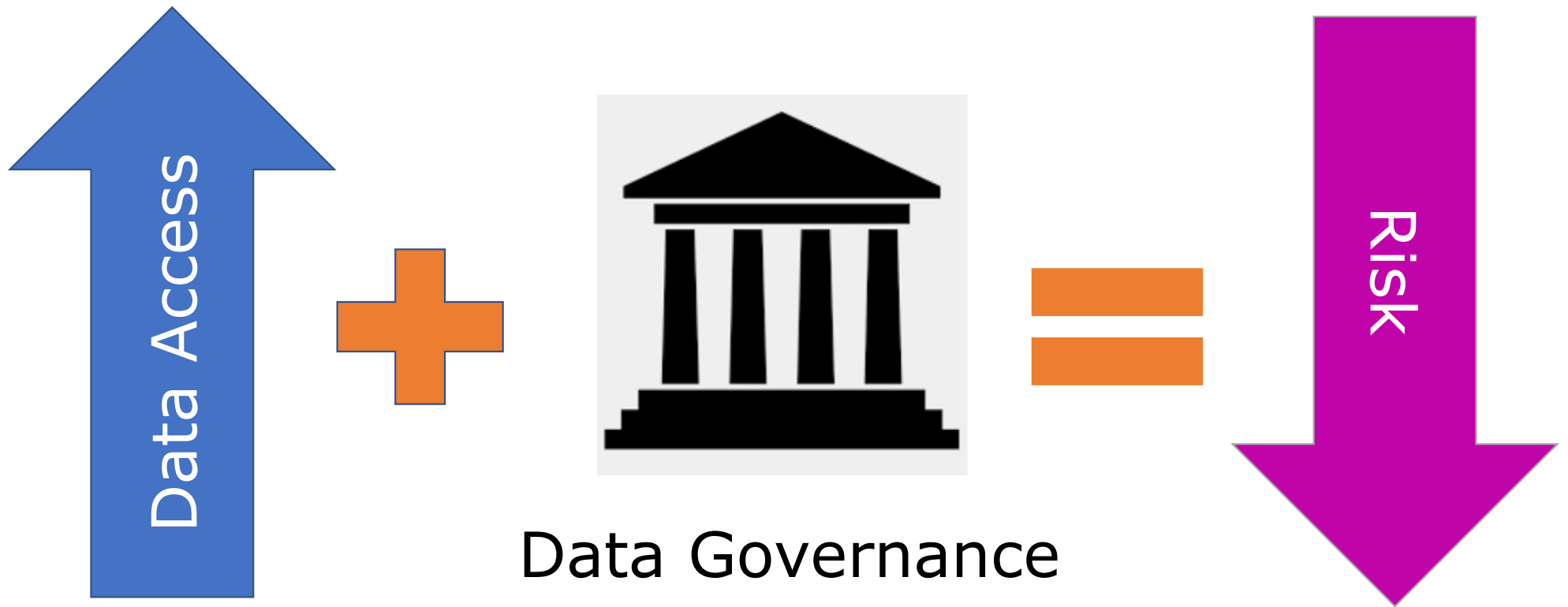
Stronger Supply
Chains: Pfizer
Automates 99% of
Cloud Data Integration

Just-in-Time Analytics:
UNC Health Builds
Critical Dashboards in
One Weekend

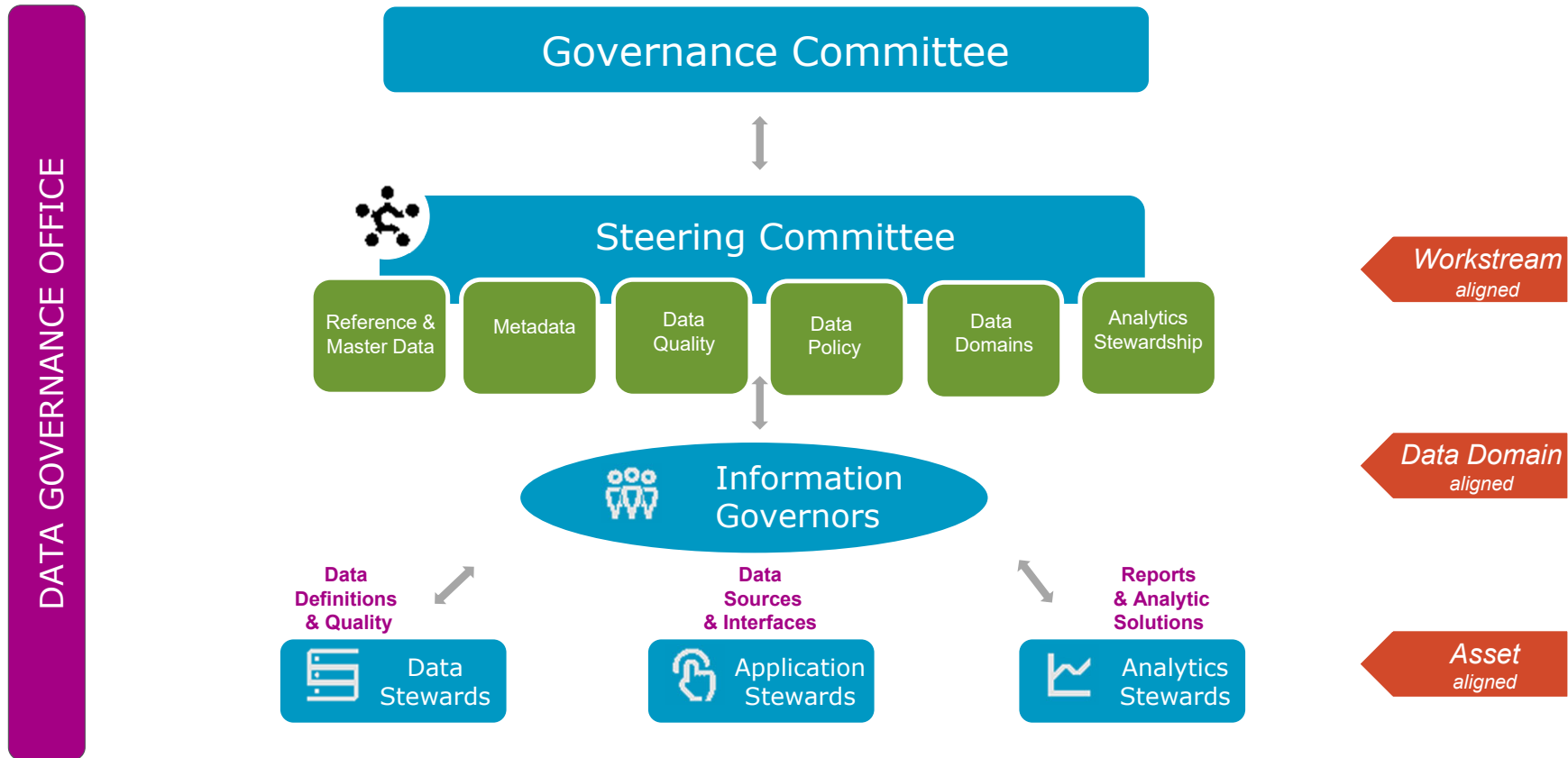
Better Care for
All: NYC Health +
Hospitals **Arms**
50,000 with
Trusted Analytics

Optimizing Data Governance to Mitigate Enterprise Risk

Data Governance Value Equation



Optimizing Data Governance to Mitigate Risk: The HHC Journey



Maximizing the Value of the Asset

How many colleagues...

have the ability, the access, and the tools to query and analyze data?



NOT NEARLY ENOUGH!

Steering Committee Workstreams – A Risk Mitigation Focus

DATA QUALITY MANAGEMENT

- Profile key data sets for completeness, accuracy, and consistence
- Publish results for transparency to primary and secondary data users
- Work with Information Governors to define quality thresholds and to prioritize remediation efforts

DATA POLICY

- Assign decision rights and accountabilities
- Clarify who is permitted to do what
- Standardize data movement and access approval methods
- Further define regulated and business sensitive data

METADATA MANAGEMENT

- Application Inventory
- System Interfaces Inventory
- Business Glossary
- Application Data Dictionaries
- Data Lineage

DATA DOMAINS

- Group data into unique data domains for assigning ownership and to ease navigation of data and analytic resources
- Nominate Information Governors
- Assist Information Governors with Data Steward selection and engagement

MASTER DATA MANAGEMENT

- Create the best source of truth for key shared data (e.g. Provider Master, Patient Master, Payer Master, Facilities Master)
- Map reference data and groupings across various applications to common standards for integrated analytics

ANALYTICS STEWARDSHIP

- Maintain analytics resources, tools, and solutions inventories
- Publish report and dashboard metadata as defined by the Data Governance Program
- Implement approved business terms, metric definitions, and best sources of truth as defined by the Data Governance Program
- Engage Information Governors, Data Stewards, and Application Stewards for analytics projects

Where Can I Find Value in My Data?

Sample Data Domains

Case Management

Health Equity

Patient Master Data

Images

Medications

Diabetes

Patient Encounters

Emergency Care

Core Measures

Respiratory Therapy

Surgical Care

Vendors

Patient Allergies

Patient Safety

Payer Master

Physician Master

Transplants

Labs

Patient Satisfaction

Patient Revenue

Provider

Orthopedics

Locations Master

Heart & Vascular Institute

Capacity Management

Ambulatory Access

Cancer Coding

Pharmacy Services

Infectious Disease

The Data Governance “Cookbook”

How to “govern” data set(s), set(s) of metrics, reports or other analytics solutions

1. Data Domains

Identify the relevant data supporting and describing a key business process / data domain.

2. Business Engagement

Identify and assign Information Governors and Data Stewards for each data domain. Data Stewards are needed to represent each business unit collecting or using the data in a unique way. Orient each to their role and responsibility.

3. Data Sources

Identify, assign and orient Application Stewards for each data repository collecting, updating, or storing data supporting each data domain.

4. Current Reports

Identify, assign and orient Analytics Stewards for each key business report or dashboard using the data from key domains.

5. Metadata

Publish and maintain data dictionaries, data flows, business terms, and inventory of existing reports and other analytics solutions in key domains.

6. Data Quality

Profile data sources, publish business rules, and remediate issues for key data domains.

7. Master and Reference Data

Identify reference data sets for key data domains. Identify, assign and orient a Data Steward to manage each set. Select and Publish the data source of truth for each data element supporting key business processes.

8. Data Policy

Define regulated and business sensitive data. Publish and maintain access request and approval processes.

9. Governed Analytics

Select and remediate certified standard reports and analytics solutions.

Auditing Data Governance

Auditing Data Governance

- Assess relationship between data governance and corporate strategy
- Evaluate data governance framework and control environment
- Assess organizational risk tolerance related to data use (i.e. secondary use of data)
- Assess controls around the accuracy and trustworthiness of the data
- Evaluate accessibility of the data and associated access controls in place
- Evaluate where data is maintained (e.g. cloud vs. on premises)
- Assess ability to track data movement
- Understand that data governance is going to be an evolving process and should be revisited on a normal cadence

QUESTIONS

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