

Average Databases

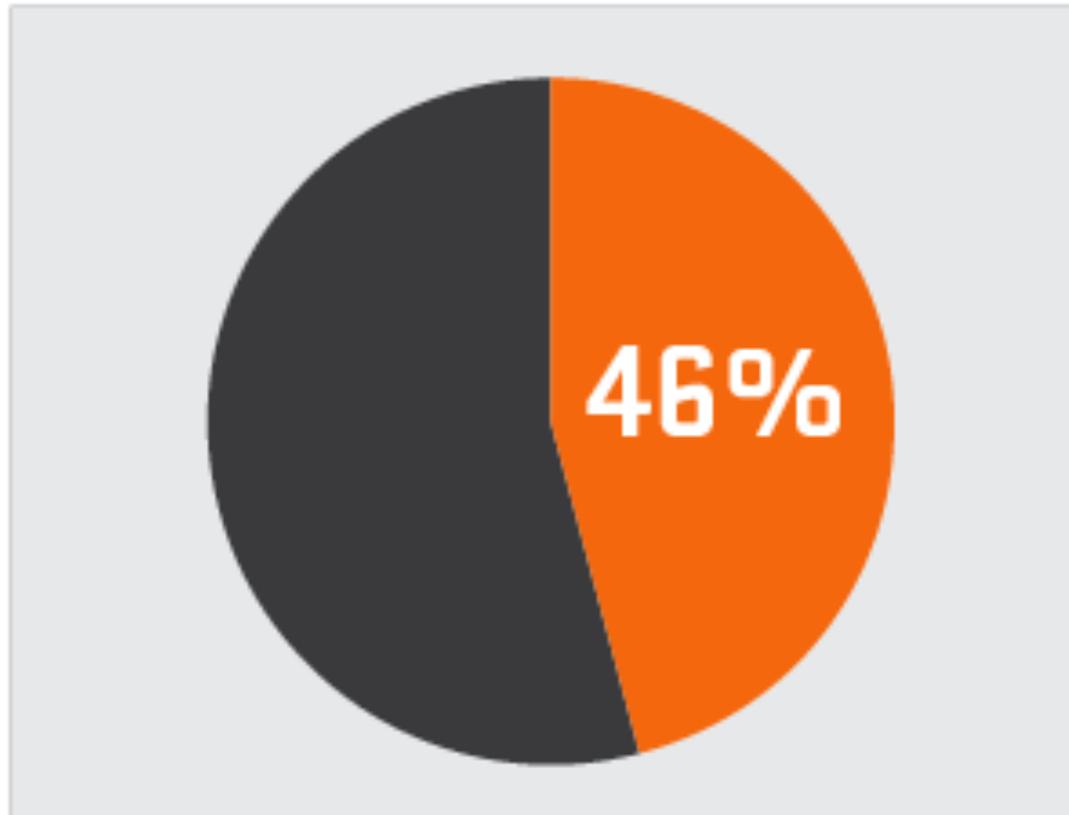


Bad Data Decisions Spiral

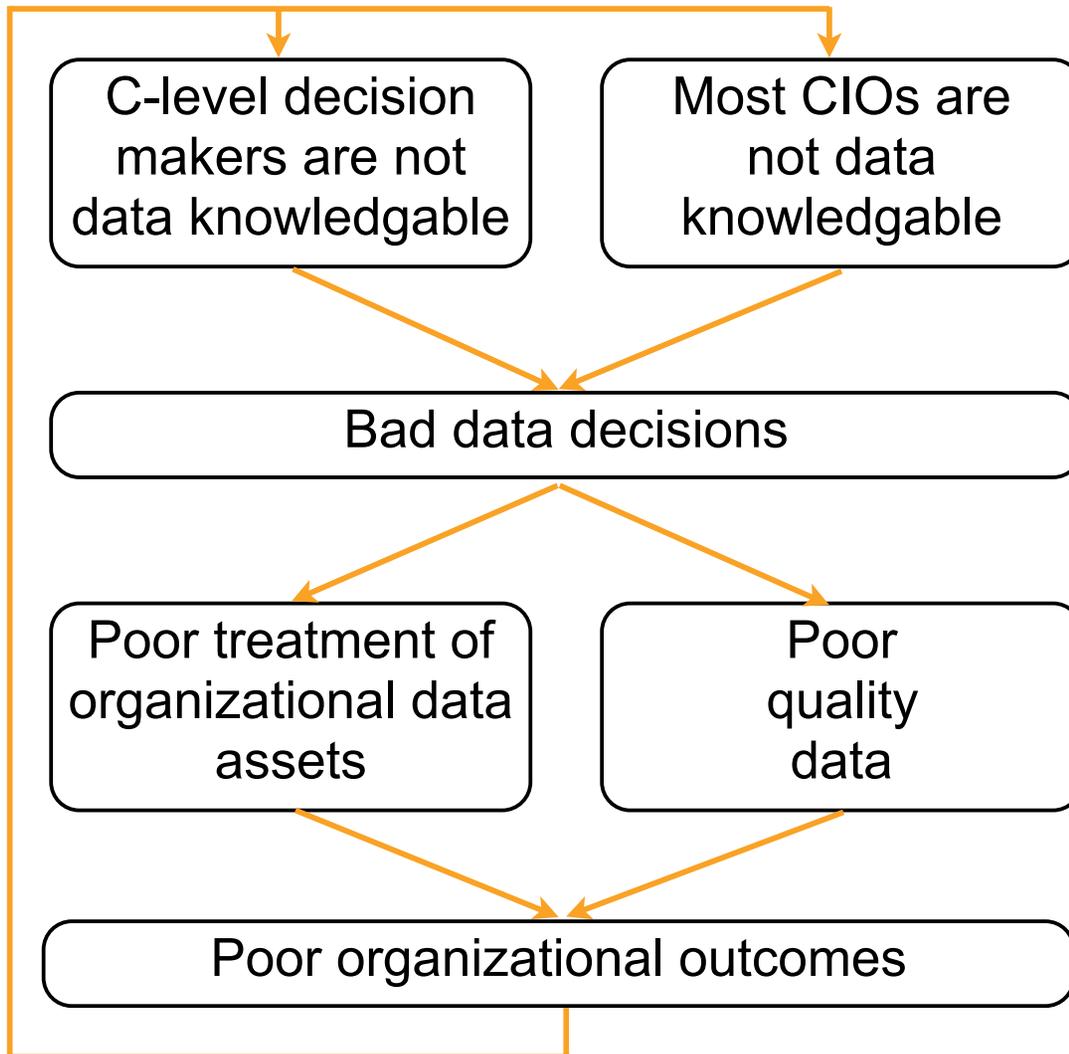
NEWS FLASH!

46% of companies report they made an inaccurate business decision based on bad or outdated data. Bad data leads to bad business decisions. Companies need to be careful that their data is sound – especially when dealing with investors.

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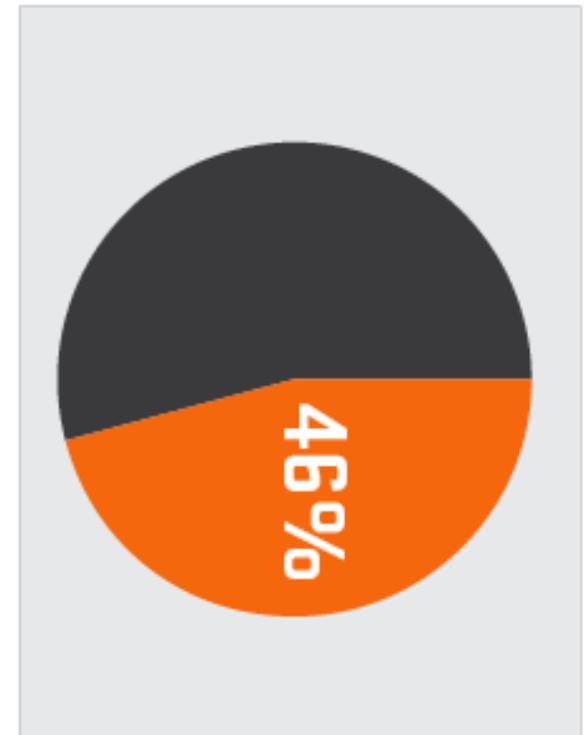
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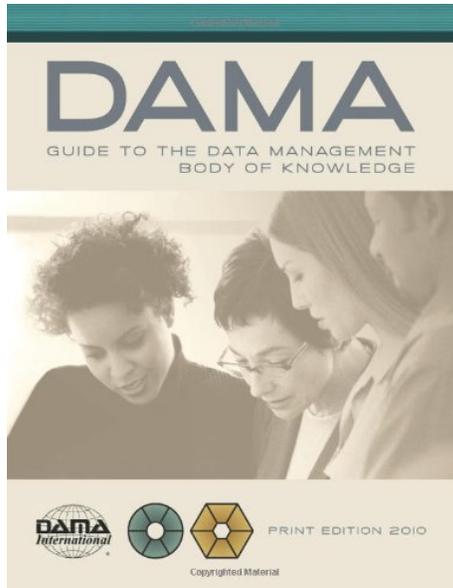
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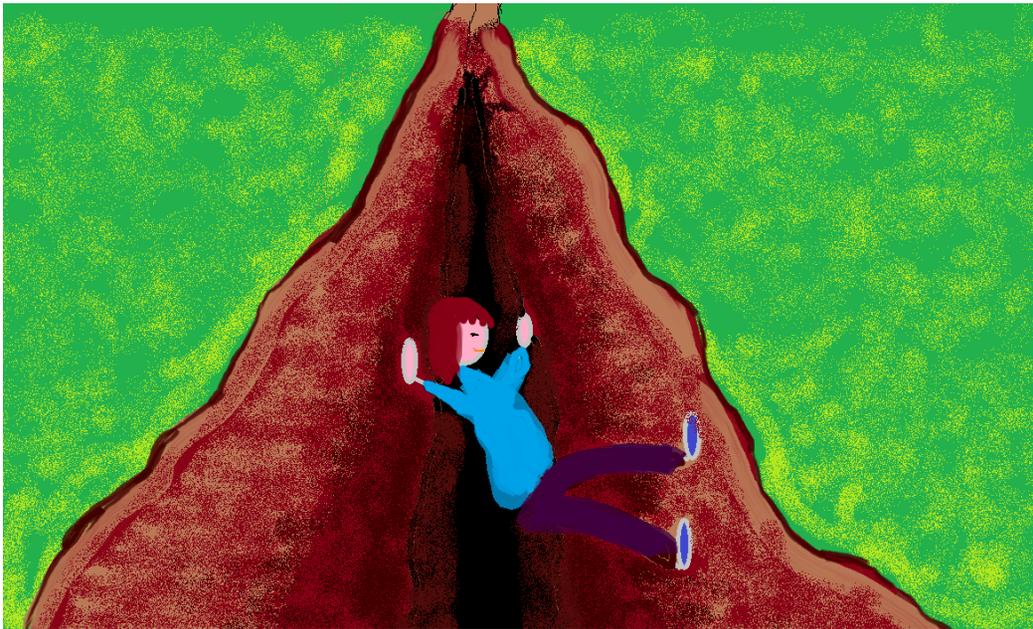
What is a Data Steward?



- Data stewards serve as the appointed trustees for data assets
- Data stewardship is the assigned accountability for business responsibilities in data management
- Data stewards are respected subject matter experts and business leaders appointed to represent the data interests of their organizations, and take responsibility for the quality and use of data

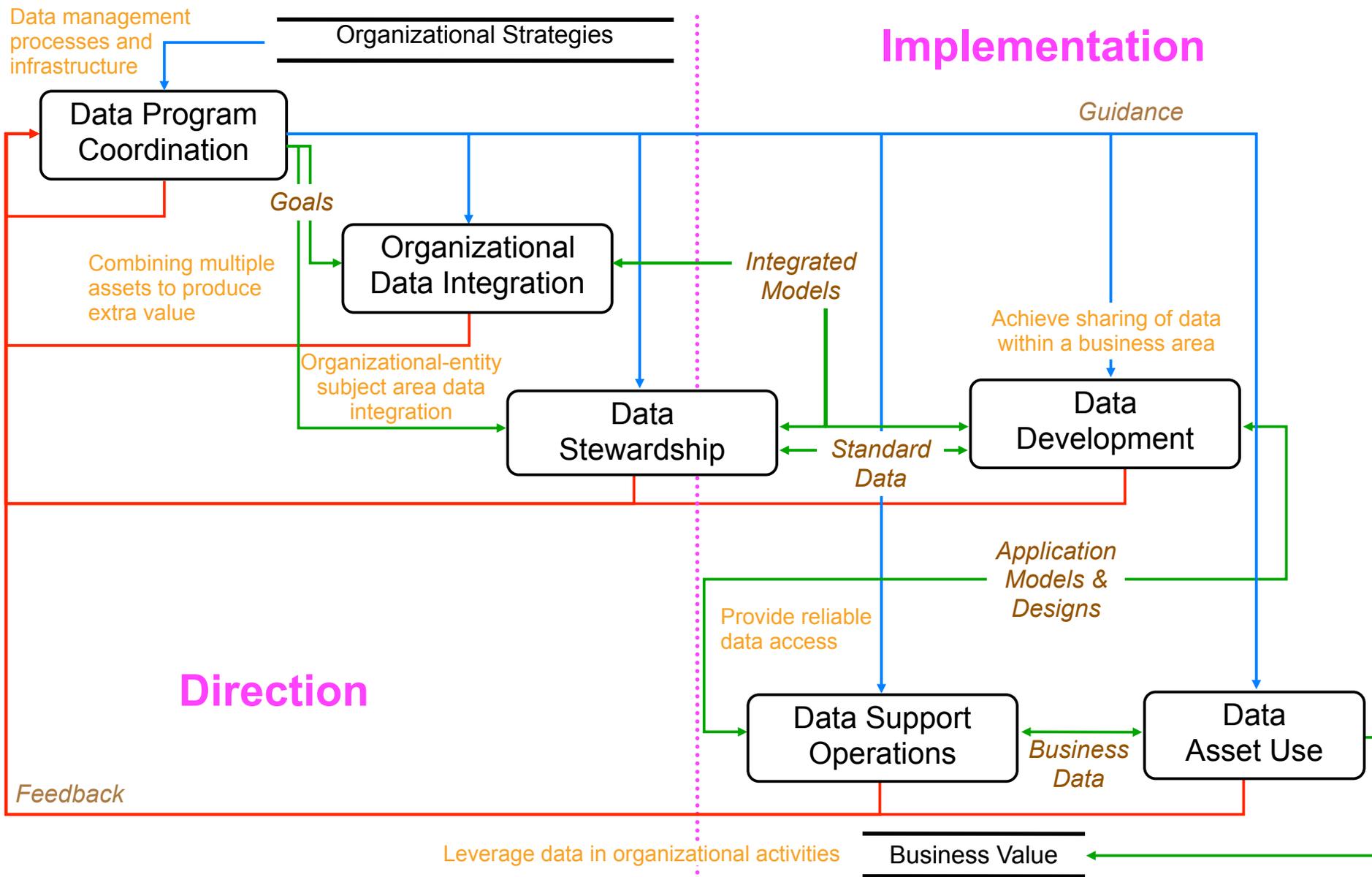
Fixing a missed opportunity

- When asked, survey after survey of non-IT knowledge workers indicate that data quality is the responsibility of IT
- IT believes that data quality is the responsibility of the business

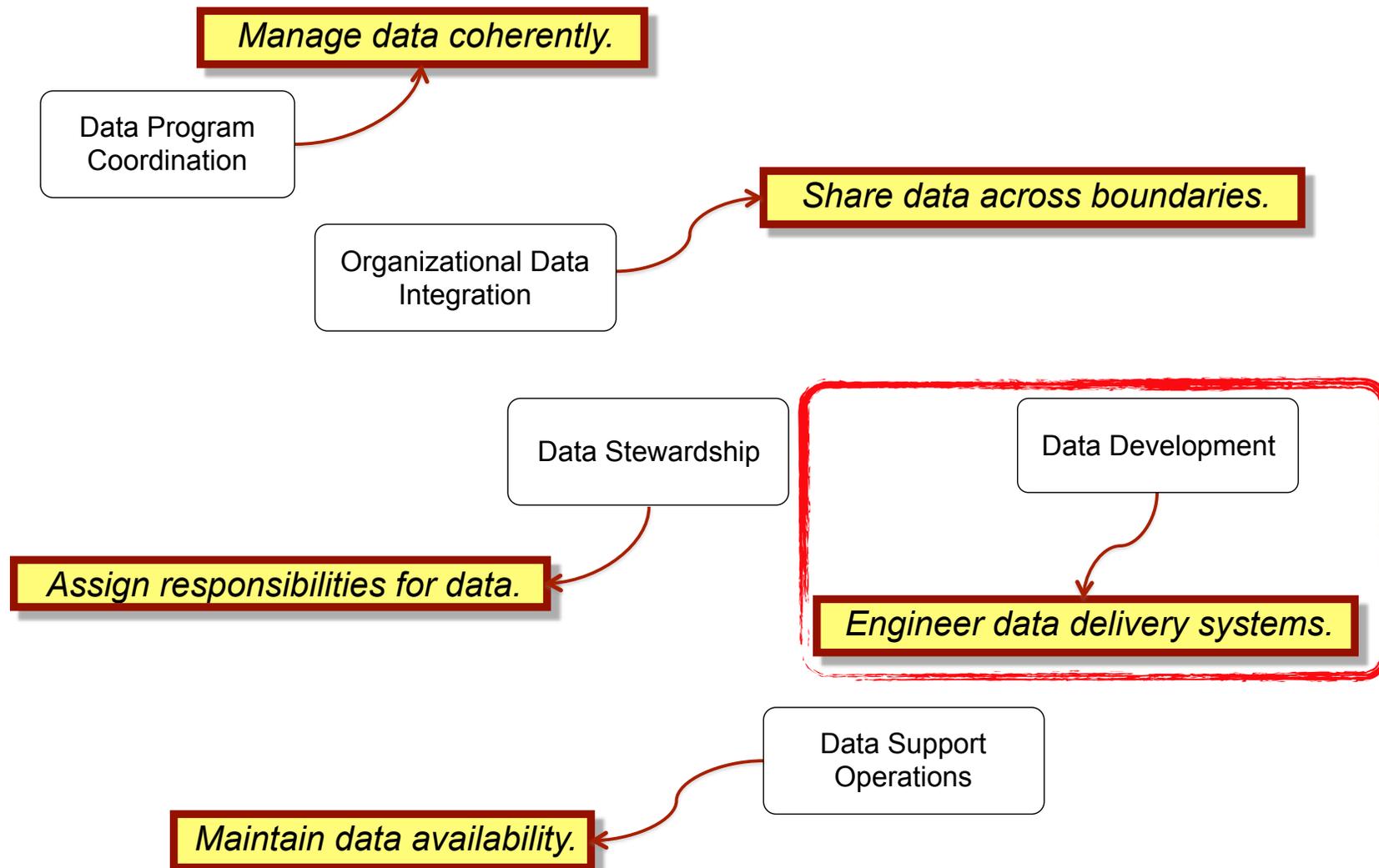


- Clearly the responsibility for this function has fallen between the cracks

Organizational DM Practices



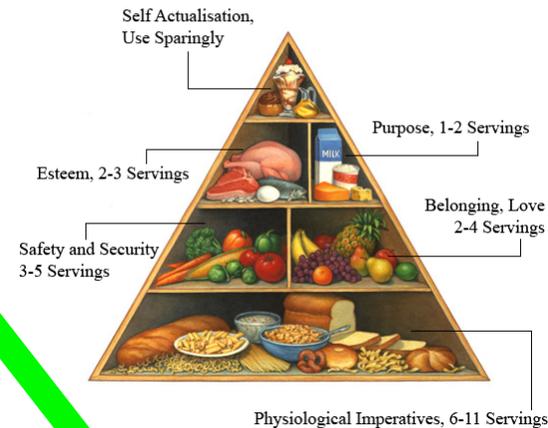
Five Integrated DM Practice Areas



Hierarchy of Data Management Practices (after Maslow)

- 5 Data management practices areas / data management basics ...
- ... are necessary but insufficient prerequisites to organizational data leveraging applications that is self actualizing data or advanced data practices

Maslow's Hierarchy of Needs

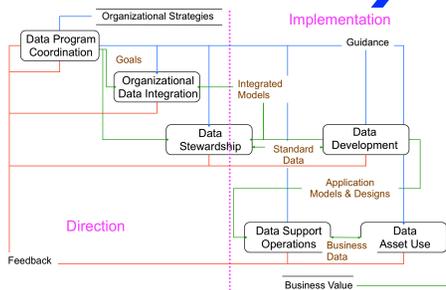


Advanced Data Practices

- Cloud
- MDM
- Mining
- Big Data
- Analytics
- Warehousing
- SOA

Basic Data Management Practices

- Data Program Management
- Organizational Data Integration
- Data Stewardship
- Data Development
- Data Support Operations



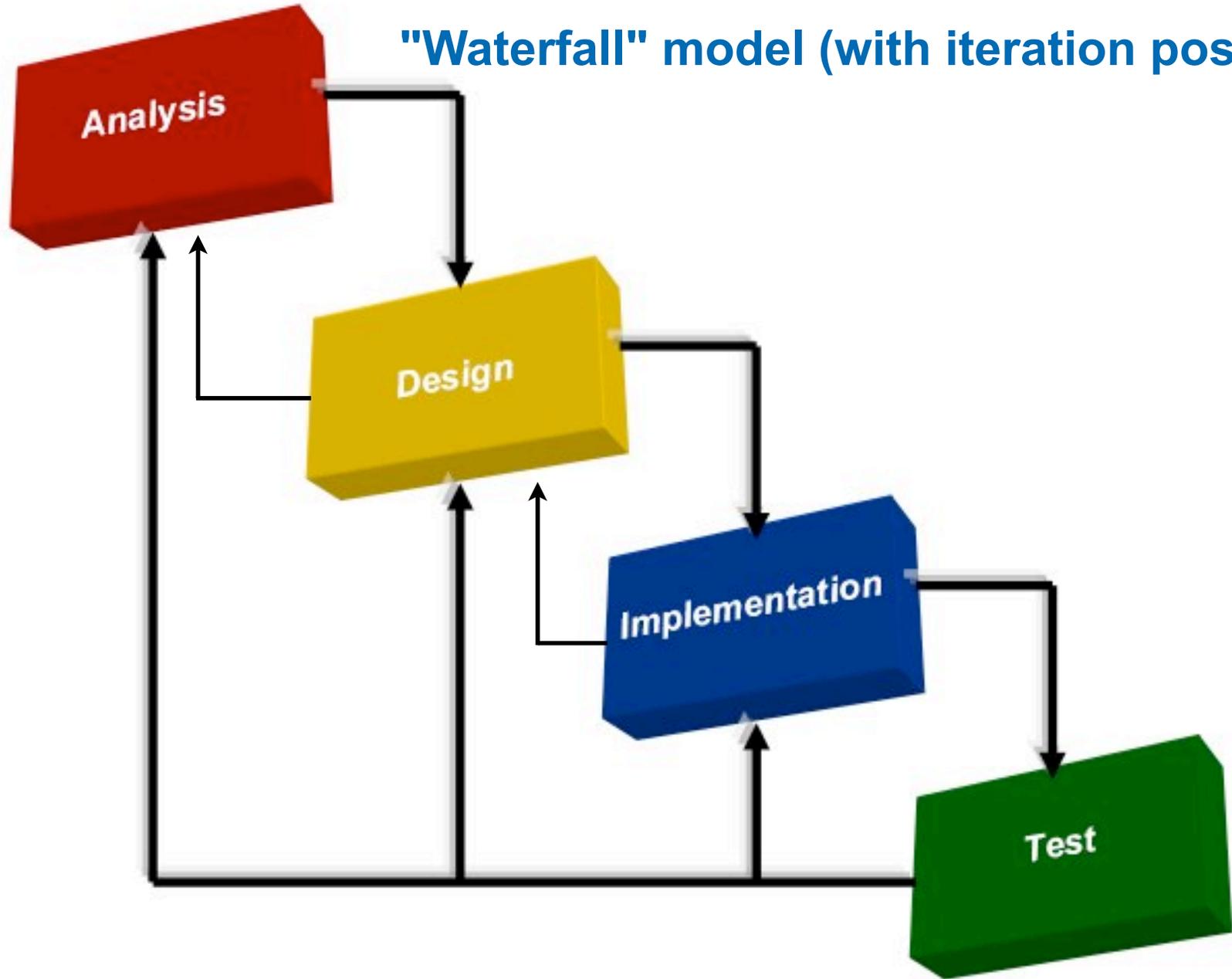
What do we teach knowledge workers about data?



What percentage of the deal with it daily?

100%

"Waterfall" model (with iteration possible)



Evolving Data is Different than Creating New Systems

Common Organizational Data
(and corresponding data needs requirements)



Future State



Evolve

(Version +1)

Data evolution is separate from, external to, and precedes system development life cycle activities!

Systems
Development
Activities

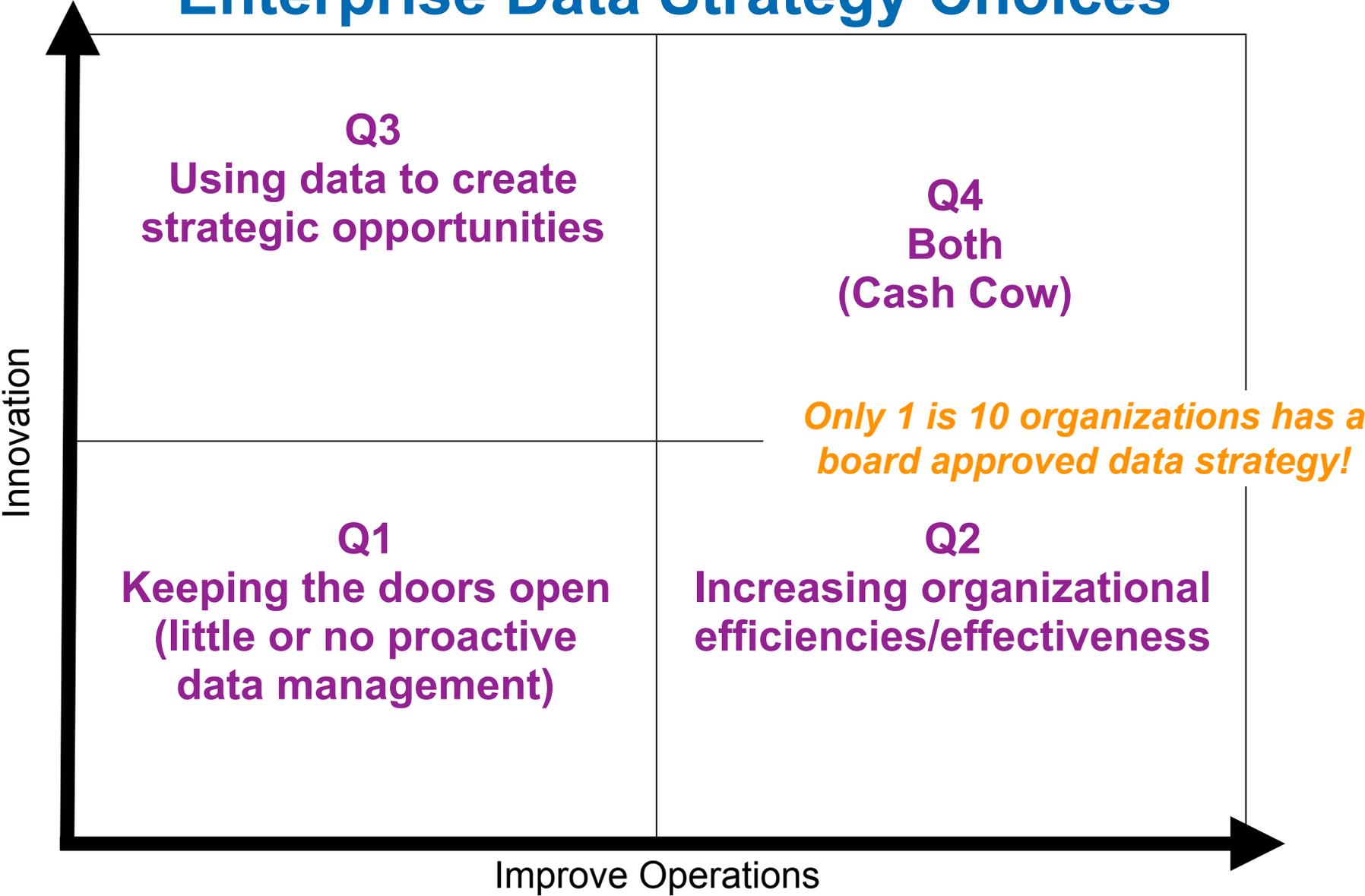


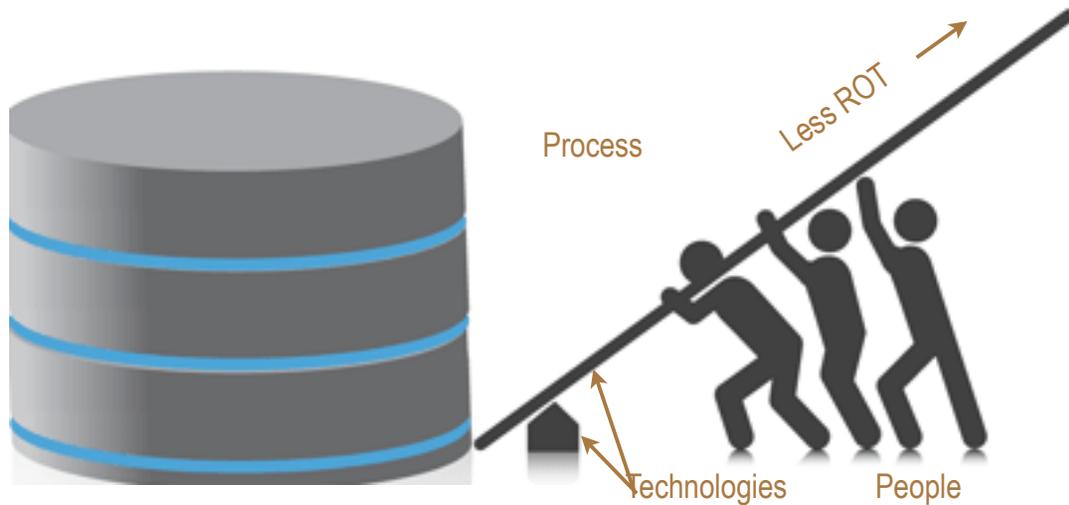
Create

New Organizational
Capabilities



Enterprise Data Strategy Choices





Data Leverage

- Permits organizations to better manage their sole non-depleteable, non-degrading, durable, strategic asset - data
 - within the organization, and
 - with organizational data exchange partners
- Leverage
 - Obtained by implementation of data-centric technologies, processes, and human skill sets
 - Increased by elimination of data ROT (redundant, obsolete, or trivial)
 - The bigger the organization, the greater potential leverage exists
- Treating data more asset-like simultaneously
 1. lowers organizational IT costs and
 2. increases organizational knowledge worker productivity

Consulting firm: "Close down palliative care program"

- VCU Health System opened one of first Palliative Care Units in the US, May 2000
- Consultants recommended closing it in 2002
 - They looked at net margin for hospitalizations ending on the PC Unit and saw that the costs greatly exceeded reimbursement
 - They thought that getting rid of the unit would get rid of this problem
- RWJ Foundation supported urgent response
- Appropriate financial analyses convinced consultants that the unit actually produced valuable hospital outcomes
 - See KR White & JB Cassel (2009). "The Business Case for a Hospital Palliative Care Unit: Justifying its Continued Existence". Practice of Evidence-Based Management, T Kovner, D Fine & R D'Aquila (Eds.), Chicago: Health Administration Press, pp 171-180

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Final Days

Unlikely Way to Cut Hospital Costs: Comfort the Dying

Cost-avoidance in drugs (-77%), labs (-95%), imaging (-95%), supplies (-60%).

Care, Not Cure

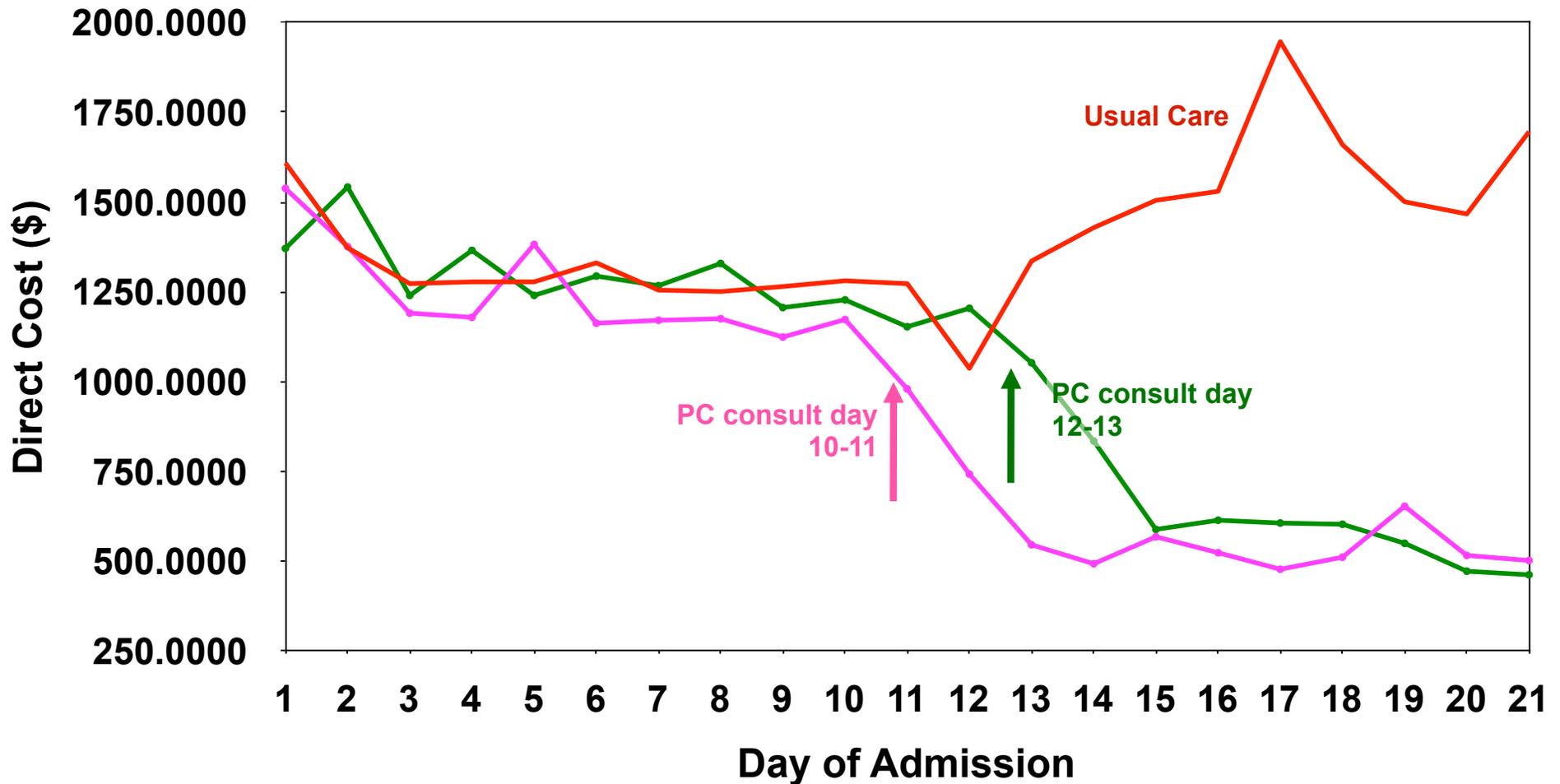
Average cost for terminally ill patients in palliative and nonpalliative programs during their final five days at one hospital

	NON-PCU	PCU
Drugs and chemotherapy	\$2,267	\$511
Lab	1,134	56
Diagnostic imaging	615	29
Medical supplies	1,821	731
Room & nursing	4,330	3,708
Other	2,152	278
Total	\$12,319	\$5,313

Note: PCU stands for palliative care unit. Each figure represents average cost of last five days for a cancer patient aged 65-plus, prior to in-hospital death. Figures are for 2001 and 2002.

Source: Virginia Commonwealth University medical center

8 Hospital Study of Cost Reduction



Morrison, Penrod, Cassel et al. (2008). Cost savings associated with US hospital palliative care consultation programs. Archives of Internal Medicine 168 (16), 1783-1790.

The Case for the Chief Data Officer

Recasting the C-Suite to Leverage Your Most Valuable Asset



Peter Aiken and Michael Gorman

MONETIZING DATA MANAGEMENT



Unlocking the Value in Your Organization's Most Important Asset.

PETER AIKEN WITH JUANITA BILLINGS
FOREWORD BY JOHN BOTTEGA