

This addresses the foundational need for any modern digital enterprise: robust data strategy and governance. An MBB approach must link data quality directly to business value, particularly the enablement of high-return AI/ML initiatives.

Here is the comprehensive action plan for an **Enterprise Data Strategy and Governance Model**, delivered from the perspective of a Senior MBB Partner.

Comprehensive Action Plan: Enterprise Data Strategy and Governance Model

Section	Content
Preamble/Role	Senior Partner, MBB Firm. The company is a diversified healthcare provider whose growth and patient outcomes are hindered by fragmented, low-quality data, preventing the deployment of high-value AI diagnostic and operational models.
Core Mandate	Design a comprehensive action plan for a 2-year Enterprise Data Strategy and Governance Model . The plan must prioritize data quality remediation for 5 Critical Data Elements (\$\text{CDE}\$s) , establish the Chief Data Officer (CDO) mandate , and implement a scalable Data Literacy Program to accelerate AI/ML initiatives.
Objective	Achieve 95% data quality for the top 5 patient and financial \$\text{CDE}\$s, enable 12 new revenue-generating AI/ML use cases, and reduce data-related operational errors by 40% by Q4 2027.

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Compelling Why	The strategic imperative is Enabling AI and Mitigating Risk. Current poor data quality leads to an estimated \$100 million annual cost from operational errors (billing, patient safety) and prevents the launch of high-margin AI diagnostics. The strategy will reduce regulatory risk (HIPAA, GDPR), unlock a 25%–30% performance improvement in target ML models, and is projected to yield \$400 million in NPV over five years from new AI-driven revenue streams and OpEx reduction.
Approach	Phase 1: Data Landscape Assessment & CDE Definition (Months 1-3): Inventory key data assets, conduct a data quality diagnostic for the top 5 domains (e.g., Patient ID, Service Code), and finalize the list of CDEs. Phase 2: Governance Model Design & CDO Office Setup (Months 4-6): Design the target governance structure, draft the CDO Operating Charter, define roles (Owners, Stewards), and formalize metadata/quality standards. Phase 3: CDE Remediation & Foundational Build (Months 7-15): Execute remediation projects on the CDEs. Build the core EnterpriseDataCatalog(MetadataManagementPlatform) and launch the initial Data Literacy training. Phase 4: Data Democratization & Scaling (Months 16-24): Operationalize the data sharing process, fully implement the governance model across all domains, and transition data strategy from foundational work to a Value-Driven Product Model

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Organization	CDO Office: New, centralized function reporting to the CEO/COO. Responsible for enterprise data strategy, governance, and quality. Data Owners Council: Executive body composed of VPs from each functional domain (e.g., Head of Finance, Head of Clinical Operations). Meets monthly; responsible for CDE definition and funding data quality remediation. Data Stewards Network: A federated team within functional groups, responsible for daily data quality monitoring and issue resolution. Key Technical Roles: Dedicated Data Engineers (for pipeline development) and Data Scientists (embedded in business units for use case development).
Processes & Governance	Data Quality Issue Resolution: Implement a 3-tiered process: Level 1 (Data Stewards for daily triage), Level 2 (Data Engineers for root-cause analysis), Level 3 (Data Owners Council for policy/system changes). Metadata Management Standards: Mandate the use of the Enterprise Data Catalog for all new and existing data assets, requiring five mandatory metadata tags (e.g., lineage, quality score, owner, sensitivity). Data Sharing/Access: Formalize a 5-step automated data access request process (request, owner approval, security review, provision, audit) to ensure compliance and speed of AI development.

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Key Deliverables	Phase 1: Data Quality Diagnostic Report, Finalized CDE List with Target Quality Rules. Phase 2: CDO Operating Charter, Data Governance Policy Document, CDO Office Budget & Staffing Plan. Phase 3: Fully Operational CDE Remediation Dashboards, Launched Enterprise Data Catalog, Level 1 Data Literacy Curriculum Completed. Phase 4: 12 AI/ML Use Cases Enabled, Automated Data Sharing Portal, Annual Data Stewardship Report.
Critical Risks & Mitigation	1. Lack of Executive Funding Risk: Executives view the data foundation as a cost-center, starving the CDO office. Mitigation: Tie all governance funding requests directly to the NPV of the 12 target AI use cases. Present data quality remediation as a Risk-Reduction cost, not an IT cost, appealing to the CFO and CRO. 2. Resistance from Data Silos Risk: Functional groups (e.g., Marketing, Finance) refuse to share data or cede "ownership." Mitigation: Empower the Data Owners Council with CEO-backed authority to enforce metadata and sharing standards. Reward Data Owners based on their Data Quality Score and data sharing contribution (KPIs). 3. Regulatory Non-Compliance Risk: Data lineage/access controls fail, leading to sensitive data exposure. Mitigation: Prioritize the Privacy and Security Workstream. Implement automated 3rd-party audit logs for all sensitive data access, with mandatory quarterly review by the Chief Risk Officer.

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Change Management Plan	Strategy: Promote the narrative: "Data is our Digital Currency." Focus on shifting the culture from data <i>hoarding</i> to data <i>sharing</i>. Data Literacy: Implement a tiered training program: Level 1 (All employees, for awareness), Level 2 (Analysts, for consumption), Level 3 (Engineers/Scientists, for production). Recognition: Establish a high-profile "Data Steward of the Quarter" award, publicly recognized by the CEO, to celebrate ownership and quality excellence.
Crucial Additional Element	Success Metrics (KPIs): Lagging Indicators: 1. Data-Related Operational Error Rate (financial impact). 2. Annual Revenue Contribution from New AI/ML Products. Leading Indicators: 3. Data Quality Score (% of CDEs meeting 95% threshold). 4. Time-to-Insight (Time from Data Request to Data Delivery). 5. Number of Active Data Sharing Agreements.