



Achieving Data Integrity through Technology Data Governance

October 10, 2023

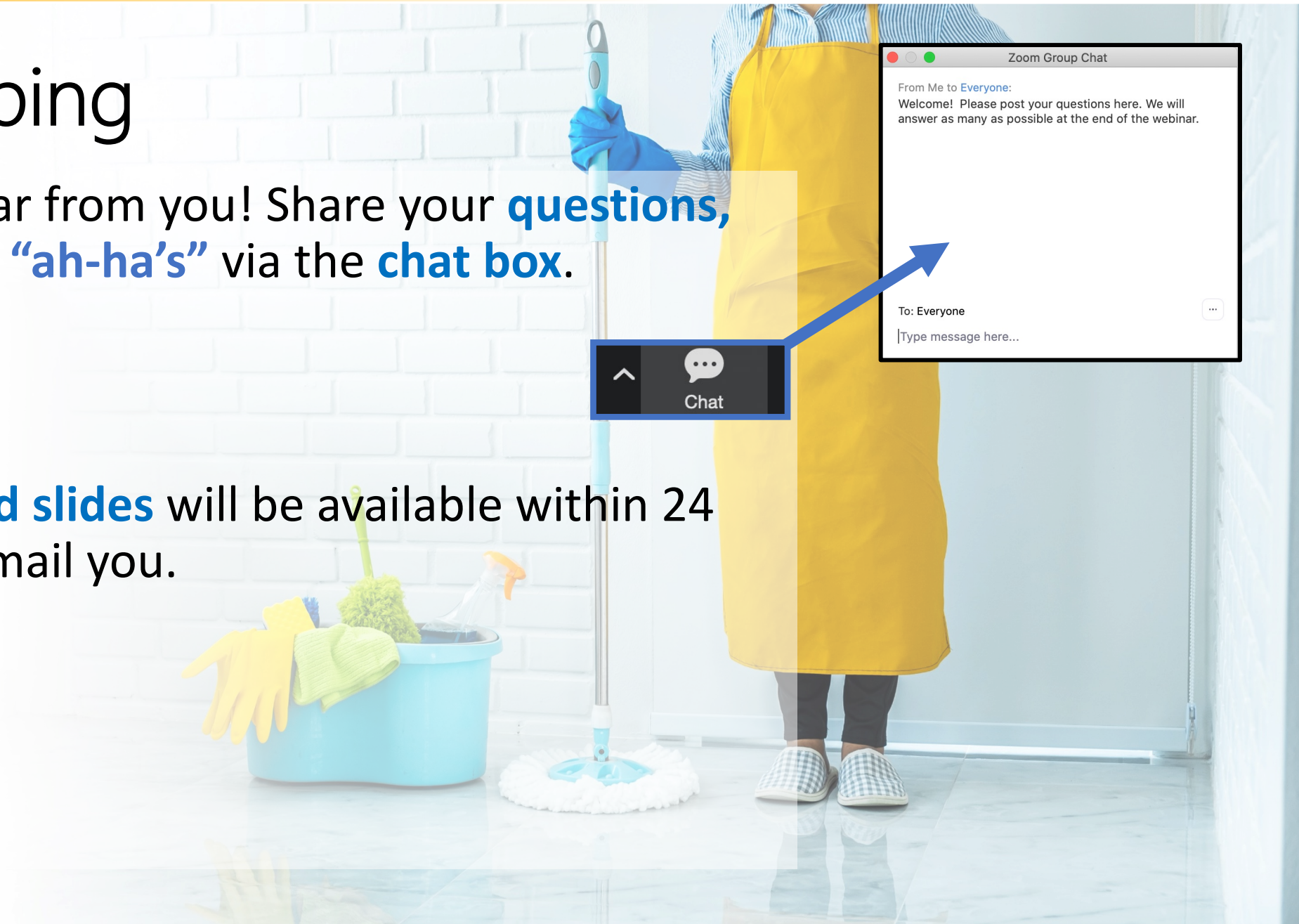
12:00pm PT / 1:00pm MT / 2:00pm CT / 3:00pm ET

Welcome! We will get started momentarily.

Please let us know who you are and where you are from in the chat box
(click the chat icon at the bottom of your screen).

Housekeeping

- We want to hear from you! Share your **questions, comments** and **“ah-ha’s”** via the **chat box**.
- A **recording and slides** will be available within 24 hours - We’ll email you.



Welcome



HEALTH MANAGEMENT ASSOCIATES



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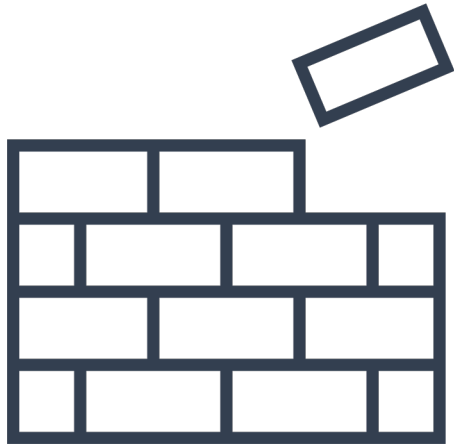
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01	Basic Tenets: Technology is Foundational
02	Current Healthcare Technology
03	Challenges and Barriers to Data Integrity
04	Proven Methods to Data Governance
05	Taking a Technology Pulse: Practical Steps and Path to Improvement



BASIC TENETS



1

Technology is core infrastructure in all healthcare operations

2

Healthcare is a data-based industry

3

Technology implementation needs to go beyond go-live; requires long-term sustainability and management

4

Technology innovates at lightning speed; challenging to keep pace

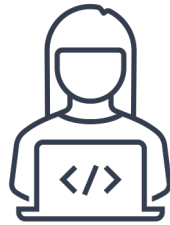


Stock Photo: Microsoft

What feelings come up when talking about technology applications and processes?

HEALTHCARE TECHNOLOGY: OVERVIEW

Electronic Health Records (EHR)



- Patient Portals
- Clinical Decision-Making Tools
- Electronic Visit Verification
- Talk to Text

Population Health Platforms



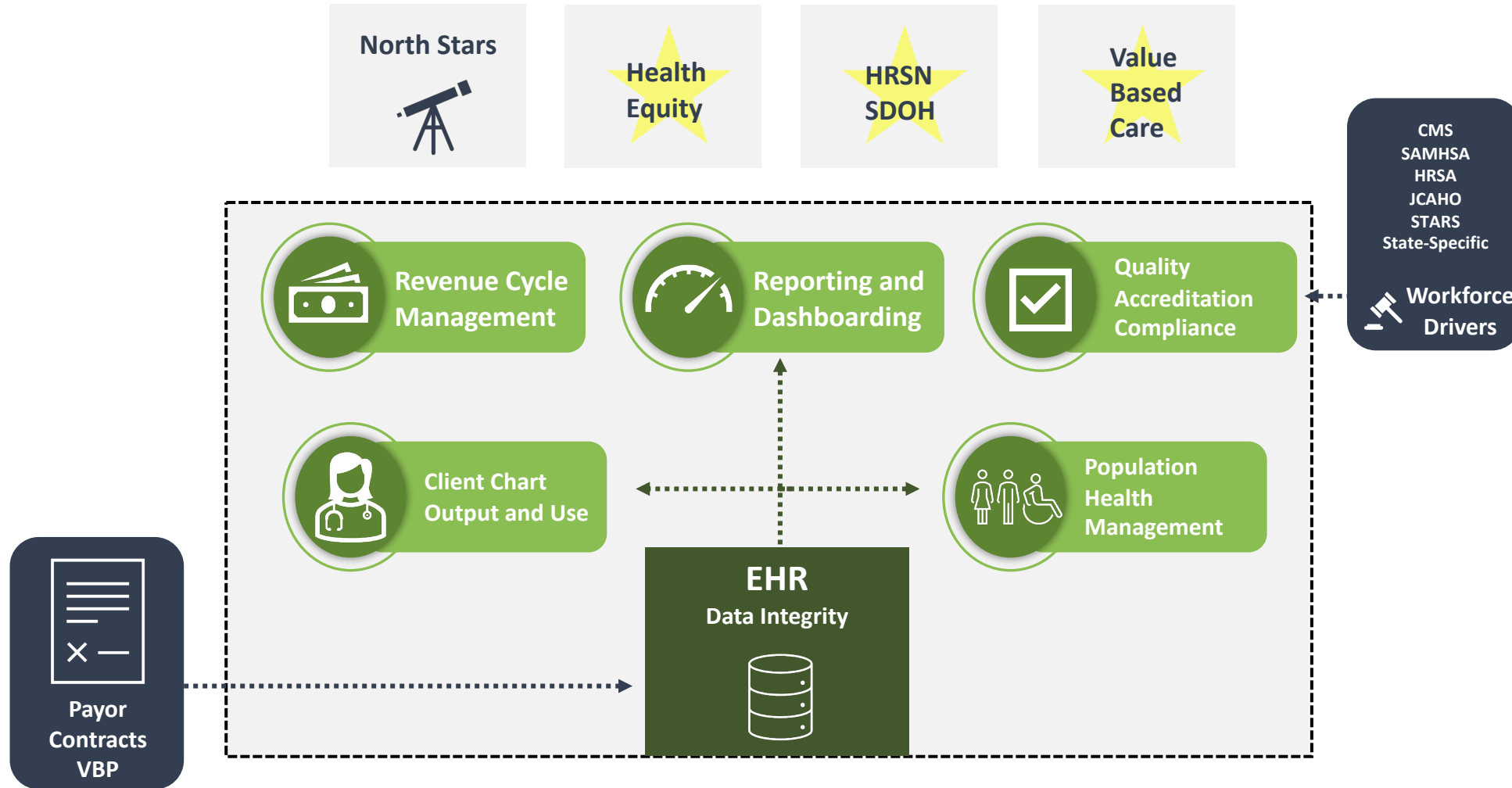
- Care Management
- Care Gap Analysis
- Longitude and Aggregate Reporting

Interoperability: External Databases

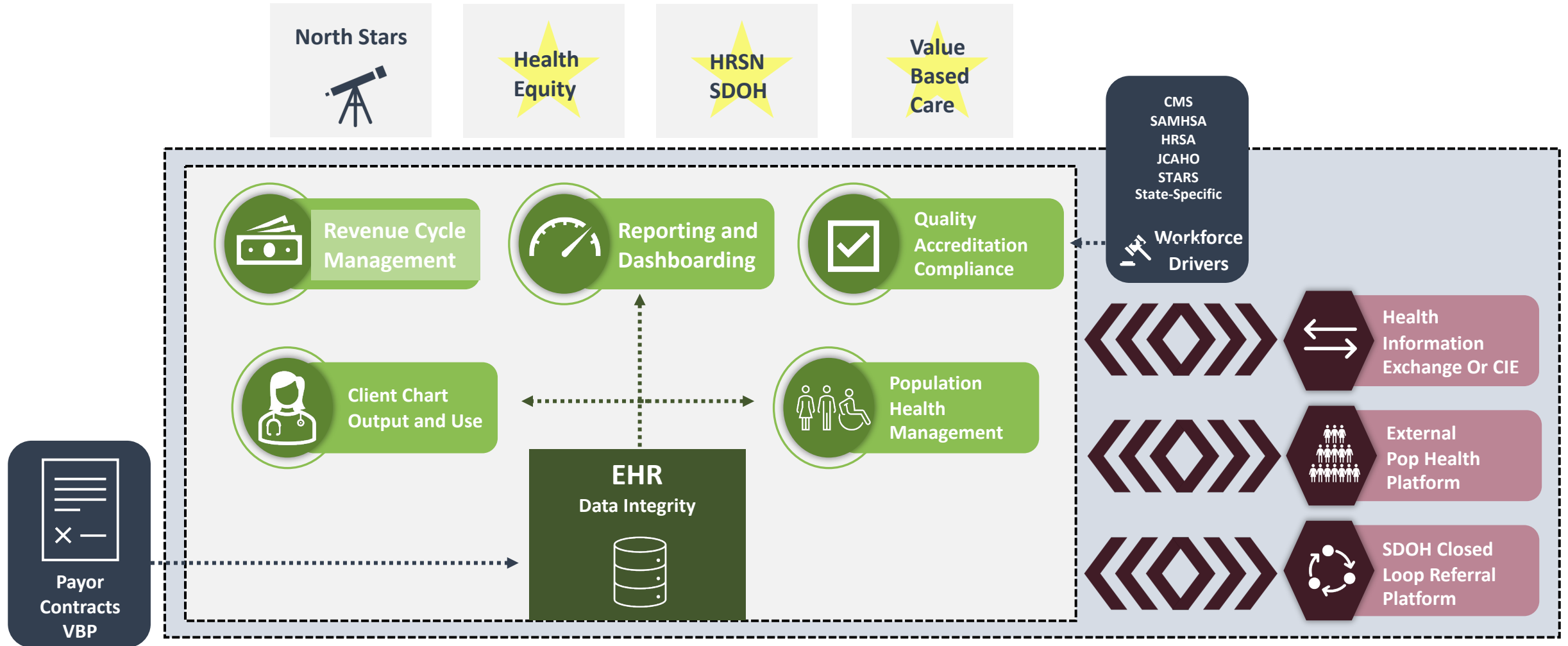


- SDOH/HRSN Platforms
- Pharmacies and Labs
- Immunization Registries
- HIEs and CIEs

EHRs: CORE REPOSITORY FOR DATA FLOW



A COMPLEX WEB WITH OPPORTUNITY FOR FLOW FLAWS: DATA INTEGRITY GAPS



My organization has strong processes for managing data flowing in and out of these systems:

- 1: Strongly agree*
- 2: Agree*
- 3: Neutral*
- 4: Disagree*
- 5: Strongly Disagree*

CHALLENGES AND BARRIERS TO DATABASE INTEGRITY

Industry Changes and Requirements



Rapid pace of change

Metrics
VBP
Integrated Health
New Services, Codes,
Populations

Clinical and Business Needs



Multi-purpose functionality

Different roles may use the tech for different purposes; Changes to one leads to downstream changes for others; Need to communicate change and provide training

Staff Training and Turnover



Constant need to ensure product competency

Incorrect usage; dissatisfaction

Vendor Management



Managing the technology

Understanding features; understanding modular options and modifications

CHALLENGES AND BARRIERS TO DATABASE INTEGRITY

Real World Examples

1

New Visit Type for scheduling staff not coordinated with quality staff

With the addition of new ancillary services, the clinical team requests the addition of a new visit type for scheduling (e.g., acupuncture consult). Seemingly small change requires analysis (is this a HRSA-allowable visit?) and mapping (to qualified visits for accurate annual reporting).

2

Renaming a field for clinical staff not coordinated with clinical informatics

Renaming a field for “sigmoidoscopy/colonoscopy” to just “colonoscopy”—the more routine service that should be reflected. However, colonoscopies are good for 10 years, and sigmoidoscopies only 5—care gap isn’t triggered for outdated sigmoidoscopies or reflected in reporting.

3

Adding a new field to align with new workflows not coordinated with operations staff

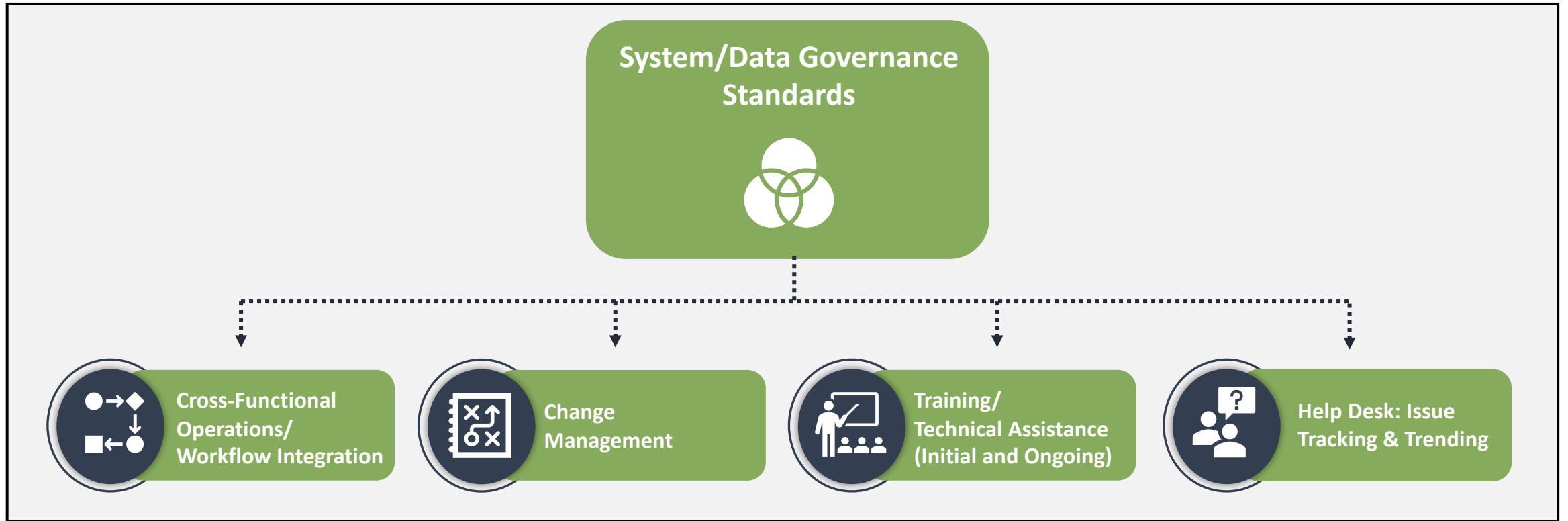
Added a new field for pneumococcal vaccines to allow ease of prescribing through a standing order. Not coordinated with operations staff; ease of ordering the vaccine now led to a clinic shortage of the vaccine.

4

Adding a new field to align with reporting needs not coordinated with staff training

Added new drop-down choices to reflect the types of denials for a service, with no training for staff. Staff continued to batch all patients under the “other” option and the change was not monitored, leading to a full year of data miscapture.

SYSTEM/DATA GOVERNANCE COMPONENTS



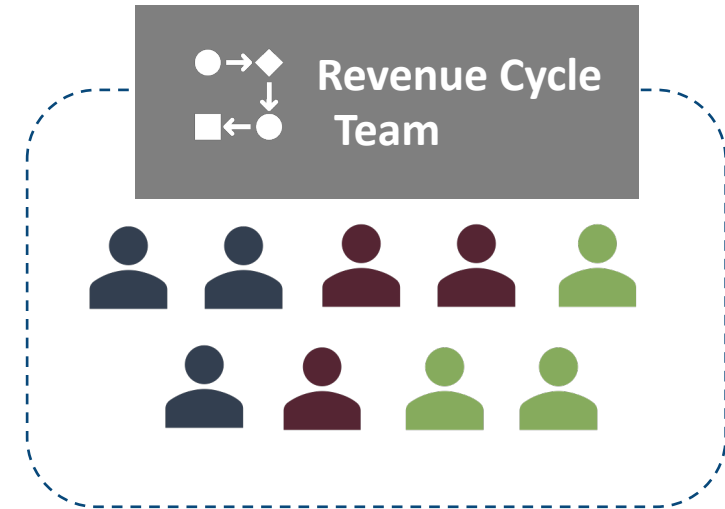
CROSS-FUNCTIONAL EHR WORKFLOW INTEGRATION: OVERVIEW

Defined collaborative actions to ensure efficiencies, productivity, accurate EHR data input for resulting output

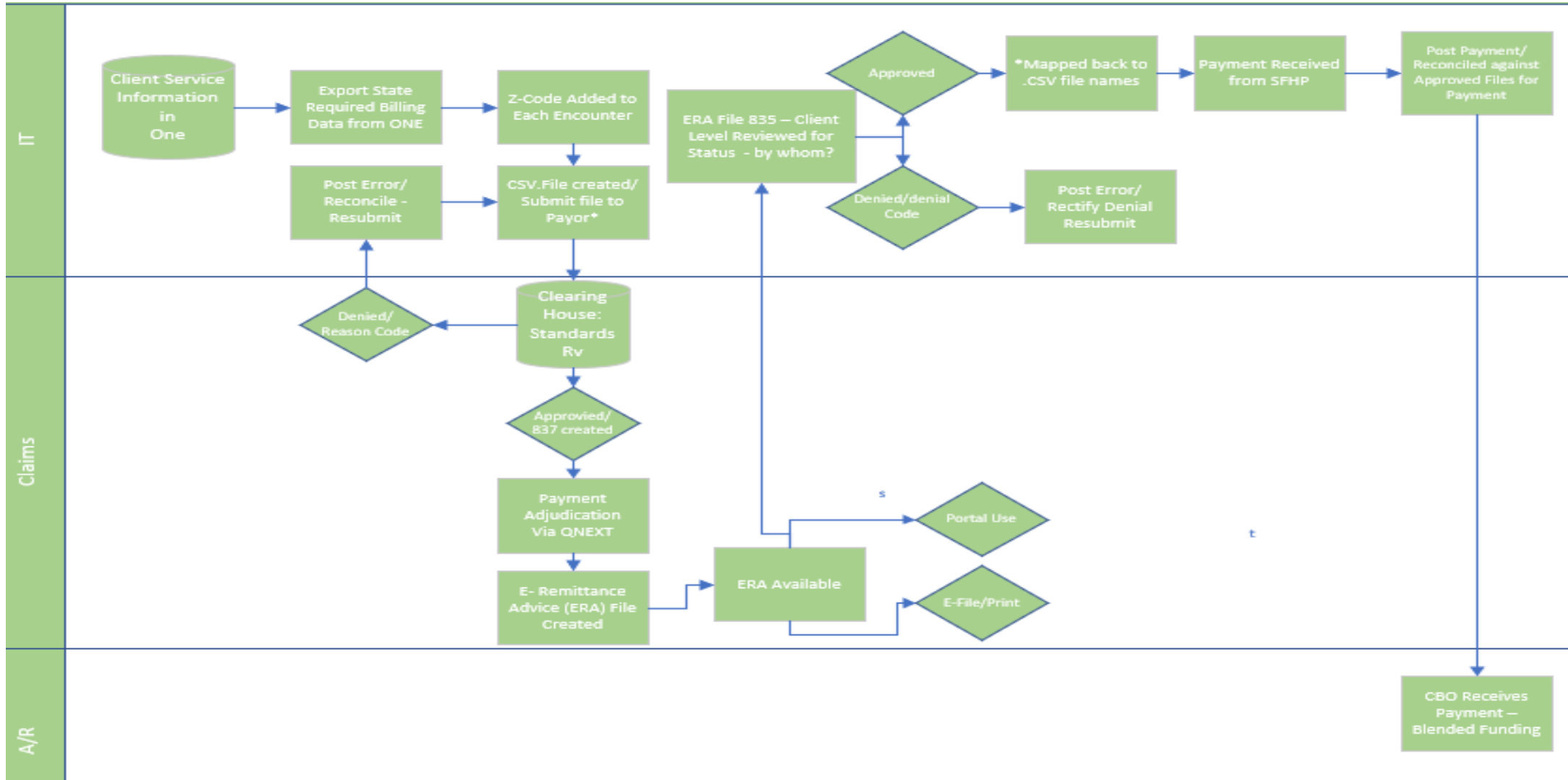
Functional
Siloed functional expertise



Cross-Functional
Representatives from various functions

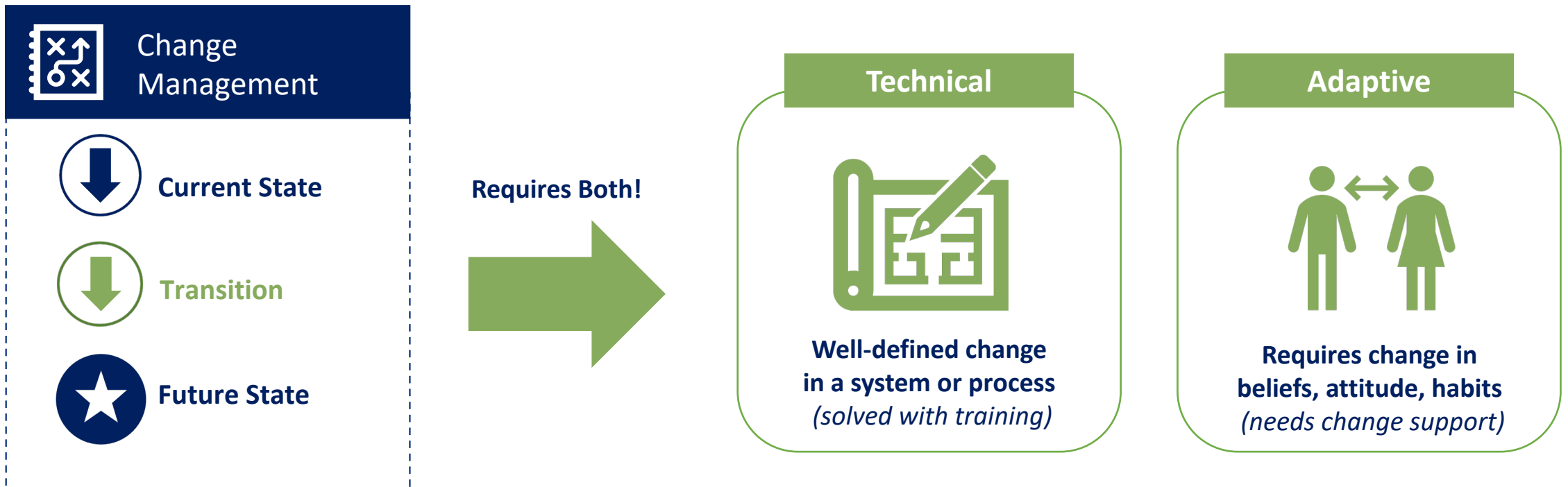


CROSS FUNCTIONAL WORKFLOW INTEGRATION



CHANGE MANAGEMENT: OVERVIEW

The process of supporting the people in an organization to **transition** from current state (of goals, processes, technologies) to a future state.



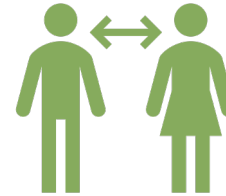
CHANGE MANAGEMENT: TECHNOLOGY EXAMPLES

Technical



- **New payor contract or amendments to a payor contract**
 - New services/service codes
 - New metrics for reporting (e.g., equity, BH admissions or follow up after screening)
- **New clinical form**
 - New referral form
 - New care management tool
- **Changes to a selection list**
 - Added visit types
- **Process improvement to workflows**
 - Revenue cycle management
 - Clinical performance improvement

Adaptive



- **Why should I start using this new type of technology?**
 - I've been doing it this way for years...
- **Will this change my workload?**
 - I've got enough on my plate as it is
- **We've tried similar things in the past**
 - It never lasts, we always end up going back to the old ways

A common pitfall of inadequate change management is to treat an adaptive problem with a technical fix.

Successful change management must address both



Manage the Technical and Adaptive Components

- **Technical**
 - What is the change to be made
 - How will it be made
 - What are the impacts on data integrity/other data systems and processes
 - How will staff be trained on use (considering different staff and use cases)
- **Adaptive**
 - How to do we get necessary buy-in?
 - What are the concerns of or challenges for the users?
 - What is the disruption to get from current state to future state?
 - What are their ideas for how to make the change?

What's the difference?



Training

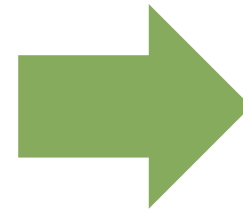
- Teaching a particular skill or behavior
- All users need training



Technical Assistance

- Providing targeted support to address a development need or problem
- Some staff/organizations need technical assistance at certain times

Both may be needed.



Components of Training

1

Initial Onboarding

Consistent
Comprehensive
Role-based
Referral
guides/tools/processes
Competency training

2

Ongoing

Regularly scheduled
refreshers (particularly for
lesser-used functions)
Re-training due to change
Re-training where needed for
consistency/quality of data
Competency training

TRAINING AND TECHNICAL ASSISTANCE: COMPONENTS OF SUCCESS



- **Competency Training**
 - What are the core skills, and have you assessed them at initial training?
 - What are the potential challenges (or where are your rates and measures indicating challenges) and have you assessed them?
 - What changes have been made, and have you assessed for accuracy of data capture post-change?
 - Competency assessment is a process of teach—test—retrain—retest, as often as needed
- **Super Users**
 - Role-based (i.e., per user type)
 - Able to explain within workflow context
 - Kept up to date on all technology changes

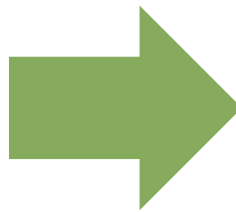
HELP DESK: OVERVIEW

Centralized resource support to assist end users encountering technology issues

The Help Desk:



- Repository for tracking questions and issues
- Triggers a response from a subject matter expert
- Provides support and resolution to the issue



GOVERNANCE TOOLS



Immediate training/TA

- **Consistent Answers**
- **Ensure accurate use**

Tracks and trends user needs

HELP DESK: COMPONENTS OF SUCCESS



- **Operational Features**
 - Maintain knowledge base of common issues & solutions
 - Collect data related to needs or future state development
 - Feeds into Cross Functional Workgroup
 - Timeliness of answer and resolution
- **Database Governance Actions**
 - Based on calls/tickets, additional training or TA needs
 - Determining system or workflow changes necessary
 - Process improvement
 - As a result of Help Desk data
 - Inclusion for any new organizational improvement efforts



Is there a Technology-based Cross Functional Committee?

- Multi Disciplined SMEs: workflow experts
- Committee Charter defining purpose and process
- Committed attendance with meeting frequencies



Is there a defined technology Change Management process?

- A uniform process followed for decisions made about all technology changes
- Current workflows mapped prior to technology changes: current v. future state



Does staff onboarding ensure data entry consistency and competency of use?



Is there a process for informing staff of technology changes?



Have your thoughts changed?

My organization has strong processes for managing data flowing in and out of these systems:

1: Strongly agree

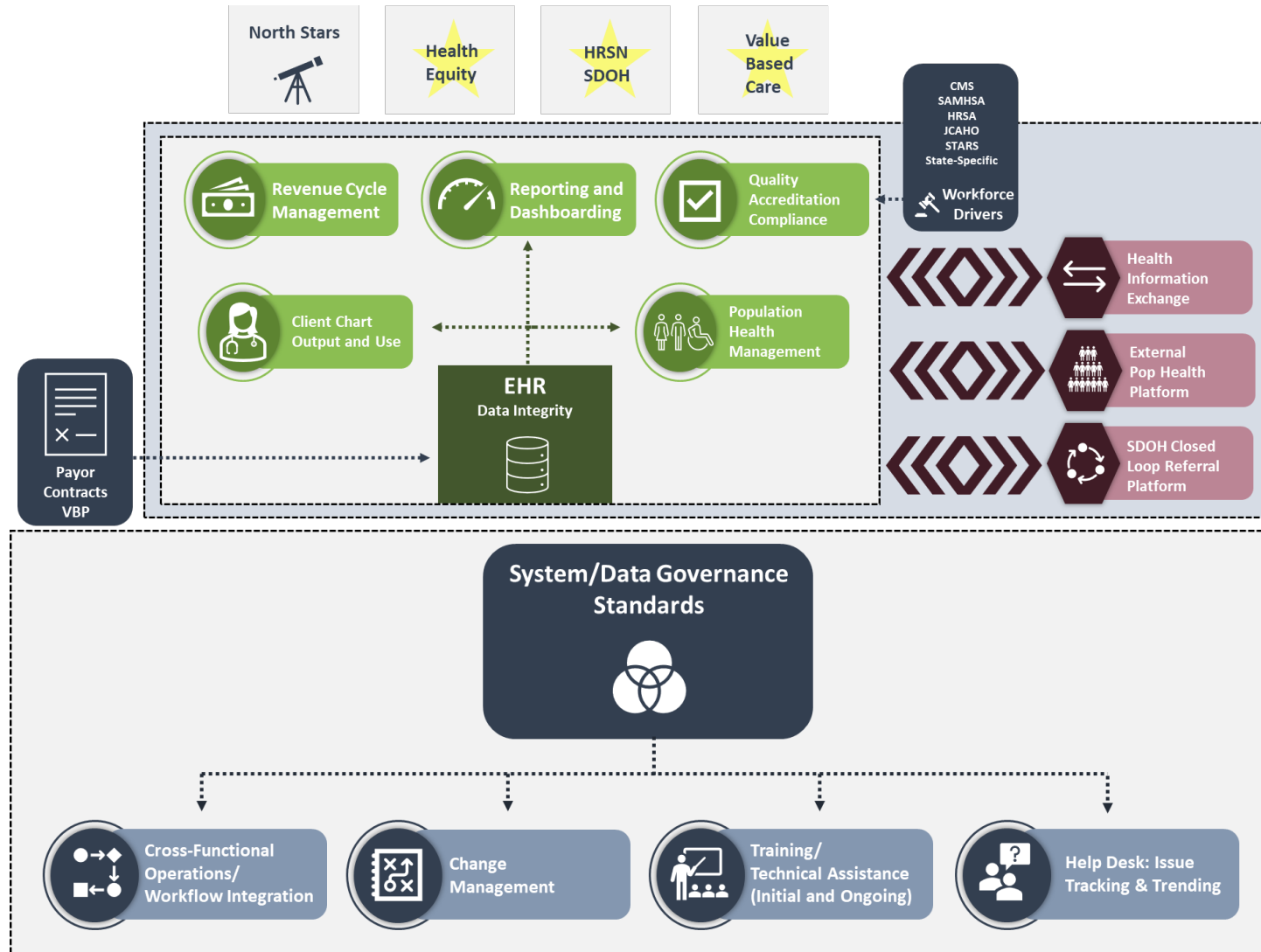
2: Agree

3: Neutral

4: Disagree

5: Strongly Disagree

FULL SYSTEM DATA GOVERNANCE IN ACTION



■ NEXT STEPS: IMPROVING DATA GOVERNANCE

1 What can I do this week? e.g.:

- Share webinar content with those in my organization responsible for data and data governance
- Set a meeting to discuss data governance
- Review a particular policy/procedure/workflow and edit for improvement

2 What can we do in the longer term? e.g.:

- Think through key changes needed to governance structure, policies, workflows and create a plan to implement

3 Where do we need help?

- Consider where you need additional resources and whether you can access them internally, through additional resources, or seeking external expertise

