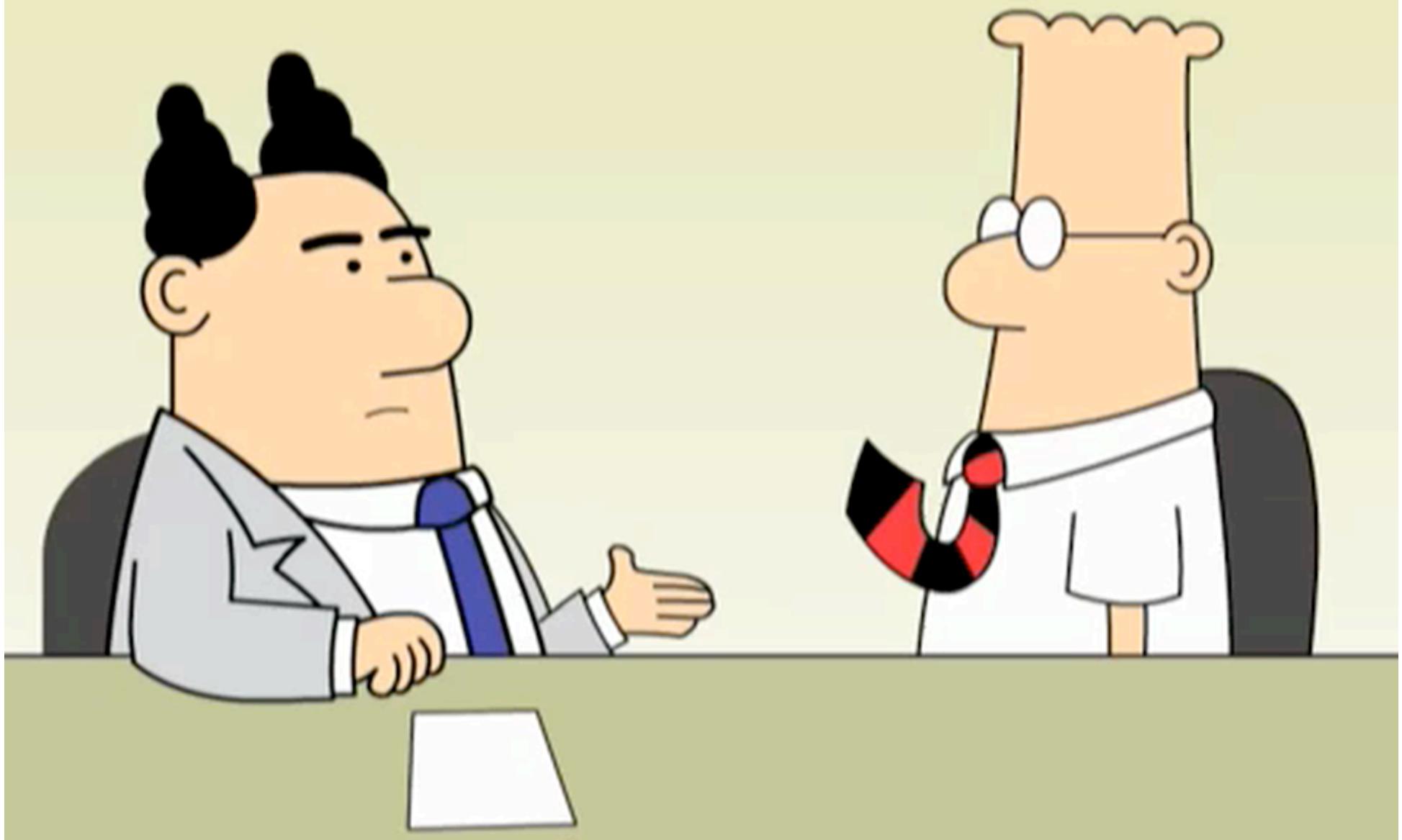


# Average Databases



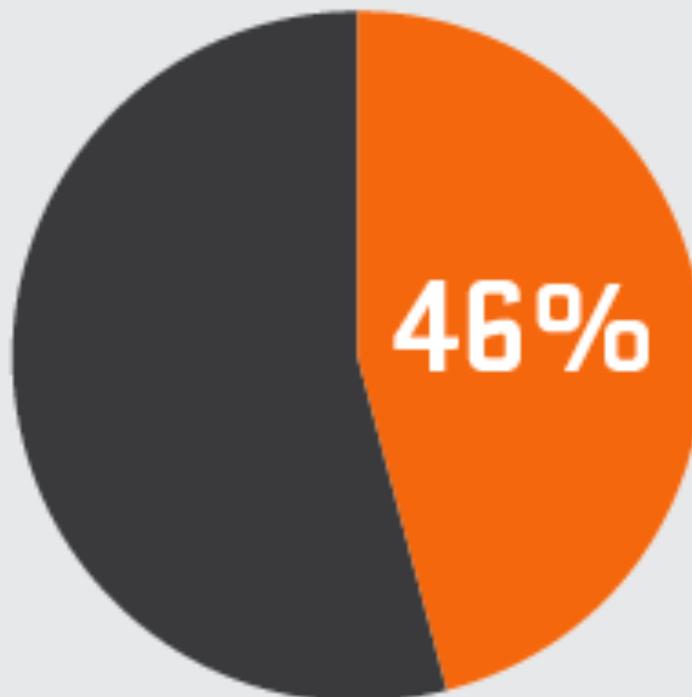
# Bad Data Decisions Spiral

## 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46% of companies report they made an inaccurate business decision based on bad or outdated data.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.

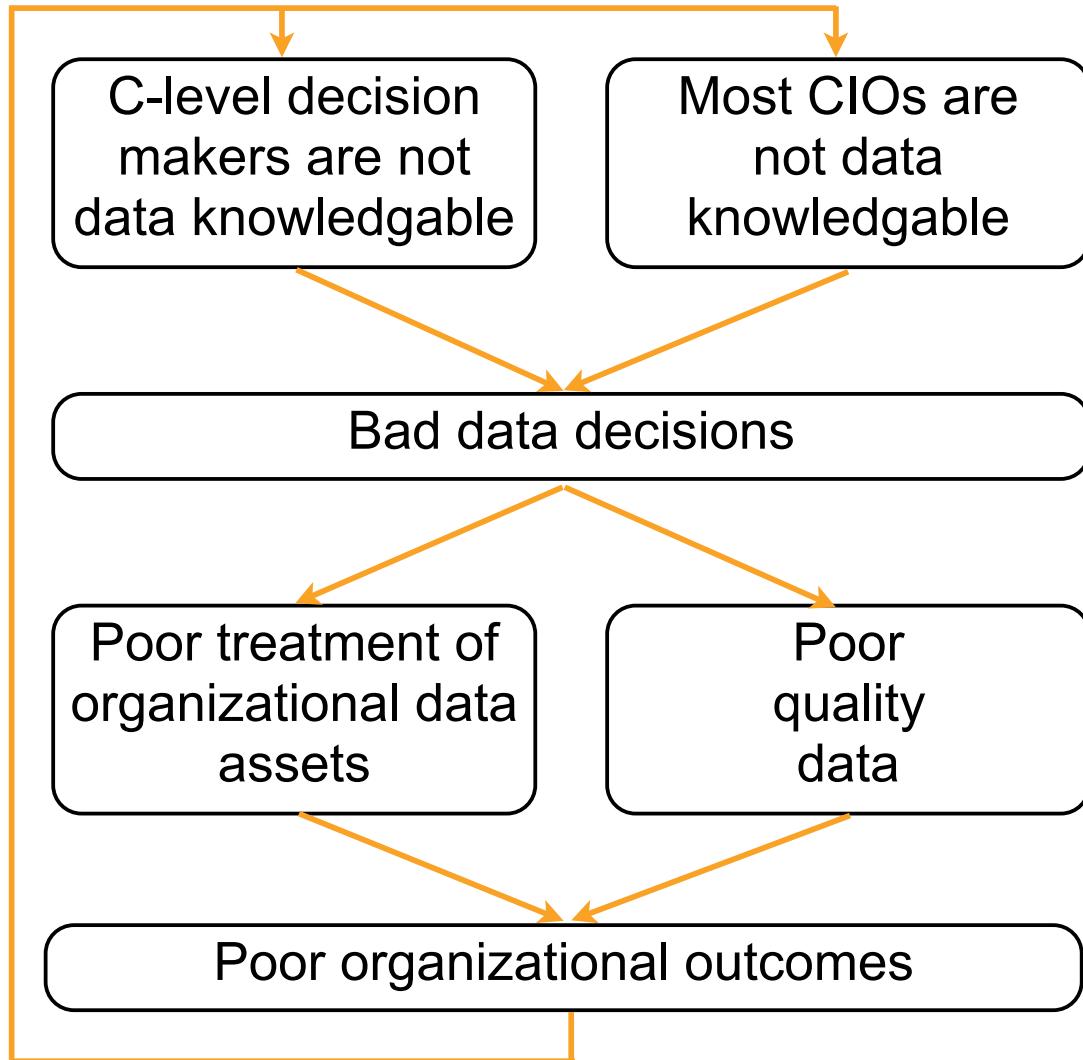
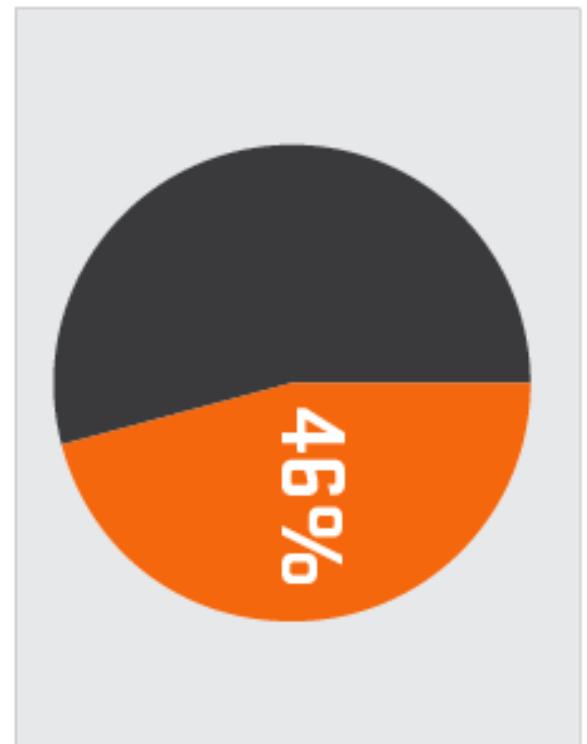
[Like](#) [Comment](#) [Share](#)



# NEWS FLASH!

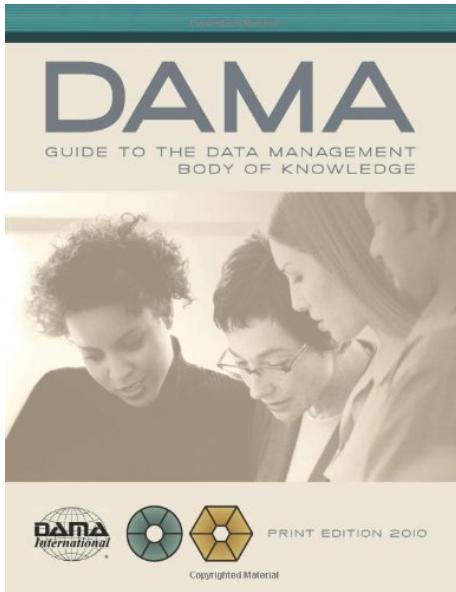
46% of companies report they made an inaccurate business decision based on bad or outdated data. Bad data leads to bad business decisions. Companies need to be careful that their data is sound – especially when dealing with investors.

Like Comment Share





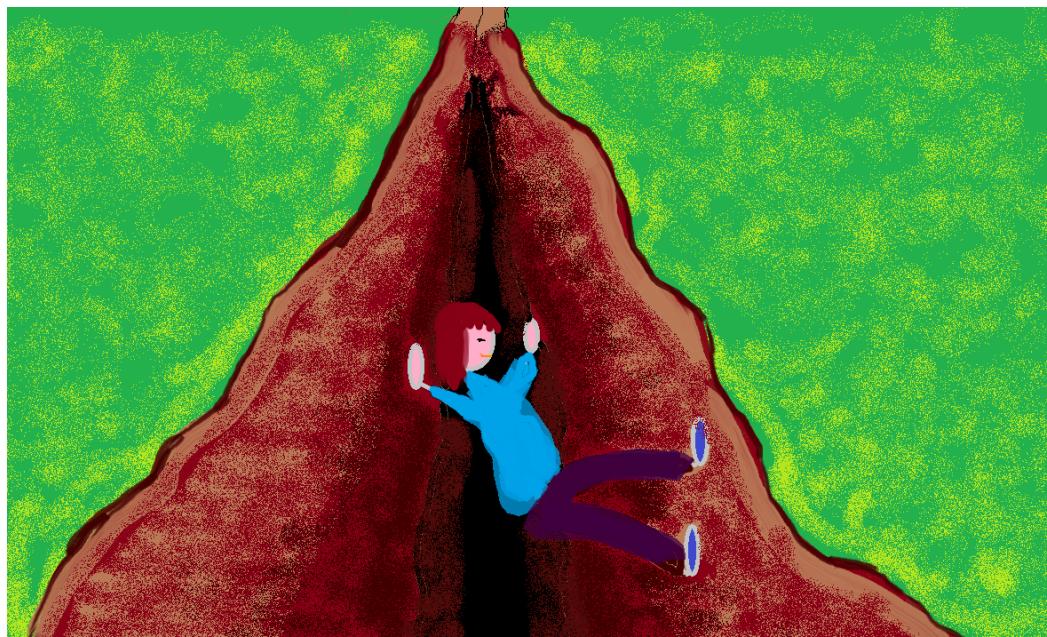
# What is a Data Steward?



- 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

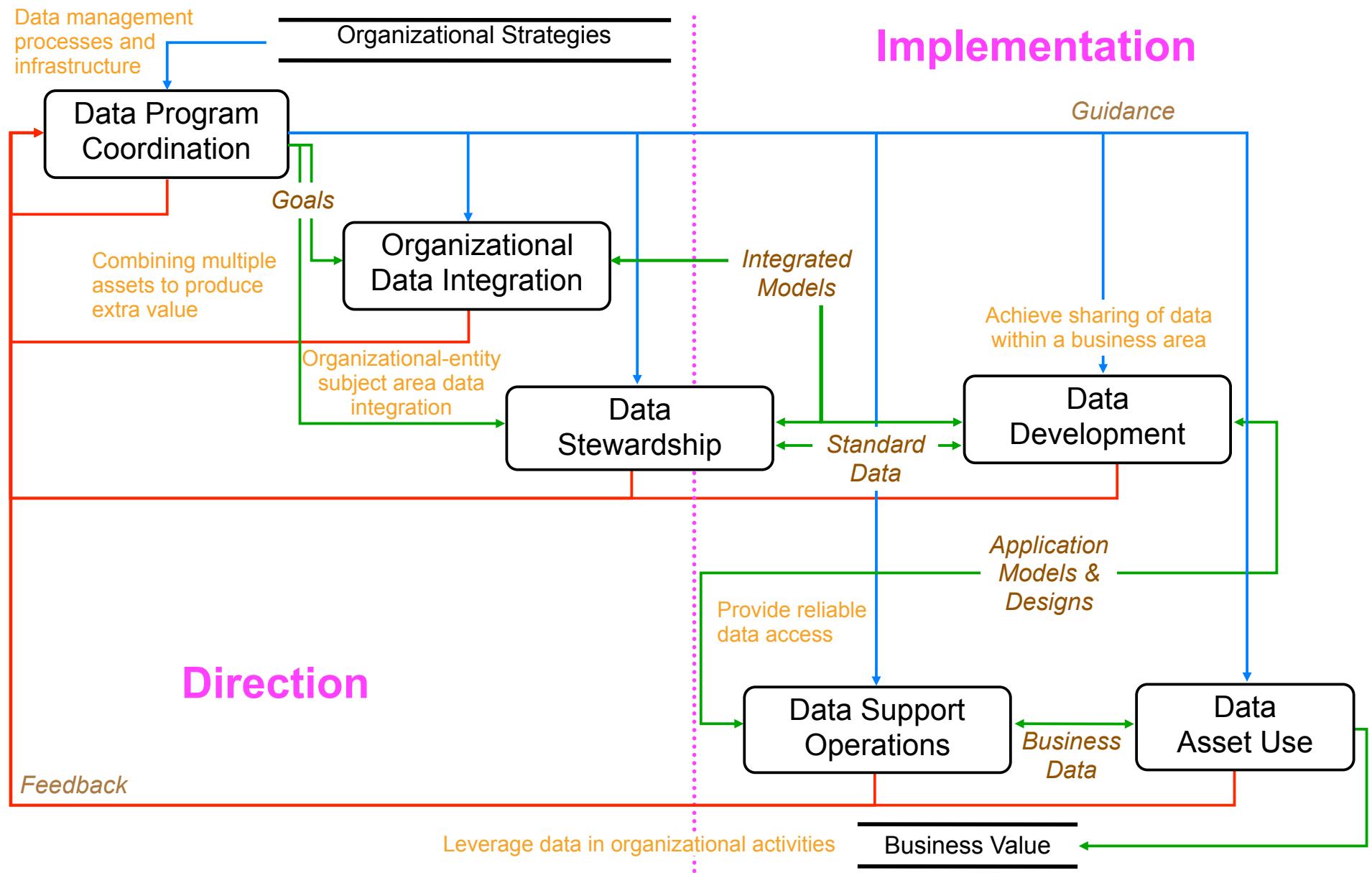
# Fixing a missed opportunity

- 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

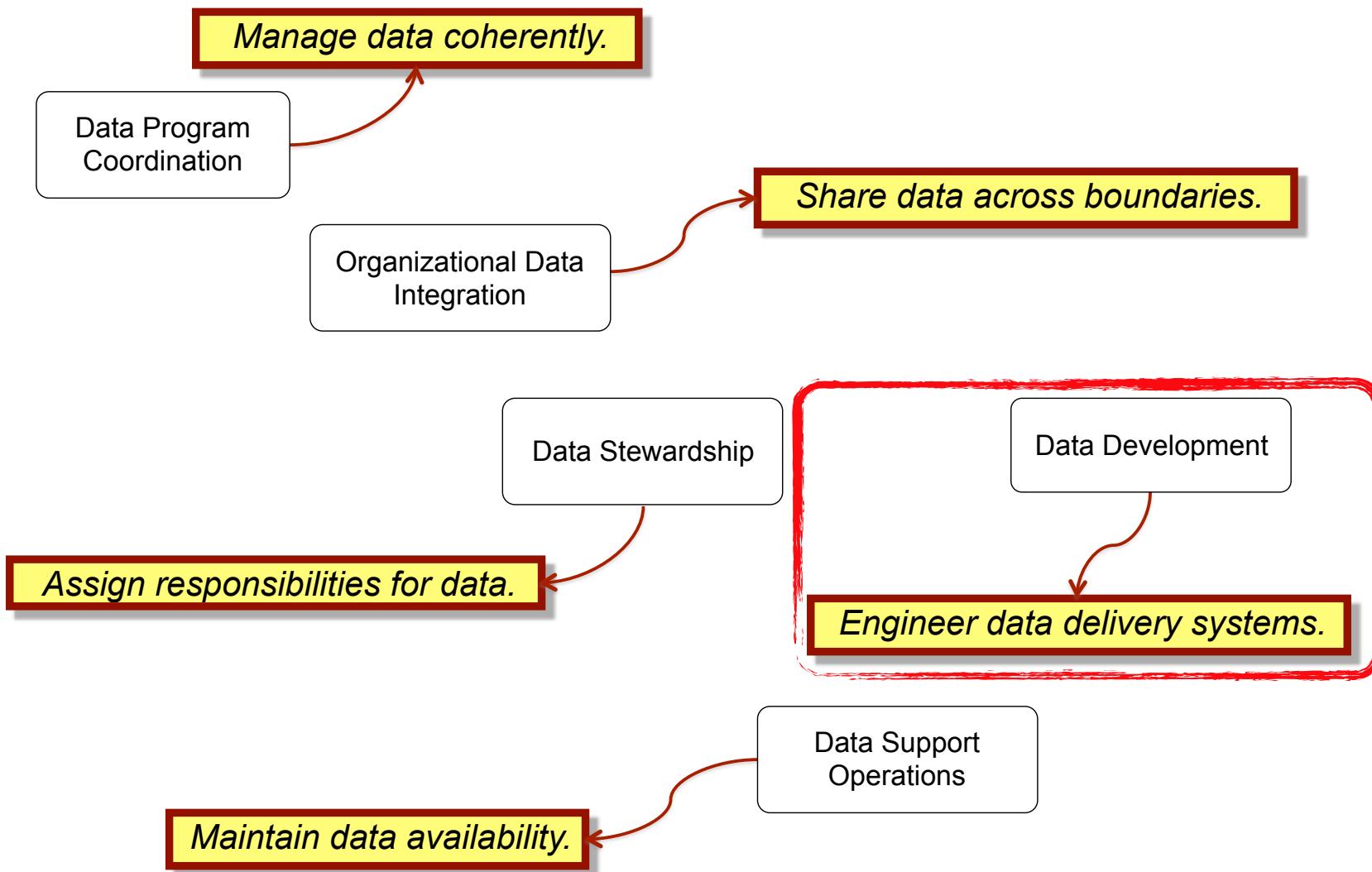


- Clearly the responsibility for this function has fallen between the cracks

# Organizational DM Practices

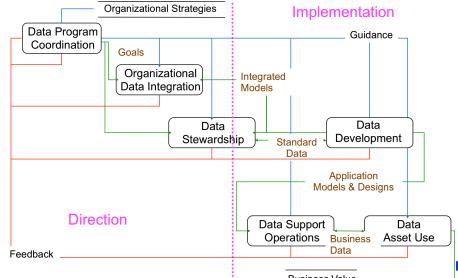


# Five Integrated DM Practice Areas



# 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



[http://3.bp.blogspot.com/-ptl-9mAieuQ/T-idBt1YFml/AAAAAAAABgw/lb-nVkmMmEQ/s1600/maslows\\_hierarchy\\_of\\_needs.png](http://3.bp.blogspot.com/-ptl-9mAieuQ/T-idBt1YFml/AAAAAAAABgw/lb-nVkmMmEQ/s1600/maslows_hierarchy_of_needs.png)

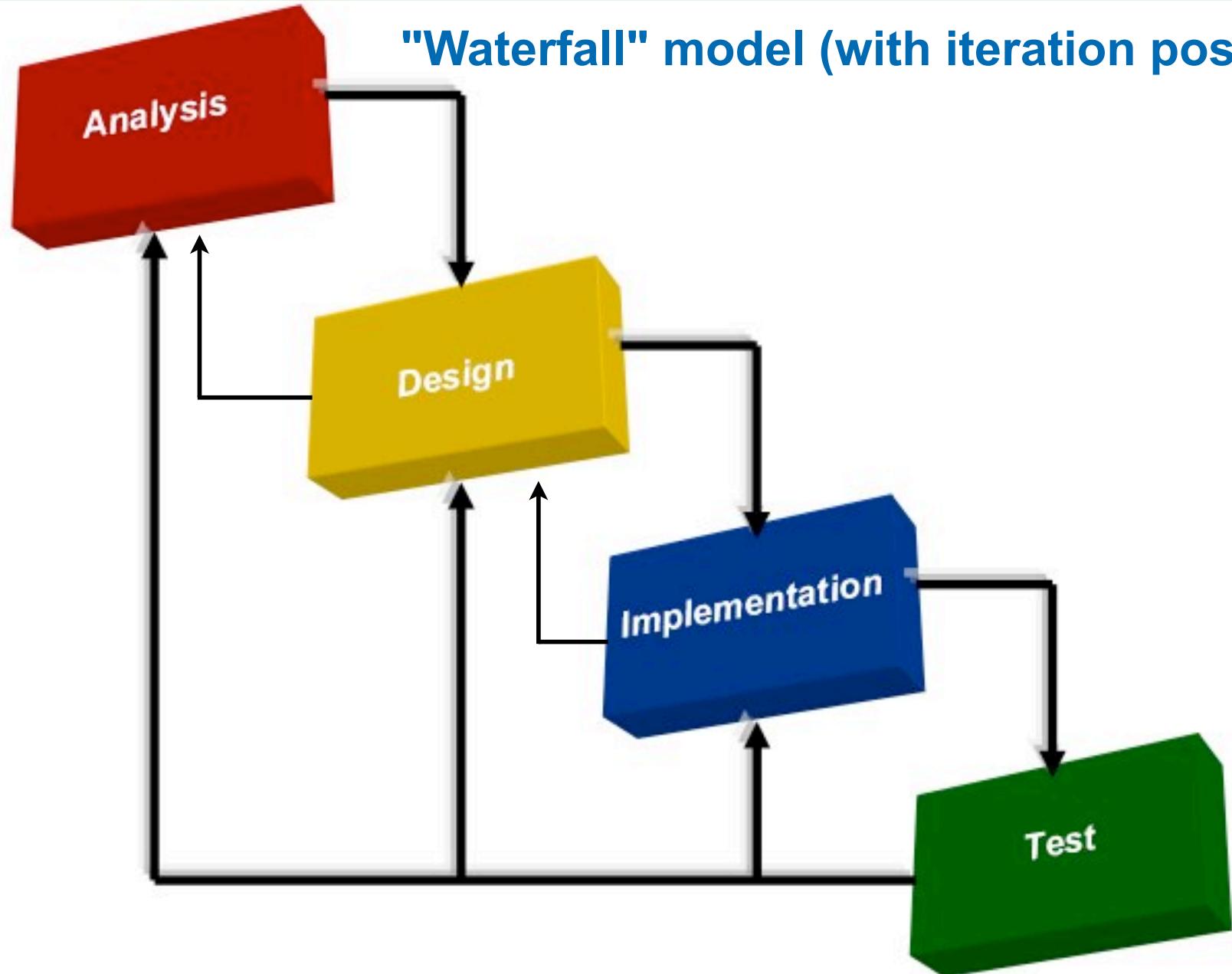
# What do we teach knowledge workers about data?



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)



Evolve

Future State



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

Systems  
Development  
Activities

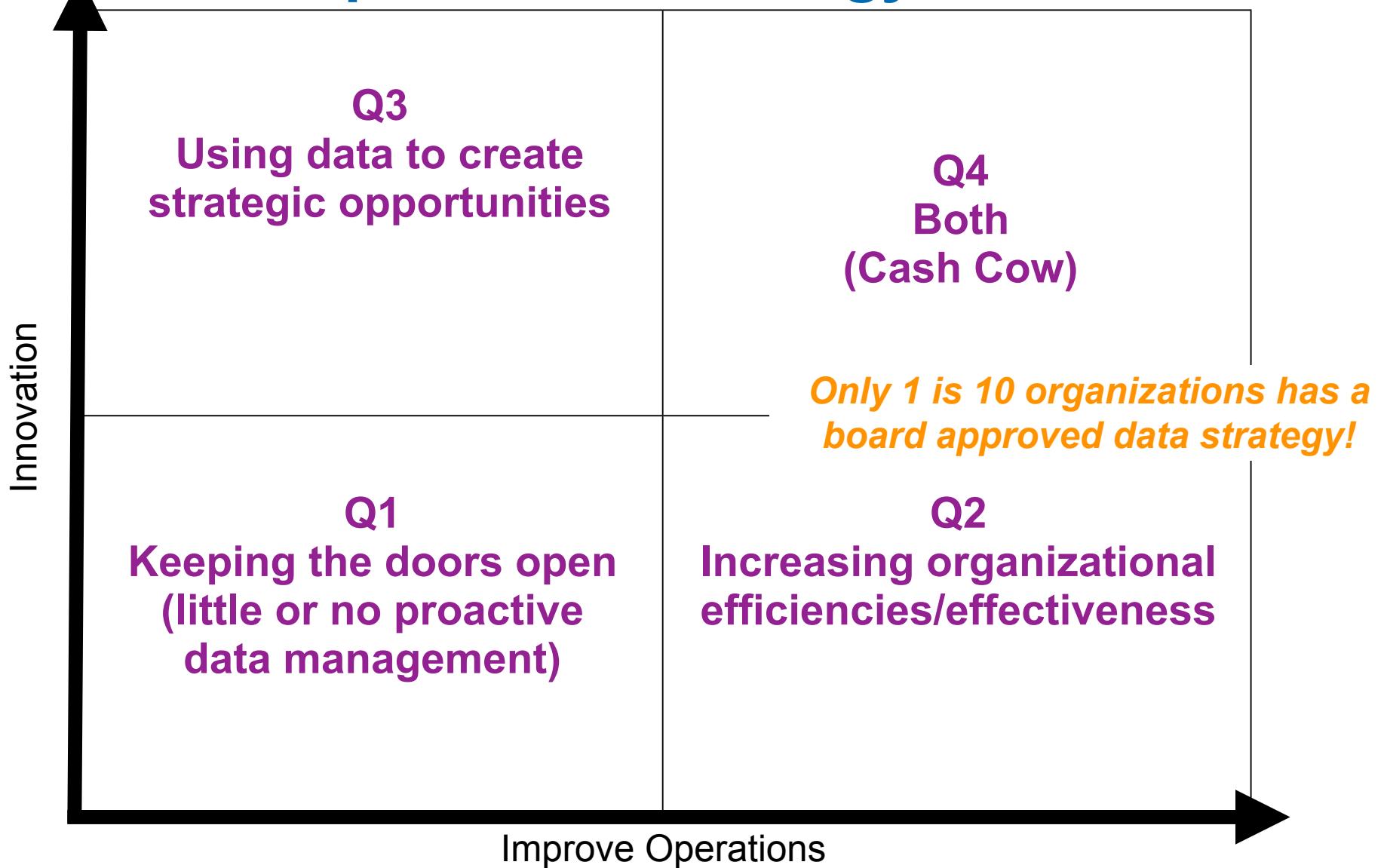


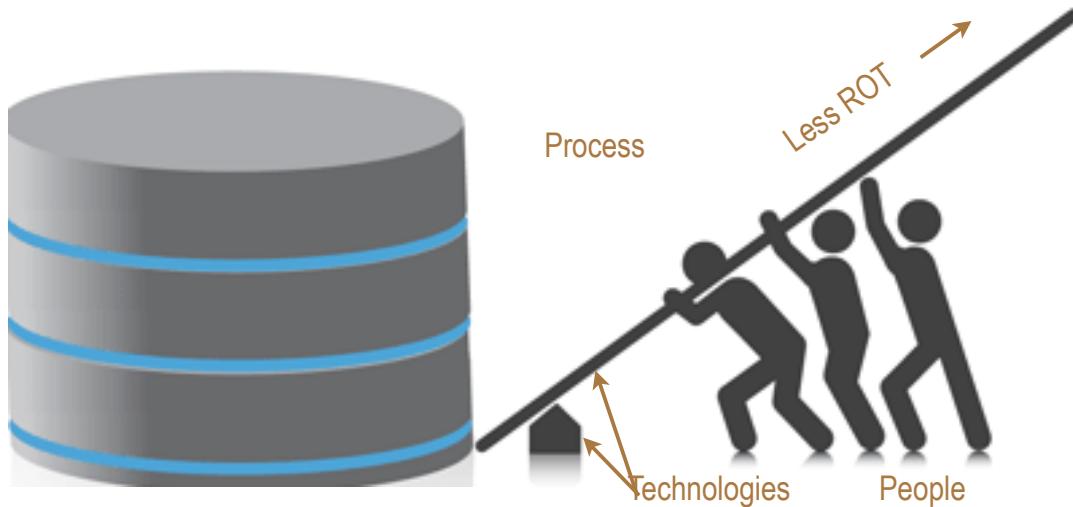
Create

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

# THE WALL STREET JOURNAL.

© 2004 Dow Jones & Company. All Rights Reserved

WEDNESDAY, MARCH 10, 2004 ~ VOL. CCXLIII NO. 48 ~ ★★ \$1.00

## 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

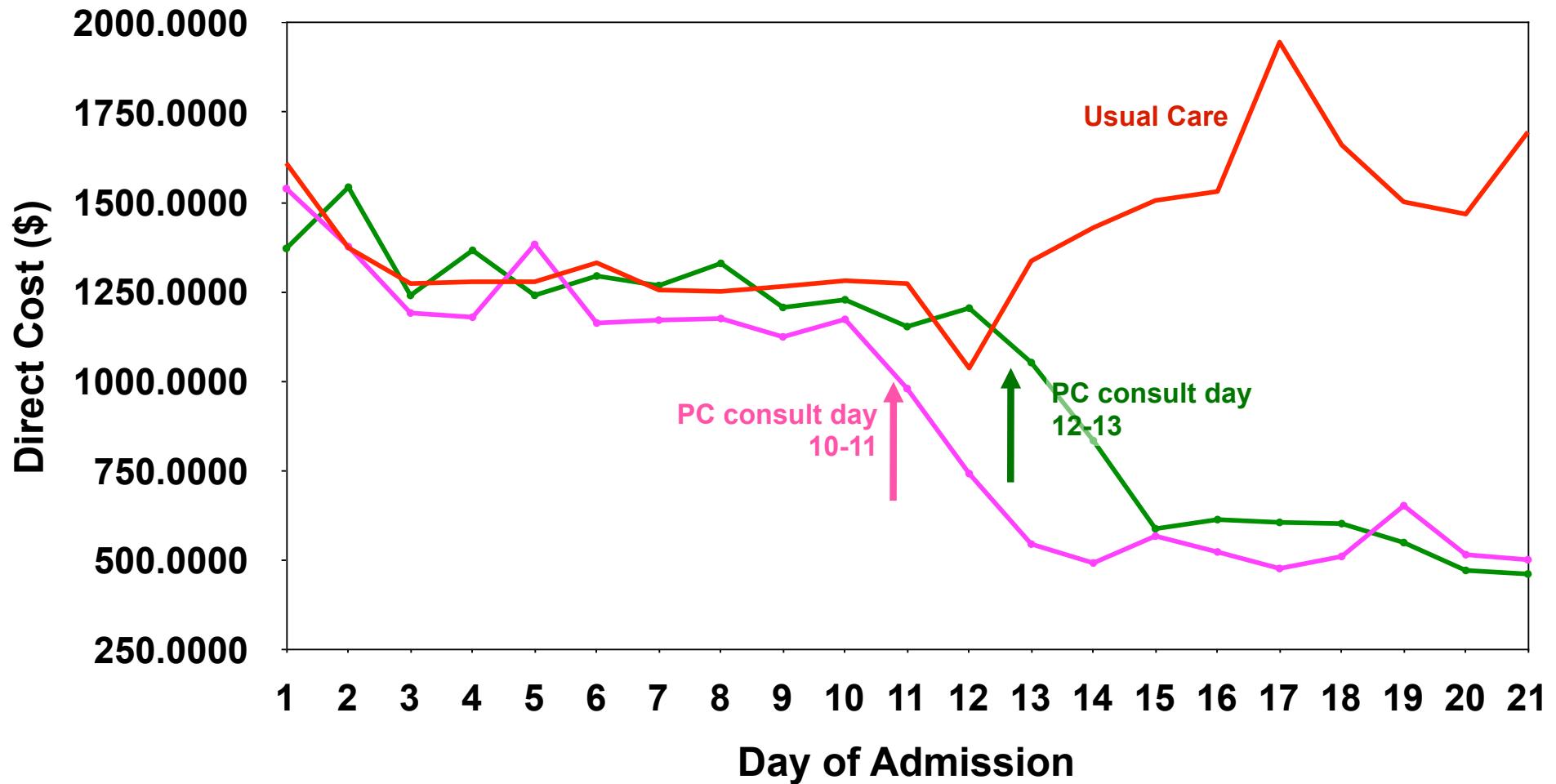
Average cost for terminally ill patients in palliative and nonpalliative programs during their final five days at one hospital

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

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