

Data Modernization Workshop – Governance considerations

DMI directors selected two staff members to participate in maker sessions – small, collaborative work groups – at the 2022 Data Modernization Workshop: Accelerating Transformational Strategies for Lasting Change. On day three, the groups discussed governance considerations – the people that need to be involved – for the different aspects of implementation. Groups chose from the following categories and discussed who needed to be involved in those decisions as time allowed: 1) forming a procurement agreement, 2) joint purchasing negotiation, 3) testing and implementation, and 4) production iterations and maintenance. The people who should be involved in each category and general governance considerations that span all categories have been summarized in this document.

WHO should be involved?



Forming a procurement agreement / joint purchasing negotiation

- Procurement staff
- Contract staff
- IT staff
- Data architects
- A champion in the director's office (someone that is connected to other health department sections)
- End users (state, local and clinical staff that will use the technology)
- Legal staff



Testing and implementation

- Informatics staff
- End users (state, local and clinical staff that will use the technology)
- IT staff
- Vendor support
- Project manager
- DMI director
- Project sponsor



Production iterations and maintenance

- End users (state, local and clinical staff that will use the technology)
- IT staff
- Legal staff
- Security
- Interface administrator
- Procurement staff
- Executive sponsor
- Business sponsor
- Contract staff
- User groups

Governance considerations applicable to all categories

Who to include

- **Select a diverse team:** include staff from across various units, roles and partner organizations.
- **Engage a project manager:** include the project manager for all stages of governance, from procurement to production iterations and maintenance.
- **Identify a champion:** champions are connected to multiple programs within the department and can advocate for your team.
- **Include end-users in the decisions:** this ensures buy-in from those who will be using or sending data to the system.
- **Engage with local and tribal health:** this improves buy-in and offers different perspectives that are useful when procuring new technology and tools.

Processes

- **Consider procurement with other jurisdictions:** particularly look at those who share borders.
- **Create sustainable funding for enterprise-wide resources:** some jurisdictions use the indirect rate to fund agency-wide resources or IT departments; others have tapped into pharmacy rebates and other payer programs.
- **Don't try to do it all:** start small and build the tool or program from there.
- **Provide return on investment and cost-savings to gain buy-in:** some jurisdictions mentioned using [employee replacement estimates](#) to build the business case for why a new system was needed.
- **Include Medicare and Medicaid programs in governance:** these programs might be able to provide additional funding for procurement, use data received from the systems for their work, or leverage quality measures to improve data that comes in.
- **Leverage the quality improvement or operational excellence office:** the offices could provide project management support as you seek to purchase new technology and tools.