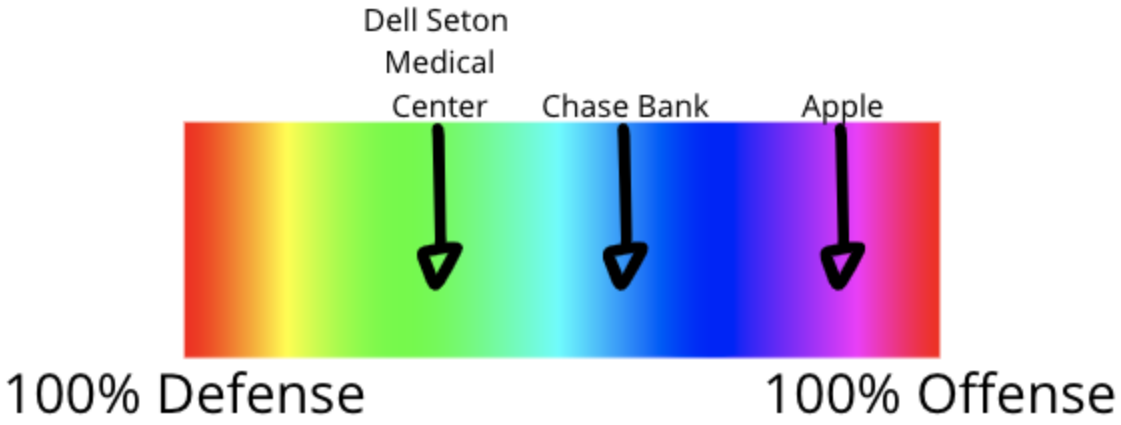
Question 1: Our Company and Its Data Strategy

Company: Dell Seton Medical Center at The University of Texas
Dell Seton Medical Center at The University of Texas was built in 2017 and is owned and operated by Seton Healthcare Family, a member of Ascension, the largest nonprofit health system in the U.S. Dell Seton Medical Center is a full-service hospital with 24/7 emergency care and a Level I Trauma Center for adults. It delivers care for life-threatening injuries and illnesses. Dell Seton Medical Center is a destination for specialty care - including heart and vascular health, stroke care, brain and spine conditions, radiology, and neurorehabilitation. It offers a wide range of procedures, imaging, lab tests, and rehabilitation services, all on one campus.

Data Strategy:
Dell Seton Medical Center should adopt a more defensive strategy rather than an offensive one. More specifically, it should act less offensive than innovative markets like consumer tech, but more offensive than a traditional healthcare company. With the growing trend of consumer-centric healthcare, which involves a more targeted approach to healthcare, it should attempt to have a greater offensive strategy than its more-traditional counterparts. Nonetheless, it must continue to be majority defensive because it is highly regulated and must comply with many security and privacy standards since it handles a lot of electronic health records (EHRs). Ultimately, the large number of regulations in healthcare are what drive Dell Seton Medical Center to stay more defensive with its data strategy.

We separated our reasoning into four sections regarding data management:

Key objectives	Defensive since the goal of Dell Seton Medical Center is to ensure data security, privacy, integrity, quality, regulatory compliance, and governance
Core activities	Supported by both defensive and offensive strategies since they want to explore the data and encourage data analytics, but also want to optimize the storage and retrieval of patient data as well as protect it. Targeted marketing and communication goals shift this section into a more offensive approach than it would have been in the past
Data-Management Orientation	Defensive because they want to have control over the data at all times and must be sure who has access to what
Enabling Architecture	Defensive because the hospital needs to have a single source of truth (SSoT). Using a SSOT method for data means that every data element is edited in one place. There is a primary source that contains all of the updated data. This is critical for EHRs because a patient's record could be updated a lot, in different departments or locations, who use different software to access the information



Four components of the data management operating model:

Organization	A top-down approach, leaders must be involved in the data strategy, followed by domain owners for specific departments. Governance Committee. Moreover, Dell Seton should follow a centralized operating model where a central authority determines the rules of how to govern data in the organization. This central authority defines standard processes for the implementation of data governance principles, such as how to define critical data elements and how to approve business terms. When individuals and teams execute data governance tasks, they must adhere to the centrally defined processes
Governance	A governance committee will decide on: policies, procedures, resources, roles, technology, and designate domain experts
Stewardship	Properly educate employees on data management, create a culture around the organization's data management strategy in order to have advocates throughout the organization, most importantly have domain experts who are responsible for upholding governance standards for the data and business process in a given domain
Performance management	Technology and data teams are very expensive so it is essential to have a way to measure performance and ROI in order to make sure value is being gained

Benefits:

A well-defined operating model to support your organization's data activities generates many benefits including improved speed of execution and elimination of redundancy by having a clear understanding of who does what and how things get done, an optimized value from your data assets, increased collaboration, and improved results, and clear understanding of ROI on technology and data teams based on performance goals and measurements. Ultimately, having a clear sense of data flows, the stakeholders and the technologies involved in each step of the

data life cycle makes it much easier to ensure good practices in data governance and data security while freeing time for more strategic tasks like business analysis and decision-making

Other benefits consist of:

- Improved speed and quality of decision-making by clarifying who gets involved in decision-making and who has the ultimate authority
- Reduced complexity, costs, and execution time by removing organizational layers and increasing span of control
- Increased clarity around the results and performance metrics
- Helps break through the organisational and technical silos within a business