Overall, information governance programs are less prevalent and less mature in healthcare organizations than is warranted, given the importance of information.1

The healthcare industry has declared: information governance (IG) is a business imperative! As a result, challenges and opportunities abound for the many healthcare professionals, regardless of their role and position, whose responsibility it is to execute on this declaration.

A breakthrough survey, conducted by Cohasset Associates, in conjunction with the American Health Information Management Association (AHIMA), examined the readiness of healthcare professionals to address the technical and strategic demands they face, as well the opportunities that manifest as they work to advance IG in their organizations.

This white paper recounts the findings from that survey—exploring the roles, readiness, and satisfaction of healthcare professionals in this evolving IG environment. You will find:

• Measures of the IG-related skill preparedness, communication efficacy and leadership competency of healthcare professionals.
• Details on training, education and other resources vital to the success of healthcare professionals in IG roles.
• The extent to which healthcare professionals experience IG-related job satisfaction.

The healthcare industry overwhelmingly recognizes information as an asset, emphasizing the importance of advancing information governance (IG).

This acknowledgement by the industry is the motivation for the survey and this white paper, begging the question: how prepared are healthcare professionals for this undertaking?

Survey results provide evidence that:
1. The work underway by healthcare professionals to advance IG is met with a growing prioritization of IG by their organizations.
2. Healthcare professionals positively assess their IG skills and competencies; their actual readiness will be proven over time.
3. Through their work to advance IG, healthcare professionals experience job satisfaction; however, opportunities exist to bolster the satisfaction levels.

Professional Readiness and Opportunity

The healthcare industry has declared: information governance (IG) is a business imperative! As a result, challenges and opportunities abound for the many healthcare professionals, regardless of their role and position, whose responsibility it is to execute on this declaration.
Recognized as a healthcare imperative, IG establishes the policy-level rules, investment priorities and accountabilities for information stewardship and for managing the lifecycle of information. AHIMA defines information governance as:

“An organization-wide framework for managing information throughout its lifecycle and supporting the organization’s strategy, operations, and regulatory, legal and environmental requirements.”

The survey and this white paper examine the myriad issues faced by healthcare professionals as they fulfill their IG responsibilities:

• Sponsorship and “Tone at the Top”
• Organizational IG oversight
• Job satisfaction and career advancement
• Training and education

This white paper and its associated survey results will provide insights that encourage, develop and enable today’s healthcare IG professionals and inspire future IG careers.

RESEARCH METHODOLOGY

The research was conducted using a web-based survey tool. More than 1,260 survey responses were received during March and April 2015.

Invitees included healthcare and industry professionals, including clinical and non-clinical leaders, officers, directors and managers, in both provider and non-provider settings, such as:

• Hospital and Health Systems
• Ambulatory
• Long-term Care
• Skilled Nursing and Hospice
• Physician Groups
• Accountable Care Organizations
• Health Information Exchanges
• Health Information Technology Companies
• Government

ACKNOWLEDGEMENTS:

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SURVEY HIGHLIGHTS

These Survey Highlights summarize key findings, while providing recommendations for healthcare professionals as they respond to the challenges of advancing information governance (IG) in their organizations.

Three survey highlights and consequent recommended actions are detailed in this section, along with key benchmarking data from the survey.

- Use this section to assess the information governance-related readiness of the healthcare professionals and the challenges they encounter.
- In response, formulate internal action plans. Develop communications to highlight the IG successes and opportunities of the healthcare professionals and those of the organizations they represent.
- Make available targeted and supportive IG resources.

1. The work underway by healthcare professionals to advance information governance is met with a growing prioritization of IG by their organizations.

2. Healthcare professionals positively assess their IG skills and competencies; their actual readiness will be proven over time.

3. Through their work to advance IG, healthcare professionals experience job satisfaction; however, opportunities exist to bolster the satisfaction levels.
The work underway by healthcare professionals to advance information governance is met with a growing prioritization of IG by their organizations.

Survey results uphold:

- As healthcare professionals work to advance IG, organizations are beginning to enable those efforts through their sponsorship or advocacy:
  - Twenty-three percent (23%) of survey respondents identify themselves as the chair (4%) of their organization’s IG oversight body or a contributing member (19%).
  - Heralding an increase in IG sponsorship, 16% of survey participants report that efforts are underway in their organizations to establish an IG oversight body.
  - Forty percent (40%) of respondents, however, indicate that their organizations do not have an IG Council, Committee or Working Group, and have no plans to establish one.

- Additionally, 44% of survey respondents indicate that over the past 12 months, IG advancement has begun in their organizations:
  - Thirteen percent (13%) describe the progress as significant.
  - The progress is described as modest by another 31% of survey participants.

- However, nearly one-third (32%) of survey respondents report no progress in their organizations, with another 24% indicating that IG simply is not yet an organizational priority.

Recommended Actions

- Press for the formation of an IG oversight body such as an IG Council, Committee or Working Group; leverage an existing body, as appropriate
- Emphasize how an overarching IG program maximizes interdisciplinary collaboration
- Build a coalition of stakeholders, who support IG, to help raise the profile of IG
- Illustrate how IG supports your healthcare organization’s strategic goals; link the investments necessary for IG advancement to improved clinical and business performance
- Engage executive leadership in prioritizing IG as a strategic initiative
- Gain executive sponsorship to provide “Tone at the Top” for the IG oversight program
- Serve as an advocate for the healthcare professional who has been appointed or has self-identified as the organization’s IG leader
Survey results uphold:

• While the need to strengthen information governance (IG)-related skills and leadership competencies is ever present, those working to advance IG report that they are “up to the task” in supporting or directing these efforts in their healthcare organizations.

✦ Over three-quarters (76%) of survey participants indicate that their overall body of knowledge and skills will support their organization’s transition to IG.

♦ Moreover, 83% of respondents strongly (35%) and mostly (48%) agree that they possess the capacity both to change and to lead change.

♦ However, only 18% of survey respondents strongly agree that they are capable of training and educating others on IG principles.

♦ Further, only 11% of survey participants strongly agree that they are recognized by their organizations as an IG expert.

• Respondents strongly and mostly agree that communication is among the most compelling of their skills, enabling them to foster IG advancement support with both the leadership (74%) and the staff (78%) within their organizations’ myriad IG disciplines.

✦ Yet, only 13% of survey respondents strongly agree that they are prepared to deliver a one-minute IG business case.

Recommended Actions

- Take advantage of the growing body of knowledge about IG, and continually self-assess individual professional development needs.

- Establish or participate in on-line IG communities that will facilitate communication preparation and content, and sharing and collaboration.

- Attend specialized education and training that will develop or sharpen skills that facilitate IG advancement.

- Engage with, participate on, or lead the organization’s IG oversight body as a demonstration of IG credibility; participate as the IG expert on the organization’s established governance committees.

- Market existing skills as ideal for a broadened enterprise-wide IG role, as IG advancement progresses in the organization.
Through their work to advance information governance, healthcare professionals experience job satisfaction; however, opportunities exist to bolster the satisfaction levels.

Survey results uphold:

- Forty-three percent (43%) of respondents strongly (12%) and mostly (31%) agree that their information governance (IG) role gives them the opportunity to be more visible in and valuable to other departments in their organizations.
  - Additionally, 39% of respondents strongly (11%) and mostly (28%) agree that their IG role affords them the prospect of professional advancement.

- Thirty-one percent (31%) of survey participants strongly (6%) and mostly (25%) agree that they have clearly defined IG-related goals.
  - Correspondingly, 38% of respondents strongly (10%) and mostly (28%) agree that they provide input into these goals.

- Similarly, 40% of survey participants strongly (10%) and mostly (30%) agree that they receive support from their organizations in their efforts to advance IG.
  - Suggesting opportunity, only a scant number of respondents strongly agree that the size of their staff is adequate (6%) and that they are working with a sufficient budget (5%).

**Recommended Actions**

- Annually, establish and present to leadership an IG-related and milestone-oriented action plan that aligns personal goals with the strategic goals of the organization
- Identify IG-related initiatives that can be advanced with existing resources; highlight positive results to build the case for expanding the initiative
- Regularly communicate IG-related achievements—and needs—that demonstrate or will translate as benefits to the organization
- Participate in online IG communities, in surveys and in external education and training that make available market studies and other IG relevant benchmarking
- Regularly train all employees on IG components, placing emphasis on the benefits of IG to the organization
- Press the case for and participate in the design of change management training to encourage and continuously improve organizational IG support
"Every healthcare professional requires, makes use of, and is impacted by information. While only a few may currently possess or identify with an IG-specific position or title, advancing information governance is, nonetheless, the responsibility of many."

SURVEY RESULTS

1 YOUR INFORMATION GOVERNANCE ROLE

1.1 The survey asked: Are you familiar with AHIMA’s definition of information governance (IG)?

AHIMA defines information governance (IG) “as an organization-wide framework for managing information throughout its lifecycle and for supporting the organization’s strategy, operations, and regulatory, legal, and environmental requirements.”

AHIMA further characterizes information governance as a framework of principles and rules that:

- Establish policy
- Determine accountabilities for managing information
- Promote objectivity through robust, repeatable processes
- Protect information with appropriate controls
- Prioritize investments

Sixty-nine percent (69%) of survey respondents, representing a variety of healthcare organizations, disclose they are familiar with AHIMA’s information governance definition.

As AHIMA’s IG definition asserts, it is indisputable that information is a strategic asset—to be valued, controlled and trusted. Accordingly, as a business imperative for healthcare organizations, IG:

- Contributes to safety and the quality of care
- Supports population health and performance improvement
- Reduces costs
- Enhances operational efficiency and effectiveness

Remarkably, just 2% of respondents identify IG as their primary job function; health information management (HIM), at 31%, is the most represented job function of survey participants (see Demographics Section).

Every healthcare professional requires, makes use of, and is impacted by information. While only a few may currently possess or identify with an IG-specific position or title, advancing information governance is, nonetheless, the responsibility of many.
1.2 The survey asked: What is your involvement in your organization's information governance (IG) oversight body, such as a Council, Committee or Working Group?

Advancing information governance in healthcare organizations requires an IG professional dedicated to the endeavor. An oversight body to guide and encourage the IG professional facilitates those advancement efforts. A multi-disciplinary IG oversight body is essential to realizing the benefits that IG affords an organization in achieving its business goals and strategies. An oversight body sets priorities, and guides the work of IG professionals. Further, a functioning, formalized IG oversight body serves as an endorsement of the importance of IG.

While this survey question was designed to measure the extent to which the IG professional is a contributing member of their organization's formal IG oversight body, it identifies another reality. Even with future promise of the advancement of IG among healthcare organizations, progress, to date, is relatively immature:

• Forty percent (40%) of respondents indicate that their organizations do not have an IG Council, Committee or Working Group, and have no plans to establish one.

Information governance “Tone at the Top”, a corollary of the IG oversight body, is a critical IG advancement success factor. As healthcare professionals work to advance IG, many organizations are just beginning to enable those efforts through their sponsorship or advocacy:

• A combined 23% of survey respondents identify themselves as either a contributing member (19%) of their organization’s IG oversight body, or as its chair (4%).

• For 21% of respondents, their organization has an IG oversight body, but they are not a member.

• Heralding an increase in IG sponsorship, 16% of survey participants report that efforts are underway in their organizations to establish an IG oversight body.

“Even with future promise of the advancement of IG among healthcare organizations, progress, to date, is relatively immature.”

“As healthcare professionals work to advance IG, many organizations are just beginning to enable those efforts through their sponsorship or advocacy.”
1.3 The survey asked: Which information governance (IG) disciplines comprise your job responsibilities?

Information governance is a coordinated, interdisciplinary approach to satisfying information compliance requirements and managing information risks, while optimizing information value (source: Sedona Commentary on Information Governance).

As information governance professionals work to move IG forward in their healthcare organizations, their efforts must address an information-intensive, multi-faceted environment. Accordingly, participants were surveyed regarding their levels of obligation in relation to twelve different areas of responsibility, predominant in healthcare organizations, and essential to the advancement of information governance.

The responses to this survey question can support multiple analyses:

- Undeniably, the responses illustrate the scope of responsibilities currently assumed by or assigned—or not—to those working to advance IG in healthcare.
- The responses may also reflect the extent to which certain information-related disciplines are not yet recognized by healthcare professionals or by their organizations as elements of IG, which require coordinated, interdisciplinary alignment.
- Further, they confirm how no one person can carry out the broad range of IG disciplines. Undeniably, the advancement of IG is a multi-disciplinary initiative.

To facilitate comparison, the twelve IG disciplines are shown on two charts that follow, corresponding to the reported level of current responsibility.

As detailed in the chart above and ranging from a high of 65% to 47%, survey participants categorize certain of the IG disciplines as their **current responsibility**:

- Subject to regulation under the Health Insurance Portability and Accountability Act (HIPAA), health information privacy is generally a mature IG practice. Ranking highest, 65% of healthcare professionals identify the privacy and/or data protection discipline as the most prevalent of their IG responsibilities. This finding may reflect response bias regarding the primary job function demographic (see Demographics Section on page 30).
- The IG discipline of information integrity and data quality for electronic health information (EHR) follows closely, at 59%.
- The IG responsibility described in the above chart as: management of physical health information records or other file room, is also ranked quite high, at 52%.
  ✦ Potentially accounting for this ranking, 31% of survey participants identify HIM as their primary job function (see Demographics Section on page 30).

More than one-half of all survey participants are unambiguous in their categorization of seven additional IG disciplines as **not their responsibility**.

The chart below details those responses, ranging from 51% associated with data management/master data management, including identity management, up to 71%, where nearly three-quarters of respondents indicate that contract management (governance of vendor services) is not one of their IG responsibilities.

Further, reflected in both charts and for every one of the twelve areas of IG responsibility, responses are essentially statistically insignificant when survey participants assess the disciplines that they feel may represent an **expected responsibility in the next two years**.

- These responses range from just 3% to a high of only 14%.
- These responses may highlight areas within their healthcare organizations into which IG professionals can expand their roles, or with which they can align and build their influence.
2 YOUR INFORMATION GOVERNANCE KNOWLEDGE AND READINESS

2.1 *The survey asked: Are you prepared as your role transitions to information governance (IG)?*

Professionals responsible for advancing information governance (IG) in their healthcare organizations must develop the skills and competencies that enable their success in this dynamic and evolving role. This skill development is encumbered by certain realities:

- While the broader healthcare industry has proclaimed that IG is a business imperative, constituent organizations are still working to acknowledge IG advancement as a priority.
  ✦ In addition to the challenges this creates, professionals must ensure their IG advancement efforts align with and support organizational business objectives.

Despite these hurdles, the survey participants currently working to advance IG report that they believe they are well-prepared to support these efforts in their healthcare organizations:

- Quite definitively, over three-quarters of all survey participants strongly (24%) and mostly (52%) agree that their overall body of skills will support their organization’s transition to information governance.
  ✦ While confident in their skills, the differentiation between the strongly and mostly agree responses may reflect survey participant reluctance to “declare strongly”, as they have not yet been tested in the broader enterprise IG role.

- With less certainty, just 59% of survey participants strongly (18%) and mostly (41%) agree that they are qualified to educate or train others on IG principles.

The opposing (disagree) responses from the survey participants are also instructive.

- For example, over one-half (52%) of all respondents mostly (25%) and strongly (27%) disagree that they are recognized by their healthcare organizations as an IG expert.

Healthcare professionals are well-positioned to market themselves as the IG transition progresses. Despite the fact that they may be viewed as performing a certain role, they can highlight their skills to be viewed as ideal for a new or broader enterprise role.

Nonetheless, this survey question identifies a need for the following support for healthcare professionals as they work to advance IG in their organizations:

- IG-related competency enhancement
- IG credentialing
- Ongoing access to IG-specific training and education
2.2 The survey asked: Do your communication skills support the transition to information governance (IG)?

Communication can be both written and spoken, and while primarily verbal, it also manifests in non-verbal forms. Effective, well-honed and practiced communication skills of all types are essential as healthcare professionals train and educate colleagues on IG principles, lead IG oversight bodies, and persuade and influence others to participate in the IG advancement efforts.

- Survey respondents report that communication is among the most compelling of their skills:
  - Seventy-four percent (74%) of survey participants strongly (19%) and mostly (55%) agree that their communication skills enable them to build strong support with IG discipline leadership, such as the privacy officer, the director of procurement, or with the corporate counsel charged with directing e-discovery efforts.

- Communicating effectively with staff is also critical:
  - Seventy-eight percent (78%) of respondents strongly (22%) and mostly (56%) agree that their communications skills support alliance building with IG discipline staff, including IT security analysts or document imaging team members.

For both of these question components, and similar to the survey participant reluctance suggested in Question 2.1, the differentiation between the strongly and mostly agree responses is telling. Respondents may recognize the need to hone their communication skills to accommodate the broader enterprise stage.

“Communication is a crucial component of the healthcare professional’s skill and competency toolset as they engage with, participate on, or establish and lead the organization’s IG advancement efforts.”
Further, only 13% of survey respondents strongly agree that they are prepared to deliver a one-minute IG business case.

- Over one-half (58%) of all survey participants characterize themselves as unprepared to develop and deliver an “elevator speech.”
- A one-minute business case is, in essence, the axiomatic elevator speech. As it is often portrayed, if the conversation in the elevator in the intervening sixty to ninety seconds is persuasive and value-added, the conversation will continue after the elevator stops, or will persist in the scheduling of a follow-up meeting.

In the final analysis, communication is a crucial component of the healthcare professional’s skill and competency toolset as they engage with, participate on, or establish and lead the organization’s IG advancement efforts.
2.3 The survey asked: To support the transition to information governance (IG), are you versed in the following broad areas of expertise?

As stated earlier, AHIMA defines information governance (IG) “as an organization-wide framework for managing information throughout its lifecycle and for supporting the organization’s strategy, operations, and regulatory, legal and environmental requirements.” Accordingly, the following areas comprise the body of IG domains generally represented in those healthcare organizations.

![Survey Results Graph]

This survey question was carefully worded, using “versed” as the descriptor to guide the respondent in defining and assessing this competency level. The healthcare professional charged with advancing IG is not expected to be an expert in each of these areas. To achieve positive outcomes, however, he or she must certainly be conversant in them:

- Using a combined strongly and mostly agree measure, regulatory compliance is the area where 81% of respondents report the highest level of proficiency, followed closely by data quality management and control at 78%, and by auditing at 72%.
- Partnership between health information management and information technology is also critical in achieving IG advancement. Healthcare professionals charged with this responsibility are well-served to maintain or increase the current competency level, reported as a combined strongly and mostly agree of 68%.

Data quality management and control and analytics represent important alliances to be built by the healthcare professional as IG is advanced.

- While analytics is the area where survey participants report their lowest level of confidence, it is still quite high at 62%.

The opposing (disagree) responses reflected in the above graph are also revealing.

- The combined mostly and strongly disagree responses, which are relatively low and accordingly commendable, range from 19% to a high of just 38%.

The results of this survey question bode well for the healthcare professionals, who report a broad base of knowledge, as they work to build interdisciplinary alliances and to coordinate across multiple IG-related business areas.
2.4 **The survey asked: As the evolution to information governance (IG) continues, are you equipped with the following leadership competencies?**

Leadership competencies must contemplate organizational culture, industry trends, competitive advantage and organizational priorities. The skills and behaviors incorporated by these competencies are generally more strategic than tactical and contribute to remarkable performance.

Often modeled by followers, leadership competencies are critical:
- When building and nurturing relationships
- In driving results
- While leading or advocating for change

Inasmuch as information governance is an interdisciplinary effort, requiring broad organizational engagement and collaboration, well-developed leadership competencies are essential.

- An overwhelming 83% of survey participants strongly (35%) and mostly (48%) agree that they have the capacity to change and to lead change. Considering this is a vital competency, this level of preparedness is commendable.
  - On the other hand, as the leadership competency is hardly ever fully evolved, continuous improvement is critical.
- As they advance IG in their organizations, 78% of survey respondents strongly (32%) and mostly (46%) agree that they are equipped to manage projects; a combined 75% are similarly ready to develop policy.
- Further, 79% of respondents strongly (34%) and mostly (45%) agree that they are qualified in workforce development and training.
  - However, re-stating the results of question 2.1, just 59% of survey participants strongly (18%) and mostly (41%) agree that they are prepared to educate or train others on IG principles.
  - This may reveal that while healthcare professionals feel entirely competent as they assess (for this question) their broader leadership skills and behaviors, they recognize as they responded to question 2.1 that these same skills may require honing as IG-specific concepts are addressed.
Survoy data reveal that while healthcare professionals may feel entirely competent as they assess their broader leadership skills and behaviors, they recognize that these same skills may require honing as IG-specific concepts are addressed.

Leadership competencies are crucial in all transition efforts. This is particularly essential as the healthcare professional works to advance IG in their organization.

Advocacy is the act or process of supporting a cause (source: Merriam-Webster Dictionary). Advocacy is also a joint venture. Relationships must be nurtured, with collaboration at the forefront. It epitomizes the ability to persuade and influence, and it benefits from a well-constructed and practiced “elevator speech” (refer to question 2.2). Practically speaking, it is one thing to explain, it is yet another to encourage others to join the cause.

Accordingly, the opposing (disagree) response for the leadership competency of Governance Council or Committee advocacy is noteworthy:

- Forty-one percent (41%) of survey participants mostly (27%) and strongly (14%) disagree that they are equipped to advocate for a Governance Council or Committee.

In further support, in question 1.2, it was revealed:

- Forty percent (40%) of respondents indicate that their organizations do not have an IG Council, Committee or Working Group, and have no plans to establish one.

Information governance advancement efforts benefit when an oversight body is in place to guide and support the healthcare professional. Further, the existence of an IG oversight body is viewed as symbolic of the benefit IG can add to the achievement of organizational goals and strategies.

Leadership competencies are crucial in all transition efforts. This is particularly essential as the healthcare professional works to advance IG in their organization.
3 INFORMATION GOVERNANCE PROGRESS IN YOUR ORGANIZATION

3.1 *The survey asked: What are your knowledge and training sources for information governance (IG)?*

As disclosed earlier in this white paper, specifically in response to survey question 2.1:

- Just 11% of survey participants strongly agree that they are recognized by their organizations as an IG expert.
- Further, only 18% of survey respondents strongly agree that they are capable of training and educating others on IG principles, supporting a conclusion that IG principles must at a minimum be understood, if not mastered.

Accordingly, access to credible IG-related knowledge and training sources is vital.

- Eighty-nine percent (89%) of all survey respondents identified the American Health Information Management Association (AHIMA) as their go-to source for reliable and timely IG guidance.
  - Resource materials, including guidelines, models, practice briefs, and tool kits, are being developed by AHIMA to assist healthcare professionals in advancing IG in their organizations.
  - Educational programs are being developed by AHIMA for Health Information Management (HIM) and other professionals on the principles and practices of IG in healthcare.
- Identified by 42% of survey participants, the Healthcare Information Management and Systems Society (HIMSS) is notable as a source for IG knowledge and training.
### 3.2 The survey asked: In your organization, has the importance of information governance (IG) been elevated?

Advancing information governance is a multi-disciplinary endeavor, requiring enterprise-wide tactics, attitudes and strategies. The individual healthcare professional working on, or leading this effort likely will not possess the broad range of skills and competencies needed to support the numerous functions integral to IG. Accordingly, an organizational approach with a multi-faceted support system is critical to facilitate both the success of the healthcare professional and the effort itself.

Survey participants report the following progress by healthcare organizations in elevating the importance of IG:

![Survey Results Graph]

The opposing (disagree) responses reflected in the graph above provide significant insight.

Whether the survey question element is characterized as tactical or strategic, well over one-half, and nearing three-quarters of all survey participants provide a combined mostly and strongly disagree response to each of these five elements:

**Strategic**
- As reported by 62% of survey participants, IG-specific objectives do not comprise or enable their organization’s overall strategic goals.
- Seventy-two percent (72%) of all respondents indicate that enterprise-wide IG goals have not been established in their organizations.

**Tactical**
- Sixty-four percent (64%) of survey participants reveal that a senior executive from their organization has not yet been designated as the sponsor of the IG advancement efforts.
- Further, and in response to both tactical elements, 68% of respondents indicate:
  - A cross-functional IG team has not been established.
  - An IG change management champion has not been identified.

As healthcare professionals work to move IG forward in their organizations, survey participants are both united and resolute that their efforts require the support of organizational strategies and tactics.
3.3 The survey asked: Has information governance (IG) been prioritized in your organization as a business imperative?

Responsive to the industry’s proclamation as to the importance of IG, some progress is being made; however, significant opportunity exists for healthcare organizations to prioritize the advancement of IG.

Forty-four percent (44%) of survey respondents indicate that over the past twelve months, IG advancement has occurred in their organizations:

- Thirteen percent (13%) describe this progress as significant.
- The progress is described as modest by another 31% of survey participants.

In contrast, and as reported by more than one-half (56%) of all respondents:

- Nearly one-third (32%) of survey participants report that no progress has been made in their organizations to prioritize IG as a business imperative.
- Problematically, another 24% of respondents indicate that IG simply is not a priority in their organizations.

The advancement of information governance in healthcare holds the promise of bringing needed efficiencies and cost savings, and improving the value and trust in information. IG establishes the policy-level rules and accountabilities for managing the lifecycle of information. Further, IG is an essential element in patient engagement, care coordination and public and community health.

In view of these benefits, and in support of the healthcare professionals committed to the IG advancement, healthcare organizations are encouraged to hasten the prioritization of IG as a business imperative.
3.4 The survey asked: Do you have the resources you need to execute on your information governance (IG) responsibilities?

As the survey has revealed, some healthcare organizations have made progress in advancing IG. Many healthcare professionals have committed to this effort and are optimistic that their skills render them “up to the task.”

Despite these organizational and individual commitments, access to resources is essential in effectuating this prioritization. It is as important to the healthcare professional as effective and ongoing “Tone at the Top” messaging, as having a supportive IG oversight body, and as the appointment of an IG advancement executive sponsor.

"Those who advocate for IG must link the investments necessary for IG advancement to improved clinical and business performance."

The users of resources seldom view those resources as plentiful, or even good enough. Nonetheless, it is notable that only 5% to 11% of survey respondents strongly agree that the resources to which they require access are adequate.

- Specifically, the number of respondents that strongly agree that the size of their staff is adequate (6%), and that agree they are working with a sufficient budget (5%) is negligible.

When the strongly and mostly agree responses are combined, however, 41% to 56% of survey participants recount an adequacy of resources.

- This is exemplified as 56% of respondents strongly (11%) and mostly (45%) agree that the technology to which they have access is appropriate.

The responses to this question may provide an appreciation for the daily challenges experienced by the healthcare professionals who work with information in organizations where IG advancement is nascent, albeit slow. Additionally, in healthcare, as with most industries, cost constraints are a reality. Those who advocate for IG must link the investments necessary for IG advancement to improved clinical and business performance.
4 INFORMATION GOVERNANCE AND YOUR JOB SATISFACTION

Job satisfaction is the level of contentment experienced by professionals as they perform in their trade or occupation. This definition applies regardless of industry, and needless to say, is germane for the professionals working to advance information governance in healthcare.

Numerous factors influence job satisfaction:
- Organizational support
- A sense of purpose
- The manner and means of supervision or direction
- Goal-setting participation
- Achievement and recognition

This section of the white paper is dedicated to an examination of the factors that impact the IG-related job satisfaction of healthcare professionals. It surveys the current state of their IG goal-setting, their professional recognition and advancement, and the support systems that can facilitate their enduring job satisfaction.

As illustrated by the graph on page 25 and by those depicted in the three questions that follow, progress has been made, yet opportunities exist to bolster the job satisfaction experienced by healthcare professionals as they expand their IG roles.
4.1 The survey asked: Are your information governance (IG) responsibilities clear?

Representative of positive momentum:

- Thirty-one percent (31%) of survey participants strongly (6%) and mostly (25%) agree that they have clearly defined IG-related goals.
- Similarly, 38% of respondents also strongly (10%) and mostly (28%) agree that they have the opportunity to provide input into these goals.

Depicting the opposing (disagree) perspective, well over one-half of all survey participants provide a combined mostly and strongly disagree response to the remaining two elements:
- Seventy-two percent (72%) of respondents report that they have not yet had the opportunity to translate their IG-related goals into an achievable action plan.
  - Accordingly, 73% indicate that action plan results are not yet measurable.

These two data points may suggest that the IG advancement efforts are still in their formative stages. Nevertheless, healthcare professionals are encouraged to annually establish and present to leadership an IG-related and milestone-oriented action plan that aligns their personal goals with the strategic goals of the organization.
Despite its relative immaturity, IG advancement provides an ideal platform for the healthcare professional to demonstrate leadership competencies and technical expertise.

4.2 The survey asked: In what ways is your information governance (IG) role professionally rewarding?

As the survey results uphold, in many healthcare organizations, information governance advancement is in its initial stages. Despite its relative immaturity, IG advancement provides an ideal platform for the healthcare professional to demonstrate leadership competencies and technical expertise. As their skills and behaviors effect the IG transformation, these actions also translate to professional reward.

Reward may be proffered, literally, to the professional by their healthcare organization. Alternatively, reward may be internalized by the professional as a sense of value, as a feeling of meaning or purpose, or as the gratification experienced through achievement.

As healthcare professionals persist in their dedication to IG advancement, a parallel drawn to a sense of reward will be likely. The agree responses displayed in the graph below offer great promise:

- Forty percent (40%) of respondents strongly (10%) and mostly (30%) agree that they feel supported as they advance IG practices.
- Forty-eight percent (48%) of participants strongly (12%) and mostly (36%) agree that their IG skills are valued.
  - This is mirrored by responses to question 2.1 wherein participants strongly (11%) and mostly (37%) agree that they are recognized by their organizations as an IG expert.
- Nearly one-half (49%) of survey participants strongly (13%) and mostly (36%) agree that their participation in cross-functional strategy development is encouraged.
• This is noteworthy, when only 32% of respondents to question 3.2 strongly (12%) and mostly (20%) agree that a cross-functional IG stakeholder team has been formed.
  ♦ This may also suggest that less formalized, cross-functional collaboration is occurring as a precursor to formal IG oversight.

In some measure, the healthcare professionals charged with advancing IG are achieving results and feeling reward even when IG has yet to be formalized as an enterprise priority. Healthcare professionals are encouraged to establish IG advancement milestones and leverage their achievements to strengthen the level of support, leading to greater empowerment and success.
4.3 The survey asked: How does your information governance (IG) role provide for professional advancement?

For some, professional advancement means recognition; for others, it means compensation. Regardless, the prospect of professional advancement factors predominantly in job satisfaction.

The efforts underway to advance IG pose immeasurable opportunity for the healthcare professional participating in or charged with that responsibility.

IG advancement requires interdisciplinary coordination, cross-functional team building, and project management. This work provides the healthcare professional a platform to demonstrate their versatility across the organization—putting a spotlight on their value.

Survey respondents agree:

- Forty-three percent (43%) of respondents strongly (12%) and mostly (31%) agree that their IG role gives them the opportunity to be more visible in and valuable to other departments in their organizations.
- Further, 39% of respondents strongly (11%) and mostly (28%) agree that their IG role affords them the opportunity for professional advancement.

As professional advancement is often associated with compensation:

- Slightly over one-third (35%) of respondents strongly (9%) and mostly (26%) agree that they are compensated fairly, relative to the salaries commanded by the IG industry.

Professional advancement demands refined and practiced knowledge and skills.

The four survey questions in Section Two: YOUR INFORMATION GOVERNANCE KNOWLEDGE AND READINESS, detail the IG-related skills and competencies essential for successful IG advancement. When developed and leveraged, they also further the prospects of healthcare professionals to advance their careers and accordingly, increase their job satisfaction.
4.4 The survey asked: Will ongoing and targeted support facilitate your information governance (IG) professional advancement?

As stated earlier, while professional advancement is often associated with income or benefits, it also brings about recognition and feelings of individual accomplishment. Professional advancement can exhibit in real-time outcomes or manifest as future opportunity and advantage.

Furthering one’s profession requires occasion or opportunity; it requires experience, and to a great extent, education. As IG evolves in the healthcare industry, IG-specific resources must be available to support the career advancement of the healthcare professional.

Training and academic experts recommend an educational approach for the healthcare professionals responsible for IG advancement that is targeted and continuous—and survey participants agree.

Well over one-half of respondents strongly and mostly agree that focused educational opportunities will facilitate their professional advancement in the IG field:

- Seventy-six percent (76%) of survey participants strongly (24%) and mostly (52%) agree that online IG Communities will provide them access to critical IG conversation and promote sharing and collaboration.
- Further, 65% of respondents strongly (21%) and mostly (44%) agree that they will seek specialized IG education and training.
- Finally, 63% of survey participants strongly (19%) and mostly (44%) agree that the development of an IG credentialing program will facilitate their formal attestation to IG competency.

Training and education play a pivotal role in the preparedness of the healthcare professionals as they work to advance IG in their organizations;
### DEMOGRAPHICS

The following tables detail responses to the survey’s demographic questions, used to filter the responses by organization and job type. *The survey asked:*

<table>
<thead>
<tr>
<th>Your Primary Work Setting</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Care Hospital</td>
<td>42%</td>
</tr>
<tr>
<td>Integrated Healthcare Delivery System---Corporate</td>
<td>9%</td>
</tr>
<tr>
<td>Clinic/Physician Practice</td>
<td>8%</td>
</tr>
<tr>
<td>Ambulatory Surgery Center</td>
<td>2%</td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>3%</td>
</tr>
<tr>
<td>Long-term Care</td>
<td>11%</td>
</tr>
<tr>
<td>Home Health/Hospice</td>
<td>1%</td>
</tr>
<tr>
<td>Other Provider Setting (e.g., rehab, etc.)</td>
<td>1%</td>
</tr>
<tr>
<td>Health Plan/Payer</td>
<td>1%</td>
</tr>
<tr>
<td>Public Health</td>
<td>1%</td>
</tr>
<tr>
<td>Non-Provider Setting (e.g., government, vendor)</td>
<td>3%</td>
</tr>
<tr>
<td>Health Information Exchange (HIE)</td>
<td>1%</td>
</tr>
<tr>
<td>Regional Extension Center (REC)</td>
<td>0%</td>
</tr>
<tr>
<td>Consulting and Outsourced Services</td>
<td>4%</td>
</tr>
<tr>
<td>Educational Institution</td>
<td>4%</td>
</tr>
<tr>
<td>Health Data Organization or Clearing House</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your Primary Job Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator/Operations Management</td>
<td>19%</td>
</tr>
<tr>
<td>Clinical or Health Informatics</td>
<td>6%</td>
</tr>
<tr>
<td>Compliance</td>
<td>4%</td>
</tr>
<tr>
<td>Health Information Management (HIM)</td>
<td>31%</td>
</tr>
<tr>
<td>Information Governance</td>
<td>2%</td>
</tr>
<tr>
<td>Information Security</td>
<td>0%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>4%</td>
</tr>
<tr>
<td>Legal</td>
<td>0%</td>
</tr>
<tr>
<td>Privacy</td>
<td>1%</td>
</tr>
<tr>
<td>Quality or Performance Management</td>
<td>4%</td>
</tr>
<tr>
<td>Clinical Documentation Management</td>
<td>2%</td>
</tr>
<tr>
<td>Revenue Cycle Management</td>
<td>4%</td>
</tr>
<tr>
<td>Consulting</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>20%</td>
</tr>
</tbody>
</table>
Cohasset Associates, Inc. (www.cohasset.com) is one of the nation’s foremost management consulting firms specializing in records management and information governance. Spanning 40 years and serving both domestic and international clients, Cohasset provides award-winning professional services in four areas: management consulting, education, thought-leadership, and legal research.

Management Consulting: Working with multi-national clients, Cohasset develops information governance (IG) strategies and engages in IG implementation activities to achieve business goals, improve compliance and mitigate risk. Distinguished as the leader of the transition from records management to information governance, Cohasset held its first Managing Electronic Records (MER) conference in 1993. Cohasset is proud of its reputation for attaining exceptional results.

Education: Cohasset Associates is renowned for its longstanding leadership in education on information governance and information lifecycle management.

Thought-Leadership: Cohasset regularly publishes thought leadership white papers and surveys to promote continuous improvement in the lifecycle management of information.

Legal Research: Cohasset is nationally respected for its direction on records and information management legal issues—from retention schedules to compliance with regulatory requirements associated with the use of electronic or digital storage media.

The American Health Information Management Association (AHIMA) was founded to improve the quality of health records, and has been the premier global association and leading authority of health information management (HIM) since 1928. AHIMA’s more than 71,000 members worldwide are dedicated to the effective management and use of health information required to deliver quality healthcare to the public.

As HIM and HIT leaders and experts, AHIMA provides education and training, subject matter expertise, and advocacy to support healthcare industry initiatives, the public’s right to quality and secure health information, and our members’ careers.

As a health information thought leader, the organization actively defines health information policy through advocacy at all levels of government, setting sound business practices and standards that guide and raise industry awareness.

AHIMA has taken the lead in driving information governance and defining standards for electronic health information, as well as being proponents for, and authorities on, critical healthcare initiatives like ICD-10-CM/PCS and Clinical Documentation Improvement.

Extending their influence across the globe, AHIMA serves as the ANSI-delegated Secretariat to ISO/Technical Committee 215 Health Informatics, and serves as the Administrator of the US Technical Advisory Group (USTAG). AHIMA also participates in the International Federation of Health Information Management Associations (IFHIMA), World Health Organization (WHO), International Health Terminology Standards Development Organization (IHTSDO), HL7, and global committees such as ISO and SNOMED.

UNDERWRITTEN IN PART BY:

Iron Mountain Incorporated is a global provider of storage and information management services. Its solutions for records management, data management, document management, and secure shredding help customers lower storage costs, comply with regulations, recover from disaster, and better leverage their information into a business advantage. More than 2,000 hospitals and 45,000 healthcare accounts trust Iron Mountain to manage and protect their clinical and business information.

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