



Operationalizing Governance Frameworks

BY PHIG PARTNERS



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Session Speakers

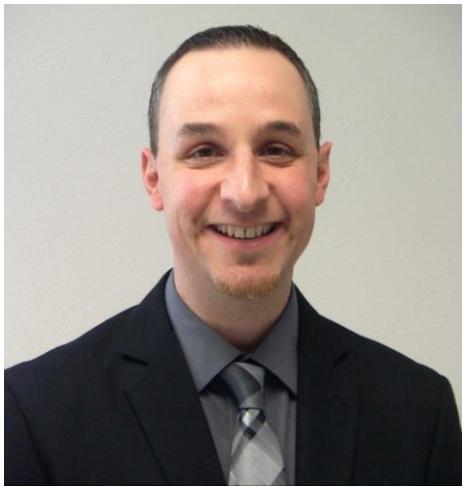


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Data Modernization Lead

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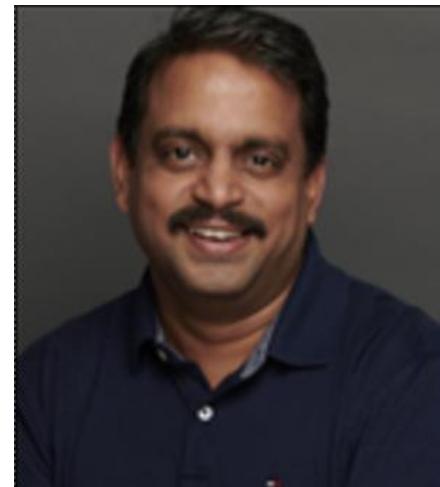


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Agenda

- A. Data Governance in Public Health
- B. Real-world examples operationalizing Governance:
Washington, Kentucky and Virginia
- C. Q&A

Objective and Learning Goals

To support PHAs in understanding how data governance can be practically and sustainably implemented by sharing lightweight, real-world examples.

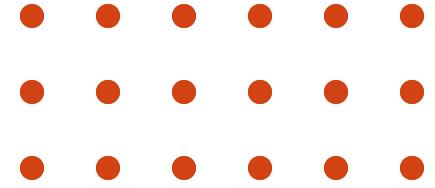
- Learning Goals
 - Learn how jurisdictions are **advancing enterprise-wide governance frameworks** for data modernization projects.
 - Develop an understanding of **key strategies** jurisdictions are using to build relationships to establish governance frameworks.
 - Understand **successes and challenges** implementing governance strategies in different agency contexts

Data Governance in Public Health

What is Data Governance?

- A framework of roles, policies, and processes that guide **how data is managed, shared and use**
- Ensures **data quality, access, security, and compliance**
- Helps PHAs use data **more effectively** to improve decisions-making, reduce duplication, and meeting program goals
- Establishes data as a powerful and strategic asset that informs decisions, demonstrates impact and drives innovation





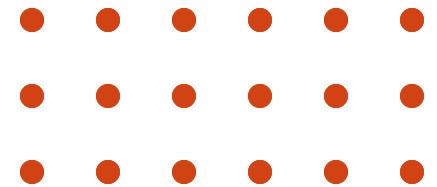
Roles and Responsibilities in Data Governance

Data Owners:
Accountable for data accuracy, use, and compliance. Often program or system leads.

Data Stewards:
Maximize the value of data by enabling use, improving usability, reducing cost, and managing risks. Often day-to-day caretakers.

Technical Owners:
Manage the systems where data lives (e.g., EHRs, registries, data warehouses).

Enterprise Governance Body:
One cross-functional group that make decisions, approve standards, and resolve issues.



Key Elements of a Governance Framework

Policies and Standards

Clear guidance on data definitions, access, privacy, and quality.

Processes and Workflows

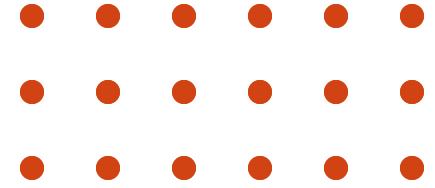
Documented procedures for data entry, review, corrections, and issue resolution, including continuous process improvements (it's not "one and done").

Tools and Systems

Shared platforms for metadata, quality checks, and collaboration.

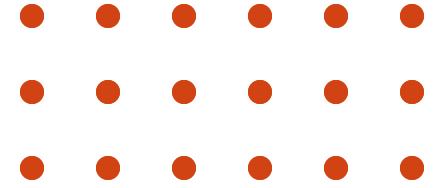
Communication and Training

Regular stakeholder engagement and capability building.



Data Quality and Interoperability as Governance Goals

- Governance identifies and resolves root causes of poor data quality.
- Standardizes data definitions and coding.
- Enables trustworthy data exchange across systems (e.g., IIS, labs, national networks) and internal interoperability across data sources.
- Supports readiness for TEFCA, ELR, and bidirectional data sharing.



Embedding Governance in Project Planning

Governance should be baked into project lifecycles, not an afterthought.

Assign roles in kickoff meetings and decision logs.

Include data governance activities in work plans (e.g., mapping, quality checks, lineage tracking).



**What governance areas do you feel like
you have the most success? (*select
one)**

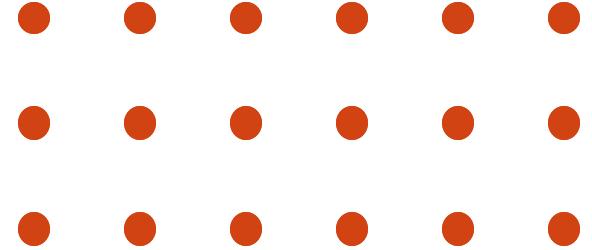
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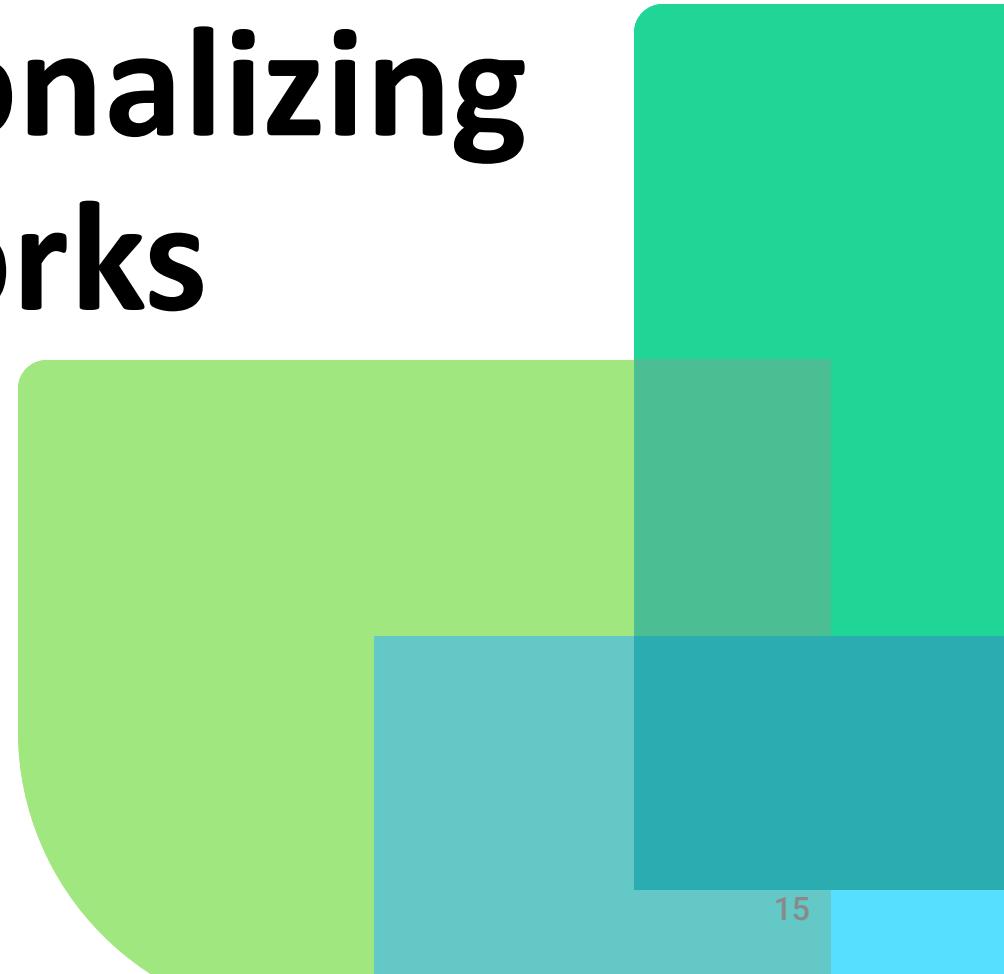


What governance areas do you feel like you have the most challenges? (*select one):

- ⓘ The Slido app must be installed on every computer you're presenting from



Washington: Operationalizing Governance Frameworks



Transformational Repository & Analytics eXchange (TRAX) - Background

2023: Multidisciplinary leadership group

Large health care delivery systems

Health Carriers

State medical, hospital, and pharmacy associations

WA State Department of Health

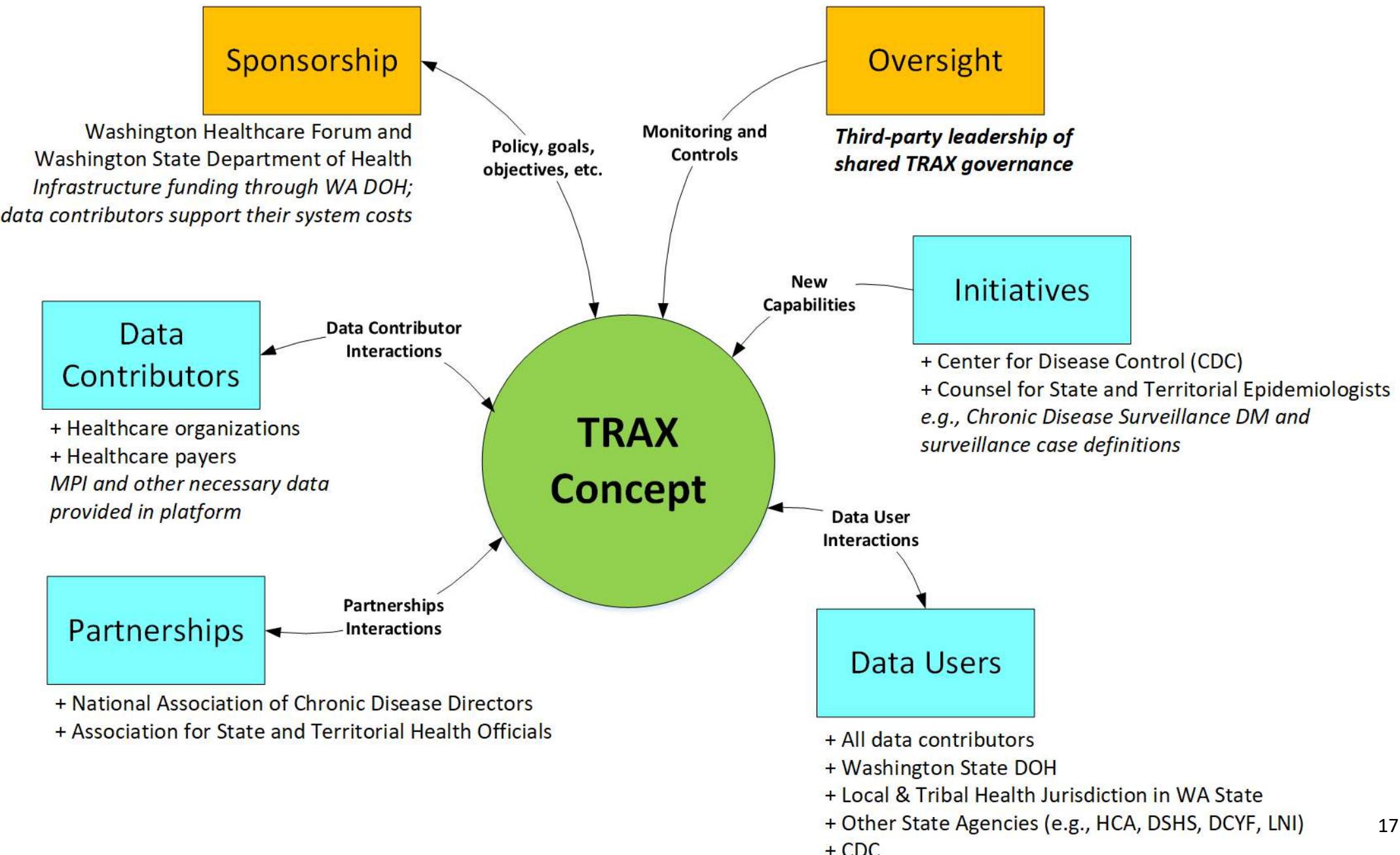
Others

Identified Gap:
accessible, recent chronic disease data from the medical record

2024: Along with state Health Information Exchange formed working group called Transformational Repository & Analytics eXchange (TRAX)

2025: Foundation for Health Care Quality contracted to serve as neutral convenor for Governance Committee

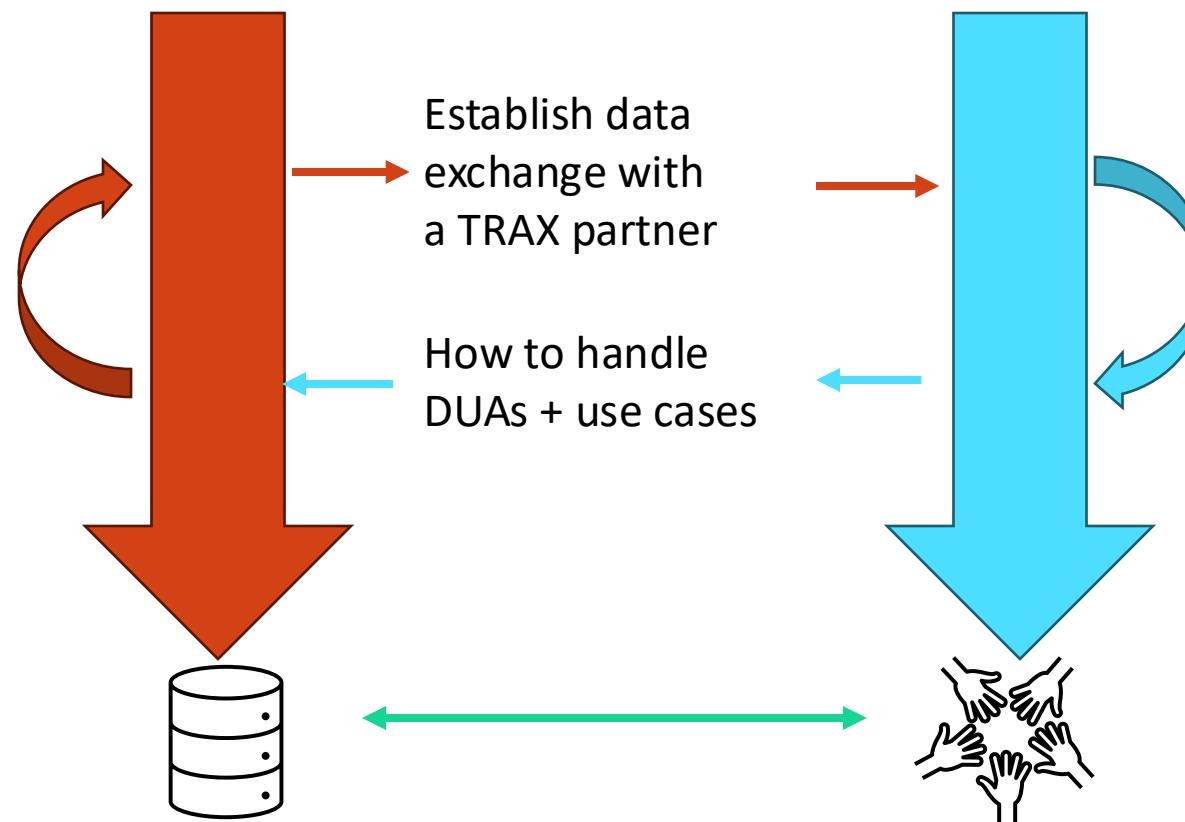
TRAX Business Context Diagram



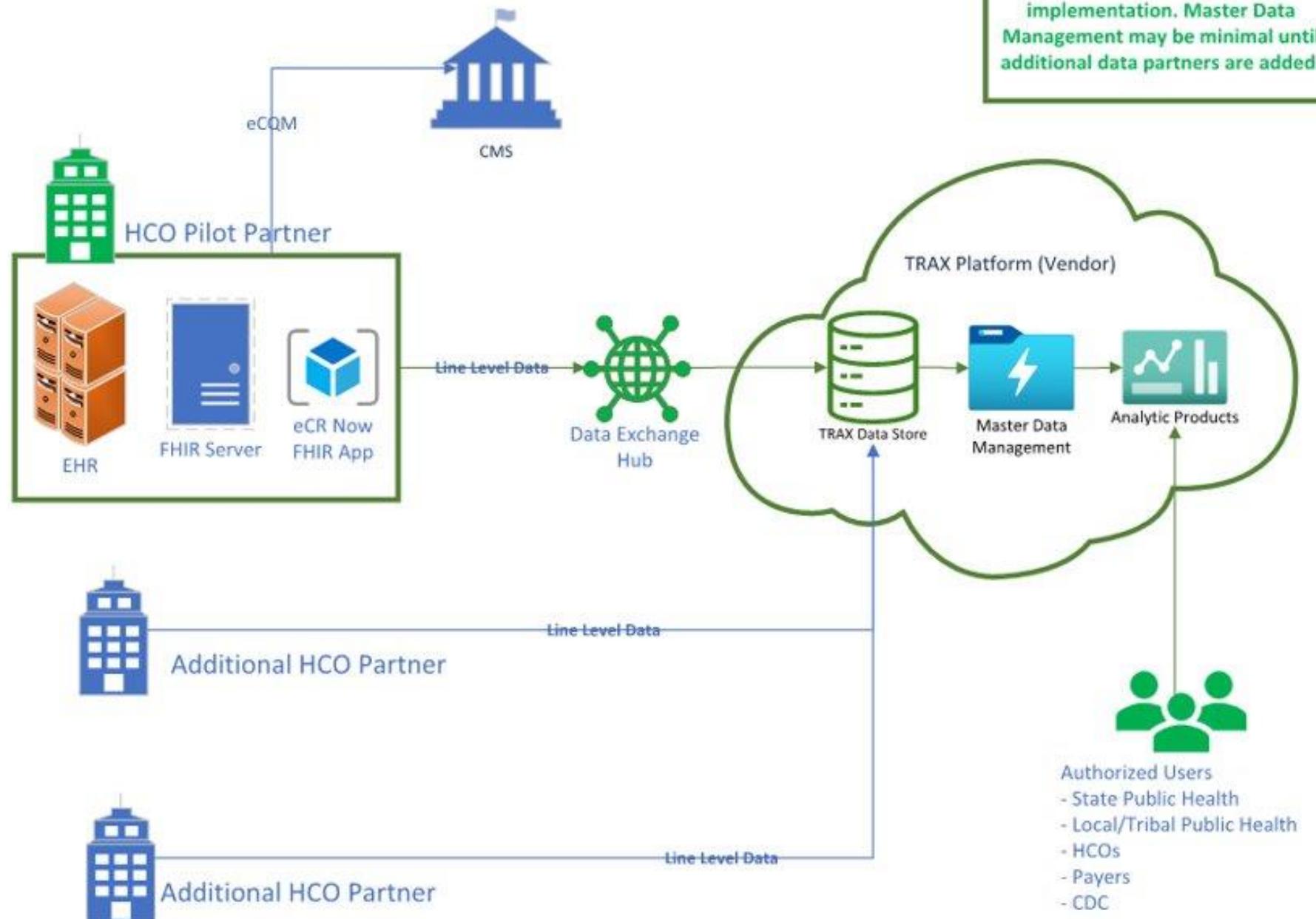
TRAX Tracks

Proof of Concept
(technology & exchange)

Governance
(Terms & use cases)



REPLICABLE DATA FLOW



Minimum Necessary Use Cases

Public Health

(e.g., electronic lab reporting, immunization reporting, syndromic surveillance)

Medicaid Data Exchange

(e.g., care coordination, case management, and quality measurement)

Cross-sector Data Integration

(e.g., HRSN screenings, electronic referral networks, behavioral health information exchange, and quality improvement)

Value-based Payments and Care Models
(e.g., care coordination, quality measurement, analytics and benchmarking)

Key Governance Features

- **High-level organizational leadership buy-in prior to formation**
- **Neutral (non-governmental) facilitation of governance working group**
- **Shared vision for (this particular facet) of data modernization/shared acknowledgement that current state is not meeting population health needs**
- **Shared ownership of processes and outcomes**
- **Voluntary data contributors**

Governance Role

- ✓ Establish environment of mutual trust and cooperation
- ✓ Identify gaps in stakeholder expertise and representation (e.g., rural health) and recruit others to join
- ✓ Develop Executive Governance Charter
- ✓ Develop Memorandum of Understanding between data contributor and executive Governance Team

Memorandum of Understanding (Data Contributors)

- Serve to document each collaborator's expectations AND intentions
 - Similar to language in charter
- NOT a data sharing agreement
 - Trading partners would also have an agreement with the data repository organization
- DOES NOT Set interoperability standards

What's in it?

- Responsibilities of governance committee
- Responsibilities of participating organization

What's Up Next?

- **Discuss use cases for aggregated TRAX data and hold a formal vote of members to approve use cases**
 - Must be unanimously approved
 - Will be ongoing
- **Framework for Data Use Agreement**
- **Strategy for sustainability**

TRAX Minimum Loveable Product (MLP) Partners



Data Partners

MultiCare Connected Care

Data submitter, installed eCR Now FHIR App

Association of Public Health Labs

Developer for the eCR Now FHIR App



Data Pipelines/Data Use Agreements

State Health Information Exchange

- Contract in place
- Connections to MultiCare and CRISP



Master Data Management

CRISP Shared Services / State HIE

- Signed contract



Data Analytics

CRISP Shared Services / State HIE

- Signed contract

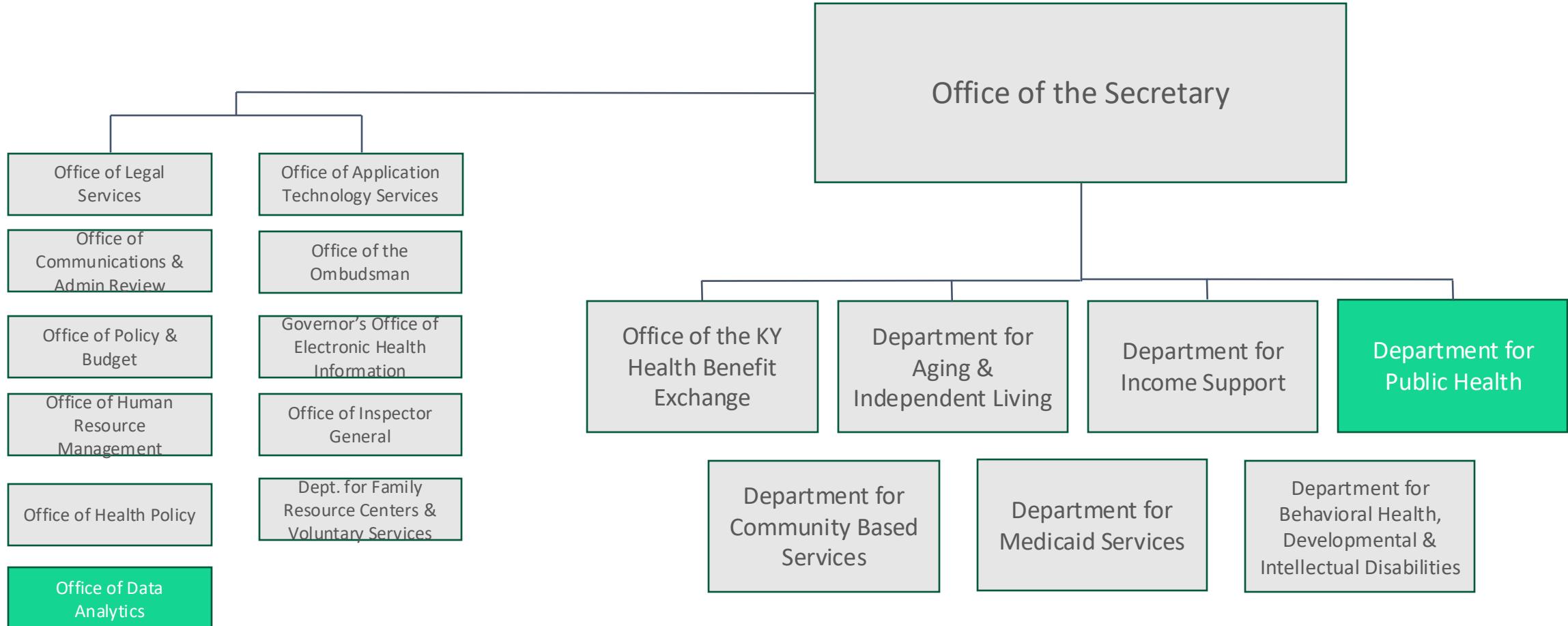
Operationalizing Data Governance Frameworks in Kentucky

Brittany Saltsman Bell, MPH CPH

August 18th, 2025



Cabinet for Health and Family Services



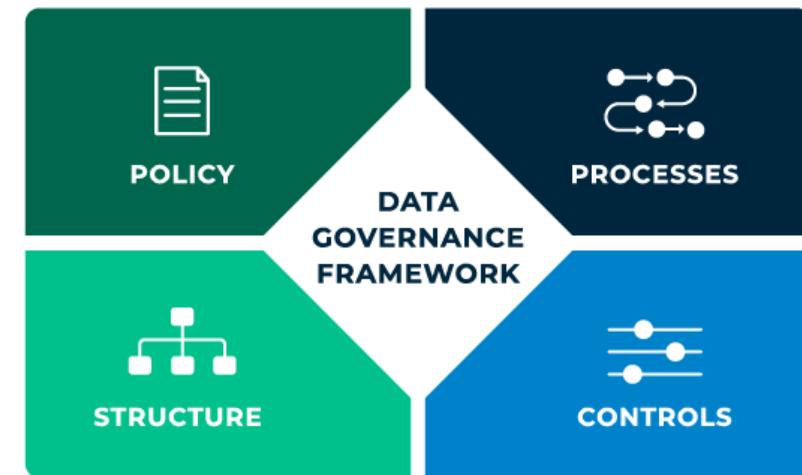
Office of Data Analytics (ODA) Data Governance Program

- **Policies and Procedures**
 - Data sharing (within CHFS, with outside agencies)
 - Data release and suppression
- **Data Governance Committee**
 - Representatives from CHFS Departments and Programs
 - Monthly check-ins to discuss status of outstanding data sharing agreements
 - New opportunities

KDPH's Role in Data Governance

🛡️ What role can KDPH play in data governance within CHFS?

- Survey and prioritize
- Collaborate
- Create
- Educate
- Distribute
- Maintain



Source: <https://www.alteryx.com/glossary/data-governance>

Key Questions

- **What are the current gaps?**
- **Are existing governance documents accessible to all staff?**
 - Do staff KNOW how to find these?
- **How do we prioritize efforts with limited resources?**
 - Biggest impact, quick wins
- **What can KDPH do within the Cabinet / state government?**



KDPH Plans and Policies- This site provides links to all KDPH Plans and Policies. All KDPH employees should familiarize themselves with KDPH Plans and Policies.

Source: KDPH Intranet Homepage

Governance for Existing Systems and Processes



Source: <https://www.bitesizelearning.co.uk/resources/impact-vs-effort-matrix-explanation-template>

- 🛡 Priority for KDPH DM team
- 🛡 Document processes, policies and expectations
- 🛡 Key systems / processes
 - REDCap
 - Monday.com
 - GitHub / DevOps
 - Data Retention
 - Data Release and Suppression

“Word of Mouth” Policies

🛡 **Institutional knowledge and history → written policy**

🛡 **Examples**

- Data Release and Suppression Policy
 - » “John told me that I should suppress all case counts less than 5”
- Convened workgroup to move from verbal to written policy
 - » Added additional scenarios and applications
- Easy uptake by staff as the written policy matches the verbal policy

“Word of Mouth” Policies

>Data Retention Policy and outbreak data

- “When I joined in 2002, I was told I had to keep all data related to outbreaks indefinitely”
 - » History
 - » Statute and regulation
 - » What and how can the retention policy be updated
- ASTHO / ChangeLab Solutions policy-related Technical Assistance



Cabinet for Health and Family Services
Department of Public Health

Records Retention Schedule

Prepared by the State Records Branch
Archives and Records Management Division
Approved by the State Libraries, Archives, and Records Commission



Source: Kentucky Department for Libraries and Archives

Lessons Learned and Next Steps



Wins

- KDPH Data Release and Suppression Policy
- Inter-departmental collaboration



Source:

<https://www.futurereadytx.org/project/implementation-matrix/>



Areas for improvement

- Document, document, document
- KDPH data governance committee and resurrection of CHFS data governance committee
- Repository of existing governance documentation

Thank you.

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KENTUCKY
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AND FAMILY SERVICES

2025 PHIG Annual Recipient Convening (ARC)

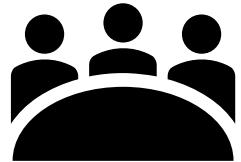
Operationalizing Governance Frameworks

Anup Srikumar, CPHI Director

August 18, 2025

Data Modernization Advisory Council (DMAC) as a Pillar of Data Governance

Governance Contributions Anchored by DMAC



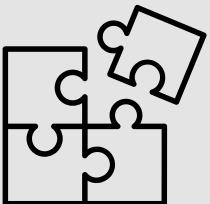
Oversight



Prioritization



Accountability



- DMAC operationalizes governance by elevating real-world modernization needs.
- Informs internal governance structures and decisions.
- Drives alignment with CDC data modernization goals.
- Provides structure for oversight and accountability.

DMAC Goal & Expectations of Members

The goal of the DMAC is to provide consultation on data modernization projects, helping to shape and support the operationalization of VDH's modernization strategy.

Consultation & Strategic Input

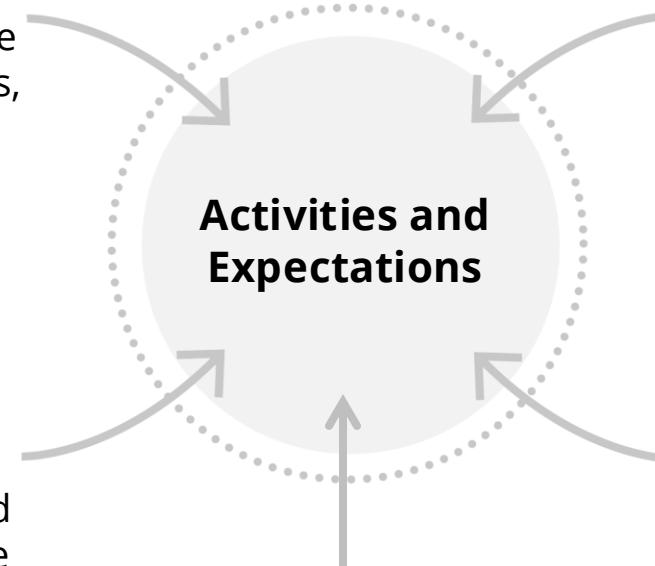
- Provide consultation on current and future DM projects, including benefits, limitations, and technical requirements.

Cross-Agency Representation

- Represent diverse perspectives to promote practical approaches and strategic thinking.

Raise Awareness & Buy-In

- Promote situational awareness and cultivate support for VDH's DM work.
- Solicit feedback, perspectives, and ideas from colleagues across the organization and departments, especially from those who are affected by or have a stake in data modernization.



Council Participation

- Attend meetings, review and provide timely feedback to meeting artifacts, activities and documents as needed.

Project Prioritization

- Assess and advise on the prioritization of current and future DM projects and enhancements.

Building the Foundation: DMAC Governance & Membership for Strategic Decision-Making

Decision-Making Authority:

- DMAC Co-Chairs serve as primary decision makers.
- Escalations go to the Executive Sponsors.
 - Executive Sponsors provide quarterly updates to the Commissioner.

Meeting Coordination & Input Flow:

- Meetings led by the DM Core Team.
- DMAC contributes to planning, resource allocation, and feasibility.

Information Flow:

- Input may originate from:
 - Data Governance Council
 - Interoperability Committee

Membership Strategy:

- Mix of internal and external stakeholders with public health and data experience.
- Selected for:
 - Programmatic expertise
 - Interoperability insights
 - Operational/cross-functional sharing

Council Composition:

- Includes CDC recommended roles: PHEP, ELC, Vital Stats, Immunization, DMI Directors, Local Health Department representatives.
- Membership capped at 19 to maintain balance and efficiency.

Lessons Learned

From Operationalizing Governance at VDH:



Start Small, Show Value

Piloting lightweight, achievable governance activities helped build momentum and credibility.



Documentation is key

Verbal policies and informal practices were converted into written standards for clarity and sustainability.



Shared Governance Strengthens buy-in

Engaging diverse programs and perspectives through the DMAC will create shared ownership of modernization goals.



Sustainability requires Intentional planning

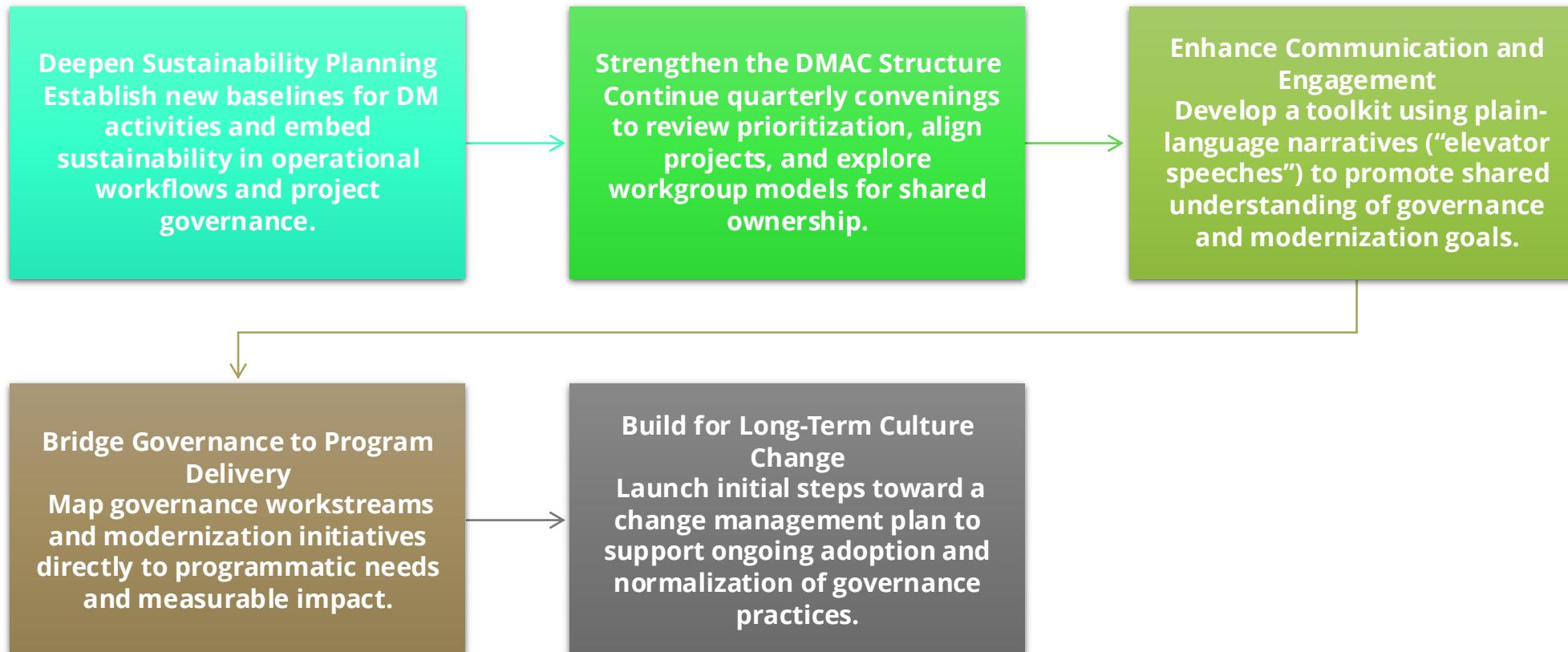
Short-term wins must transition into long-term strategies embedded in agency infrastructure.



Communication Builds Culture

Regular touchpoints, simple language, and visuals helped normalize data governance across teams.

Advancing Governance and Modernization at VDH



Acknowledgements & Contact Information

Operations and Project Management

Jasmine Hough, MPH – DM Analyst (Jasmine.Hough@vdh.virginia.gov)

Daniel C. McGowan – DM Project Manager (Daniel.McGowan@vdh.virginia.gov)

DM Co-Chairs

Rebecca Early, MPH, CHES – Director, DIIS (JRebecca.Early@vdh.virginia.gov)

Anup Srikumar, MS – Director, CPHI (Anup.Srikumar@vdh.virginia.gov)

Leadership

Laurie Forlano, DO, MPH - State Epidemiologist and Director, Office of Epidemiology
(laurie.forlano@vdh.virginia.gov)

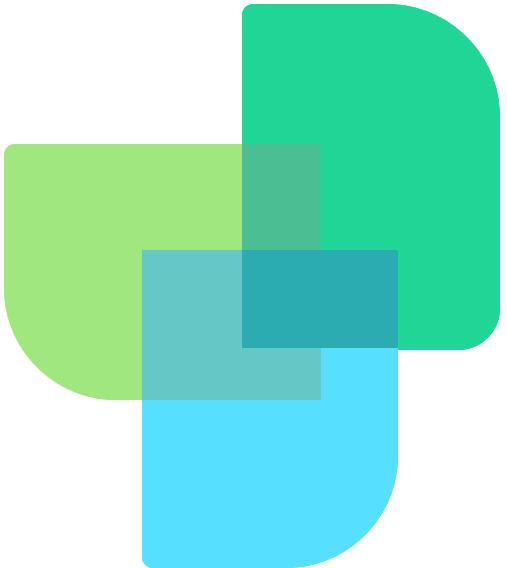
Suresh Soundarajan - CIO, (OIM, OVR, CPHI) (Suresh.Soundarajan@vdh.virginia.gov)

Q&A Session

Thank You!

Please submit any questions for presenters or about the IC Program to
phdmic@astho.org

phinfrastructure.org/implementation-centers



Thank You!

UP NEXT...

5-6pm Central Time | Join us for our *Data Modernization in Motion Networking Reception* – Park View, 4th Floor

TOMORROW...

8:30-9:30am Central Time | Hashbrowns & High Tech Peer Networking Breakfast

9:45am Central Time | Concurrent sessions continue, followed by preconference closing plenary