Building the Case for Information Governance and Leading the IG Effort

UHIMA Meeting

May 20, 2016

Ann Meehan, RHIA
Director, Information Governance, AHIMA IGAdvisors

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## Agenda

<table>
<thead>
<tr>
<th>Part</th>
<th>IG Topic Area</th>
</tr>
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<td>Part I</td>
<td>Quick Baseline of Information Governance, the “What and Why”</td>
</tr>
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<td>Part II</td>
<td>Best Practices for Getting Started with Information Governance &amp; Building the Business Case</td>
</tr>
<tr>
<td>Part III</td>
<td>IG Tools and Resources for Success</td>
</tr>
</tbody>
</table>
Part I: Quick Baseline of Information Governance, the “What and Why”
AHIMA Definition:
An organization-wide framework for managing information throughout its lifecycle and for supporting the organization’s strategy, operations, regulatory, legal, risk, and environmental requirements.

Wiki (non-healthcare version):
Information Governance encompasses more than traditional records management. It incorporates information security and protection, compliance, data governance, electronic discovery, risk management, privacy, data storage and archiving, knowledge management, business operations and management, audit, analytics, IT management, master data management, enterprise architecture, business intelligence, big data, data science, and finance.
AHIMA’s Information Governance Adoption Model Competencies

- IG Structure
- Strategic Alignment
- Privacy & Security
- Legal and Regulatory
- IT Governance
- Data Governance
- Analytics
- IG Performance
- Enterprise Info Mgmt
- Awareness & Adherence
Information Governance for Healthcare
2015 IGI Annual Report – What is Information Governance?

THE FACETS OF IG

THE FACETS OF IG: IG SERVES A COORDINATING FUNCTION

IGI Annual Report 2015 is available at: www.Iginiitiative.com
Why Information Governance is Important

People
- Coordinating Care / Cost of Care / Quality of Care
- Patient Engagement
- Managing Patient Populations

Process
- Regulatory Compliance
- Managing Switch to Value Based Reimbursement
- Reducing Hospital Acquired Conditions
- Mergers and Acquisitions

Technology
- Managing Data
- Improving Information Security
- Trusted data exchange

IG Principles For Healthcare (IGPHC)
Accountability
Transparency
Integrity
Protection
Compliance
Availability
Retention
Disposition
On the Road to IG Most Organizations Start by...
Part II: Best Practices for Getting Started with Information Governance & Building the Business Case
IG Pilot Site Insights: Building the Case for Information Governance

- **Patient Identification** – Governance surrounding this process has provided a positive return on investment.
  - The ONC provided guidance on the cost of correction with $60 per record in Feb 2014.
  - An 8% duplicate rate for 1.6 registrations in 2015 would have resulted in a cost of $7.9M to correct.
  - IG has provided the structure that has resulted in a rate of 0.2% and cost of $198K. Savings of $7.7M.

- **Retention Management** – Governance surrounding this process provided a mechanism for us to manage paper documents stored at an off-site storage facility.
  - We eliminated $100K in annual costs.
IG Pilot Site Insights: Building the Case for Information Governance

• Electronic Archival
  – Archival of e-mail at 69 days allowing access by the end-user using vaulted technology while decreasing support costs.

• Storage of PHI
  – Mitigated the risk of storage on public drives with a policies and technologies to provide immediate feedback to end users.
    – The culture is changed with immediate feedback and supporting policies.
Building the Case for Information Governance

• Review your organization’s mission, strategies, strategic and tactical goals.
  – Determine where quality, trusted information is important.
  – Align information governance initiatives with strategic initiatives.
## Aligning with Strategy Examples

<table>
<thead>
<tr>
<th>Healthcare strategy</th>
<th>How Information Governance Supports</th>
</tr>
</thead>
</table>
| Reduce Operating Costs               | • Reduced data storage costs  
• Technology decisions based on IG (interdisciplinary) assessment of demonstrated need and cost benefit  
• Improved data quality improves decision making |
| Quality and Safety Benchmarks        | • Enterprise standards for capturing consistent quality and safety metrics  
• Desired standards throughout the organization  
• Trusted data for analytics and business intelligence |
| Performance Based Contracting        | • Reduces obstacles from data silos  
• Trusted data to evaluate and reengineer processes  
• Timely and complete information speeds up process |
| Reimbursement Models                 | • Reduces obstacles from data silos  
• Timely, trusted, complete information  
• Standards based claims |

Excerpt based on Figure 3.5 (p34) *Implementing Information Governance* Kloss 2015. Purchase in the AHIMA store: [https://www.ahimastore.org/SearchResults.aspx?SearchString=kloss](https://www.ahimastore.org/SearchResults.aspx?SearchString=kloss)
### Aligning with Strategy Examples -continued

<table>
<thead>
<tr>
<th>Healthcare strategy</th>
<th>How Information Governance Supports</th>
</tr>
</thead>
</table>
| Data Breach Avoidance                | •Sensitive information is better protected from corruption, loss, theft, hacking and inappropriate use  
•Uniform policies for all types of information not just PHI  
•Mitigation of fines and investigations                                                                 |
| Support Mergers, Acquisitions and New Affiliations | •Avoid new risk, redundancy, costs of inefficiency  
•Quicker transition of information from one organization to another  
•Standardized use and definition of data and information                                                                 |
| Improve Care Management              | •Longitudinal information to manage avoidable admissions, readmissions and ED visits  
•Trusted data  
•Patients have more confidence (aren’t finding issues via portal)  
•Better data for supporting chronic disease, research, etc                                                                 |
• Identify areas where information is not considered reliable...
  – Identify where information could be seen as a strategic asset
  – Identify areas where data-driven decision making could make a difference
Information Governance Will Enable:

- Safe Use of Health IT
- A State of Interoperability
- Reduced Information Risk
- Right Patient – Right Information
- Quality Care - Lower Costs
- Reliable Performance Measures
- Proof of the Value of Care Purchased

- Trust in Exchange Partners
- Appropriate and Ethical Use of Information
- Reliable Analytics – Decision Support
- A Learning Health System
- Research – Population Health

© 2015
Information is a High Value Asset

- Volume is growing on an exponential path in healthcare
- Data in the average EHR is growing by 70% annually yet studies suggest that nearly 20% is unusable due to quality issues
- Only about 25% of data being stored has real business value
## CEO Survey - Top Issues Confronting Hospitals 2015

<table>
<thead>
<tr>
<th>Issue</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial challenges</td>
<td>3.2</td>
<td>2.5</td>
<td>2.4</td>
</tr>
<tr>
<td>Patient safety and quality</td>
<td>4.2</td>
<td>4.7</td>
<td>4.9</td>
</tr>
<tr>
<td>Governmental mandates</td>
<td>4.5</td>
<td>4.6</td>
<td>4.9</td>
</tr>
<tr>
<td>Personnel shortages</td>
<td>5.1</td>
<td>7.4</td>
<td>8.0</td>
</tr>
<tr>
<td>Patient satisfaction</td>
<td>5.3</td>
<td>5.9</td>
<td>5.9</td>
</tr>
<tr>
<td>Physician-hospital relations</td>
<td>5.7</td>
<td>5.9</td>
<td>6.0</td>
</tr>
<tr>
<td>Access to care</td>
<td>6.2</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Population health management</td>
<td>6.3</td>
<td>6.8</td>
<td>7.6</td>
</tr>
<tr>
<td>Technology</td>
<td>7.1</td>
<td>7.3</td>
<td>7.9</td>
</tr>
<tr>
<td>Reorganization (e.g., mergers, acquisitions, restructuring, partnerships)</td>
<td>7.4</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

The average rank given to each issue was used to place the issue in order of how pressing they are to hospital CEOs, with the lowest numbers indicating the highest concerns.

The survey was confined to CEOs of community hospitals (nonfederal, short-term, nonspecialty hospitals).

Source: ACHE 2015. [www.ACHE.org](http://www.ACHE.org)
How to Capture the Attention of Senior Leadership? – The Business Case

- Vision
- Return on investment
- Education
- Align IG with the organization’s strategic goals
- Enlist stakeholders with common IG goals
- Create a sense of urgency
IG provides a *competitive advantage* that allows the organization to improve business agility and to introduce new products into the market more quickly.

The courts will be looking for Information Governance Programs.

Governing information isn’t going to get any easier / information is vital for patient care and running the business.
Is It Time to Integrate Organizational Data Silos?

- Implemented EHR in conjunction with best of breed systems but information sharing is challenging.
  - Interfaces to maintain
  - Interoperability needs
  - Hybrid environment
Where to Start? Best Practices

• Analyze where Information Governance is in your organization.
  • Who could serve as executive sponsor?
  • Do you need project management support?
  • Is the program recognized, formalized, aligned?

• Start-Up:
  • Building the IG team
  • First projects to start success
  • Where can standardization begin?
  • How is information flowing?

• Look at shifting resources and teams/committees to higher-value work (example: Privacy Committee transition to IG committee)
• Analyze IT trends –
  ▪ Cybersecurity
  ▪ Telemedicine
  ▪ Biometric data
  ▪ Genomics
  ▪ Data from wearable devices

• Analyze relevant legal, regulatory, political factors -
  ▪ Medicare Access & CHIP Reauthorization Act of 2015 (MACRA)
  ▪ Value-based purchasing & reimbursement

• Determine industry best practices by talking to others
## Challenges to Information Integrity and Quality

Excerpt based on Figure 6.1 (p75) Implementing Information Governance Kloss 2015

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Examples</th>
<th>Costs</th>
</tr>
</thead>
</table>
| **Process Breaks** | • Missing or delayed data  
• Data in wrong medical, employee, contractor, provider record  
• Duplicates / MPI mgmt  
• Mergers and acquisitions | • Patient safety risks  
• Increased labor costs to manage, merge  
• Loss of patient and workforce confidence in data  
• Risk, redundancy, and cost of inefficiency |
| **Compliance Risk** | • Documentation error, coding error  
• Altered or compromised data  
• Billing errors | • Revenue loss, slowed reimbursement, lowered reimbursement  
• Cost of monitoring, fines  
• Loss of patient and workforce confidence in data  
• Risk, redundancy, and cost of inefficiency |
| **Diminished Trust and Reputation** | • Errors in patient portals / view  
• Errors in quality reporting  
• Lowered payment | • Loss of patient loyalty, loss of referrals  
• Harder managed care contracting |
Information Governance or Data Governance?

Figure 2. Comparison of DG and IG functions

Data Governance
- Data Models
- Metadata Management
- Master Data Management
- Content Management
- Data Security Management
- Data Quality Management

Information Governance
- Release of Information
- Retention and Disposal Policies
- Documentation Requirements
- Legal Hold
- Regulatory Compliance
- Records Management
- Ethical Use of Information
- Intellectual Property Ownership

Excerpt based on 2 Enterprise Health Information Management and Data Governance. Merida Johns.
Core disciplines in a DG program include:

– data life cycle management,
– data quality management,
– master and reference data management,
– metadata management,
– data architecture management,
– data development, and
– business intelligence management.

Excerpt based on Figure 3.5 (p34) Implementing Information Governance Kloss 2015.
Best Practice - Prioritize IG Projects Based on Relative Business Value

- Risk Reduction
- Cost Reduction
- Compliance
- Improved Productivity
- Increased Information Value and Intel
- Create Key Performance Indicators for IG projects (For example: Reduce offsite storage costs by $500,000 in 2016 through information governance retention and destruction policy and process update)
The Information Governance Road Map: Mile Marker 1—Getting Started

By Ann Meehan, RHIA

Editor’s Note: This article is the first in a series that provides a road map for implementing an information governance (IG) program in any organization. Each month a set of concepts will be discussed that tie to the IG Road Map infographic developed by AHIMA. Any organization can take these implementation concepts and travel along The Road to Governance.

ROAD TRIPS ARE exciting and can lead to some unexpected surprises. To ensure a successful trip, careful thought and planning is required, such as where to go, what to do, and where to stop for food and gas. It takes self-education on the area being traveled in order to be knowledgeable and informed. A plan is also needed to address the unexpected, whether that is a hidden treasure of a restaurant or an unplanned challenge like a flat tire.

Likewise, the road to successful information governance (IG) in healthcare takes knowledge and planning. It takes a road map—a well-constructed plan that methodically moves an organization toward a sustainable enterprise-wide IG program.

Unfolding the IG Road Map

AHIMA has developed a road map to provide guidance for implementing an IG program, available on AHIMA’s IG webpage at www.ahima.org/topics/infogovernance/igbasics?tab=resources. This road map organizes the requisite steps one must take to implement a successful IG program into mile markers in order to define specific actions needed. Mile markers may be implemented at a pace that is appropriate for the organization. The mile markers include IG buy-in and support; program? What will be accomplished? What is the desired end result? Another consideration is making a business case for IG.

“Impact is an asset owned by the organization, which includes intellectual property, strategic plans, quality improvement and business operations—all of which make us unique and give us our edge in the business world,” says Katherine Lusk, MHSM, RHIA, chief health information management and exchange officer at Children’s Health System of Texas, a leader in healthcare IG. “For a long time we’ve governed and managed human resources, capital investments, information technology, material assets... but not information. Information is the key to our business success and critical to management of all our assets. It was time information was provided the same structure and rigor.”

It is important to note that information crosses the entire organization and is not limited to just clinical information. All information is important to business strategy and therefore must be held to a standard that ensures accountability, trust, and protection. Information governance can also help organizations handle risk mitigation, improve patient care, streamline financial reporting, and bolster contract management.

Once decision makers grasp key IG concepts and can identify
Information Governance

- IG is an ongoing program not a one time project, however, you must break the work into manageable pieces / prioritize / be realistic.
- IG is a key piece of successful Risk Management.
- Using the AHIMA framework for adoption can help guide your program.
Information Governance

• A cross functional team is needed
• Business processes will be redesigned
• Executive sponsorship is critical
• A business case is critical to selling the value of information governance to the organization.
  – Don’t forget the qualitative benefits:
    • Employee satisfaction (less frustration for duplicate tasks / leadership doesn’t understand)
    • Customer satisfaction
    • Brand reputation
    • Knowledge
• IG Infrastructure is Critical to Success
  – Senior Leadership Support
  – Budget
  – IG Awareness Across Organization
  – Multi-Disciplinary IG Committee Reporting to Governing Body
  – CIGO (Chief Information Governance Officer)
Part III: IG Tools and Resources for Success
IG Tools and Resources for Success

• Measuring IG maturity
• AHIMA’s Information Governance Adoption Model (IGAM)
• IG Resources
• IG Training
• 2017 – Release IG Credential Exam
An information governance adoption model helps to engage, inform, and enable effective communication among diverse stakeholders as they seek to establish and achieve organizational information governance goals.

Used effectively, an assessment of maturity will also assist with developing an IG roadmap / project list.
## Starting Point – Determining Level

### AHIMA Levels 1-5

<table>
<thead>
<tr>
<th>At Risk</th>
<th>Aware</th>
<th>Aspirational</th>
<th>Aligned</th>
<th>Actualized</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEVEL 1</strong></td>
<td><strong>LEVEL 2</strong></td>
<td><strong>LEVEL 3</strong></td>
<td><strong>LEVEL 4</strong></td>
<td><strong>LEVEL 5</strong></td>
</tr>
</tbody>
</table>

**LEVEL 1**

This level indicates an environment where information governance concerns, requirements, and opportunities are not addressed at all, are addressed minimally, or are addressed in an ad hoc manner. Organizations that identify primarily with these descriptions should be concerned that their programs will not meet legal or regulatory scrutiny, may not effectively serve the business needs of the organization, and may impede patient care and service delivery.

**LEVEL 2**

This level indicates that an organization is in the early stages of information governance. The approach is siloed at the business unit level. Organizations that identify primarily with these descriptions should be concerned that their programs will not meet legal or regulatory scrutiny, may not effectively serve the business needs of the organization, and may impede patient care and service delivery. There is also an increased risk for adverse outcomes and privacy breach.

**LEVEL 3**

This level indicates a program where the essential requirements that must be addressed to meet the organization’s legal, regulatory, and business requirements are present in basic form. This approach is characterized by defined policies and procedures and the implementation of processes specifically intended to improve information governance. Organizations that identify primarily with Level 3 descriptions still may be missing significant opportunities for streamlining business, improving the care experience, and controlling costs, but they have the key basic components of a sound program in place and are likely to be at least minimally compliant with legal, operational, and other responsibilities.

**LEVEL 4**

This level describes an organization that has established a proactive information governance program throughout its operations. Information governance issues and considerations are routinely integrated into business decisions. The organization is compliant with good practice and easily meets its legal and regulatory requirements. The organization that identifies primarily with these descriptions should begin to pursue the additional business and productivity benefits it could achieve by increasing enterprise-wide information availability, mining its information for a better understanding of patients’ and consumers’ needs, and otherwise transforming its organization through increased use of their information.

**LEVEL 5**

This level describes an organization that has integrated information governance into its overall infrastructure and business processes to such an extent that compliance with program requirements and legal, regulatory, and other responsibilities are routine. This organization has recognized that effective information governance plays a critical role in patient outcomes and consumer services and cost containment, competitive advantage, and patient and consumer service, and it has successfully implemented strategies and tools to achieve these gains on an integrated basis. This organization is a leader in building and sustaining a vibrant, secure, and ensuring information is trustworthy and actionable across the medical ecosystem.
AHIMA’s Information Governance Adoption Model Competencies

IG Structure
Strategic Alignment
Privacy & Security
Legal and Regulatory
Data Governance
IT Governance
Analytics
IG Performance
Enterprise Info Mgmt
Awareness & Adherence
IG HealthRate™ Assessment

• AHIMA’s IG Adoption Model will be delivered within the IG HealthRate™ assessment tool
• Web Based/ Subscription
• IG HealthRate™ is a robust, in depth solution that can identify IG maturity
• Includes additional information and advisory services right in the application / coaching
60 DAY ASSESSMENT | AHIMA IG SCORE 3.1

LEVEL 3

This level indicates a program where the essential requirements that must be addressed to meet the organization’s legal, regulatory, and business requirements are present in basic form. This approach is characterized by defined policies and procedures and the implementation of processes specifically intended to improve information governance. Organizations that identify primarily with Level 3 descriptions still may be missing significant opportunities for streamlining business, improving the care experience, and controlling costs, but they have the key basic components of a sound program in place and are likely to be at least minimally compliant with legal, operational, and other responsibilities.

ASSESSMENTS

60 Day Assessment
Complete 02/10/2016

Initial Assessment
Complete 02/10/2016 (Baseline)

IG COMPETENCY SUMMARY

<table>
<thead>
<tr>
<th>IG Structure</th>
<th>Strategic Alignment</th>
<th>Enterprise Information Management</th>
<th>Data Governance</th>
<th>IT Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEVEL 2</td>
<td>LEVEL 2</td>
<td>LEVEL 3</td>
<td>LEVEL 2</td>
<td>LEVEL 3</td>
</tr>
<tr>
<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Analytics</th>
<th>Privacy &amp; Security</th>
<th>Regulatory &amp; Legal</th>
<th>Awareness &amp; Adherence</th>
<th>IG Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEVEL 2</td>
<td>LEVEL 3</td>
<td>LEVEL 1</td>
<td>LEVEL 4</td>
<td>LEVEL 3</td>
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<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
<td>MORE DETAILS</td>
</tr>
</tbody>
</table>

COMPARE YOUR PROGRESS

Current Baseline Peer Baseline
Each Competency and Marker Includes Coaching and Guidance

The Privacy and Security Safeguards competency encompasses the processes, policies and technologies necessary to protect data and information across the organization from breach, corruption and loss. Protection also ensures information is kept private, confidential and secret as required based on its classification.

**COMPETENCY COACHING** Throughout the privacy and security section your organization indicated you were having issues meeting minimum requirements for protection of information. Your organization should review safeguards, policies and procedures and technology necessary to protect the integrity and availability of your information assets.

You should consult with your privacy officer, security officer, compliance officer and legal counsel regarding your score within this IG competency. See the feedback by marker for ideas on how to improve your score.

<table>
<thead>
<tr>
<th>MARKERS</th>
<th>LEVEL</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Safeguards</td>
<td>2</td>
<td>There is a basic policy requiring a level of protection for information but the policy does not give clear and definitive guidance for the protection of all information, regardless of form, factor or location.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>COACHING</strong> Your organization indicated that some administrative policies are in place to safeguard information assets. Your organization should:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Convene a multidisciplinary team to document policies and processes that outline expected conduct with regards to use, access, disclosure and destruction of all information assets across the organization.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Classify information assets so that appropriate levels of safeguards can be assigned.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Educate members of the workforce on their obligation to protect the security of the organizations information assets as defined by policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Work with external partners to ensure proper protection of information assets.</td>
</tr>
</tbody>
</table>

See the Journal of AHIMA practice brief “Information Security – An Overview”: [here](#).
Information Governance Validation

• Organizations can obtain IGAM Level 4 or 5 Validation
• Vendors who create, access or use information can obtain IGAM Level 4 or 5 Validation
• Competitive advantage
• Shows exemplary information protection and practices
• The only healthcare specific maturity model
Next Step #1: HIM Leaders Need Additional Training in Order to Lead Information Governance

• Training HIM leaders may need to expand on:
  – Change Management / Leadership
  – Data Governance
  – Information Lifecycle Management
  – Master Data Management, Metadata Management
  – Data Modeling, Architecture
  – Privacy, Security and Cybersecurity
Next Step #2 – IG Assessment Can Create the Roadmap and Prioritize Initial Projects

• Feeling like information governance is “too big” – it does not have to be
  – Contact IGAdvisors@ahima.org for an IGHealthRate™ demo
  – Assessment using IGAM creates a roadmap
  – Assessment using IGAM highlights a “short list” of immediate and urgent projects, breaking IG into smaller, more manageable efforts
  – Comparison against organizations helps you understand, by competency, where you are behind
AHIMA Wants Our Members to LEAD IG!

New tools and resources every month – visit www.IGIQ.com or www.IGIQ.org regularly
IG Education is your Path to the CIGO Role! Registration is Open! www.IGIQ.com

• IG Boot Camps (Partnering with the CSAs)
  ▪ June 10 (Portland, OR)
  ▪ June 17 (Chicago, IL)
  ▪ August 12 (Princeton, NJ)
  ▪ August 26 (Mesa, AZ)
  ▪ August 26 (Minneapolis, MN)
  ▪ September 12 (Warren, MI)

• Leadership Forum – Driving Information Governance
  ▪ July 28, Denver (after AOE)
  ▪ October 16, Baltimore (Pre-Convention)

https://www.ahimastore.org/SearchResults.aspx?SearchString=leadership%20forum
Information Governance Resources

• Three IG Books in the AHIMA Store
  – Information Governance Concepts, Strategies, and Best Practices (Smallwood)
  – Implementing Health Information Governance (Kloss)
  – Enterprise Health Information and Data Governance (Johns)

www.IGIQ.com or www.IGIQ.org
Information Governance Resources

- IGPulseRate™ - free quick maturity check
- IG White Papers:
  - “A Call to Adopt Information Governance Practices” (2014)
  - “Professional Readiness and Opportunity” (2015)
- IG Toolkit
- IG Infographics

www.IGIQ.com or www.IGIQ.org
What’s Next? Moving Your Organization’s IG Forward.

- IG Advisors™
  - Consulting and Training Solutions
  - IG consulting and implementation services (project management)
  - GAnalysis and assessment
  - On-site or virtual organization-specific training
  - Score validation from the IGHealthRate™ system for IGAM Level 5™ sites

- IGHealthRate™
  - Identify your organization’s true level of IG maturity
  - Differentiate your organization from its competition and other organizations
  - Validate your organization’s maturity level with AHIMA
  - Receive extensive reporting, guidance, and comparison to other entities of your size and specialty

- IG Pulsarate™
  - Quick check of your organizations IG maturity
  - Begin to understand key success factors that impact organizational maturity
  - Begin to identify strengths and weakness

- IG IQ™
  - IG ToolKit
  - White papers
  - Infographics
  - Blog

For more information contact us at (844) 554-4447 or visit IGIQ.org.

Education & Training

- Webinars
- IG Boot Camps
- IG Leadership Forums
- Books
- For more Information on IG education, visit ahima.org/Infogov
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IGHealthrate™

IG Advisors™
Consulting and Training Solutions

IGIQ™