ADVANCING INFORMATION GOVERNANCE IN NORTHERN HEALTH

REFLECTIONS ON A 5-YEAR JOURNEY

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WELCOME

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- Information Governance Lead
- 10 years with Northern Health
- Background in archives, records management, and health information management
ABOUT NORTHERN HEALTH

- Serving approximately 300,000 residents
- Urban, rural, remote, and Indigenous communities
- Services:
  - Acute (hospital) care
  - Primary and community care, including home health, public health, and mental health
  - Mental health and substance use specialized services
  - Long-term care
  - Population and public health
- Matrix organizational structure

www.northernhealth.ca
OBJECTIVES

- Highlight specific components of our information governance (IG) approach
- Inform on the tools and activities Northern Health used to advance information and data governance
- Share reflections on our 5-year journey, moving IG from theory into practice
Information Governance (IG) is an organization-wide approach to managing information and data throughout its lifecycle.

This includes determining accountabilities and ensuring that all levels of decision-making support Northern Health's strategy, operations, and regulatory and legal requirements.
SECURE EXECUTIVE SPONSORSHIP
BC Health Organization Information Governance Summit 2017

Organizational challenges:
- Conflicting, misunderstood, or incorrect data
- Lack of health information available resulting in patient safety and quality concerns
- Delays in release of information
- Data breaches and problems with report/information distribution
- And more...

BC Ministry of Health data quality assessments
LEARNING FROM THE EXPERTS
DEVELOPING OUR FRAMEWORK

Facilitated by: Policies, Standards, Guidelines; Accountability Frameworks; Robust, repeatable processes; Protection of information & Prioritizing Information Work

Critical competencies include:

- IG Core
  - Enterprise Information Management
  - Data Governance
  - IT Governance
  - Analytics

- IG Program
  - Strategic Alignment
  - IG Structures/Performance
  - Awareness and Adherence

- IG Compliance
  - Regulatory/Legal
  - Privacy/Security

Based on AHIMA & Iron Mountain Information Governance Adoption Model
BUILD IN STRATEGIC ALIGNMENT
SETTING BUSINESS OBJECTIVES

- Ensure information/data are recognized strategic assets
- Secure and protect information/data from unauthorized or inappropriate use
- Improve interoperability and meaningful use of information
- Ensure high-quality information is timely, accurate, relevant, complete, comparable, and appropriately accessible
ACTIVATING THE BUSINESS OBJECTIVES

Ensure information/data are recognized strategic assets within Northern Health

- Implement and sustain data ownership
- Implement and sustain enterprise information/data stewardship
- Ensure NH staff and providers are educated on information and data
- Engage the public in information and data projects/initiatives

Ensure high quality information: timely, accurate, relevant, complete, comparable and appropriately accessible

- Implement and sustain data governance roles i.e., Data Owners and Data Stewards
- Activate and mature Data Governance Committees
- Improve data quality management programs
- Establish and implement a NH Information & Data Quality Framework
ACTIVATING THE BUSINESS OBJECTIVES

Secure and protect information/data from unauthorized or inappropriate use

- Improve and sustain ethical and responsible handling of personal and sensitive information
- Expand and implement data classification
- Implement and maintain an information and data access model

Improve interoperability and meaningful use of information

- Ensure appropriate structured data in electronic medical records and electronic health records
- Advance health information standards in clinical and business processes
- Improve identity management
REFLECTION

FOSTER CROSS-FUNCTIONAL COLLABORATION
# Core Domains of Information Governance

## Enterprise Information Management
- Information lifecycle
- Records and info classification
- Identity mgmt.
- Information sharing and exchange
- Chain of custody
- Long-term digital preservation
- Release of information

## Data Governance
- Data ownership
- Data stewardship
- Crucial business data (master data) mgmt.
- Metadata mgmt.
- Data classification
- Data quality mgmt.
- Data Governance oversight, policies and procedures

## IT Governance
- Change mgmt.
- Business continuity plan
- Disaster recovery plan
- Mobile device mgmt.
- Digital communications policies and mgmt.

## Analytics
- Alignment to strategy and priorities
- Appropriate scope and fit
- Access to tools and resources
- Reliability of data and information
- Available self-serve and on-demand analytics

## Privacy and Security
- Administrative, technical, and physical safeguards
- Access mgmt.
- Information sharing
- Incident and breach mgmt.
- Security risk assessment and mgmt.
- Employee sanction process
- Use of certified best practices

## Regulatory and Legal
- Accurate and timely response to requests including: audit, e-discovery, legal hold, mandatory reporting, and patient release of information
- Support of Indigenous information governance and data sovereignty
- Adherence to applicable legislation and regulations

Iron Mountain IGHealthRate® 2019.
HEALTH INFORMATION LIFECYCLE MODEL
DATA GOVERNANCE MODEL

**Executive Level**
VP PQIM, COO, CIO, CMIO, and select Regional Directors
*Organization-wide, interdisciplinary*

**Strategic Level**
Executive Leads, and all Regional Directors
*Organization-wide, interdisciplinary*

**Tactical Level**
Regional and Operational Data Stewards, Data Custodians and Subject Matter Experts
*Often ad hoc or project focused or a single business area*

**Operational Level**
Data Contributors, Data Custodians and Subject Matter Experts
*No DG committee structure but a clear communication process with Data Stewards*
DEFINING ROLES AND RESPONSIBILITIES

Data Governance Functions by Role

Prepared by Andrea Lorette

Approved by the NH Data Governance Committee on January 17, 2022

Data Governance Roles in Northern Health
Data Governance roles are titles which identify a set of functions that are performed to support the health information lifecycle. A staff member can have more than one Data Governance role. For example, they may be a Regional Data Steward but also act as a Data Contributor when they themselves are creating data.

Data Governance roles vary in their adoption and use across industries. Leading industry experts and reference publications, including in health care, provide guidelines on role titles and functions to support Data Governance. Northern Health is organized with a matrix structure where some operations are organized into three health service delivery areas (HSDAs) with regional program supports that work collaboratively to deliver health care in the north. As a result, the following Data Governance roles have been adopted for Northern Health:

- Regional Data Owners
- Operational Data Owners
- Regional Data Stewards
- Operational Data Stewards
- Data Custodians
- Data Contributors
## DATA OWNERSHIP FUNCTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Regional Business Data Owner</th>
<th>Operational Data Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountable for quality of data/information created by their staff</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Accountable for awareness and adherence to policy by their staff</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Accountable for maintenance and quality of the defined dataset</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Accountable for regional policies and procedures</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Data standards, definitions for key business rules and data quality rules in their area of responsibility</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Release, responsible use and access at program level</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Strategic decisions about data/information</td>
<td>Regional</td>
<td>Operations</td>
</tr>
<tr>
<td>Work across organization to make data decisions</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Promote enterprise-wide data/information standards</td>
<td>✓</td>
<td>✓</td>
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DATA GOVERNANCE ROLES MODELS

Data Governance Roles Model

Data Owners
- Accountable for data quality, submissions & reporting
- Ensure Data Stewards are in place and performing DG functions
- Lead policy work & strategic planning

Operational Leadership:
COOs, HSAs, etc.

Regional Director(s)/
Executive Leads

Medical Directors

Data Stewards
- Responsible for data quality
- Responsible for submissions & reporting
- Create, deliver and ensure staff take education
- Facilitate and promote compliance with policies and procedures
- Support enterprise-wide information and data standards

Operational Data Stewards

Team Leads and/or Coordinators

Managers and/or Supervisors

Regional Subject Matter Experts

Regional Leads

Partnership & Collaboration

Data Contributors
- Create data
- Strives for high quality
- Participate in education
- Follow policy and procedure

Support Staff

Clinical Staff

Physicians

Service Network leadership

Updated July 25, 2022
EMBED INFORMATION GOVERNANCE INTO PROJECTS
<table>
<thead>
<tr>
<th><strong>Operational data ownership:</strong></th>
<th><strong>Regional data ownership:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountable for data captured/documentated</td>
<td>Accountable for business/clinical content standards</td>
</tr>
<tr>
<td>Accountable for ensuring staff complete training/education</td>
<td>Accountable for training/education content</td>
</tr>
<tr>
<td>Accountable for ensuring staff comply with documentation standards</td>
<td>Accountable for data quality oversight</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operational data stewardship:</strong></th>
<th><strong>Regional data stewardship:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible for data captured/documentated</td>
<td>Define data captured/documentated as per standards</td>
</tr>
<tr>
<td>Responsible for ensuring staff complete training/education</td>
<td>Support/provide training/education content</td>
</tr>
<tr>
<td>Responsible for ensuring staff comply with documentation standards</td>
<td>Monitor data quality and work with operational teams regarding concerns</td>
</tr>
</tbody>
</table>

**Chief Operations Officers**

**HSDA Implementation Leads and Clinic Managers**

**VP, Population and Public Health (and Pandemic Response)**

**Project Manager, Pandemic Response**
INFORMATION LIFECYCLE REVIEW

- Evaluative tool to identify information gaps, risks, challenges, opportunities related to a project or initiative
- Supports cross-functional decision-making regarding information and data
- Comprehensive lifecycle assessment
- Summary and IG recommendations
MEASURING DATA QUALITY

▪ How do you know what to evaluate or audit?

▪ Supporting Information and Data Quality (IDQ) Management Programs

The focus of measurement development

Strategic Objectives

Regulatory Requirements

Professional Practice Rules

Operational Priorities
A standardized, evidence-based tool to assess, monitor, evaluate and improve the quality of information and data created and managed within our health authority

Utilizes proven health information management techniques including information governance and health information lifecycle principles
ACT ON OPPORTUNITIES FOR GROWTH
EDUCATION AND AWARENESS

- IG orientations
- Resource development
- Microlearnings
- eModules on:
  - Data governance
  - Data stewardship
  - Data ownership
- Quality improvement initiatives
Northern Heath's 10-year clinical quality improvement and digital transformation initiative

Purpose

- To increase safety and effectiveness of care while digitally enabling clinical processes, practices, and documentation
- To facilitate all Northerners to actively engage in their digital health information and access online health services
- To improve staff, provider, and patient experience by advancing the use and functionality of our Cerner electronic health record (EHR) by implementing full electronic documentation and ordering
WHAT’S AHEAD AT NORTHERN HEALTH

Implement RIM service

Expand enterprise information management

Operationalize data governance

Secure key partnerships
Learnings from Northern Health’s 5-year Information Governance Journey
Canadian Health Information Management Association (2017). Canadian Health Information Management Lifecycle Model.


Lorette, Andrea (2020). Northern Health’s Data Governance Model, Roles Models, and Roles by Functions.

Lorette, Andrea (2022). Northern Health’s Information and Data Quality Framework.
QUESTIONS?

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THANK YOU

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