Understanding Hospitals' Data Governance Maturity and Challenges

A survey by Dimensional Insight

As hospitals try to make better use of the myriad of data they have available, issues arise around data integrity and access. To overcome these challenges, data governance has emerged as a way to help organizations ensure their data assets can be properly managed.

Unfortunately, many hospitals struggle to implement data governance processes. Even when they try to do so, they are often hampered by issues that delay the process or impede its effectiveness.

So what exactly is the data governance maturity level for healthcare organizations? And what are the most pressing deployment challenges?

Dimensional Insight set out to answer these questions. In August 2017, the company surveyed 104 CIOs and CMIOs about their data governance efforts.

The survey asked questions such as:

❒ Has your organization adopted an enterprise-wide data governance capacity?

❒ What were the primary drivers for adoption?

❒ Which obstacles have your organization faced during rollout?

❒ What is the total number of KPIs being governed?

Their responses provided an inside look at the state of data governance in healthcare organizations today.
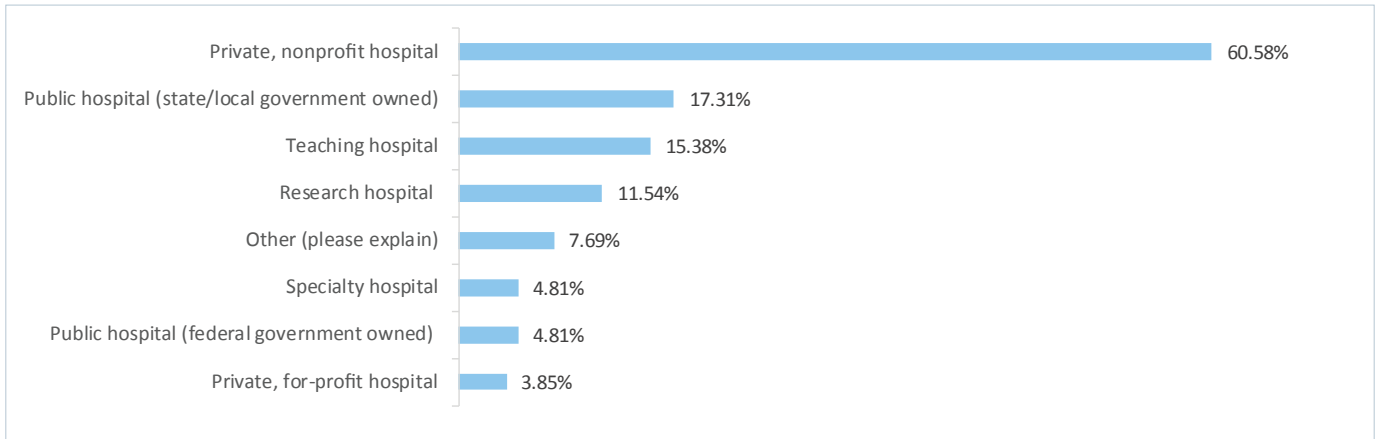
SUMMARY OF THE DATA

Below is a snapshot of the high-level findings from the survey:

❒ While improving trust in data is the leading driver for enterprise-wide data governance adoption, a lack of resources is leading more than half of hospitals to stall the adoption process.

❒ In fact, limited resources is both the biggest challenge that those currently implementing data governance processes face, as well as the biggest reason that hospitals are not adopting a data governance capability.

❒ Care quality and patient safety are large drivers for hospitals to adopt enterprise-wide data governance.

❒ Nearly half of hospitals are struggling to align on data measures definitions, with the majority governing fewer than 100 measures across their organizations.

❒ More than two-thirds of hospitals have measurement discrepancies that exist between different departments (such as clinical vs. financial).
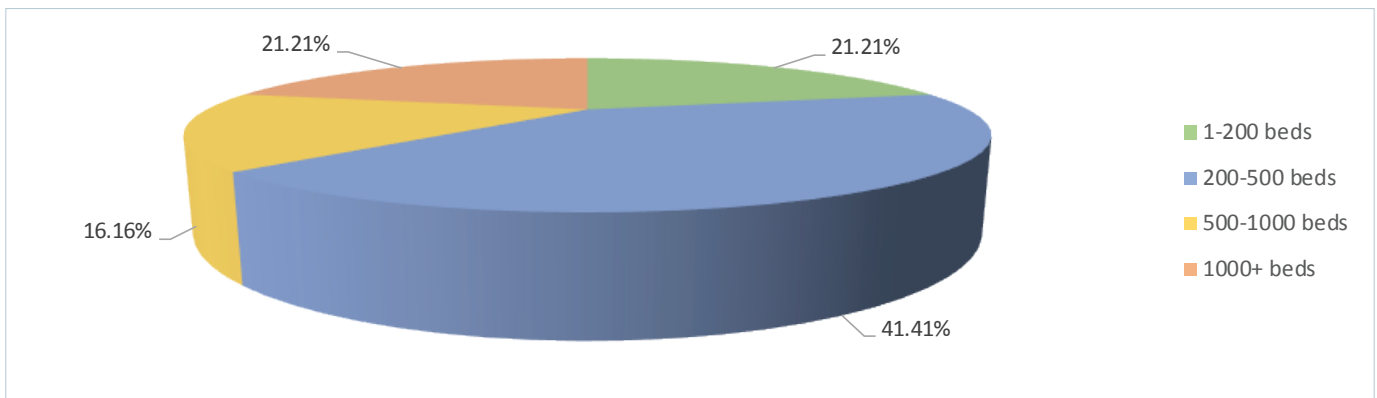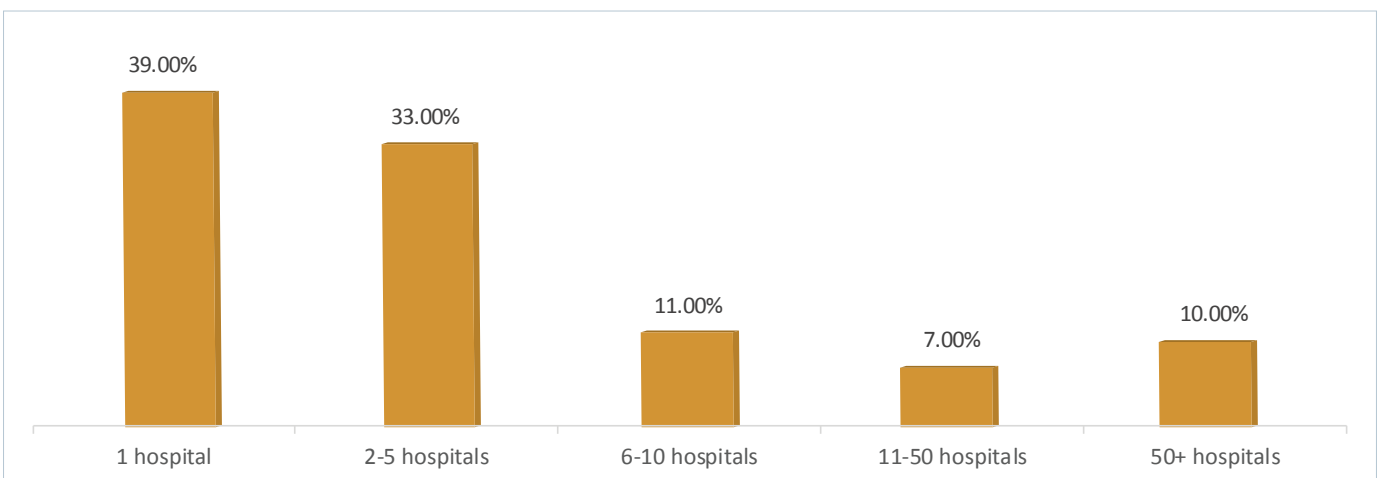
AN IN-DEPTH LOOK AT THE DATA

Respondent profile
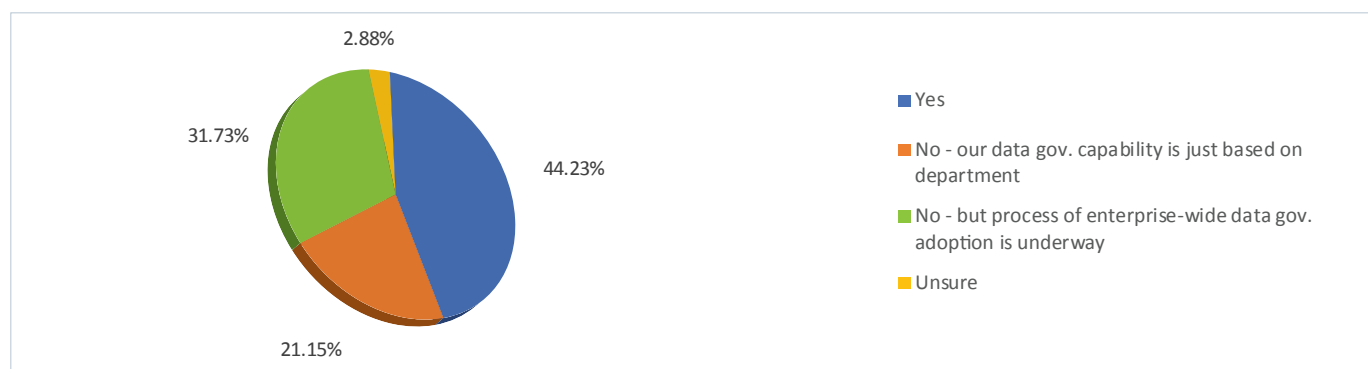
What type of hospital is your organization?

Type	Percentage
Private, nonprofit hospital	60.58%
Public hospital (state/local government owned)	17.31%
Teaching hospital	15.38%
Research hospital	11.54%
Other (please explain)	7.69%
Specialty hospital	4.81%
Public hospital (federal government owned)	4.81%
Private, for-profit hospital	3.85%

What is the total # of beds at your hospital?

21.21% — 1-200 beds
41.41% — 200-500 beds
16.16% — 500-1000 beds
21.21% — 1000+ beds

Legend:
- 1-200 beds
- 200-500 beds
- 500-1000 beds
- 1000+ beds

What is the total # of hospitals in your health system?

Category	Percentage
1 hospital	39.00%
2-5 hospitals	33.00%
6-10 hospitals	11.00%
11-50 hospitals	7.00%
50+ hospitals	10.00%

Has your organization adopted an enterprise-wide data governance capacity?

Legend:
- Yes — 44.23%
- No - our data gov. capability is just based on department — 21.15%
- No - but process of enterprise-wide data gov. adoption is underway — 31.73%
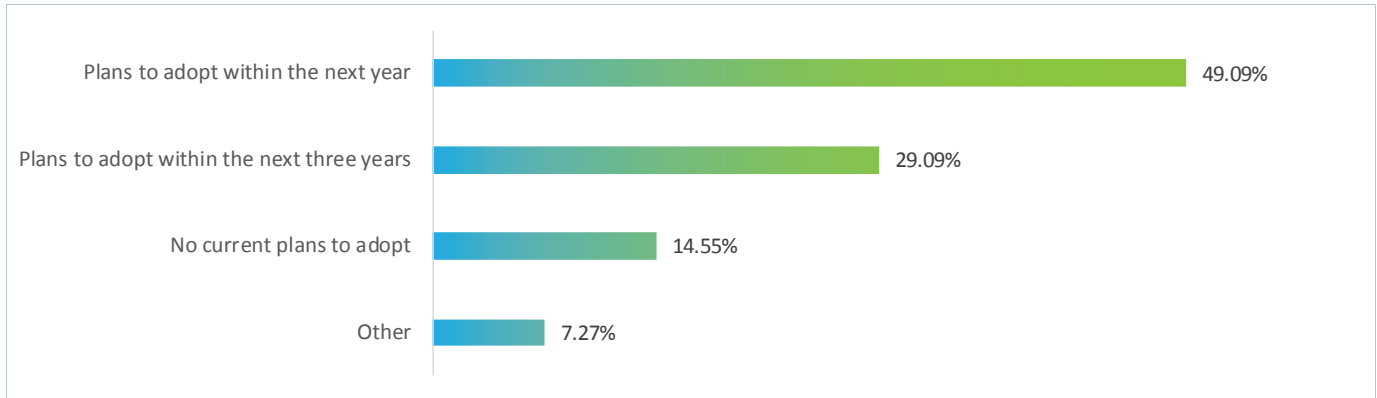- Unsure — 2.88%

While 44% of providers surveyed have implemented an enterprise-wide data governance capacity, the remaining 56% have incomplete or non-existent enterprise-wide governance processes. A few respondents were even unaware of what their organizations have implemented.

If your organization has not yet adopted an enterprise-wide data governance capability, which of the following are reasons why?

|	
Limited resources	69.64%
Time to implement	41.07%
Anticipated associated costs	19.64%
Minimal ROI	16.07%
Other	26.79%
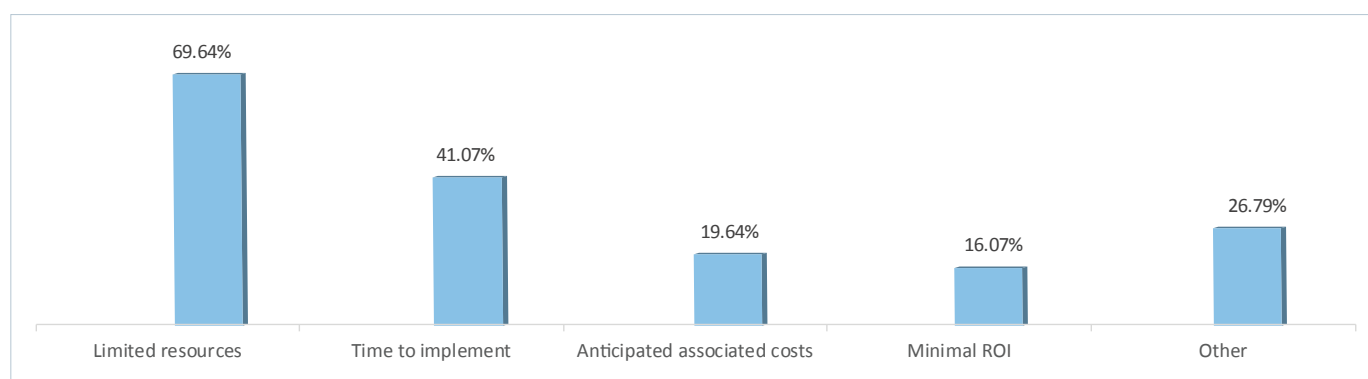
Why aren't healthcare organizations adopting an enterprise-wide data governance capability? The majority of respondents (70%) cited a lack of resources as the main issue. Other reasons included the time to implement (41%), costs involved (20%), and minimal ROI (16%). Respondents also flagged "other" reasons for not implementing an enterprise-wide strategy, including a lack of organizational or leadership buy-in, a culture of resistance, and a lack of understanding as to what is involved.

If your organization has not yet adopted an enterprise-wide data governance capability, is there a timeframe for future adoption?

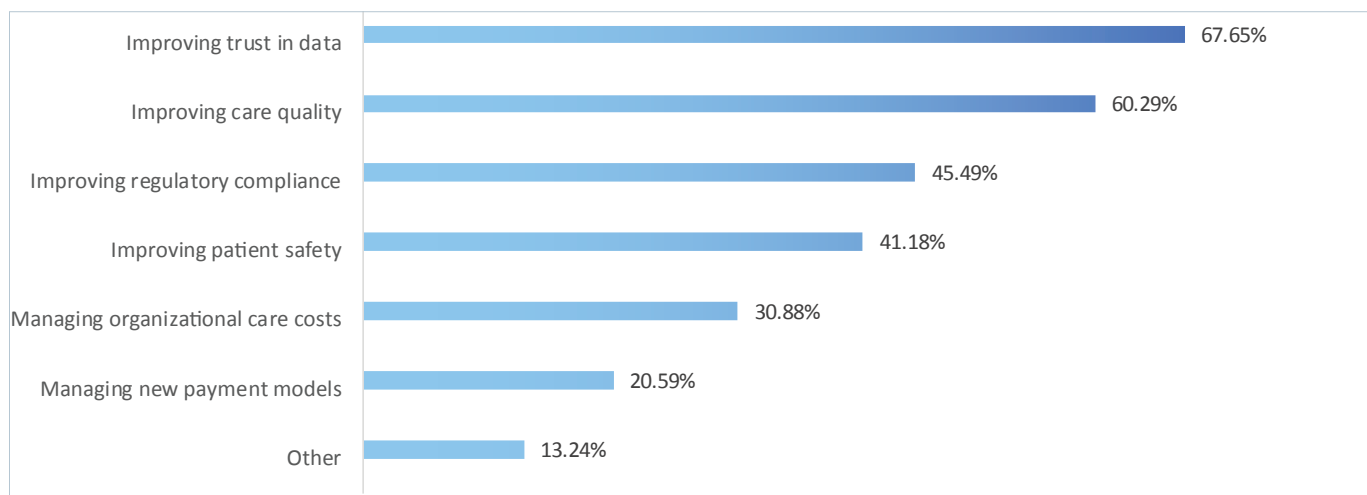|	
Plans to adopt within the next year	49.09%
Plans to adopt within the next three years	29.09%
No current plans to adopt	14.55%
Other	7.27%

Despite not currently having enterprise-wide data governance in place and the challenges cited with implementation, respondents who have not yet adopted the capability do have future governance plans. Nearly half of respondents (49%) plan to adopt enterprise-wide data governance in the next year, and 29% have plans to adopt in the next three years. Only 15% of respondents have no current plans to adopt governance processes.

How far along are you in the project to adopt an enterprise-wide data governance capability?

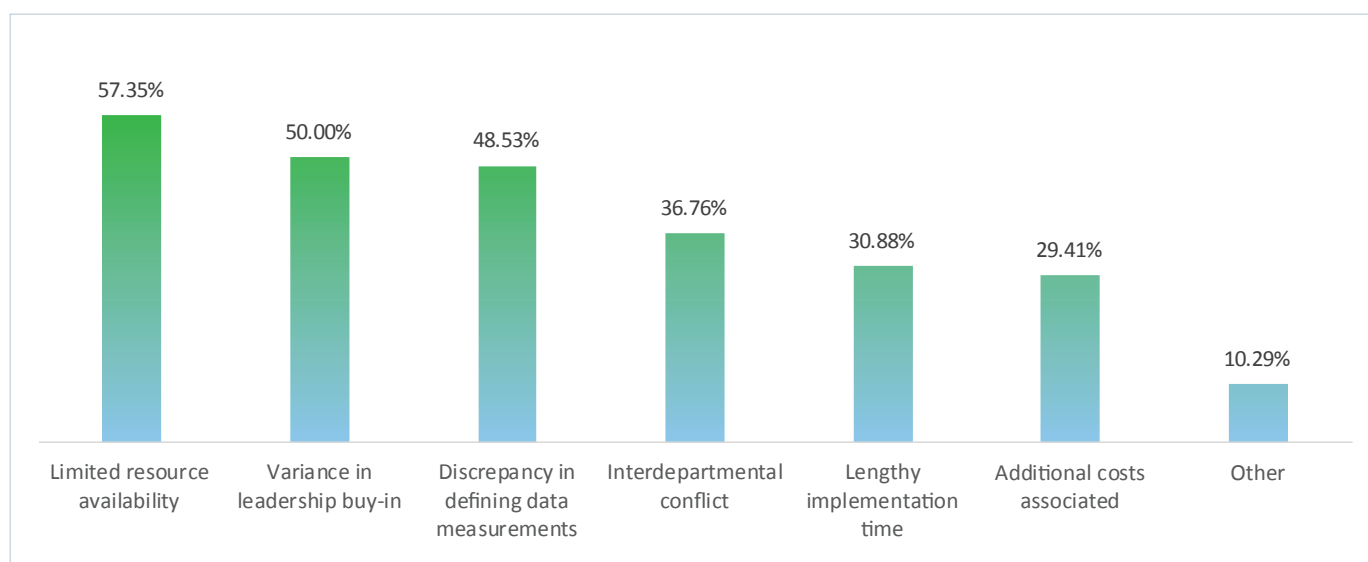| Under a year	Under 3 years	Under 5 years	Other
41.18%	41.18%	10.29%	7.35%
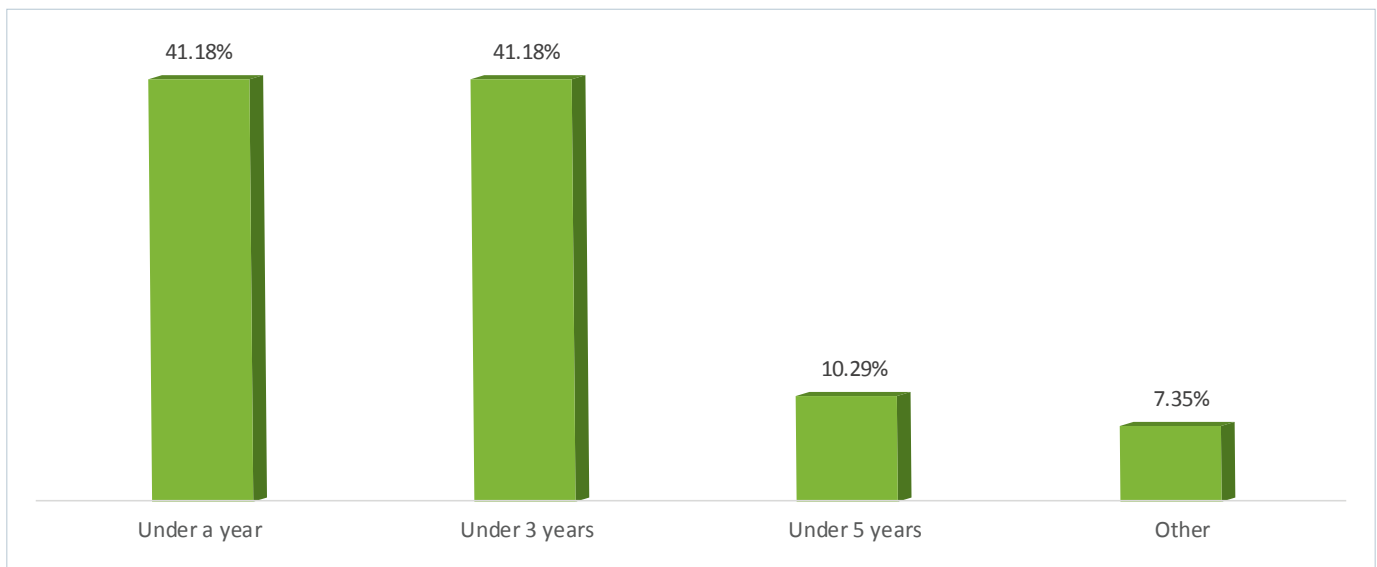
For those respondents who have already implemented—or are currently implementing—enterprise-wide data governance, most are relatively new to the process. More than four out of five (82%) are under three years along in their adoption.

What were the primary drivers for adoption of an enterprise-wide data governance capability?

Driver	Percentage
Improving trust in data	67.65%
Improving care quality	60.29%
Improving regulatory compliance	45.49%
Improving patient safety	41.18%
Managing organizational care costs	30.88%
Managing new payment models	20.59%
Other	13.24%

While the most common reason for adopting enterprise-wide data governance was improving trust in data (68%), a majority of respondents also cited improving care quality as a top driver (60%). Other responses included improving regulatory compliance (45%), improving patient safety (41%), managing organizational care costs (31%), and managing new payment models (21%).

Which of the following obstacles have your organization faced during the roll out of your enterprise-wide data governance capability?

| Obstacle	Percentage
Limited resource availability	57.35%
Variance in leadership buy-in	50.00%
Discrepancy in defining data measurements	48.53%
Interdepartmental conflict	36.76%
Lengthy implementation time	30.88%
Additional costs associated	29.41%
Other	10.29%

For healthcare organizations that have implemented enterprise-wide data governance, their challenges are similar to those organizations that have not yet begun the process. The most common obstacle referenced was limited resource availability (57%), followed by variance in leadership buy-in (50%), discrepancy in defining data measurements (49%), interdepartmental conflict (37%), lengthy implementation time (31%), and additional costs associated (29%).

Are there governance processes your organization has put in place that have been implemented through a manual, non-automated, or paper process (associated with your data governance capability)?
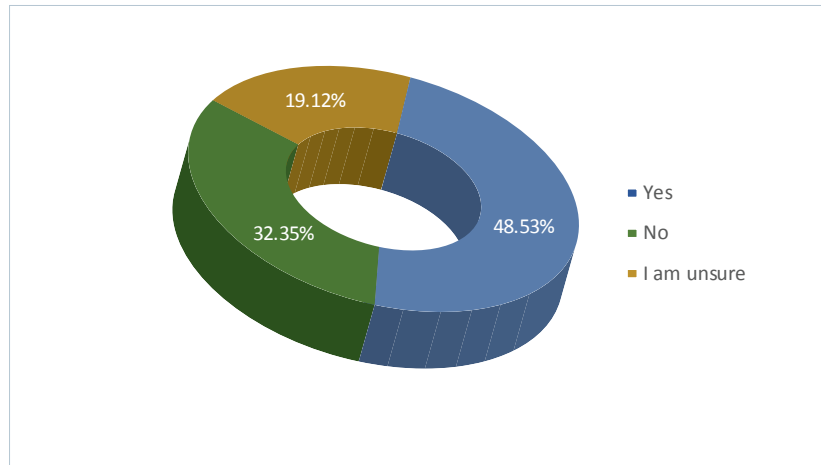
Nearly half of respondents (49%) who have implemented enterprise-wide data governance have manual or non-automated governance processes in place, with only 32% using fully automated processes. Another 19% of respondents were unsure.
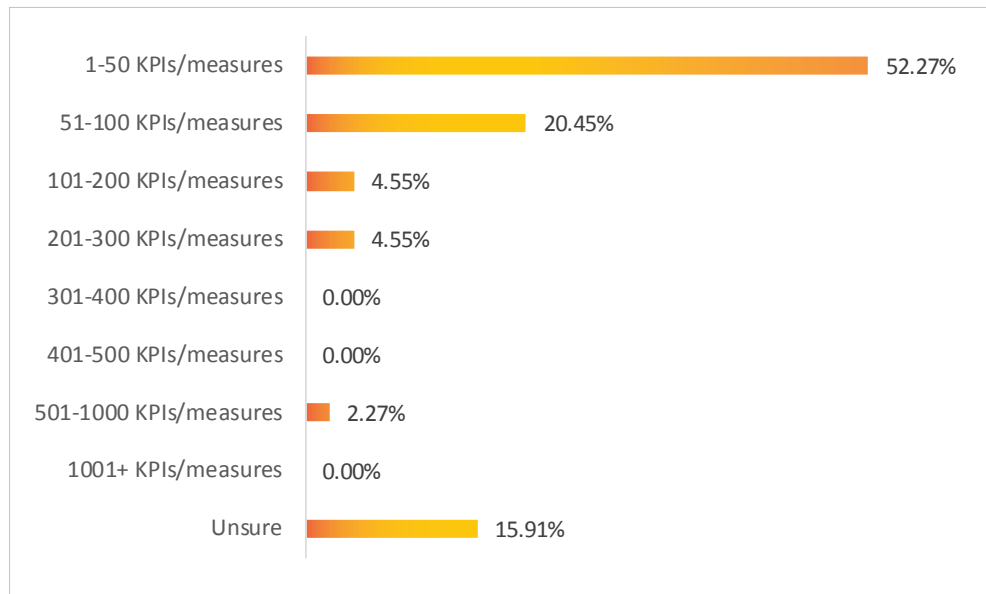
Who is managing your data governance capability project (either department-specific or enterprise-wide)?
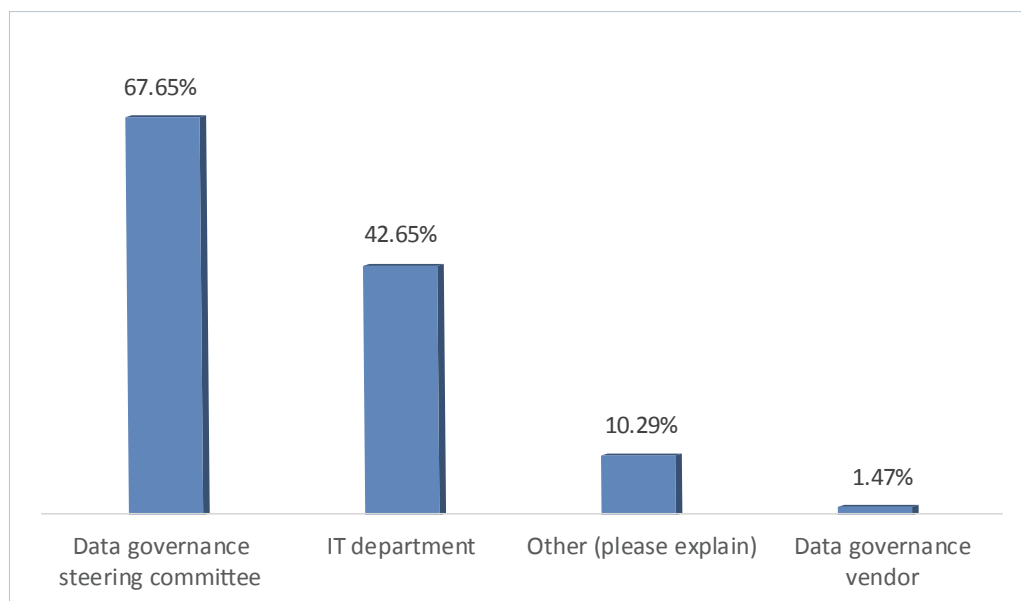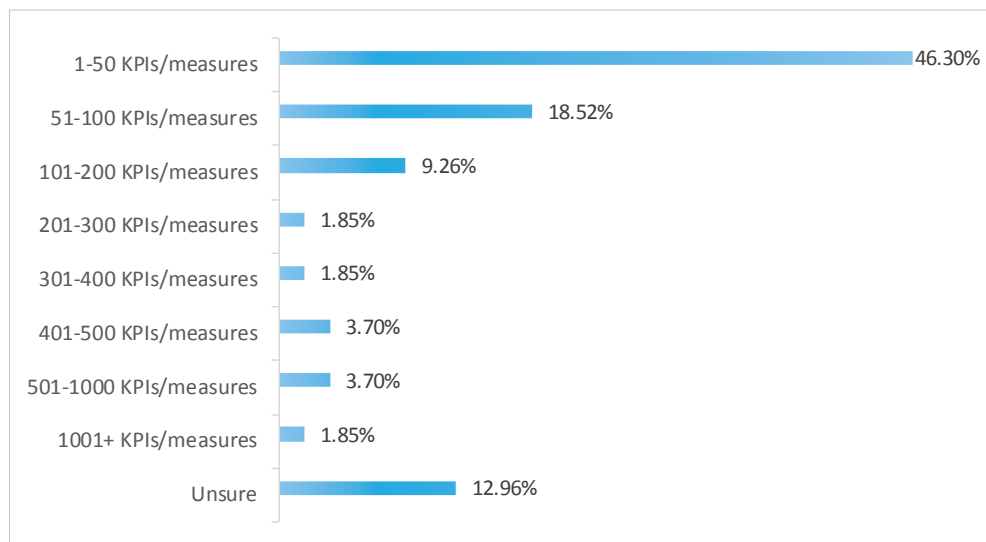

More than two-thirds of respondents (68%) with data governance processes in place indicated they have some type of a data governance steering committee to manage their governance project. Many organizations (43%) are also relying on their IT departments to manage the project, with 1% relying on a data governance vendor. "Other" explanations included finance departments, unknown, or that there is no clear owner of the data governance project.

What is the total number of KPIs or "measures" being governed across the organization?

Department-specific

KPI/measure range	Percentage
1-50 KPIs/measures	52.27%
51-100 KPIs/measures	20.45%
101-200 KPIs/measures	4.55%
201-300 KPIs/measures	4.55%
301-400 KPIs/measures	0.00%
401-500 KPIs/measures	0.00%
501-1000 KPIs/measures	2.27%
1001+ KPIs/measures	0.00%
Unsure	15.91%

Enterprise-specific

KPI/measure range	Percentage
1-50 KPIs/measures	46.30%
51-100 KPIs/measures	18.52%
101-200 KPIs/measures	9.26%
201-300 KPIs/measures	1.85%
301-400 KPIs/measures	1.85%
401-500 KPIs/measures	3.70%
501-1000 KPIs/measures	3.70%
1001+ KPIs/measures	1.85%
Unsure	12.96%

When it comes to the quantity of KPIs or "measures" that are being governed across the organization, respondents were asked to break down the number of both department-specific and enterprise-specific measures. In both cases, the majority of organizations are governing fewer than 100 measures in each of these areas—with the lion's share of respondents governing fewer than 50 measures (52% for department-specific, 46% for enterprise-specific). Very few organizations govern more than 200 department-specific and enterprise-specific measures (7% for department-specific, 13% for enterprise-specific).

Which measurement discrepancies have been identified in your organization's data governance capability?
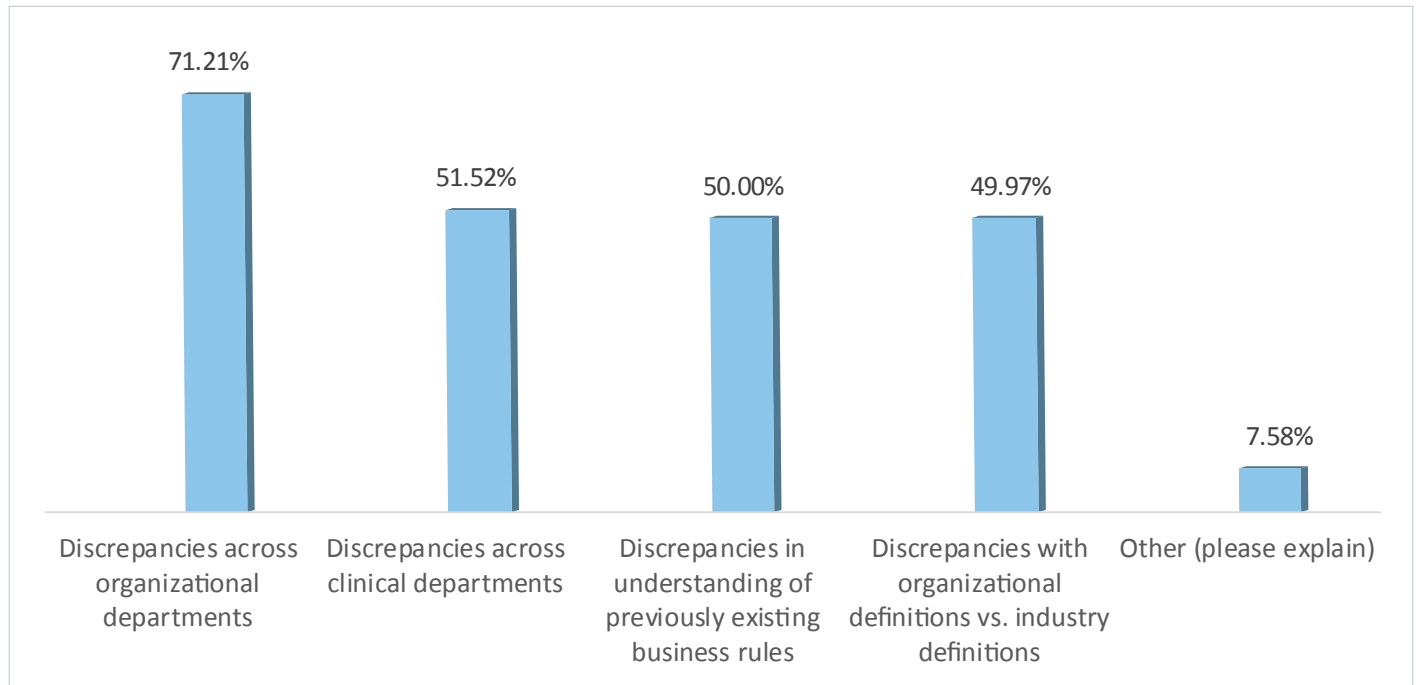
Governing measures can be difficult for healthcare organizations, as there are often discrepancies that exist between measures. Which discrepancies have hospitals identified? More than two-thirds of respondents (71%) said they have discrepancies across organizational departments (e.g. clinical vs. financial). About half of all respondents have discrepancies across clinical departments, discrepancies with organizational definitions vs. industry definitions, and discrepancies in understanding of previously existing business rules.

CONCLUSION

As the amount of data within healthcare organizations continues to grow, and as these organizations recognize the need to make better use of this data, effective data governance is more important than ever.

However, many healthcare organizations face challenges with data governance implementation. Chief among these challenges is limited resources, followed by leadership buy-in, measure discrepancies, interdepartmental challenges, lengthy implementation time, and high costs associated.

How can healthcare organizations move forward, and ultimately succeed, with data governance?

At Dimensional Insight, we believe there is a simpler way to implement data governance processes. Our new Measure Factory eliminates discrepancies between data definitions by applying business rules and other metadata consistently across data sources. This ensures data integrity and standardization, so healthcare organizations can have better trust in their data. Measure Factory provides hospitals with more than 200 standard measures that can be implemented across the enterprise.

To learn more about Measure Factory and Dimensional Insight's Diver Platform for healthcare analytics, please visit www.dimins.com.