

# LEANOhio

Green Belt Six Sigma Project Report Out  
Lacie Sheets, Ohio Dept. of Health  
06/04/20

## Ohio Department of Health Data Governance Process Improvement



# Project Team

## Starting Team

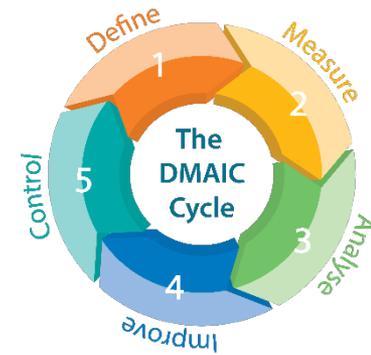
- Team Lead: Lacie Sheets
- Team Champion/Sponsor: Will McHugh
- Process Owner: Brian Fowler
- Team Member: Socrates Tuch
- Team Member: Rebecca Sandholdt
- Team Member: James Arens
- Team Member: Elizabeth Cross
- Team Member: Judy Nagy
- Team Member: Lynn Giljahn
- Team Member: Luke Werhan
- Team Member: Lisa Lane
- Team Member: Jillian Garratt

## Current Team

- Team Lead: Lacie Sheets
- Team Champion/Sponsor: Will McHugh
- Process Owner: Brian Fowler
- Team Member: James Arens
- Team Member: Nathan Huskey
- Team Member: Mark Hurst
- Team Member: Lisa Eschbacher
- Team Member: John Paulson
- Team Member: Kara Manchester
- Team Member: Joanne Pearsol
- Team Member: Reena Oza-Frank
- Team Member: Laura Pietenpol (IOP)

# Project Charter

## Define Phase Tools



## Project Background

Data requests for individuals, citizens, and other agencies do not have a consistent method or process for their request.

## Problem/Opportunity Statement

ODH lacks a data governance process that spans across the agency. There are opportunities for better data sharing and outlined processes to approve data shares to outside partners, internal programs and citizens.

## Scope

First Step: Data Request initiated.

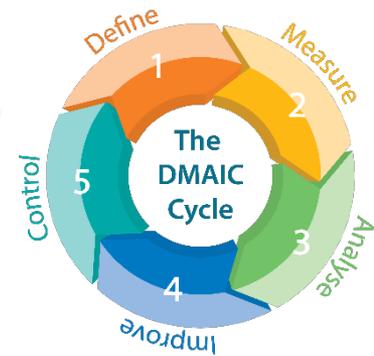
Last Step: Data shared, or denial communication sent to requestor.

## Project Boundaries

ODH lacks a data governance process that spans across the agency. There are opportunities for better data sharing and outlined processes to approve data shares to outside partners, internal programs and citizens.

# Project Charter Cont.

## Define Phase Tools



## Project Goals

Data requests for individuals, citizens, and other agencies have a consistent method or process for their request.

## Project Metrics

- Document the data flow process.
- Document the Data Governance procedures, team, and timelines.
- Establish data request measures.

### Tangible Benefits:

- Eliminate staff re-work
- Optimize staff/data effectiveness
- Decrease lead-time

### Intangible Benefits:

- Increased awareness
- Better decision making
- Single version of the truth

## Project Benefits

The current Data Governance's missing process presents numerous inefficiencies that impede the lead-time of the any data request. With the upcoming Health Data Portal Project, it's imperative that Data Governance is a well understood and documented within the Department of Health.



# Project Metrics

## Define Phase Tools



### Suppliers

The provider of necessary inputs that directly contribute to creating the output

### Inputs

Materials, information, data, or resources required to execute the process

### Process

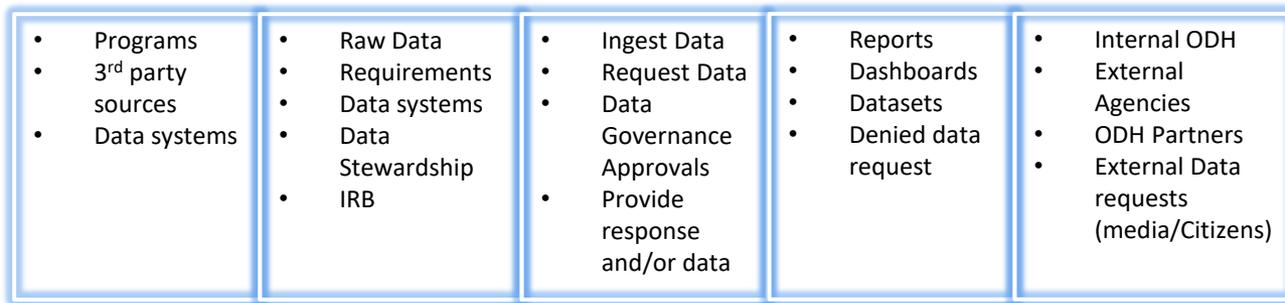
A structured set of sequenced activities that transforms the input into specific, value add output to identified customers

### Outputs

The product(s) of the process that transforms the input

### Consumers

The recipient of the output(s)



# Project Metrics

## Measure Phase Tools



<u>Metrics</u>	<u>Performance Metrics</u>			
	<u>Current</u>	<u>Goal</u>	<u>Final</u>	<u>% Change</u>
Document Data Flow	30+ processes	1 Process	1 Process	96.67%
Document Data Governance Procedures	None to Start	1 Process	1 Process	N/A
Establish Data Request Measures	None to Start	3 Measures	12 Measures	N/A

## Lead Time

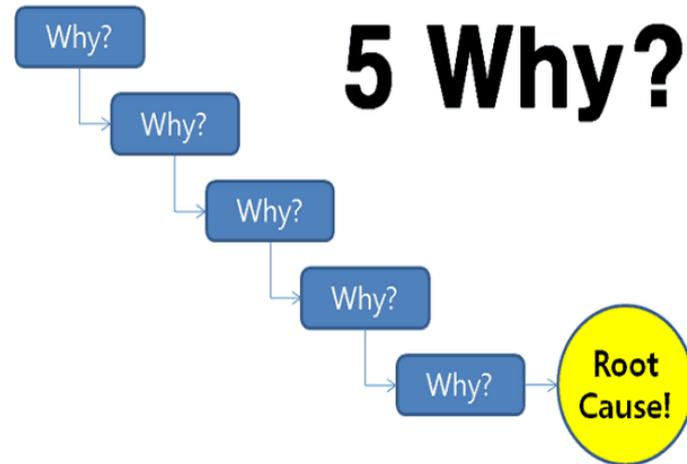
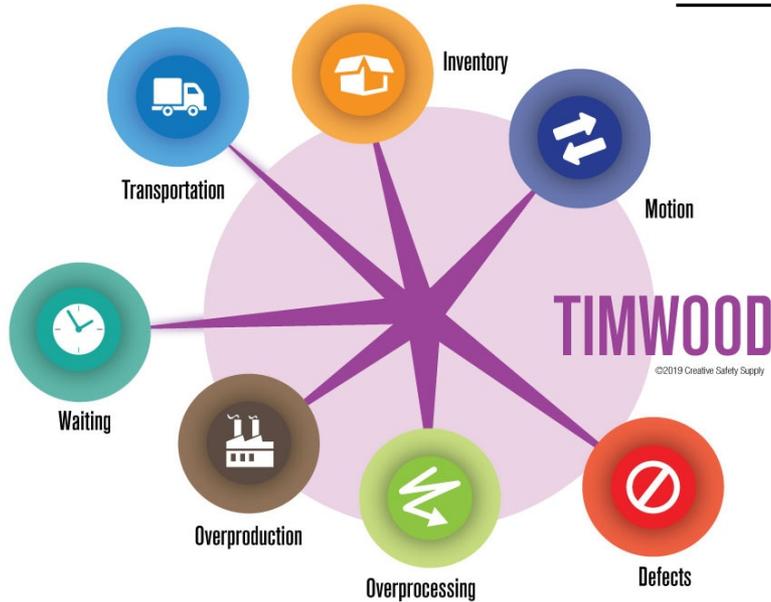
From start of data request to  
receiving the data between  
programs  
6 Months

Goal – 2 Months  
Reduce by 66.67 %



# Analyzing Current State Process

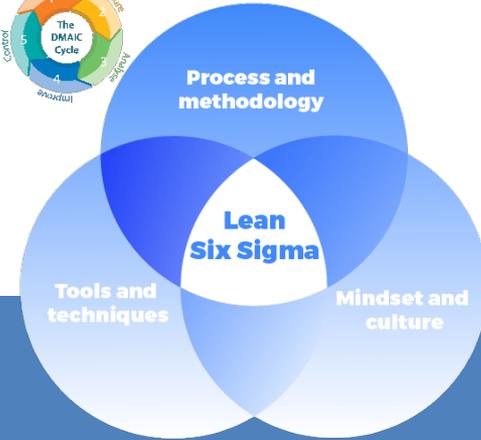
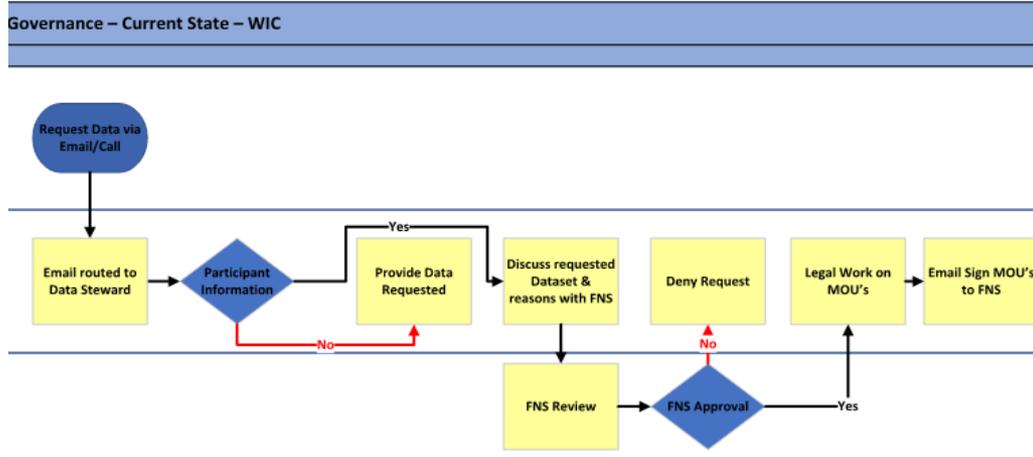
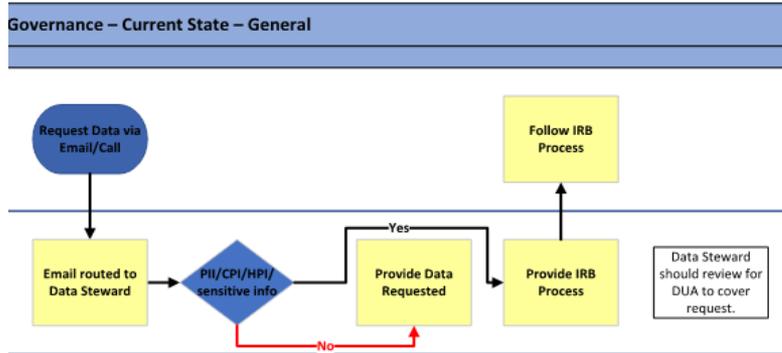
## Analyze Phase Tools



Worked with Legal and Leadership to understand what process steps were required and which were waste.

# Value Add Current State Process

## Analyze Phase Tools



# Value Add Current State

Only required steps for State and Federal data approvals.

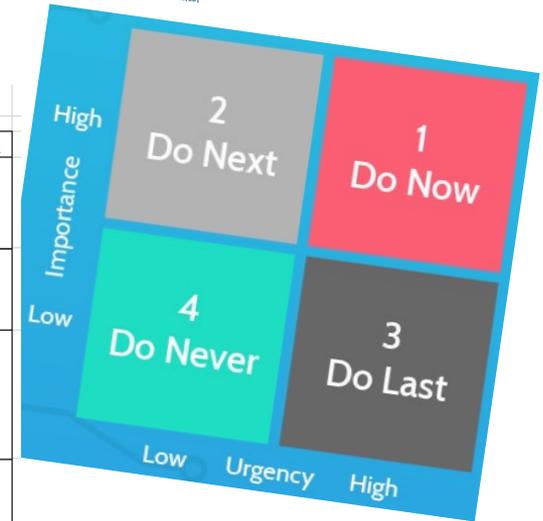
# Gap Analysis & VOC Current State Process

## Implement Improvements Phase Tools



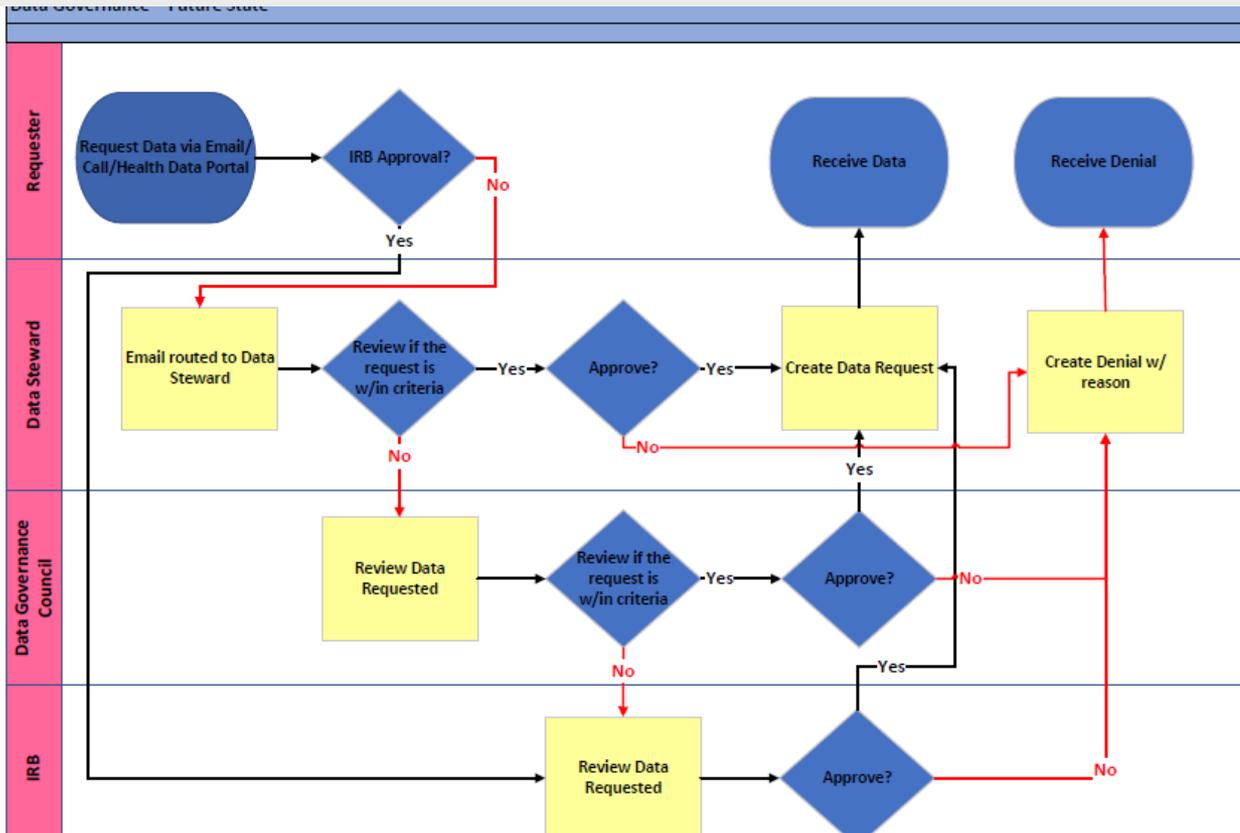
### Criteria for Data Governance & Stewardship Authority

#	Criteria Description	Authority Level	Notes	Added By:
1	<b>De-identified Health Data Request - Legislative Requests:</b> All requests for data from the Governor's immediate or Cabinet level staff, members of the Ohio General Assembly, and other State and local elected officials must be referred to and coordinated by the ODH Office of Government Affairs. If possible, the request should be completed on the same business day. If the request requires more time due to complexity or limited resources, the program and the Office of Government Affairs shall discuss and agree to a reasonable timeframe for the request to be completed.	Data Steward	Directive	Lacie Sheets
2	<b>De-identified Health Data Request - Media Requests:</b> Requests for data from the print or electronic media must be referred to and coordinated by the ODH Office of Communications. If possible, the request should be completed on the same business day. If the request requires more time due to complexity or limited resources, the program and the Office of Communications shall discuss and agree to a reasonable timeframe for the request to be completed.	Data Steward	Directive	Lacie Sheets
3	<b>De-identified Health Data Request - Routine Public Records Data Requests:</b> - With respect to Ohio Revised Code Section 149.43, Availability of Public Records, requests for routine, nonidentifying data from any member of the public "shall be promptly prepared and made available for inspection to any person at all reasonable times during regular business hours." Requests of this nature must be referred to and coordinated by the ODH Office of General Counsel. The Office of General Counsel may elect to delegate this authority to a program that receives frequent requests for administrative simplicity. If possible, the request should be completed on the same business day. If the request requires more time due to complexity or limited resources, the program and the Office of General Counsel shall discuss and agree to a reasonable timeframe for the request to be completed.	Data Steward	Directive	Lacie Sheets
4	<b>De-identified Health Data Request - Other Routine Data Requests:</b> Requests for routine, nonidentifying data from other ODH programs, state and governmental agencies, health and human service and advocacy organizations, and the general public should be handled directly by the program, bureau, or office. A program, bureau or office may elect to delay or not fulfill a data request that is beyond the operational capacity of the program or does not fit with ODH's mission unless otherwise directed by senior management. A response to the requestor should be given on the same business day outlining the projected timeframe for completion or reason for denial.	Data Steward	Directive	Lacie Sheets
5	<b>Aggregated Health Data Request - Legislative Requests:</b> All requests for data from the Governor's immediate or Cabinet level staff, members of the Ohio General Assembly, and other State and local elected officials must be referred to and coordinated by the ODH Office of Government Affairs. If possible, the request should be completed on the same business day. If the request requires more time due to complexity or limited resources, the program and the Office of Government Affairs shall discuss and agree to a reasonable timeframe for the request to be completed.	Data Steward	Directive	Lacie Sheets
6	<b>Aggregated Health Data Request - Media Requests:</b> Requests for data from the print or electronic media must be referred to and coordinated by the ODH Office of Communications. If possible, the request should be completed on the same business day. If the request requires more time due to complexity or limited resources, the program and the Office of Communications shall discuss and agree to a reasonable timeframe for the request to be completed.	Data Steward	Directive	Lacie Sheets
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9	<b>Identified Request - Ohio Data Portal Use Case- Cross agency project with identified data matching.</b>	Data Governance Council	Project	Lacie Sheets
10	<b>Identified Request - Ohio Data Portal Use Case- Academic Researcher requesting data for a research project for non IRB exempt requestor.</b>	Institutional Review Board	Project	Brian Fowler



# Define Future State Process Map

## Implement Improvements Phase Tools



### Communication Plan:

- Communicate draft documents to Data Stewards for feedback to incorporate
- Send monthly newsletters on project updates, training, and progress
- Train users on new tools and how to apply them to new policy
- Weekly user training sessions after go live to walk data stewards thru live data requests.





# Standardize Metrics

## Control Phase Tools



- Overall ODH Time to Respond
  - Data Steward Time to Respond
  - Data Governance Time to Respond
  - IRB Time to Respond
- # Count of Requests
  - Define of what counts as a true request
  - Data comes in, approved, and responded with data
  - Count of Public Datasets downloaded vs. Data Steward requests
- Count of users by dataset (secured vs. public)
- Count of users overall
- New Users Per Month
- How intensely each data steward at ODH is using HDP
  - Make sure not to compare data stewards to each other but only to their program data requests as each person might have different complexity/requests
  - By Programs to determine what programs are early adopters
- % of Data Requests Approved/Denied
- Time to Submit Request
- Type of organization that is requesting the data; public, state, academic agency
- How to track data requests outside of portal
- Track User
  - State agency
  - Public health department
- Measure previously unreleased data

## Monitoring Metrics

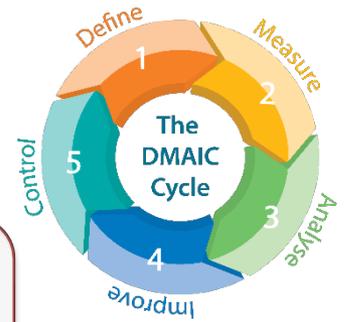
**30 Day** Identify baseline of new measure, define improvement plans

**60 Day** Measure improvements, define additional improvements needed

**90 Day** Identify continuous improvement cycle

# Timeline

## Control Phase Tools



### Phase 1

- Define Data Governance for ODH.
- Identify team & requirements.
- Prioritize areas of improvement.
- Create roles, responsibilities and rules.
- Define metrics and reporting requirements.

### Phase 2

- Implement Directives to apply across ODH.
- Build metrics.
- Communicate to customers.
- Train SME's.
- Utilized standard documents across ODH.

### Phase 3

- Maximize data availability thru Health Data Portal
- Improve and Ensure data integrity
- Develop a feedback mechanism for process improvement
- Eliminate staff re-work & Optimize staff effectiveness
- Evaluate and Improve data governance maturity

We are here



**Green Belt Project Mentor:**

Lawissa Tidrick – Lean Black Belt

**ODH Senior Leadership:**

Will McHugh

Nathan Huskey

Brian Fowler



# Questions