Why Analytics Governance? A Healthcare Application

TREO Talk Paper

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Abstract

It is difficult to estimate the amount of human labor hours and investments dollars lost due to analytic failures. Organizations rarely broadcast the shortcoming of their analytics functions; where shortcomings from analytics activities can range from inadvertent harm of innocent people; to the failure of the analytics function to replicate results across the broader enterprise; to miscoded algorithms. Analytics is now a distinct function within organizations and requires its own governance framework.

However, all organizations face limited resources and a business case must be made for allocating resources to the governance of the analytics function. Using the healthcare industry as a backdrop, this talk presents preliminary results from a research in progress, in which we ask the question "What are the emerging risks from analytics project's implemented within healthcare organizations?" We answer this question by:

- Conducting a literature review utilizing both academic and practitioner research in which we articulate shortcomings in related governance frameworks that an analytics governance can help to address.
- Based on the shortcomings in the literature and anecdotal evidence, we concisely articulate emerging risks of the analytics function that analytics governance can help to address.
- Conducting an external assessment of healthcare analytics projects to better understand the risks of analytics to organizations. We derived the most common business goals and key performance indicators of healthcare analytics projects.
- Quantifying the emerging risks of the analytics function from an external assessment of healthcare analytics projects.
- Discussing how other domains can utilize business goals and KPI's to quantify emerging risks from their analytic activities.

In addition, there is intense interest in the topic of analytics governance as evidenced by a 2015 AMCIS Emerging Research Forum paper, which according to AIS has been downloaded over 780 times by commercial, government, education, and military organizations (Avery & Cheek, 2015). Continued research on this topic presents a rare opportunity for information systems scholars to provide timely and desperately needed direction to practitioners and thought leaders. To this effect, this talk will also be seeking feedback on improving the research design and determining the most optimal outlets to publish future research findings.

References

Avery, A., & Cheek, A. (2015). Analytics Governance: Towards a Definition and Framework. *Twenty-first Americas Conference on Information Systems, Puerto Rico 2015*, pg 1-8.