ADVANCING INFORMATION GOVERNANCE IN NORTHERN HEALTH

REFLECTIONS ON A 5-YEAR JOURNEY

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WELCOME

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Northern Health

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- Information Governance Lead

- 10 years with Northern Health

- Background in archives, records management, and health information management

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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

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 DEFINED

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.

AN IMPETUS FOR CHANGE

- 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

Organization-wide management of information throughout its lifecycle

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

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BUILD IN
STRATEGIC ALIGNMENT

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SETTING BUSINESS OBJECTIVES
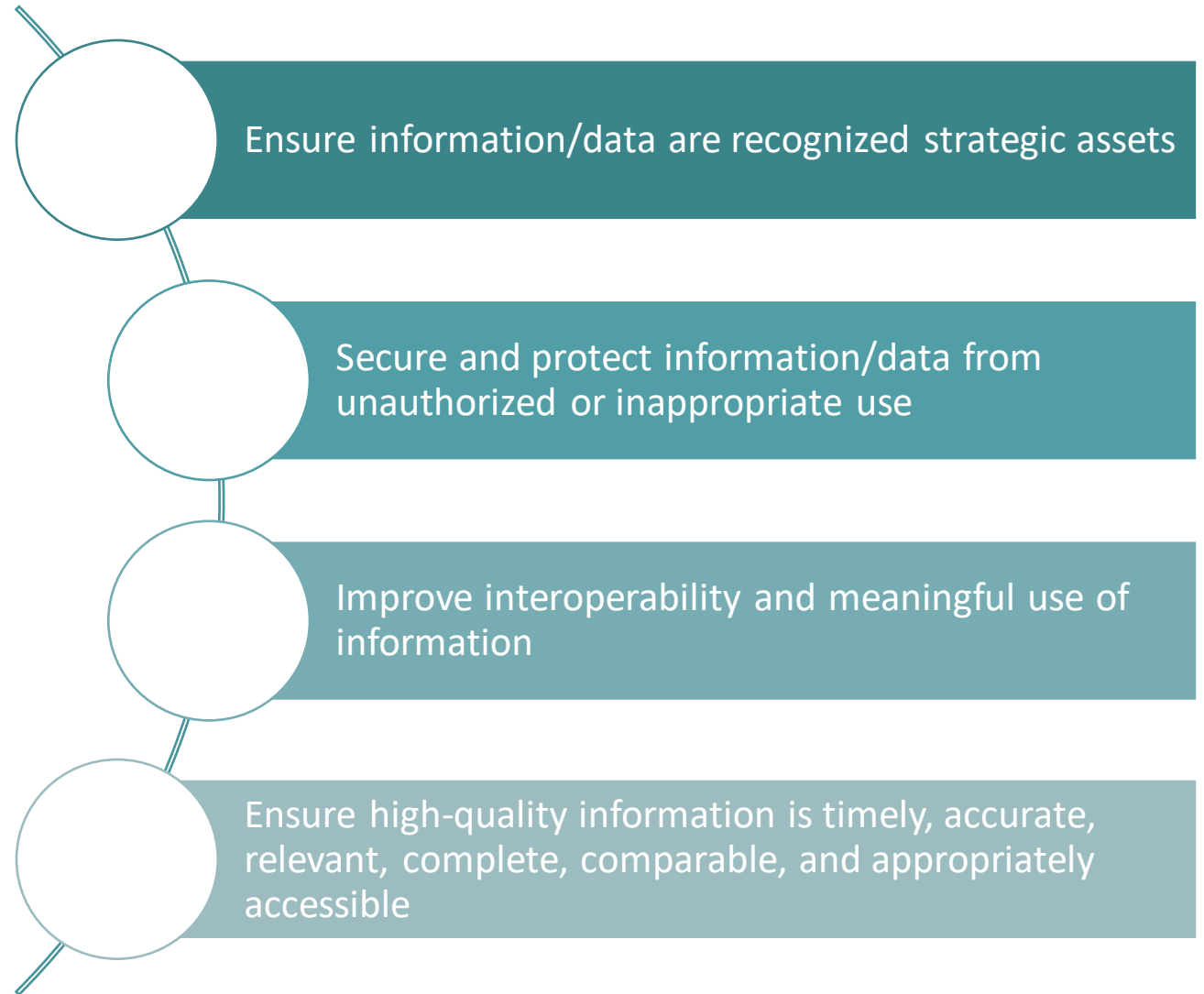
Ensure information/data are recognized strategic assets

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

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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

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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

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FOSTER CROSS-FUNCTIONAL COLLABORATION

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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
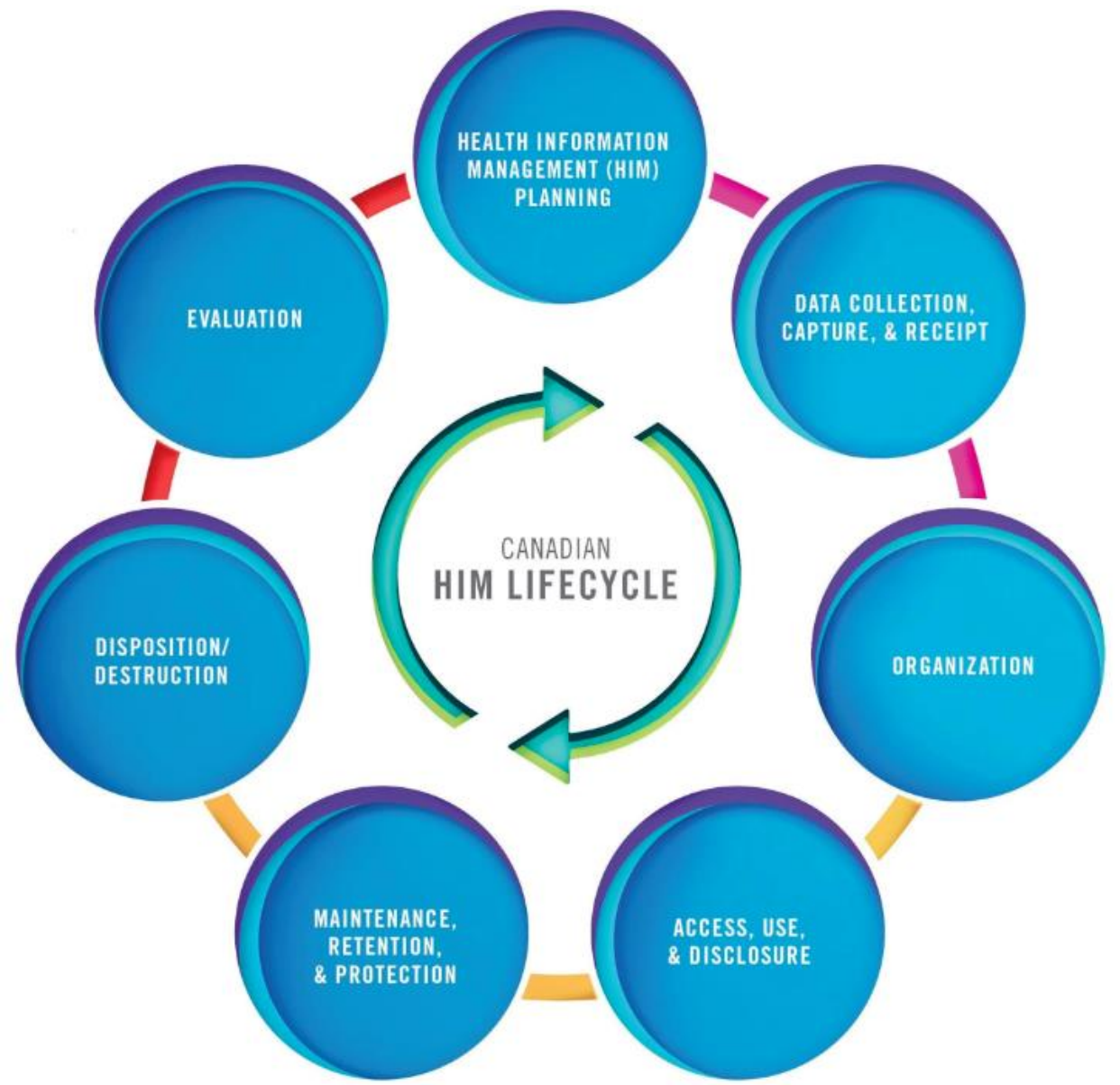
Regulatory and Legal

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

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HEALTH INFORMATION LIFECYCLE MODEL

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CANADIAN HIM LIFECYCLE

- HEALTH INFORMATION MANAGEMENT (HIM) PLANNING
- DATA COLLECTION, CAPTURE, & RECEIPT
- ORGANIZATION
- ACCESS, USE, & DISCLOSURE
- MAINTENANCE, RETENTION, & PROTECTION
- DISPOSITION/DESTRUCTION
- EVALUATION

chima
CANADIAN HEALTH INFORMATION MANAGEMENT ASSOCIATION

DATA GOVERNANCE MODEL

Pyramid diagram with levels (top to bottom):
- IG Oversight Committee
- NH Data Governance Committee
- Data Governance Committees by Service/Business Area
- Data Decisions by Procedures/Processes

Left side labels: Bidirectional Communication / Escalation / Approval Path

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

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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
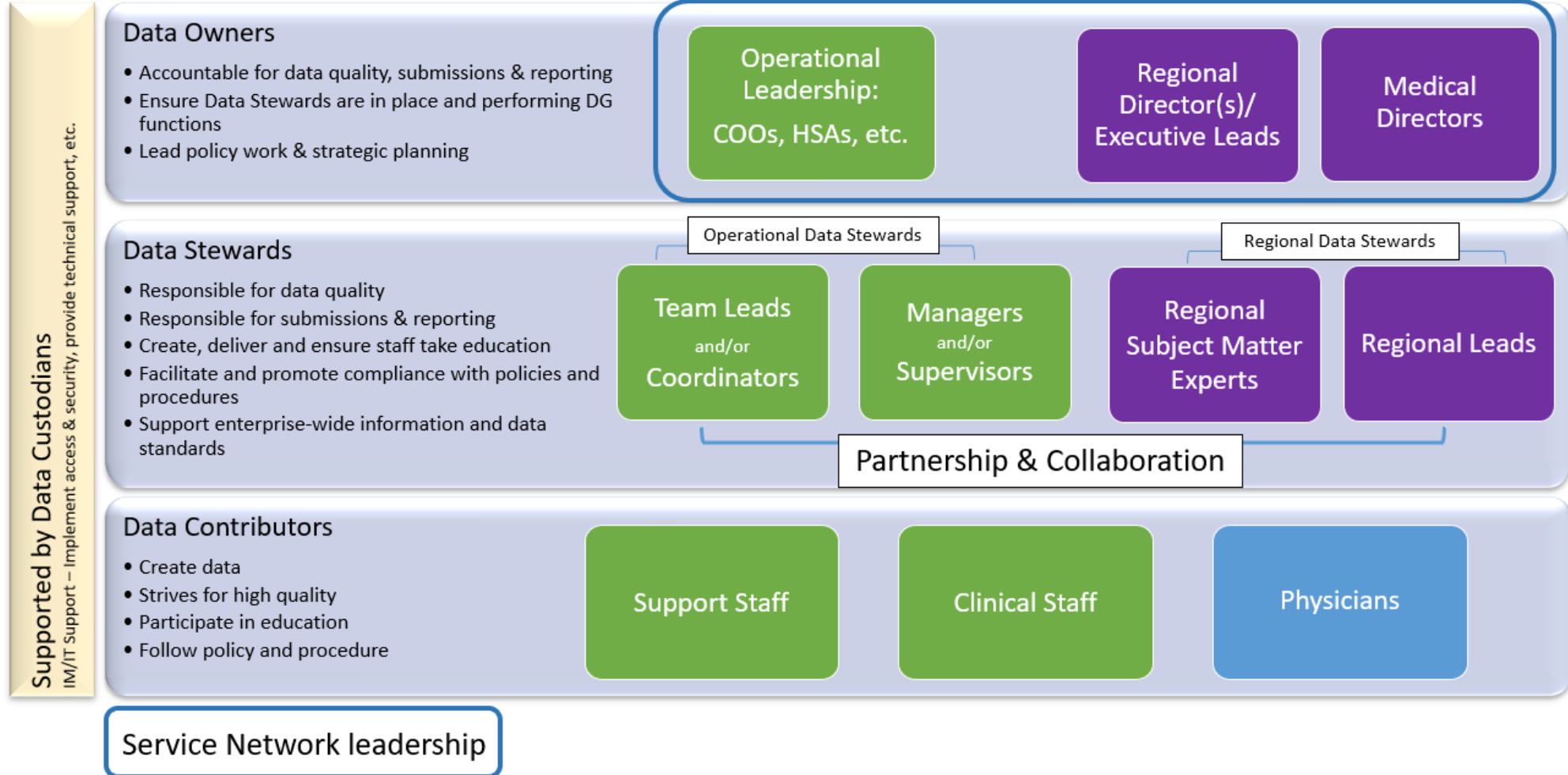- Data Custodians
- Data Contributors

DATA OWNERSHIP FUNCTIONS

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

DATA GOVERNANCE ROLES MODELS

Data Governance Roles Model

DRAFT

Supported by Data Custodians — IM/IT Support – Implement access & security, provide technical support, etc.

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

Regional 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

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EMBED INFORMATION GOVERNANCE INTO PROJECTS

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SPOTLIGHT ON COVID-19

Chief Operations Officers

Operational data ownership:

Accountable for data captured/documented
Accountable for ensuring staff complete training/education
Accountable for ensuring staff comply with documentation standards

Regional data ownership:

Accountable for business/clinical content standards
Accountable for training/education content
Accountable for data quality oversight

VP, Population and Public Health (and Pandemic Response)

HSDA Implementation Leads and Clinic Managers

Operational data stewardship:

Responsible for data captured/documented
Responsible for ensuring staff complete training/education
Responsible for ensuring staff comply with documentation standards

Regional data stewardship:

Define data captured/documented as per standards
Support/provide training/education content
Monitor data quality and work with operational teams regarding concerns

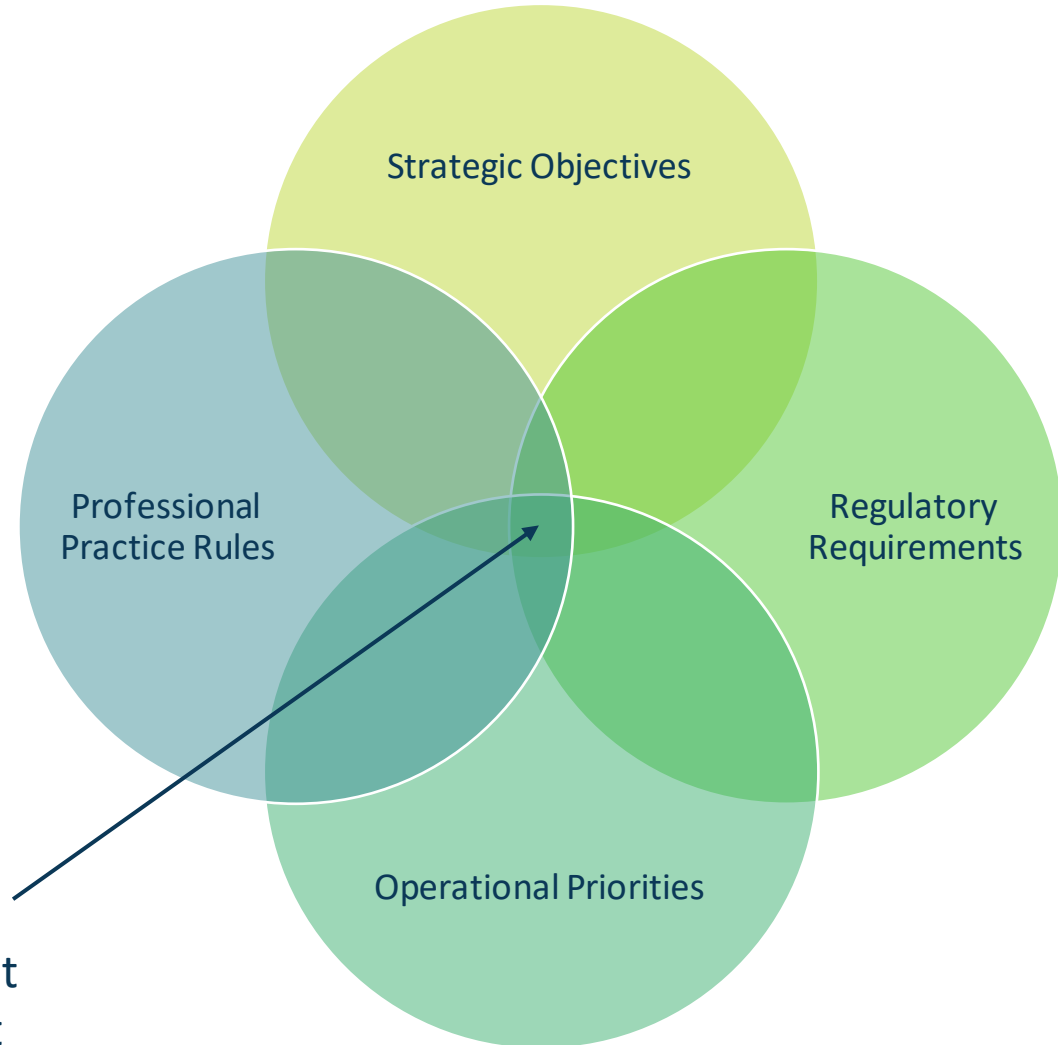**Project Manager, Pandemic Response**

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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

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MEASURING DATA QUALITY

- *How do you know what to evaluate or audit?*

- Supporting Information and Data Quality (IDQ) Management Programs

Strategic Objectives

Professional Practice Rules

Regulatory Requirements

Operational Priorities

The focus of measurement development

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INFORMATION AND DATA QUALITY FRAMEWORK

- 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

Northern Health Information &
Data Quality Framework Model

ACT ON OPPORTUNITIES FOR GROWTH

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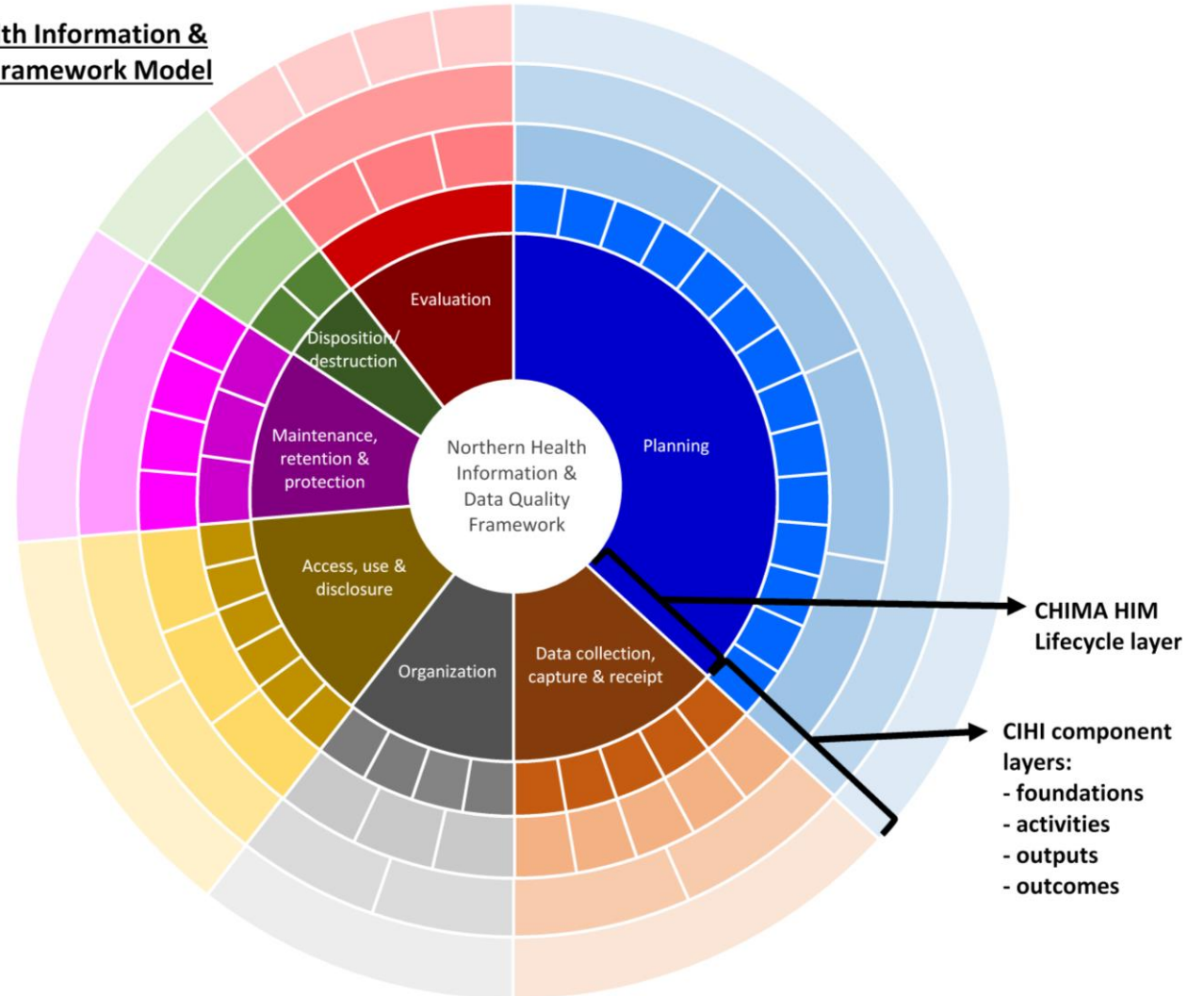
EDUCATION AND AWARENESS

- IG orientations

- Resource development

- Microlearnings

- eModules on:
  - Data governance
  - Data stewardship
  - Data ownership

- Quality improvement initiatives

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WHAT'S AHEAD FOR IG AT NORTHERN HEALTH

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

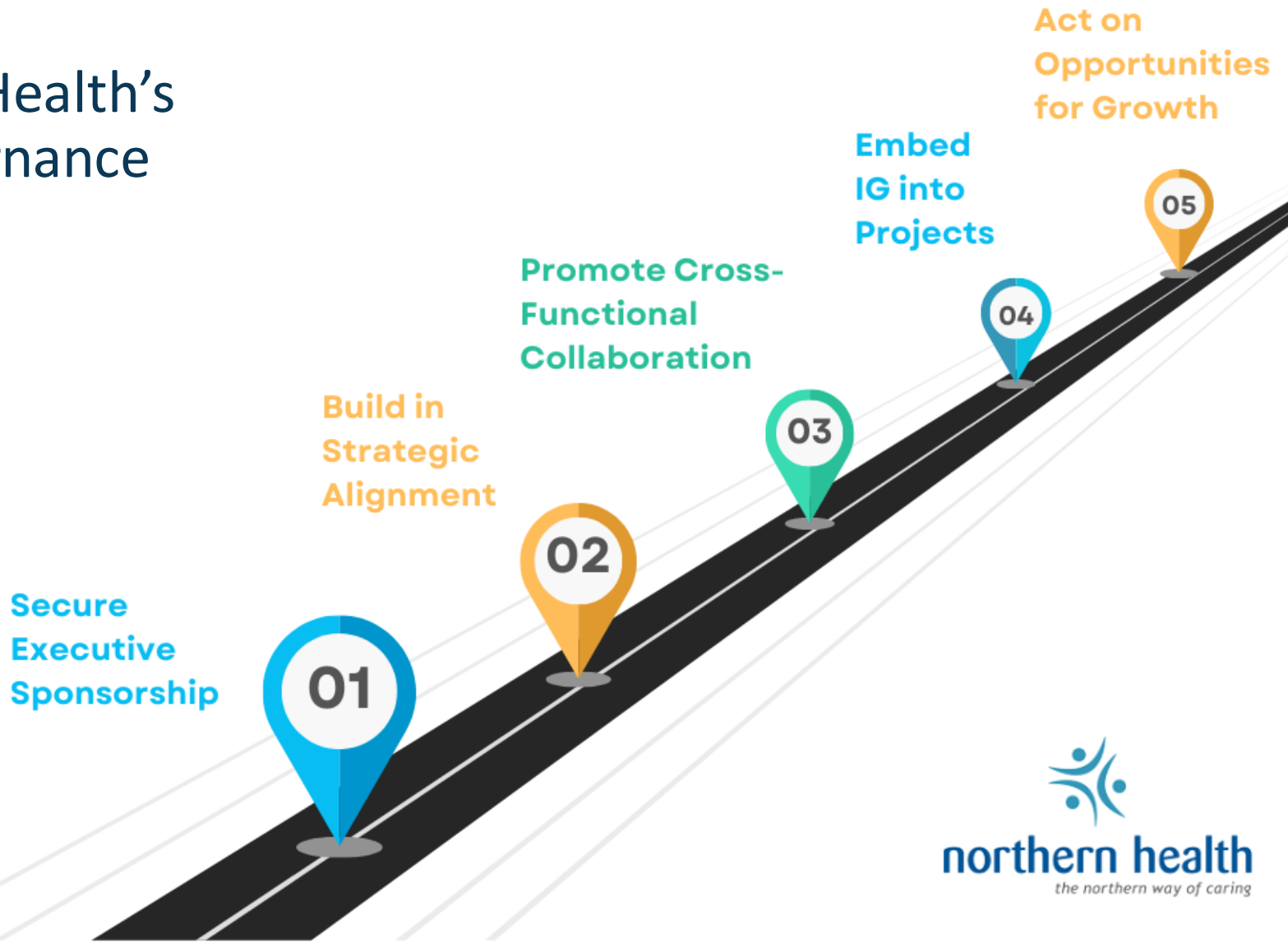Expand enterprise information management

Operationalize data governance

Secure key partnerships

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SUMMARY

Learnings from Northern Health's
5-year Information Governance
Journey

Act on Opportunities for Growth

05

Embed IG into Projects

04

Promote Cross-Functional Collaboration

03

Build in Strategic Alignment

02

Secure Executive Sponsorship

01

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northern health
the northern way of caring

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Canadian Health Information Management Association (2017). Canadian Health Information Management Lifecycle Model.

Canadian Institute for Health Information (2017). Information Quality Framework.

Iron Mountain (2019). IG HealthRate.

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Lorette, Andrea (2022). Northern Health's Information and Data Quality Framework.

QUESTIONS?

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THANK YOU

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