

# LA County DHS Data Maturity Assessment (DMA)

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# Our History ... it all Began in 1856



The 100-bed Los Angeles County Hospital located on Mission Road was the modest beginning of the nation's second largest health care system.

## Our Hospitals Today







## Our DHS

## Second Largest Municipal Health System in the Nation



- 4 Hospitals
  - Two Level 1 Trauma Centers
  - One National Rehabilitation Center
- 21 Health Centers
- \$6B Annual Revenue
- Graduate Medical Education
- College of Nursing and Allied Health
- Emergency Medical Services (EMS)
- Correctional Health Services
- Juvenile Health Services



## Our DHS

## **OUR PATIENTS**

- 2 Million Visits Per Year
- 500,000 Unique Patients Every Year
- 490,000 Empaneled Patients
- Mostly Medi-Cal and Uninsured



## **OUR PEOPLE**

30,000 Workforce Members:

- 22,600 DHS Workforce
- 7,500 Contractor Workforce



# **DMA Approach**

## **DMA Approach**

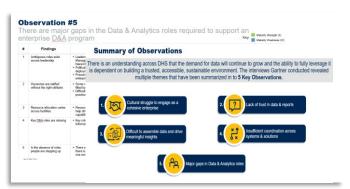
#### Step 1

Stakeholder Interviews / Data Collection



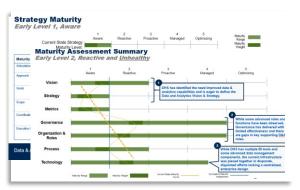
#### Step 2

Synthesized 31 Findings across 5 Key Observations



#### Step 3

Observed Early Level 2 Maturity



#### Step 4

Create Recommendations to address Findings



# Enterprise Discovery

Establish the underlying business context and ground truth perspective across people, process & technology drivers

### Synthesize Findings\*

Identify common themes impacting the current state of enterprise Data & Analytics

### Analyze Maturity\*

Assess DHS current capabilities against industry best practices within Garter's Seven Building Blocks for Data Management

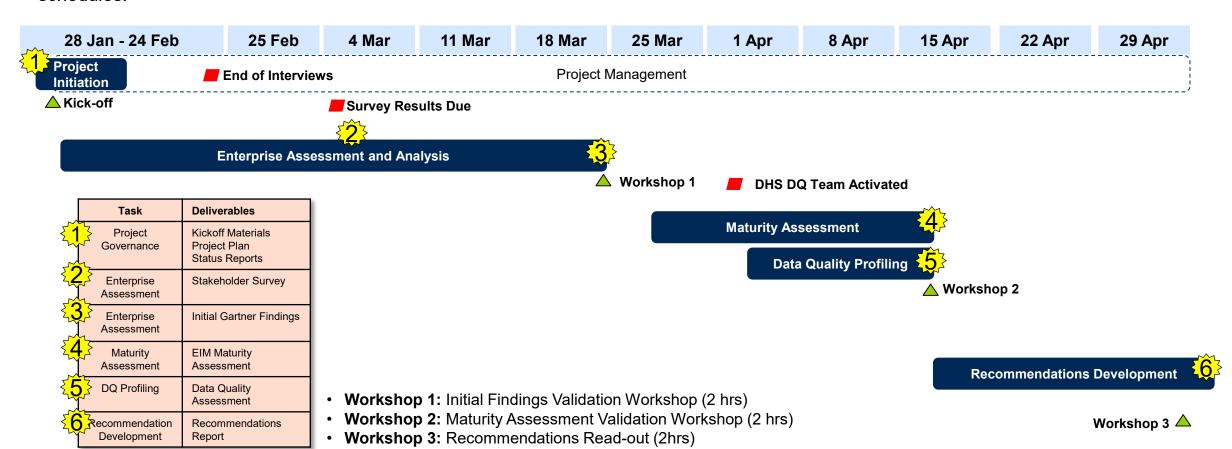
# Actionable Recommendations

Identify next steps to resolve observed issues and elevate the maturity of DHS's D&A capabilities

## **DMA Project Schedule**



 Gartner anticipates completion of this engagement within 12 weeks, as illustrated below. A complete project plan has been provided to the DHS DMA team fur further reference. Gartner will work with DHS stakeholders to schedule workshops as early as possible to accommodate schedules.



# DHS is seeking to better leverage data as a strategic enabler for real-time, fact based decision making in support of DHS priorities.

- 191 individuals were identified for interviews across multiple groups with valuable perspectives from the following areas:
  - Executive Leadership Team
  - Enterprise Committees and Working Groups
  - Data Governance Committee
  - Facility Leadership
  - HIM Leadership
  - Analysts & heavy data users
  - IT / Domain SMEs
- Survey responses were collected
- Documentation was reviewed

# DMA Methodology

# Gartner's Seven Building Blocks will form the basis for the evaluation and assessment of DHS's EIM capabilities

## **Seven Building Blocks of Data**



#### 1 & 2. Vision and Strategic Objectives

 Describes what the program looks like, how it supports the business vision, and articulates how the analytics vision will be achieved



#### 5. Organization and Roles

 "Break down the walls" between business and IT and form the groups and organizational structures to support EIM



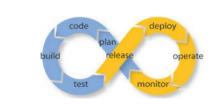
#### 3. Metrics

 Captures how the progress and business contributions of analytics are measured



#### 6. Information Life Cycle

 Defines the processes needed to sustainably support the ongoing needs of EIM



#### 4. Information Governance

 Establishes the decision rights framework and assigns roles and responsibilities



#### 7. Enabling Technology

 Provides the technology capabilities to meet the analytics program's needs





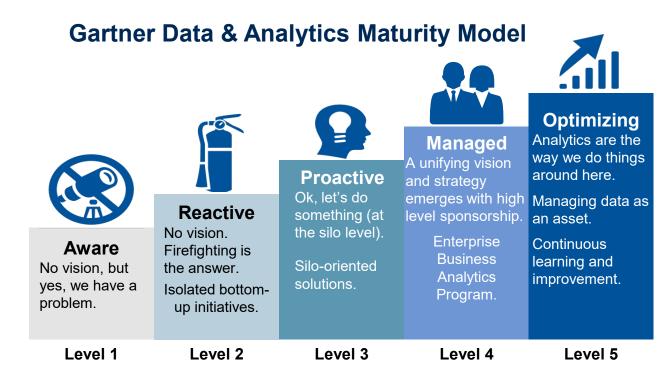
# Gartner will utilize its Data and Analytics Maturity Model to objectively assess the maturity and effectiveness of DHS's current capabilities

This assessment will be used to gauge the overall health of DHS's current Data Management approaches and identify strengths that can be leveraged or weakness that must be overcome in the target state Data Management design.

This assessment will also be used to inform the current state gap analysis.

#### **Evaluation Approach:**

- Gartner analyzes findings and categorizes them against the Seven Building Blocks
- Gartner then applies its maturity model to assess current maturity in each building block, using the categorized findings as evidence
- Finally, Gartner assesses the cumulative effect of all maturity designations as well as the "shape" of the maturity curve to determine overall maturity level and the health of the current approach.

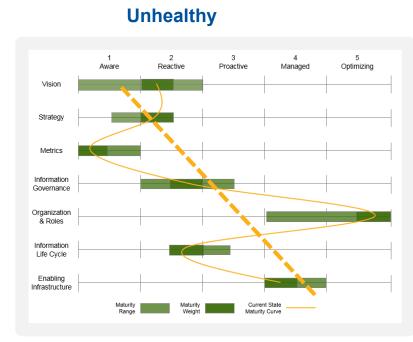


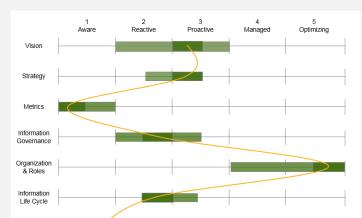


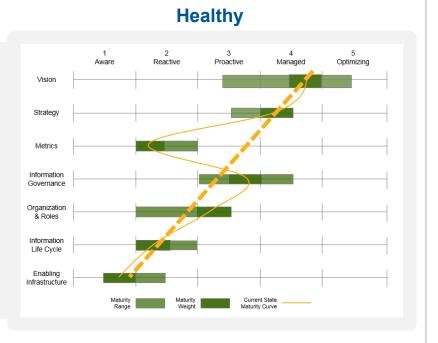
## Sample maturity model output across the seven building blocks

A healthy EIM capability requires vision and strategy to lead as the organization develops capabilities across the seven building blocks. If vision and strategy aren't leading, then the program is at risk or unhealthy

At Risk







Unhealthy maturity without a clear vision and strategy, the EIM program will face major execution challenges; organizational and technical components may be unsuitable and the organizational value of efforts will likely be uncertain.

At risk maturity without a clear vision and strategy, the EIM program may succeed, but without a deliberately balanced build of capabilities, led by vision and strategy, execution challenges may be likely to occur.

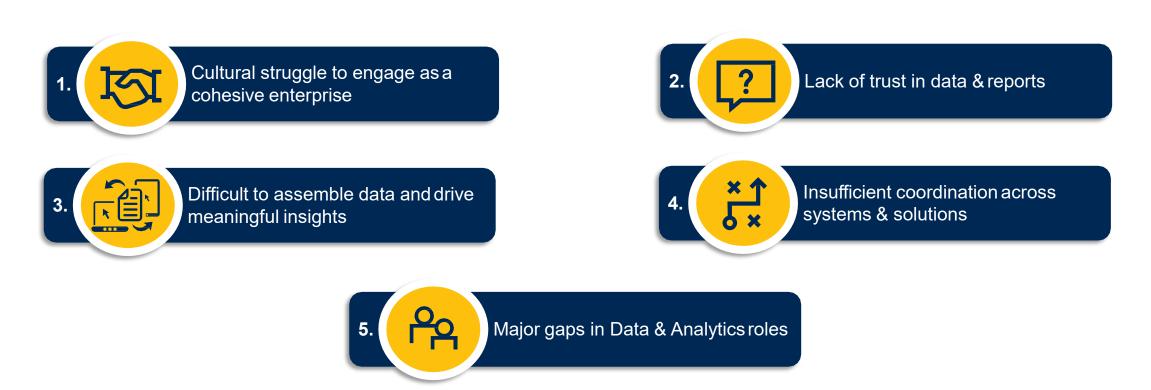
Healthy maturity a clear vision and strategy is evident providing a strong understanding of how to provide organizational value and how to develop appropriate people, tools and technologies.



# **DMA Observations**

## **Summary of Observations** Based on perceptions of DHS Stakeholders

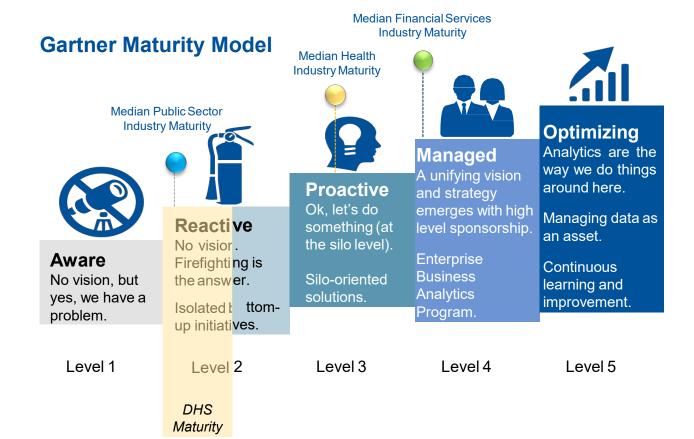
There is an understanding across DHS that the demand for data will continue to grow and the ability to fully leverage it is dependent on building a trusted, accessible, sustainable environment. The interviews Gartner conducted revealed multiple themes that have been summarized into **5 Key Observations**.





## The current maturity and effectiveness of DHS's current

This assessment was used to gauge the overall health of DHS's current data and analytics approaches in order to identify immediate and long-term opportunities for improvements.



#### **Evaluation Approach:**

- Gartner analyzed its observations and categorized each against the Seven Building Blocks for Data and Analytics
- Gartner next applied its Data and Analytics maturity model to assess DHS's current maturity in each building block, using the categorized observations & evidence
- Gartner assessed the cumulative effect of all maturity designations as well as the "shape" of the maturity curve to determine overall maturity level and the health of the current approach



# **DMA Recommendations**

## 13 Recommendations Address the 5 Major Observed Themes from **Findings**

**5 Major Themes** 

...resulted in

13 Recommendations

...which will improve

7 Building Blocks

...and ultimately the D&A Maturity



Cultural struggle to engage as a cohesive enterprise



Lack of trust in data & reports



Difficult to assemble data and drive meaningful insights



Insufficient coordination across systems & solutions



Major gaps in Data & Analytics roles



- 12 Define a Two-Tiered Enterprise Reference Architecture to Enable Self-Service Data & Analytics for Clinical and **Operational Use Cases**
- **13** Improve Comprehensive Data Capture at the Source





# To evolve, DHS should take immediate action on foundational "no regret" recommendations while start planning for and build momentum for longer term strategic recommendations

# Foundational "No Regret" Recommendations

- Can start immediately
- Does not require strategic planning
- Provides tangible & ongoing value within the first ~6 months and then on-going value
- Provides foundational fixes which support strategic recommendations



# Strategic Recommendations

- Can start immediately but provide value realization in the longer term
- Provides tangible & ongoing value over the long-term (12+ months)
- May require organizational change, buy-in and other investments
- Supports Data & Analytics capability that will help DHS meet it's organizational objectives



#### **Recommendations Overview**

Gartner identified 8 immediate "no regret" opportunities that will begin to address observed challenges impacting the current environment and 5 strategic initiatives to evolve the Data & Analytics maturity of DHS.

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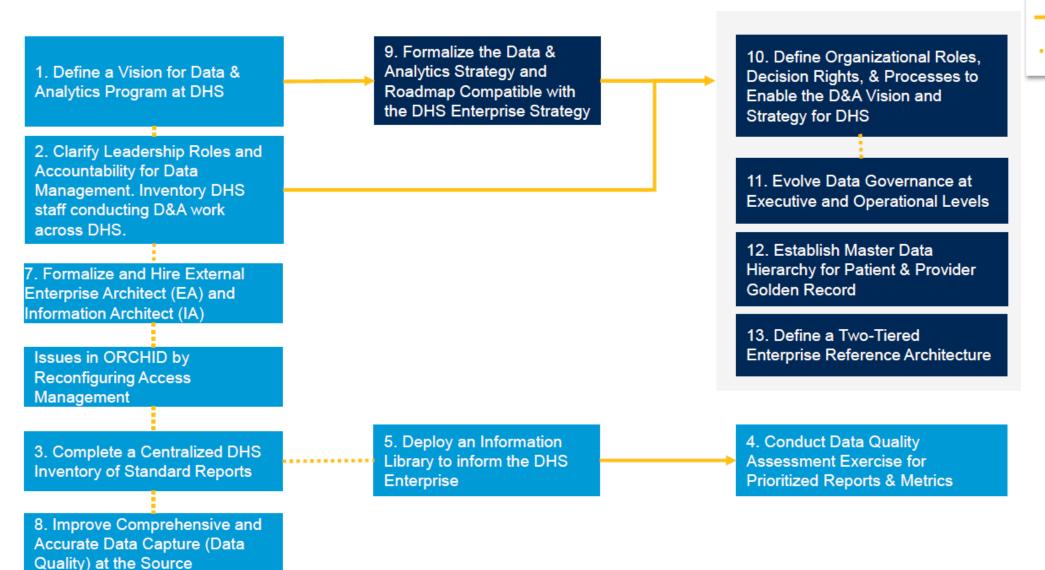
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**Operational Use Cases** 

### "No Regret" Opportunities\* **Define a Vision for Data & Analytics Program at DHS Clarify Leadership Roles and Accountability for Data** Management. Inventory DHS staff conducting D&Awork across DHS **Complete a Centralized DHS Inventory of Standard** 3 Reports **Conduct Data Quality Assessment Exercise for** 4 **Prioritized Reports & Metrics Deploy an Information Library to inform the DHS** 5 **Enterprise** Address User Data Access Issues in ORCHID by 6 **Reconfiguring Access Management** Formalize and Hire External Enterprise Architect(EA) and Information Architect (IA) **Improve Comprehensive and Accurate Data Capture** (Data Quality) at the Source

## **Long Term / Strategic Initiatives\*** Formalize the Data & Analytics Strategy and Roadmap Compatible with the DHS Enterprise Strategy **Define Organizational Roles, Decision Rights, & Processes to Enable the D&A Vision and Strategy for** DHS **Evolve Data Governance at Executive and Operational** Levels **Establish Master Data Hierarchy for Patient and Provider Golden Record Define a Two-Tiered Enterprise Reference Architecture** to Enable Self-Service Data & Analytics for Clinical and

# Primary Recommendation Dependencies and Concurrent Execution



Strategic Initiatives

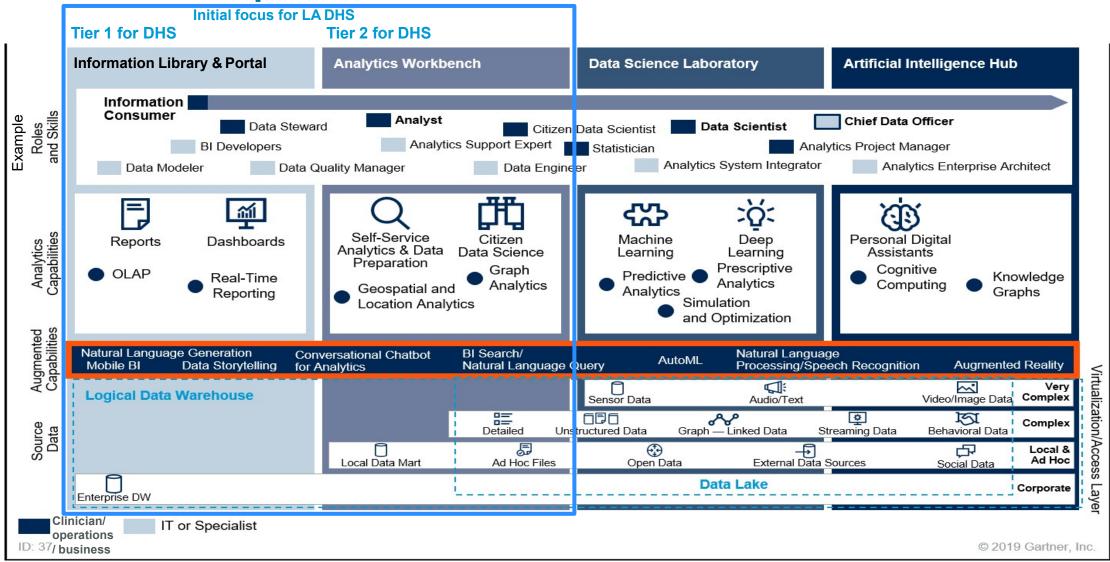
"No-Regret"
Opportunities

Critical Path

Concurrent Execution



# Target State Reference Architecture for LA DHS Data and Analytics. Start with Information Library & Portal and Analytics Workbench to address immediate needs and plan for Data Science Lab and Al Hub for future needs.



# Thank You!



