



Building Cross-Agency Data Governance

Data Equity Summit – 2025



Today's Data Landscape

Current Data Challenges



Lots of Data - 470+ Data “Buckets”



Inconsistent Data Practices and Standards



Unclear Ownership and Accountability



Data as its own Language

Data governance is essential for helping to ensure our data is accurate, secure, and used effectively.

Data Governance: A Kitchen Analogy

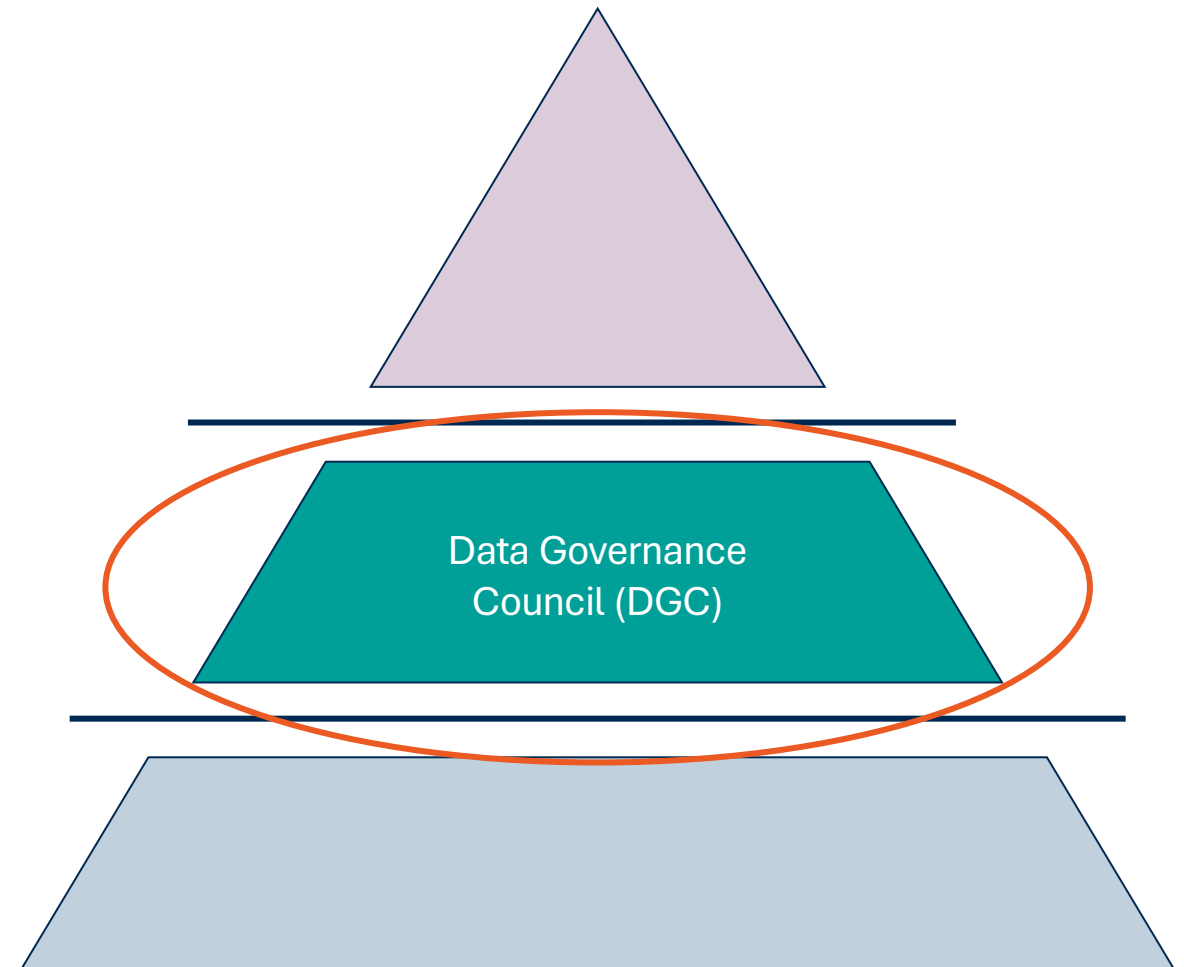
Data Governance is the exercise of authority, control, and shared decision-making over the management of data assets.

- DAMA DMBOK



Forming the Data Governance Council

- **Started with the “data people”** – analysts, stewards, and program partners who work with data daily.
- **Began as an OHA effort** – with strong engagement from Health Analytics, Public Health, and Equity & Inclusion.
- **Focused on operations-level needs** – improving data quality, access, and understanding where work happens.
- **Quickly realized key voices were missing** – including our ODHS partners and other critical data owners.
- **Learned we needed alignment from the top** – a shared, executive vision to connect siloed efforts.



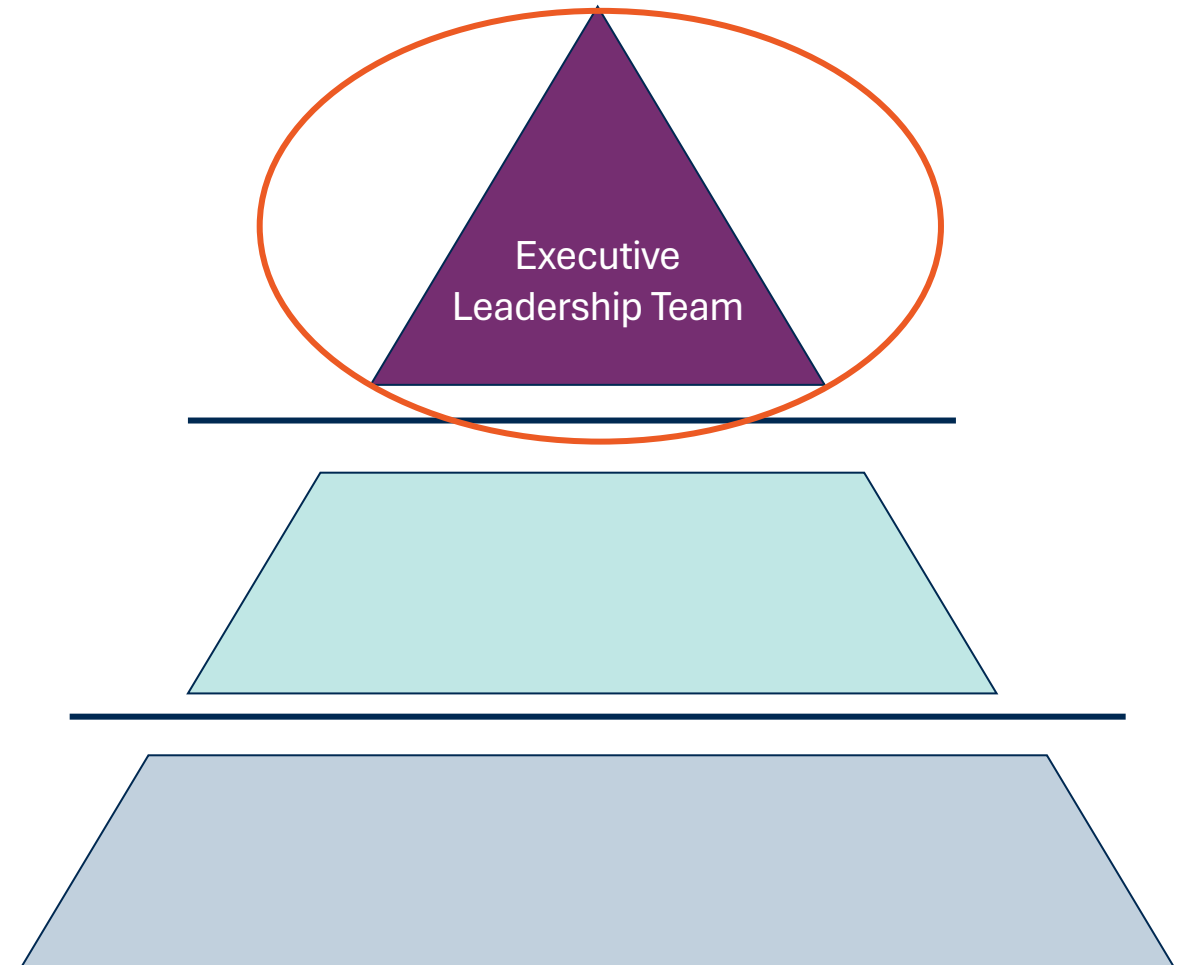
“Pivot”

- **Recognized we were moving too fast.**
- **Needed consistency and shared understanding** – Staff supported the idea, but definitions and goals varied widely.
- **Expanded the conversation** – Brought in additional teams and revisited ODHS to create a truly cross-agency approach.
- **Shifted focus to leadership alignment** – Executive sponsorship became essential to set vision and direction.
- **Committed to communication and change management** – Slowed the pace to build trust, shared language, and lasting partnerships.



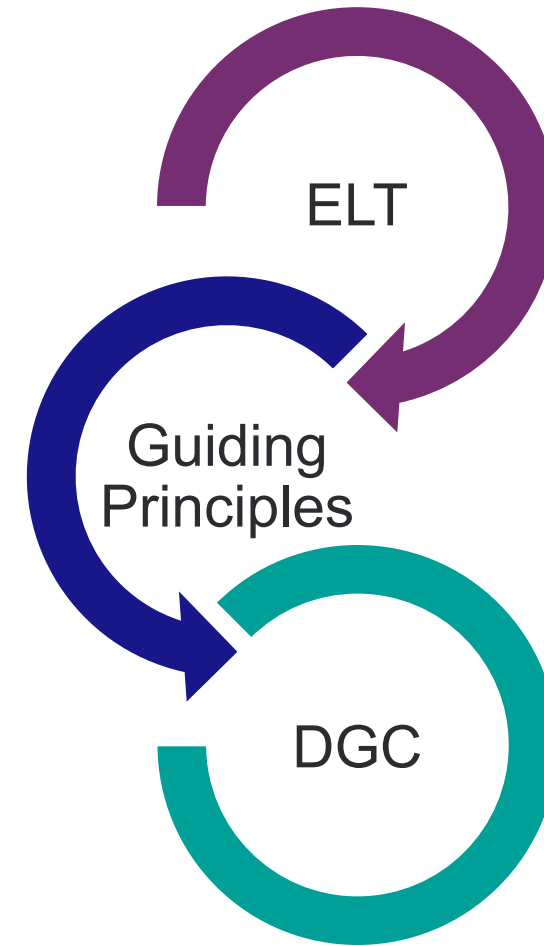
Standing up Cross-Agency Data Governance

- **Shifted focus to the top:** Formed a cross-agency Executive Leadership Team (ELT) spanning OHA and ODHS.
- **Brought together 37 directors and leaders:** Representing divisions and programs serving over 10,000 staff.
- **Made the business case for collaboration:** Showing how joint governance improves services, decision-making, and outcomes.
- **Aligned data governance with agency strategy:** Framed governance as key to well-being and health equity goals.
- **Learned to teach in context:** Introduced governance concepts through storytelling and practical examples.



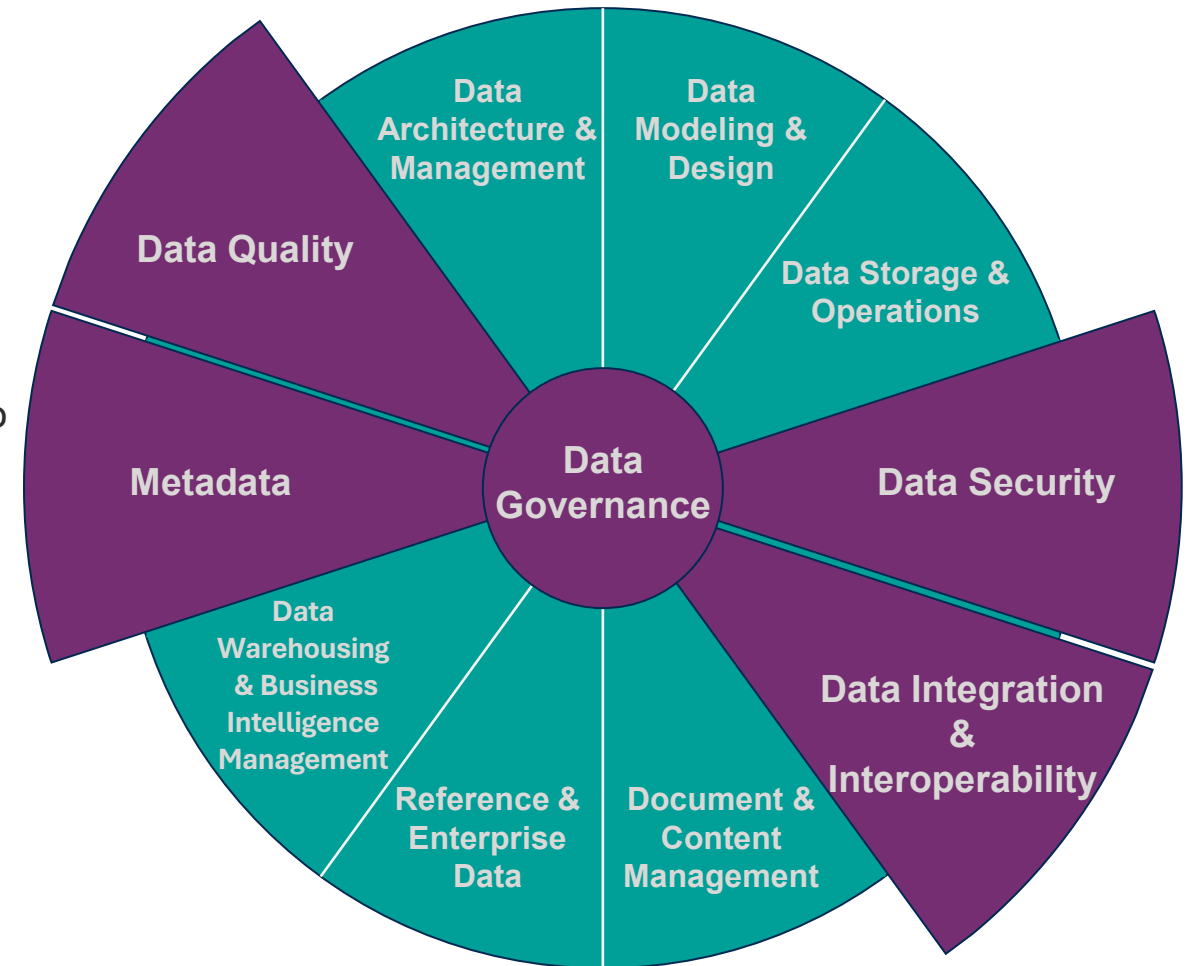
Guiding Principles

- Cultivating a Data-Informed Culture
- Continuous Improvement
- Trust and Transparency
- Equity and Belonging
- Data Security and Confidentiality
- Access and Availability
- Ethical Use of Data
- Collaboration and Partnership



Reforming the Data Governance Council

- **DGC members designated by ELT:** Each division and program nominated representatives to ensure balanced cross-agency participation.
- **Built on existing momentum:** Many members came from the original data governance kickoff, bringing enthusiasm and experience.
- **Listened first:** Conducted interviews with DGC members to understand awareness, needs, and pain points around data sharing and quality.
- **Aligned strategy with standards:** Mapped DGC priorities to the DMBOK framework and to ELT goals.
- **Established operational focus areas:** Industry-aligned priorities now guide our work for the year ahead.



Looking Forward to 2026

Launching a “Data Governance Foundations” workgroup

to define the roles of data owner, steward, and custodian within our agencies.

Strengthening the ELT–DGC partnership

ELT provides guidance; DGC implements and operationalizes.

Unifying existing governance efforts

by aligning and standardizing ad-hoc groups and processes already in place.

Back to the Kitchen

- **Leadership provides vision and cohesion** — connecting individual data efforts into a shared direction.
- **Clear roles and responsibilities build confidence** — everyone understands their part in managing and using data.
- **Standards and processes ensure safety and quality** — consistency enables trust and responsible use.
- **Communication and collaboration bring it all together** — coordination across programs creates better outcomes.
- **Governance turns complexity into clarity** — aligning people, data, and purpose toward a common goal.





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Thank you!