

Data governance propels COVID-19 response



How a timely upgrade helped Indiana be better prepared for the pandemic

Indiana, a state with a strong track record of data innovation, embarked on seismic data shift in the fall of 2019. The timing couldn't have been better.

In an effort to continually improve decision-making and achieve better business outcomes, the state of Indiana partnered with Optum on a data governance initiative. The strides this project made over the next few months put Indiana in a greatly improved position when COVID-19 emerged. Because of the work, the state was better prepared to track the spread of the virus, to see in near-real time the shifting needs for resources and to make timely adjustments to save lives and work toward reopening its economy.

The timing turned out to be impeccable in terms of allowing the state to remain nimble and respond when the COVID-19 situation presented itself.

A history of data innovation

Data is in Indiana's DNA. Since 2013, an enterprise data warehouse (EDW) has powered the Medicaid program to more effectively and efficiently serve 1.4 million residents.

For several years and in several key areas, the EDW — implemented and operated by Optum, the state's analytics and technology partner — has helped provide officials with information and knowledge about Indiana's \$9 billion Medicaid program.



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The technology has enabled Indiana professionals in the Office of Medicaid Policy and Planning (OMPP), within the Family and Social Services Administration (FSSA), to conduct analyses in major areas of Medicaid and human services, encompassing outcome improvements, program integrity, and performance management and measurement — all with the goals of improving services for beneficiaries and ensuring that taxpayers are getting the best value for their money.

Better decisions faster

Indiana's fall 2019 initiative began with a desire from state officials to get more from its existing data warehouse.

A key goal was to democratize the data — to get it to people both inside the state and outside the state so they have the information to make better decisions faster.

The state partnered with Optum to achieve data governance — a concept that can be described as governing who can take what actions with what data, when, under what circumstances and using what methods.

Indiana chose Optum for the project because of its proven capabilities:

- Business analysis
- Project management
- Deep understanding of Medicaid
- Knowledge of data governance hurdles

Optum expertise allowed months to be shaved off of the project. The team knew where they should be looking for issues and what they should be looking for when they got there.

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Business analysis



Project management



Deep understanding of Medicaid



Knowledge of data governance hurdles

Two critical steps

For a successful project, Optum recommended beginning with two critical steps.

1

First, that data governance be built using the Medicaid Information Technology Architecture (MITA) framework — a great interoperability framework, especially if you're looking to share data with federal agencies whose databases are built on it. Second, Optum recommended that the state form a data governance committee.

To help guide the first step, the Optum team created a comprehensive governance charter based on extensive research of the MITA framework. It then distilled that charter down to more easily consumed talking points — an executive summary with key details from the larger charter. The finished product is Indiana's first-ever data governance vision and strategy document.

2

Then, with Optum's assistance, the state formed six different working groups focused on topics ranging from education and establishment to data security and privacy. Those sessions generated more than 900 individual pieces of input regarding the agency's practices and data culture.

That input helped the state and Optum identify roadblocks that would need to be removed — valuable insights critical to charting a successful path to data governance.

The process was well underway when COVID-19 hit

With data governance being established, Indiana was able to more seamlessly and securely share data between state and federal agencies as well as providers and other industry partners. The data exchange simplified efforts to track the spread of COVID-19 and track and deploy resources.

By regularly evaluating and improving data systems, with help from the right partners, states and government agencies can increase the chances they'll be ready for future challenges.

Adapting existing solutions

Indiana's established relationship with Optum also allowed the partners to make quick adjustments to meet the needs of the population. For example, the state was able to better monitor testing by utilizing another Optum product and adapting it for a new purpose.

OptumServe™ works with local medical facilities to deliver care to military, veteran and civilian populations. OptumServe used its existing infrastructure to track the numbers of people being tested at sites around the state and how many of them were testing positive.

Every day, the OptumServe team uses that data to update an easy-to-read dashboard, empowering state health leaders to understand the data and make real-time strategic adjustments to its response.

/// *Indiana has been extremely strategic about where it places testing sites and when it needs to expand capacity at sites to reach the most residents," explained Steve Johnson, PhD, vice president of Lewin Group, an OptumServe company.*

With information in hand, OptumServe sites opened to anyone who wanted a test and delivered results within two days on average.

Had Indiana not made the move to data governance, many of the tools it's using to fight the pandemic would be less robust. Now, maybe more than ever, states need the power to connect disparate sets of data — something that's not possible if they're locked away in separate silos.

Why Optum?

Optum is an analytics-driven health care services company, bringing extensive resources at a scale and scope that supports the entire health system.

- 36 states use Optum solutions driven by our analytics.
- Optum analytics are used in more than 700 facilities and more than 7,000 medical clinics.
- At Optum, more than 25,000 data scientists, clinicians, health economists, technologists and other skilled professionals work collaboratively.
- Optum maintains a database covering nearly 250 million deidentified lives of data, spanning clinical, claims and employer benefits that is used to foster innovation and research across health care.
- During the COVID-19 pandemic, we have averaged 480,000+ calls per day, with a peak of 65 calls per second.
- Optum has more than 200 commercial and government clients.

Learn more

Contact us at [Optum.com/stategovcontact](https://optum.com/stategovcontact) to learn more about how we can work together to enhance your state agency's analytic culture.



11000 Optum Circle, Eden Prairie, MN 55344

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