

The CDO's Actionable Framework to Share Sensitive Data

Organizations can be uncomfortable – and even fearful – to leverage and share sensitive data to drive innovation and increase ROI. Identifying, substantiating and communicating the *compelling reason* to put sensitive data assets to work is key to overcoming these challenges.

IDENTIFYING	SUBSTANTIATING	COMMUNICATING
<p>Challenges</p> <ul style="list-style-type: none">• Lack of clarity on ownership, constraints, guidelines and privacy/ethical boundaries• General unwillingness to share between stakeholder groups (internal and/or external)	<p>Challenges</p> <ul style="list-style-type: none">• Patient or consumer mis-perceptions of use• Legal mis-interpretations of use• Predicting and understanding the benefit, cost and value• Framework for public/private collaboration doesn't exist• Data provenance/lineage	<p>Challenges</p> <ul style="list-style-type: none">• Jurisdictional variation• Helping patients/consumers understand the value of data (beyond notice/consent)• Who should be communicating to CEO and board?
<p>Strategies & tactics</p> <ul style="list-style-type: none">✓ Build front-end processes (e.g., define what can be done at early stage to be set up for success)<ul style="list-style-type: none">» Identify key stakeholders and needs, build a tactical plan✓ Create a Data Risk/Cross-Functional Committee<ul style="list-style-type: none">» Make it compelling and make them commit✓ Aim to align the data sharing scenario to the organization's mission<ul style="list-style-type: none">» Align the committee on data sharing goals✓ Shift from data ownership to data stewardship<ul style="list-style-type: none">» Define it, evaluate it; establish it	<p>Strategies & tactics</p> <ul style="list-style-type: none">✓ Ensure a legally defensible position (in line with standards/guidelines)<ul style="list-style-type: none">» Implement frameworks with well-defined policies and practical procedures to follow✓ Tie back to the business need<ul style="list-style-type: none">» Align with growth strategy and/or productivity, ideally tied to corporate mission/consumer benefit✓ Aim to demonstrate ROI<ul style="list-style-type: none">» Develop KPIs to track, including baseline capture for comparison✓ Engage stakeholders early in the process<ul style="list-style-type: none">» Develop mechanism to elicit feedback and concerns	<p>Strategies & tactics</p> <ul style="list-style-type: none">✓ Communicate wins with real-life examples<ul style="list-style-type: none">» Present published results (if available); rich detail (problems/outcomes/proof); feature people✓ Identify all the stakeholders and how to communicate with each<ul style="list-style-type: none">» Understand motivations; build internal + external feedback loops (e.g., focus groups)✓ Ensure regular touchpoints with stakeholders and anticipate questions<ul style="list-style-type: none">» Anticipate needs; frequent/transparent comms (e.g., Quarterly Board meetings, internal newsletter)

Contributing EAB Members

The CDO's Actionable Framework to Share Sensitive Data was developed by the Executive Advisory Board (EAB) focused on building trusted data strategies to drive innovation. The EAB is comprised of 21 senior-level executives working in data, analytics, privacy, and legal roles in private and public organizations. The following people are some of the EAB members who contributed to the creation of the framework:

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The EAB is supported and facilitated by Privacy Analytics, an IQVIA company.

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