Adaptive Leadership In Information Governance (IG)

Valerie Watzlaf, PhD, MPH, RHIA, FAHIMA
Associate Professor
Department of HIM
School of Health and Rehabilitation Sciences
University of Pittsburgh

Patty Thierry Sheridan, MBA, RHIA, FAHIMA
Sr. VP HIM Services
CIOX Health
Today’s Topics

• The “Golden Circle” of IG
• Why Should You Care about IG?
• Examples of Medical Errors Related to IG
• Introduction to Adaptive Leadership in IG
• Adaptive Leadership Challenges In IG Research Study
  – Design
  – Results
• Q & A
Golden Circle of Information Governance

- Why
- How
- What
Why Should you Care about IG?

HEALTHY PEOPLE
living healthy lives in healthy communities
The Facts

• 440,000 patients die every year from preventable medical errors. [Journal of Patient Safety]

• Tens of billions of dollars a year: Cost of preventable medical errors. [Institute of Medicine]

• One in three patients who are admitted to the hospital will experience a medical error. [Health Affairs]

• 40 times per week: Wrong site, wrong surgery, wrong patient procedures -- “never events” are happening at an alarming rate. [Archives of Surgery]

https://www.justice.org/what-we-do/advocate-civil-justice-system/issue-advocacy/medical-errors#sthash.Gkqf1b8V.dpuf
Examples of Medical Errors Related to IG:
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http://bwhsafetymatters.org/delayed-diagnosis/


http://journals.lww.com/journalpatientsafety/Abstract/publishahead/Electronic_Health_Record_Related_Events_in_Medical.99624.aspx
## How Does IG Help?

<table>
<thead>
<tr>
<th>Key Healthcare Concerns</th>
<th>How IG Contributes:</th>
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</thead>
<tbody>
<tr>
<td>Demonstrate benchmark levels of quality and safety</td>
<td>• Reduce medical errors&lt;br&gt;• Sets standards for capturing quality and safety metrics</td>
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<tr>
<td>Accurate and timely reimbursements</td>
<td>• Coding quality supported by documentation of medical necessary.&lt;br&gt;• Standards based claims and claims adjudication</td>
</tr>
<tr>
<td>Succeeding at performance based contracting</td>
<td>• Team performance is facilitated by access to timely and complete information&lt;br&gt;• Reduces obstacles in the form of data silos&lt;br&gt;• Trusted data to reengineer care processes</td>
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<td>Facilitating mergers, acquisitions and new affiliations</td>
<td>• Clarify information ground rules to facilitate integration&lt;br&gt;• Avoid new risk and cost inefficiency</td>
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<td>Reduce operating costs</td>
<td>• Reduced data storage – retention policies&lt;br&gt;• Improved data quality - saves $$ in rework</td>
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Reference: Implementing Health Information Governance Lessons From The Field, Linda Kloss, 2015
What is IG?

“An Organization-wide *framework* for managing information throughout its lifecycle and for supporting the organization’s strategy, operations, regulatory, legal, risk, and environmental requirements.” *AHIMA*
## IG Principles

<table>
<thead>
<tr>
<th>IG Principle</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>Oversee or delegate someone with proper background to oversee IG</td>
</tr>
<tr>
<td>Transparency</td>
<td>Organizational processes and activities are documented openly, are verifiable and clear</td>
</tr>
<tr>
<td>Integrity</td>
<td>Authentic, timely, accurate, complete, reliable</td>
</tr>
<tr>
<td>Protection</td>
<td>Safeguard both manual and electronic PHI from breach, corruption and loss</td>
</tr>
<tr>
<td>Compliance</td>
<td>Conduct activities to meet laws, regulations, policies, procedures, standards</td>
</tr>
<tr>
<td>Availability</td>
<td>Timely, accurate, and efficient information</td>
</tr>
<tr>
<td>Retention</td>
<td>Maintain information for the appropriate time per regulations, policies, procedures etc.</td>
</tr>
<tr>
<td>Disposition</td>
<td>Proper destruction, change in ownership or transfer of information</td>
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(Adapted from INFORMATION GOVERNANCE Principles for Healthcare (IGPHC™, AHIMA)
<table>
<thead>
<tr>
<th>IG Building Blocks</th>
<th>Key Activities</th>
<th>HIM</th>
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| **Privacy, Confidentiality & Security** | • Cybersecurity  
• Mobile technology practices  
• Balancing privacy with use | • Infuse into culture  
• Data architecture to security  
• Lead the privacy and security steering committee |
| **Integrity & Quality** | • Documentation quality  
• Coding quality  
• Master data management (MDM/MPI) | • Be a data quality steward  
• Operate with greater controls around data  
• Quantify cost of poor quality data in your organization |
| **Design & Capture** | • Data collection & uses  
• Template driven  
• Interoperability | • Collect once, use many  
• Having a lot of expertise in designing systems |
| **Content & Records Management** | • Where does clinical & business data live?  
• Retention and Destruction | • Greater understanding of workflow around the entire lifecycle of data |
| **Access & Use** | • Release of Information  
• Patient Portal  
• Predictive analytics | • Education &Training  
• Patient engagement  
• Business intelligence |
Adaptive Leadership Framework Leading IG

Observe → Interpret → Intervene
Unique Aspects of Adaptive Leadership

- Leadership as a verb – Exercising leadership is everyone’s responsibility
- Distinguishing technical from adaptive challenges
- Understand the perspectives of “factions” – what they value, their loyalties and their losses.

“Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive”
Unique Aspects of Adaptive Leadership

• Connect to purpose
• Living in disequilibrium
• Know your triggers and manage your anxiety and reactivity
• Understand the part you play

Ron Heifitz
John F Kennedy School of Government
Harvard University
Getting On the Balcony

To observe a system or yourself while in the midst of action requires the ability to achieve some distance from those on-the-ground events. We use the metaphor of “getting on the balcony” above the “dance floor” to depict what it means to gain the distanced perspective you need to see what is really happening.”  

Ron Heifitz
The Challenge of Leading During Anxious Times

• Can you keep thinking under stress?
• Can you remain present and accounted for at all times?
• How can you avoid getting blindsided?
• Can you stay connected to those with whom you disagree?
• Can you engage in dialogue rather than debate?
Adaptive Leadership in Information Governance: 2015 Research Study Findings
This research study was supported by the CAREinnoLabSM, a unique research entity between CIOX Health and the University of Pittsburgh, Department of Health Information Management, School of Health and Rehabilitation Sciences.

The CAREinnoLab conducts ongoing research and objective analysis in the field of health care data quality and health information management to determine innovative best practices that when adopted can improve the efficiency and effectiveness of the U.S. health care system.
What IS Adaptive Leadership and IG?

Intervene
- Accountability
- Protection
- Compliance
- Disposition

Diagnose
- Availability
- Transparency
- Integrity
- Retention

Interpret
- Protection
- Compliance
- Disposition
- Retention
Research Study Design

4 Focus Groups
19 IG leaders
### IG Expert Behaviors in Relation to IG Principles

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>IG Principles:</th>
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<tbody>
<tr>
<td>Collaboration</td>
<td>Accountability</td>
</tr>
<tr>
<td>Dedicated initiative to IG</td>
<td>All eight principles</td>
</tr>
<tr>
<td>Strategic, visionary, innovator, change agent, project manager</td>
<td>Accountability</td>
</tr>
<tr>
<td>Good listener, good communicator, influential, values-driven</td>
<td>Accountability, Transparency</td>
</tr>
<tr>
<td>Balance between protecting information and being able to put it to work</td>
<td>Compliance, protection, availability, transparency</td>
</tr>
<tr>
<td>Knowledgeable of all types of data and information created within the healthcare ecosystem</td>
<td>All eight principles</td>
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What does IG mean to you?
What does IG mean to you?

4 Major Themes Emerged

- Data Governance
- Information Economics
- Ecosystem Imperative
- Analytics Framework
Data Governance

Educate on how all types of data should be governed to include but not limited to:

- Financial
- Community
- Research
- Education
- Registry
Ecosystem Imperative

Educate to include all groups across the healthcare ecosystem in the IG program:

– Finance
– Compliance
– Administration
– Quality and Safety
– Clinical

Breaking down silos across these groups is the key for success in IG.
Information Economics

Educate on how data is an asset in:

– Incentive programs
– Quality initiatives
– Reimbursement via quality coding and billing
– Supporting population health planning
Analytics Framework

Educate on how data should be collected, compiled, analyzed and protected so that it:

– Can be Trusted
– Has Integrity
– Is of High Quality
– Provides realistic results
– Answers essential healthcare, financial, clinical, and operational questions
Research Question

How can the Adaptive Leadership Framework (observe, interpret, and intervene) help you to address IG challenges in your organization?

– What are people losing as part of implementing IG?
– One of the adaptive leadership concepts relates to turning up the heat and orchestrating conflict. What happens in your organization when you turn up the heat in IG issues?
– What underlying values and loyalties are at stake when implementing IG?
Addressing IG Challenges

Technical Challenge

Adaptive Challenge

How users were impacted:

• LOSS OF WORKFLOW
• LOSS OF CONTROL OF TIME
• DAY-TO-DAY OPERATIONS
• QUESTIONABLE VALUE
Addressing IG Challenges

TECHNICAL CHALLENGE

BEHAVIOR CHANGES FOR USER:

- LOSS OF IDENTITY
- JOB CHANGES
- LOSS OF SILOS
- LOSS OF AUTONOMY

ADAPTIVE CHALLENGE
Research Question

How can the Adaptive Leadership Framework (technical vs adaptive challenges, diagnose, interpret, and intervene) help you to address IG challenges in your organization?

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– What underlying values and loyalties are at stake when implementing IG?
“So I think that’s what happens when that idea of where, oops, you brought it up, so now you own it; wait, wait a second I don’t want to own it 100% by myself.”

“Right people at the table making the decisions and working together because we can’t do it by ourselves.”
Trying to turn up the Heat on IG Issues

“I could point out the risks, the errors, the duplicate MRNs and how that impacted patient care but I never could get people to understand how important that was. When I try to turn up the heat in certain IG issues, I couldn’t quite get my message in, couldn’t get an effective plan put in place as a result of that.”

“Interdisciplinary committee (accountability principle) ...to help get the message across to the entire organization. In recognition that you can’t do it all, ....we have to have both executive and physician leadership throughout our organizations to help us get this out but its our role to educate them.”
Research Question

How can the Adaptive Leadership Framework (technical vs adaptive challenges, diagnose, interpret, and intervene) help you to address IG challenges in your organization?

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“Sometimes we don’t want to talk about the bad stuff, let’s just put that away; but if you are transparent, you can help your organization move forward to get better. It can’t just be about the things that we’re successful at because there will be failures and that can certainly make an impact on patient care.”
Values and Loyalties at Stake

“Accountability is another value that is at stake. There has to be clear processes in place so that it’s known which department, which people are accountable for doing certain things and if that isn’t clear, if its implemented poorly, that certainly could be at stake….accountability.”
“Thinking beyond health information to broader information and governance…. that is a value where we are fiercely protective and loyal, and we think in terms of the health record and health information.”
Values and Loyalties at Stake

“Although we are getting all this $$ back from MU, there are still other aspects of availability of information that are very important such as the complete patient information available at all times.”
Critical Leadership Activities in IG

• Getting the right people at the Table

IG Steering Committee

• Includes all pieces that fit through the life cycle of information

Data Governance

Privacy & Security

Record Content
Critical Leadership Activities in IG

• **Be a Data Steward** on a Larger Scale not a “Weed Dweller”

• “We all kind of grow up living in the weeds... that is so much of what we do everyday, but making that quantum leap out of the weeds can be pretty exciting, when you start making changes like that.”
Critical Leadership Activities in IG

• “Organize our facilities to come up with a **good measurement or metric**, like, how do we measure that we are doing well with IG? We need to be able to provide some type of **VALUE** back to the C-suite.”
What are your Top IG Priorities?

1. Educate members and stakeholders on IG
2. Collaborate and cooperate, break down silos
3. Demonstrate the value, relevance and importance of IG
4. Create IG resources, grow the body of knowledge
5. Communicate, discuss the importance of IG, share stories
Final Thoughts on Leading IG

1. Understand when you are working on technical vs. adaptive change

2. Take the time to observe and interpret to inform your interventions, experiment

3. Understand what stakeholders are losing, values in conflict, and loyalties

4. Provide the space and time to work through conflict to develop a shared vision for the Golden Circle of IG
Resources

Adaptive Leadership

3. Von Donop, K., New Leadership Needed to Tackle Healthcare's Adaptive Challenges, HealthLeaders Media, May 1, 2009

Information Governance

1. Information Governance: Principles for Healthcare, 2014, AHIMA
Please share your IG leadership challenges with us! We would love to hear from you!

Valerie Watzlaf, PhD, MPH, RHIA, FAHIMA
Associate Professor
Department of HIM
School of Health and Rehabilitation Sciences
University of Pittsburgh
valgeo@pitt.edu

Patty Thierry Sheridan, MBA, RHIA, FAHIMA
Sr. VP HIM Services
CIOX Health
ptsheridan@iodincorporated.com