Making The Case for Information Governance and Starting the Program

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Objectives

- Discuss information governance as a strategic asset in healthcare
- Review the emerging drivers for IG in today’s healthcare environment
- Learn how to sell an IG program in your organization
- Discuss steps for starting an IG program
- Review the organizational structure required for IG program success
Making the Case
What Information Governance Is...

• Aligns information with the organization’s strategic goals
• Establishes accountability for information across the entire organization
• Instills collaborative work across the various business units and entities to ensure standardization and consistency in managing information
What Information Governance Is (cont’d)...

• Requires IG policy development, awareness, and adherence
• Requires development of metrics for benchmarking and reporting
• Ensures results reporting to the governing body
What Information Governance Isn’t...

- A project
- IT
- Only related to the EHR
- Only clinically focused
- The HIM Department
- The HIM/Medical Record Committee
What’s Under the IG Umbrella?

- Data standards, integrity and quality
- Privacy and security
- Disaster preparedness and business continuity
- Litigation response/e-discovery
- Lifecycle management/preservation/retention

- Quality improvement
- Clinical documentation improvement
- Clinical content management
- Legal health record/designated records set policy
- Coordinated IT decisions
- Cost reduction
What is the Status of IG in Healthcare?

- IG programs are less prevalent and less mature than warranted given the importance of information
- Most organizations do not yet have a comprehensive strategy for information governance
- Information governance framework calls for strengthening and expansion
- Information lifecycle management practices related to core functions require improvement

Haven’t We Always had IG? Yes and No...

- Yes, IG-related activity occurs in areas across the organization
- No, the differences are:
  - Strategic alignment
  - Enterprise focused
  - All types of information
  - Collaborative effort
  - Standardization of definitions, processes, work flows
  - Using information for competitive advantage
Business Drivers for IG Programs

• Payment reform
  – MACRA
  – MIPS
  – APMs

• Delivery system changes
  – Population health
  – Patient-centered medical home (PCMH)

• Interoperability

• Regulatory requirements
Business Drivers for IG Programs (cont’d)

• Technology advances
  – Mobile devices
  – Telemedicine
  – Sensors
  – Wearables
• Data and information growth
  – Patient-generated health data (PGHD)
  – Genomics
  – Social Media
• Breaches/cybersecurity
• Mergers & acquisitions
• Bottom line
Reasons IG Makes Business Sense

• Courts will look for information governance programs
• Accrediting agencies will look for governance around information
• IG helps the organization minimize and manage risks
• Information is critical to success of any healthcare organization
Demonstrate Value

Tangible Value:
• Storage costs
• Reduced e-discovery costs
• Reduced breaches
• Payment reform

Intangible Value
• Avoiding legal risk
• Avoiding potential regulatory noncompliance
• Organizational reputation
• Increased efficiency and productivity
Why IG in YOUR Organization?

What are some of the drivers that your organization is facing that make information governance an imperative?
Starting the Program
On the Road to IG Most Organizations Start by...
The Information Governance Road Map: Mile Marker 1—Getting Started

By Ann Meehan, RHIA

Editor’s Note: This article is the first in a series that provides a road map for implementing an information governance (IG) program in any organization. Each month a set of concepts will be discussed that tie to the IG Road Map Infographic developed by AHIMA. Any organization can take these implementation concepts and travel along The Road to Governance.

ROAD TRIPS ARE exciting and can lead to some unexpected surprises. To ensure a successful trip, careful thought and planning is required, such as where to go, what to do, and where to stop for food and gas. It takes self-education on the area being traveled in order to be knowledgeable and informed. A plan is also needed to address the unexpected, whether that is a hidden treasure of a restaurant or an unplanned challenge like a flat tire.

Likewise, the road to successful information governance (IG) in healthcare takes knowledge and planning. It takes a road map—a well-constructed plan that methodically moves an organization toward a sustainable enterprise-wide IG program.

Unfolding the IG Road Map

AHIMA has developed a road map to provide guidance for implementing an IG program, available on AHIMA’s IG webpage at www.ahima.org/topics/infogovernance/igbasics/tabid/resources. This road map organizes the requisite steps one must take to implement a successful IG program into mile markers in order to define specific actions needed. Mile markers may be implemented at a pace that is appropriate for the organization. The mile markers include IG buy-in and support; program? What will be accomplished? What is the desired end result? Another consideration is making a business case for IG.

“Information is an asset owned by the organization, which includes intellectual property, strategic plans, quality improvement and business operations—all of which make us unique and give us our edge in the business world,” says Katherine Lusk, MHSM, RHIA, chief health information management and exchange officer at Children’s Health System of Texas, a leader in healthcare IG. “For a long time we’ve governed and managed human resources, capital investments, information technology, material assets... but not information. Information is the key to our business success and critical to management of all our assets. It was time information was provided the same structure and rigor.”

It is important to note that information crosses the entire organization and is not limited to just clinical information. All information is important to business strategy and therefore must be held to a standard that ensures accountability, trust, and protection. Information governance can also help organizations handle risk mitigation, improve patient care, streamline financial reporting, and bolster contract management.

Once decision makers grasp key IG concepts and can identify
Getting Started

- Start with a vision
- Gather allies – other stakeholders
- Identify an immediate need(s)
- Convince executives that it’s needed
- Engage an executive sponsor
Aligning IG with Business Strategy

- Know the business strategy
- Communicate the strategy and how trustworthy information supports it
- Plan IG initiatives around the strategy
- Remove any obstacles
- Be flexible
- Be ready to negotiate
- Report successes!
Creating a Sense of Urgency around IG

- Information governance:
  - Allows for consistency of information for analysis and reporting
  - Improves patient experience
  - Lowers costs
  - Provides risk protection
  - Prepares the organization for payment reform, credentialing, etc.
Establishing Accountability

• Define roles
• Define committee structure
• Establish accountability by role
• Workforce education
• Measure results
• Reward successes
Leadership Roles

- Executive sponsor
- IG lead
- IG committee members
- Information/data stewards
Committee Structure

• **IG Committee**
  – Key stakeholders
  – Regularly scheduled meeting
  – Agenda/reporting on IG activities

• **Work Groups/Sub Groups**
  – Where the work gets done
  – Report up to IG Committee
  – May be regularly scheduled or ad hoc
Identifying and Engaging Key Stakeholders

- Identify leaders/stakeholders who have an interest in trustworthy information
  - Clinical
  - Finance
  - IT
  - Risk
  - Quality
  - HIM
  - Compliance
  - Legal
- Engage and manage stakeholders
- Set priorities
- Mitigate risk
Building Awareness

- Hard sell
- Requires perseverance
- IG Awareness is a crucial initial step
- Staying current with healthcare initiatives and technologies
  - IT trends
  - Legal and regulatory initiatives
  - Payment reform
In Summary – Key Takeaways

• IG is an ongoing program not a one time project
  – Break the work into manageable pieces / prioritize / be realistic
• An executive sponsor and cross functional interdisciplinary team are required
• IG policy set must be created
• 8 IG Principles and 10 Competencies must be applied
• Business processes will be redesigned
• Using the AHIMA framework for adoption can help guide your program
Let’s Get Started!

Take a few minutes now to look back at the emerging drivers that you identified earlier.

What are the first steps you will take now to get started with an IG initiative in your organization that can help you tackle your drivers?
Our Challenge to You...

- After attending the IG Boot Camp, go back to your organization and
  - Take a close look at current initiatives and projects that are in flight
    - What are the cost savings associated with those – tangible and intangible?
    - What is the root cause resulting in need for each of these initiatives/projects?
  - What initiatives and projects are needed but on hold?
    - What would those cost savings be?
    - What are the root causes?
  - Get IG in front of leadership
AHIMA Wants Our Members to LEAD IG!

New tools and resources every month – visit www.IGIQ.com regularly
Information Governance Resources

• Three IG Books in the AHIMA Store
  – Information Governance Concepts, Strategies, and Best Practices (Smallwood)
  – Implementing Health Information Governance (Kloss)
  – Enterprise Health Information and Data Governance (Johns)
Information Governance Resources

• IG White Papers:
  – “A Call to Adopt Information Governance Practices” (2014)
  – “Professional Readiness and Opportunity” (2015)

• IG Toolkit

• IG Infographics

www.IGIQ.com
Driving IG for HealthCare: Recommended Reading

- Implementing Health Information Governance, 2015. Linda Kloss, MA, RHIA, FAHIMA
- Enterprise Health Information Management and Data Governance, 2015. Merida L Johns, PhD, RHIA.
- Information Governance, 2015, Robert F. Smallwood
What’s Next? Moving Your Organization’s IG Forward.

**IG Advisors™**
- IG consulting and implementation services (project management)
- GAnalysis and assessment
- On-site or virtual organization-specific training
- Score validation from the IGHealthRate™ system for IGAM Level 5™ sites

**IGHealthRate™**
- Identify your organization’s true level of IG maturity
- Differentiate your organization from its competition and other organizations
- Validate your organization’s maturity level with AHIMA
- Receive extensive reporting, guidance, and comparison to other entities of your size and specialty

**IGPulseRate™**
- Quick check of your organization’s IG maturity
- Begin to understand key success factors that impact organizational maturity
- Begin to identify strengths and weakness

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For more information contact us at (844) 554-4447 or visit IGIQ.org.

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AHIMA - Leading Adoption of Information Governance in Healthcare

GOVERNANCE Straight Ahead

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