

Assignment

DUE WEDNESDAY 1/8/2020 TO HCCN

**STEP 1: Identify team of 3-5 data stakeholder**

**representatives** from your organization to participate in completing the assignment. (e.g., from an existing data governance or data-focused group such as QI)



**STEP 2:**

To access videos, type **[www.datadrivenculture.org](http://www.datadrivenculture.org)** in your browser.



Population Management  
Innovation & Design Thinking

Technology Solutions  
Community-Centered Care

ABOUT PROGRAMS GET INVOLVED

The Resource Center

KNOWLEDGE SHARE  
**Building a Data-Driven Culture: A Video Learning Series**

JUL 30, 2016 • Focus Area: Population Management • Program: Safety Net Analytics Program

## STEP 2 cont.: Watch four brief videos, together or individually. (13 minutes total.)

### GUIDE TO USING CCI'S ANALYTIC CAPABILITY ASSESSMENT



### RIGHT-SIZING DATA GOVERNANCE

Dale Sanders  
EVP Product Development, Health Catalyst, Salt Lake City



### HOW TO GET STARTED WITH DATA GOVERNANCE: ROLES AND PROCESSES

### ROLES IN A DATA DRIVEN ORGANIZATION



## Chapter 1: Terms & Tools

Tools: Assessments & Worksheets

Assessments and worksheets to help find your starting point and map out needs and goals.



1. Introduction to the Analytics Capability Assessment
2. Analytics Capability Assessment
3. Introduction to Data Strategy Worksheet
4. Data Strategy Worksheet
5. Data Governance Handbook: Implementing Data Management Practices in Health Centers

## Chapter 2: Set Your Strategy

Thought Leadership: Dale Sanders

Dale Sanders is executive vice president of product development at Health Catalyst.



1. A Framework For Analytic Decision Making
2. A Public Health Approach for Population Health Management
3. The Future of Healthcare Analytics: Return on Engagement
4. 3 Fundamental Elements of a Data-Driven Culture
5. Data Governance for High Functioning Health Centers
6. How To Get Started With Data Governance
7. Right-Sizing Data Governance
8. Barriers to Effective Data Governance
9. Balancing Data Access with Privacy and Security



1. Roles in a Data-Driven Organization

# STEP 3: Complete Data Issues Worksheet

## Data Issues Worksheet

Organization: \_\_\_\_\_

Team Members: \_\_\_\_\_

### 1) Identifying Data Quality Problems in Your Organization

Place a check next to each data problem your organization is currently experiencing. Use the blank space to

<input checked="" type="checkbox"/>	Data Quality Problems
<input type="checkbox"/>	Data entry errors (i.e. provider listed as D
<input checked="" type="checkbox"/>	Changes to the EHR result in reporting er
<input type="checkbox"/>	The data are not collected in the EHR or r
<input type="checkbox"/>	Data is collected but not in a reportable fo
<input checked="" type="checkbox"/>	System allows for the data entry but the c
<input type="checkbox"/>	Data entry workflows are difficult so staff
<input type="checkbox"/>	Data collected by another organization an
<input type="checkbox"/>	Data is outdated
<input checked="" type="checkbox"/>	No mechanisms for evaluating data qualit
<input type="checkbox"/>	Inconsistent data definitions
<input type="checkbox"/>	Limited process for identifying data needs
<input type="checkbox"/>	Same data collected in multiple places and multiple formats

### 2) Identifying Data Literacy Problems in Your Organization

Place a check next to each data problem your organization is currently experiencing. Use the blank space to write in problems that are not already listed.

<input checked="" type="checkbox"/>	Data Literacy Problems
<input type="checkbox"/>	Metric definitions are
<input type="checkbox"/>	Metric definitions are
<input type="checkbox"/>	Changes to metric de
<input type="checkbox"/>	Team members have
<input type="checkbox"/>	Team members don't improvement
<input type="checkbox"/>	Data are not displaye
<input type="checkbox"/>	Too few subject mate
<input type="checkbox"/>	No expectation that da
<input type="checkbox"/>	It is the responsibility

### 3) Identifying Data Use Problems in Your Organization

Place a check next to each data problem your organization is currently experiencing. Use the blank space to write in problems that are not already listed.

<input checked="" type="checkbox"/>	Data Use Problems
<input type="checkbox"/>	Limited or absent data strategy
<input type="checkbox"/>	Data are siloed between departments – difficult to obtain a view at the patient level
<input type="checkbox"/>	Backlog of data requests
<input type="checkbox"/>	No clear process for gaining access (security permissions) to needed data or reporting systems
<input type="checkbox"/>	Not enough user licenses to support self service access
<input type="checkbox"/>	Data are not available in a graphical display
<input type="checkbox"/>	Team members don't know how to access reports and analysis
<input type="checkbox"/>	Team members are not trained in the use of the tool that supplies the data
<input type="checkbox"/>	Limited leadership expectation that team members make data driven decisions
<input type="checkbox"/>	Dashboards are only for leaders
<input type="checkbox"/>	Measurement is not balanced across clinical, financial and experience indicators

- Print tool and complete with team input
- Check off data issues in three areas
  - Data quality
  - Data literacy
  - Data use

Place a check next to your organization's data issues. Add issues not listed.

# STEP 4: Complete Analytics Capability Assessment

## Analytics Capability Assessment

**Instructions:** Evaluate each question in the first column of the assessment matrix and select a score that reflects your organization's capability by circling a corresponding number. Total your score in each of the three domains then divide by the number of factors in each one (People = 4, Process = 6, Technology = 3) to determine your average score for that domain. To assess your organization's capability level overall, total the scores of each domain and divide by 3. General characteristics of each level are described below.

Capability Levels	Reactive	Responsive	Proactive	Predictive
<b>General Characteristics</b>	No evidence or very limited evidence of capability, decentralized efforts to get data, access to information for the first time, situational reporting.	Some departmental evidence but not integrated or aligned, initial data marts, standardized reporting through IT, improved data capture at department level, some historical trending and analysis.	Evidence of an emerging integrated approach, clinical and business process improvements based on analytics, analytics driving change and strategy, culture change, integration of measure across domains (clinical, financial, operations, patient experience).	Fully integrated and aligned organizationally, leading edge tools and skills, data services provide robust support across the health center, automated analytic results are fed back into predictive models for value-driven health care.

- Print tool and complete with team input
- Score selected factors in red
  - Senior Leader Sponsorship
  - Data Stewardship
  - Data Governance
  - Analysis of Data
  - Self Service Analytics

### ASSESSMENT

**1. PEOPLE**

Capability Levels	Reactive	Responsive	Proactive	Predictive
<b>Senior Leader Sponsorship:</b> Senior Leader Sponsorship assesses the need for a structured approach to analytics and allocates resources to it.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.
<b>1A. To what extent are senior leaders involved with and supportive of data efforts, issues and analytics in your organization?</b>	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.	Managers typically firefight data issues as they arise; senior leaders are rarely involved in the detail of such issues.
<b>SCORE</b>	0	1	2	
<b>Data Stewardship:</b> The role of the "data steward" may be formally defined for all the queries/issues and usability of the data. Data stewardship is in measuring performance and making improvement.				

**2. PROCESS**

Capability Levels	Reactive	Responsive	Proactive	Predictive
<b>Data Strategy:</b> A data strategy is a documented plan and/or systematic approach that defines resource allocation, activities and timelines to address the acquisition, completeness, accuracy, timeliness and use of data in the organization.				
<b>2A. To what extent does your organization have a systematic approach to developing and executing a data strategy that supports the organization's strategic goals and objectives?</b>				
<b>2B. To what extent are data issues and opportunities identified, reported, and managed within your organization?</b>				
<b>2C. To what extent are the right data tools in place and accessible to meet the needs of all users in the organization?</b>				
<b>2D. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2E. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2F. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2G. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2H. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2I. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2J. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2K. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2L. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2M. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2N. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2O. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2P. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2Q. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2R. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2S. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2T. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2U. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2V. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2W. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2X. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2Y. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>2Z. To what extent does the organization promote data literacy and require supporting data to make decisions?</b>				
<b>SCORE</b>	0	1	2	3

**3. TECHNOLOGY**

Capability Levels	Reactive	Responsive	Proactive	Predictive
<b>Self Service Analytics:</b> Self-service analytics refers to the degree to which data and performance measures are available to all stakeholders in the organization at the time and place needed via information technology tools and access points.				
<b>3C. To what extent are the right data tools in place and accessible to meet the needs of all users in the organization?</b>	The data available is largely raw and requires additional processing to turn into useful, actionable information. Access to and timeliness of actionable data is based on individuals that process the data (e.g., IT staff).	Reports, typically monthly, provide actionable information for selected departments and reports may be generated at any time. Data and information to support the care team is limited.	Reports, typically real-time, provide actionable information for all departments and reporting capability is widely available. Data and information selectively support proactive care efforts and point of care decision-making to improve care.	Data is widely accessible in a variety of formats and delivery modes to provide actionable information required by all data stakeholders. Advanced analytics (prescriptive, predictive) provide intelligence on proactive care management and improving and sustaining business and quality outcomes.
<b>SCORE</b>	0	1	2	3

Score your organization capability for the factors highlighted in red.

## STEP 5: Options for Submitting the Assignment

- Complete tools manually, scan and email to HCCN staff below

-OR-

- Enter information from tools (issues identified, ACA scores) into an email, Word doc, or Excel file and email to HCCN staff below

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