

Governance Structure to Support IG

BC Health Organization Information Governance Summit 217

What is Governance

A number of years ago ... we embarked on an enterprise-wide transformation to manage all image content. It would eventually include every department across all the health care facilities ... and we wanted a successful outcome. One of our first objects was the creation of a governance council that included IT and clinical leadership.

IT governance is the creation of a formal structure that includes defined roles, responsibilities, and accountability for strategic decisions. It includes:

- Alignment of IT strategy with business and clinical strategy
- Ensuring that the organization stay on track to achieve their strategies and goals
- Assures that all stakeholders' (Enterprise and department) interests are taken into account and that processes provide measurable results.”
- Create a forum for collaboration among departments

Governance is the keystone to the transformation process driving enterprise change.

(Jayanthi, October 2015)

A little kingdom I possess.
Where thoughts and feelings dwell;
And very hard the task I find
Of governing it well.

Louise May Alcott (author of Little Women)

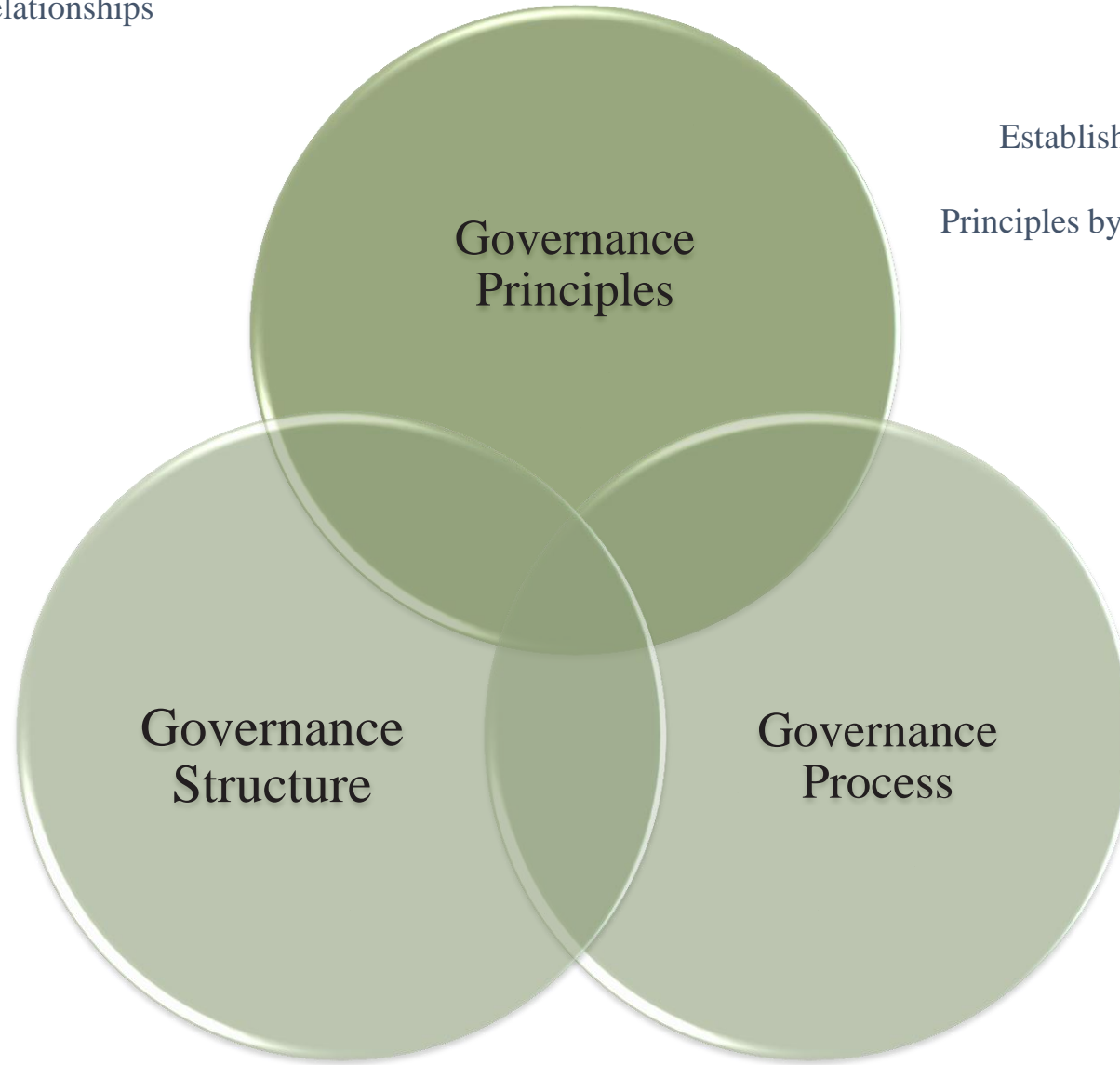
Major Risk Areas: Large IT Projects

According to Boston based Chilmark Research ... only 15 to 20 percent of organizations have a full-fledged data governance framework ¹.

Theme	Key Problem Areas Identified	Comments
Leadership and Governance	<ul style="list-style-type: none"> • Lack of executive leadership • Leaders at all levels don't take an active role in the implementation of the transformation • People accept that lack of governance is a major reason for the failure of a project. However, most large projects have the exact opposite problem; there is too much bureaucracy. 	
Engagement	<ul style="list-style-type: none"> • Weak accountability within departments and business units of the organization for implementation success. • Engagement, teamwork and communications failures • Need to define success clearly 	<ul style="list-style-type: none"> • Lack of program ownership at the business and clinical units • Department Leaders who do not understand the role and function of governance • Disconnected members who are not committed to a Clear Common Vision
Process	<ul style="list-style-type: none"> • Confusion between project management and program governance • Healthcare organizations confuse the "installation" of new processes, systems, and structure with "implementation", and therefore, declare success too early 	<ul style="list-style-type: none"> • What is the value of the program? • What are the measurable success stories?

Governance Framework

Define the IT processes, organization & relationships



Establishing the **Rules of Governance**

Principles by which the initiative will be governed

The **Roles and Responsibilities** of the major stakeholders in the EI governance decision-making process, including committees and organizational elements at the enterprise and department level

Political-level sponsorship

Assign ownership and accountability for IT governance

Design governance at multiple organizational levels

The **Process of Governance** - various stages required to review, assess and approve or reject new EI initiatives

Governance – Focus of Responsibility



Establishing a Governance Model

Establishes a chain of responsibility, authority and communications

Established measurement, policy, standards and control mechanisms



Governance Framework

- Executive Level Sponsors
- Steering / Advisory Groups
- Stakeholders
- Representatives – responsible for outcomes or portions of the outcome
- Program Management Office
- Program Organization

Governance – Practical Use Case in Enterprise Imaging

Program / Project: **Enterprise Imaging Program**

Scope of Project: All clinical service lines across all 9 hospitals in the health system

Develop a program of supporting clinical image management across all clinical service-lines

Objectives: Capture, index and store all clinical imaging content acquired across the system

Provide access to all the imaging content through an integration with the EHR

CIO
CMIO
Senior IT Executive – Technologies
Director IT Enterprise Imaging
Radiology Chair
Cardiology Representative
Distance Health
Primary Care
Senior IT Leadership
(Ad Hoc)

Executive Imaging Council



The physician advisory group (PAG) is a multi-disciplinary group that determines how content will be presented within the EMR.

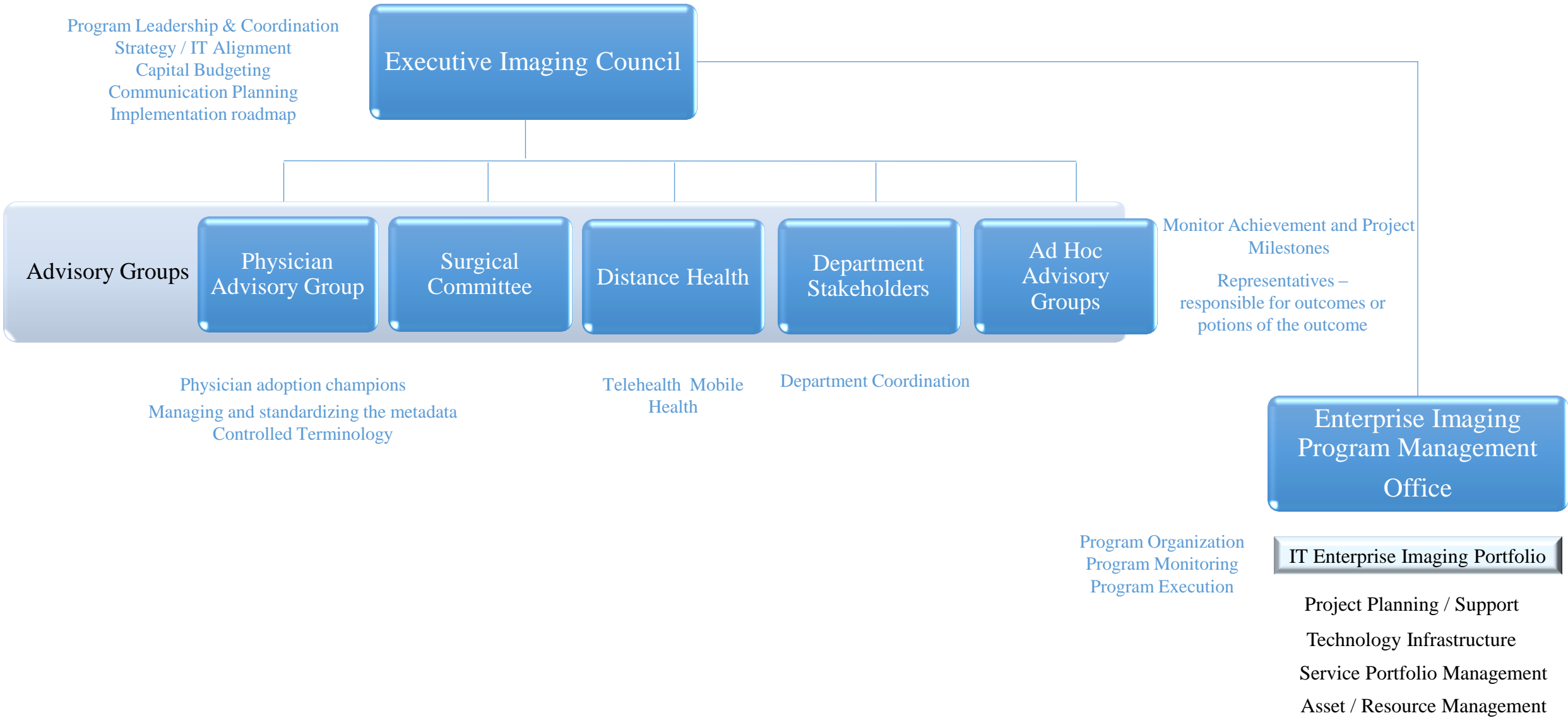
The Department Stakeholders Group consists of department-level sponsors and key stakeholders

Medical Staff Office Council
Health Imaging Management
Capital Committee
Medical Operations
Legal

Enterprise Imaging Program Management Office

IT Enterprise Imaging Portfolio

Project Planning / Support
Technology Infrastructure
Service Portfolio Management
Asset / Resource Management



Keys to Success

Keep long-term objectives in sight

Encourage and expand ownership (especially within the clinical departments)

The clinical and business units with IT must work together to define and control program requirements

Maintaining commitments and **Keeping the Strategy Alive**

Defining the Governance Model

The HIMSS-SIIM workgroups propose the definition of enterprise imaging governance as “the decision-making body, framework, and process to oversee and develop strategies for the enterprise imaging program, technology, information, clinical use, and available financial resources.”

Enterprise Imaging Governance: HIMSS-SIIM Collaborative White Paper Christopher J. Roth, Louis M. Lannum, and Carol L. Joseph
J Digit Imaging. 2016 Oct; 29(5): 539–546. , Published online 2016 Jun 14. doi: 10.1007/s10278-016-9883-z



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