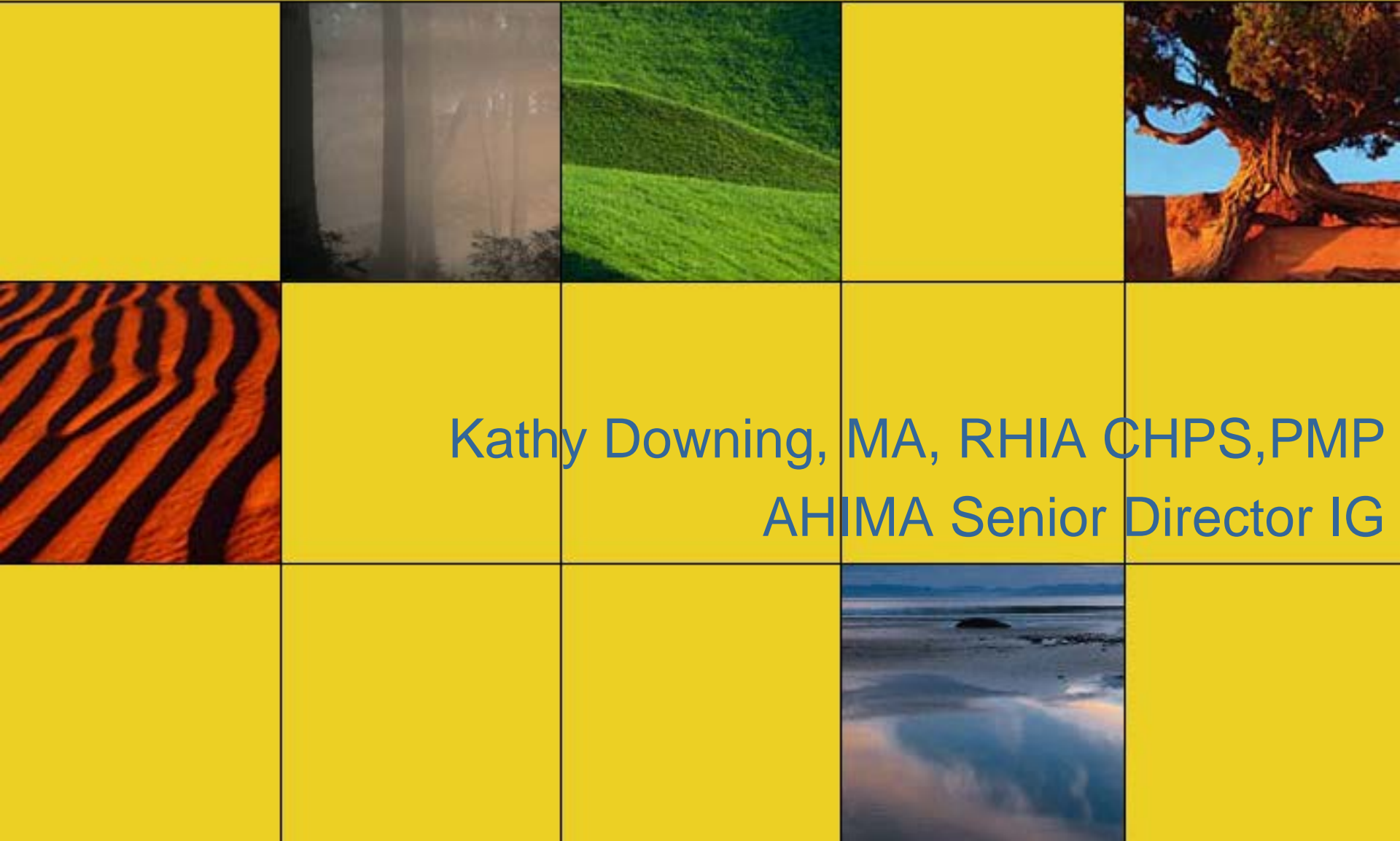


Planning for a Successful Information Governance Program



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Objectives

- Overview of Project Management
- Applying Project Management techniques to Information Governance Projects
- Discussion of IG program start up tasks that may assist your organization



 **bjectives**



IG White Paper 2015

- Link at IGIQ.com under “AHIMA Resources”
- 44% of respondents indicate that over the past 12 months IG Advancement has occurred
 - 13% say progress is significant

Why Information Governance?

- Growth of Information is Exponential
- Technology Proliferation
- Security and Privacy – Breach Protection
- Quality and Integrity of Data and Information
- Minimize Risks





IG an Ongoing Program

- IG provides strategic vision to information management across the organization
- Management of information access, output, communications.
- Built from Project Work but an Ongoing Program
- Organization-Wide
- ALL Media, all Information Types



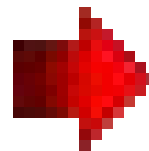
Dividing IG Work into Projects

- A temporary endeavor with a defined beginning and end.
- Usually time-constrained, and often constrained by funding or deliverables
- Undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.
- The temporary nature of projects stands in contrast with business operations which are repetitive, permanent, or semi-permanent functional activities to produce products or services.



Project Management Goals – why is project management good for IG?

- Projects must be within cost.
- Projects must be delivered on time.
- Projects must be within scope.
- Projects must meet customer quality requirements.



2015 AHIMA's IG Advisors Consulting Services



High-Level Project Oversight for Information Governance

- Often an organization requires a project of this size to have an oversight body, steering committee or governance group. A governance group will review the project plan deliverables and timeline at a high level and on a bi-monthly basis. They will also advise the project leaders about suggested changes to make and/or alternatives to solutions or funding issues. The make-up of the governance group might include some of the following individuals:
 - Chief Financial Officer (CFO)
 - Compliance Director
 - Chief Information Officer (CIO)
 - Chief Operations Officer (COO)
 - Controller
 - Vice President of Finance/Revenue Cycle
 - Chief Medical Director





PROJECT PHASES

Project Management Phases

- **Project Initiation:** Everything that is needed to set-up the project before work can start.
- **Project Planning:** Detailed plans of how the work will be carried out including time, cost and resource estimates.
- **Project Execution:** Doing the work to deliver the product, service, or desired outcome.
- **Project Monitoring & Control:** Ensuring that a project stays on track and taking corrective actions as needed to ensure success.
- **Project Closure:** Formal acceptance of the deliverables and disbanding of all the elements that were required to run the project.



IG From the Beginning



- **Initiation**

- A key step in beginning the journey is to extensively plan and define the project / IG program.
- Fundamental considerations for project definition include determining the project scope, defining deliverables, resources and estimating the project schedule, timeline and anticipated budget or funding.
- These elements will serve as a guide the IG team

IG Stakeholders

- It is crucial to identify organizational stakeholders. This will be a diverse group as the documentation process depends on and supports a variety of activities within the healthcare organization. Stakeholders may include:

- Department leaders
- Clinical documentation professionals
- Coding managers and HIM directors
- Physician liaisons
- IT professionals
- Patient accounts and billing professionals
- Revenue Cycle Leadership
- Coding Compliance professionals
- Informatics and data reporting teams
- Various clinical staff as determined by the project
- EHR vendor representatives
- Project management offices
- Quality and performance improvement team
- Revenue Integrity staff
- Senior leadership



Initiating Phase

- Obtaining Buy-In for Information Governance
 - Analyzing the business needs and requirements in measurable goals
 - Financial Analysis of the costs and benefits including a budget for the IG program or individual projects
 - Creating the Project Charter including costs, tasks, deliverables, initial scope statement, and schedule



Ideas for selling IG to leaders

- Communications must be excellent – clear, crisp and easy to understand the value proposition
- When pitching your idea, focus on what the institution wants to do NOW, not 18 months from now. Be sure to align with what they want to do TODAY.
- Must share with customer a clean value proposition.
 - Better
 - Faster
 - Cheaper
- Must be able to give them:
 - Incremental revenue
 - Lower cost
 - Competitive advantage
 - Metric driven reporting and results
 - Reduced risk (breach, loss)



Information Governance and Competitive Advantage

- Does your organization have C-level support for information governance who realizes the strategic insights that can be harnessed from information?
- Does your organization know how to use IG for competitive advantage?



IG Project Planning

- Using the Project Charter and Initial Scope Statement from the Initiation Phase the planning of IG individual projects begins
- Main Goals:
 - Plan the time that the project will take from start to finish
 - Plan for cost
 - Plan for resources
 - Estimate Work needed
 - Plan for Risk Management





Where is your IG program?

- Does your organization have an IG program through an IG council or steering committee?
- Does your IG program include formal roles for users, custodians and information stewards are defined and known to the workforce?
- Is your IG program fully integrated in the organization / do all workforce members understand their part in information governance?

Initiation and Planning Tasks

Initiation and Planning

Create Charter for IG program

Create Initial IG Project Plan

Create Communication Plan

Determine IG quick wins

Define Executive Sponsors

Define IG team

Engage Project Management

Create IG Org Chart

Establish regular team meetings

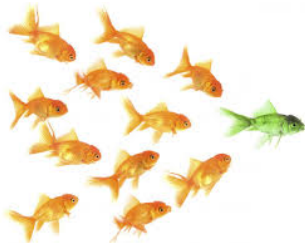
Establish budget

Team Training

Define IG roles as needed

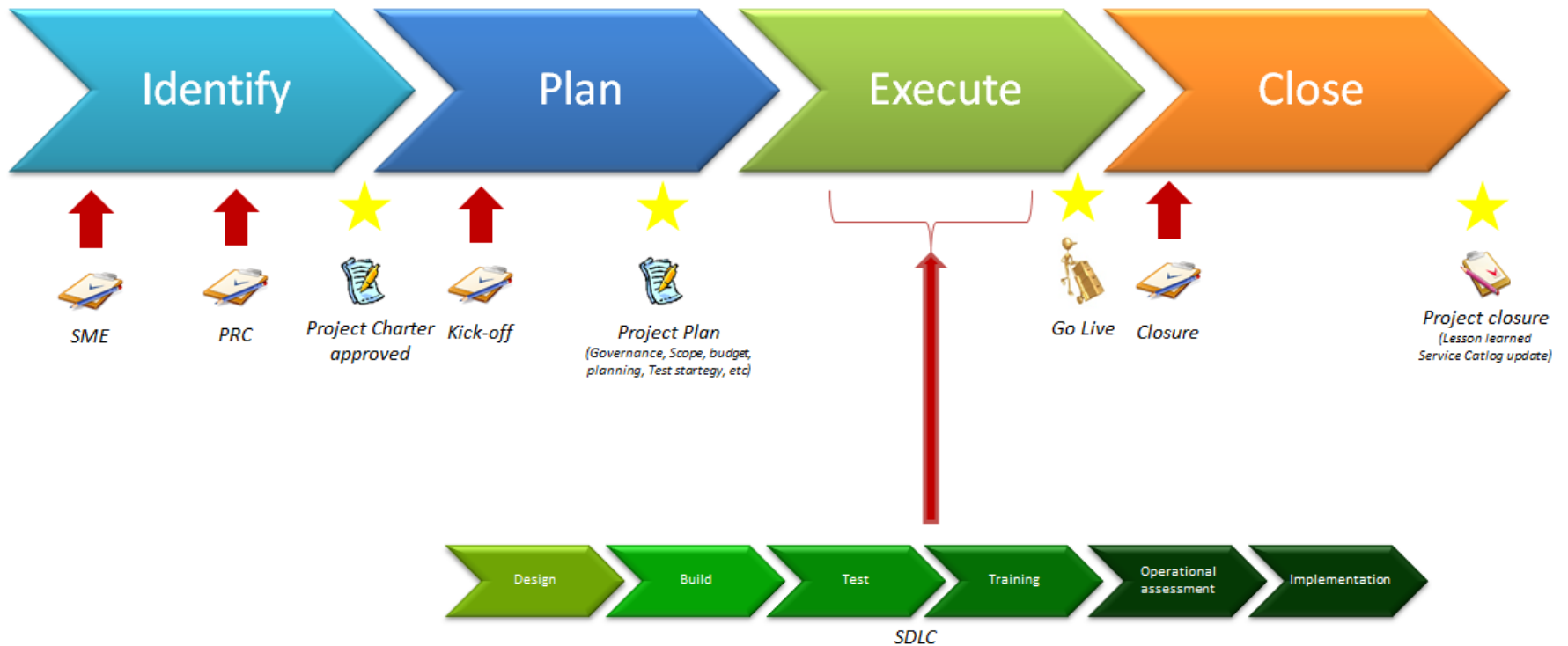
Site IG Project Kickoff Meeting

Site IG Project Planning Meeting



Execute

PROJECT LIFE CYCLE





Activity Time!

- Quick – write down some ideas of possible first steps for your IG project specific to your organization.
- Think “Quick Wins” and pain points.

Execution during Information Governance Startup Might Include:

- Approve Project Plan with Team
- Assess status of IG within the organization
- Begin communications per plan:
 - Senior Leadership on Board
 - Information Governance Leader identified
 - IG Overview education begins
 - Team communications begin
- Build Value Proposition
- Inventory information stores and paper repositories
 - Categorize information assets





Execution tasks continued:

- Create a compelling story (elevator speech)
- Determine initial IG deliverables
 - Determine pain point - first deliverable
- Development of an information classification process for use and valuation of information
- Discuss Training needs
 - Schedule initial training for core team
 - Core team training complete
 - Workforce and business partner education begins (IG practices and principles)
- Inventory Policies and Procedures to be included in IG program
 - Begin P&P Review Schedule P&P updates Inventory Reports

**INSPIRE,
DEVELOP,
LEAD.**



Execution tasks continued:

- Map Data Flows / Information Flows
 - Review current workflows
 - Develop new workflows as needed
- Review Job Descriptions / Role Descriptions
- Enterprise Record Retention
- Establish protocols to correct errors in the EHR, PHR, Legacy Systems, all information systems
- Begin work on IG Compliance/Monitoring program (to the extent possible)



Record Retention Example

- Does your IG program introduce policies and processes for retention that comply with laws, regulations, requirements and guidance of certification bodies?
- Policies and Processes are reviewed and updated regularly to incorporate improvement and innovations in methods for retention?





Execute Phase will encompass many needs

Compliance Perspectives:

- Risk Management
- Audit
- Privacy and Security
- Records Management
- Policies and procedures

Legal Perspectives:

- Litigation
- Breach Prevention
- Records Retention and Destruction
- Legacy systems and data
- Roles and Responsibilities

Technology Perspectives:

- Storage lifespan
- eMail
- Mobile devices in healthcare
- EHR enhancement
- Document type inventory
- MPI management
- Integration strategy / HIE

Business Perspectives:

- End user satisfaction
- CFO / Finance
- Human Resources
- Training
- All business units



Multiple Concurrent IG Plans

Different IG Projects may run concurrently:

1. Enterprise Plan

- Policies, Procedures, Schedules with roadmap
- Privacy and Security Breach Plan

2. Functional or Business Unit Plan

- Legal Hold, Record Retention, Workflow Mapping

3. Technology Plan

- EHR enhancement, Legacy remediation / migration
- Mobile device management



Monitoring and Controlling Phase

- Measuring the ongoing project activities (*where we are*);
- Monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline (*where we should be*);
- Identify corrective actions to address issues and risks properly (*How can we get on track again*);
- Influencing the factors that could circumvent integrated change control.

Monitoring and Controlling Tasks - IG

- Pilot audit program for Information Governance
- Publish project status report
- Status meetings and notes



Closure Phase

- Closing is the formal acceptance and closing out or end of the project.
- Documenting lessons learned



Barriers to a Successful Project

- Poor communication
- Disagreement between team members or members and management
- Misunderstandings about due dates, responsibilities, etc
- System Problems including design issues or late equipment
- Union issues
- Personality conflicts
- Poor management outside of the project
- Poorly defined goals and objectives



Questions / Discussion





Resources

- *Google Images* was used for all pictures, comics and imagery. www.Images.google.com
- *Health Information Management* (2013) LaTour - Chapter 27
- *Improving Your Project Management Skills* (2012) Larry Richman, PMP
- Project Management Institute, 2013. *PMBOK*
- *Project Management Absolute Beginner's Guide* (2013) Gregory Horine