# Health Sciences Information Services

**Vision**

Enable world class health sciences teaching, research, and patient care through novel and exemplary technology solutions

**Mission**

Deliver foundational and transformational technology and analytics services to advance Yale University health sciences



**Partners**

School of Medicine (YSM), School of Nursing (YSN), School of Public Health (SPH), and Yale Health (YH).

# HSIS Values

**Invest & Grow**

**Earn Trust of Partners**

**Experiment with Focus**

**Reduce Barriers & Inefficiency**

**Make Results Visible**

# Balanced Score Card Objectives FY23-FY25

| Perspectives | Business Objectives |
|---|---|
| **Stakeholders** | • Engage governance partners across health sciences<br>• Deliver unified and easy to use application and support experiences |
| **Financial Stewardship** | • Forecast multi-year customer support costs<br>• Increase visibility of funds flow |
| **Internal Process** | • Standardize intake and workflow management<br>• Align identity and data processes with partner institutions |
| **Organizational Learning & Growth** | • Increase professional growth opportunities team-wide<br>• Simplify application development & data integration |

# Stakeholders

| Objective | Planned Strategic Actions |
| --- | --- |
| Engage governance partners across health sciences | Engage advisory groups for IT spending and planning |

## Accomplishments

1. Established new governance groups for bioinformatics, YCRC, Yale Health, YSM, specifically tied into data areas such as Space, Graduate School Funding & Research Enterprise
2. Regularly presented at YSM admin forum on new initiatives (e.g. models and rates for AV & IT support)
3. Initiated monthly project review meetings with YSM Deputy Dean of Finance and administration; semi-monthly technology support reviews with YSM director of finance and administration
4. Initiated semi-monthly meetings with Finance to review Operational governance questions
5. Established monthly meetings with YSM leadership to discuss data integration needs and priorities.
6. Surveyed leaders form all 4 health campus units to inform IT Long Range plan for FY23 and FY24

# Stakeholders

| Objective | Planned Strategic Actions |
|---|---|
| Deliver unified and easy to use application and support experiences | • Restructure support teams for improved service coverage<br>• Standardize hybrid meeting and learning spaces<br>• Extend key data sets for education and faculty lifecycles |

## Accomplishments

1. Onboarded over half of 4,000+ providers to enterprise physician scheduling (QGenda).
2. Supported comprehensive IT for new online Master of Science in Nursing.
3. Defined standards for IT & AV basic and specialized support
4. Renovated over 8 YSM AV rooms approved for renovation.
5. Defined MyApps virtualized Windows computer solution for remote staff and clinical facilities.
6. Created new data repositories/reports for key domains including Faculty Lifecycle Analytics (FLA), Space and Research Enterprise
7. Created new medical student graduate reports including national benchmarks and clerkship feedback
8. Created new applications for Diversity office & Finance and admin to track history of interactions with program participants & to replace static PDF forms with a multi-step online approval workflow

# Serving our Stakeholders

Fall 2022 Opening of the Technology Support Service Center, embedded in the School of Medicine Library.

# Financial Stewardship

| Objective | Planned Strategic Actions |
|---|---|
| Forecast multi-year customer support costs | Develop multi-year plan to reduce technical debt and replace with more efficient infrastructure |

| Accomplishments | |
|---|---|

1. Quantified technical debt in AV, Network, & software applications and proposed mitigation strategies for each.
2. Liaised with audio visual systems design in ITS to identify standards and inventory med campus rooms.
3. Liaised with Network design team to identify and improve the dead zones or weak WIFI in critical areas including the student dormitory identified via the accreditation review
4. Liaised with enterprise architecture on application inventory from 8 disparate data sources, by various mission areas, and by different cost centers, identified ~900 apps in use on health campus.
5. Advised guidelines for preferred custom applications platforms based on specific use cases.
6. Defined equipment lifecycle refresh recommendations for AV & laptops.

# Financial Stewardship

| Objective | Planned Strategic Actions |
|---|---|
| Increase visibility of funds flow | Create estimation guides for project and equipment lifecycles |

| Accomplishments | |
|---|---|

1. Created project and resource estimation guides for consistent estimation and resource plans
2. Formalized billing service level agreement templates and support expectations with clients for full range of HSIS services
3. Introduced supervisory reports and leadership reports to show the overall IT investment and fund flow of all the internal and external purchases between IT/HSIS/Departments for each of the Health Sciences units

IT Community Summer Picnic Summer 2023

# Internal Process

| Objective | Planned Strategic Actions |
|---|---|
| Standardize intake and workflow management | Queue management tools for routine and project work |

| Accomplishments | |
|---|---|

1. Increased adoption of ServiceNow for standard support tickets, including queues for all teams, templates for common requests, tutorials, delegated queue manager responsibilities, and online forms/email to intake to ease customer experience.
2. Expanded use of JIRA to record all software build requests coming into the application development teams to enable capacity planning, predict IT needs and prioritizing work.
3. Introduced new demand intake process to manage prioritization for new work and align with resource planning.
4. Updated AV event services intake and IT support services intake to reflect new delivery models
5. Defined key metrics for all operations and project work across intake platforms and summarized in monthly reports to leadership.

# Internal Process

| Objective | Planned Strategic Actions |
|---|---|
| Standardize intake and workflow management | Review team capacity plans at least monthly |

| Accomplishments | |
|---|---|

1. Generated key metrics monthly to show resource plans grouped by functional areas or programs, shared monthly within all of HSIS and leadership in IT, operations, and health, and health units.
2. Established minimum standard for IT staff time needed to support new vendor applications or applications where HSIS is the technical owner
3. Created reports for each manager to review their team member's effort allocation across operations and projects.
4. Established semi-annual comprehensive planning with team managers to forecast and adjust full team plans.

# Internal Process

| Objective | Planned Strategic Actions |
|---|---|
| Align identity and data processes with partner institutions | Initiate polices for admin & research data sharing; Create Standard of Practice for Data Sharing with YNHHS |

| Accomplishments | |
|---|---|

1. Facilitated planning with JDAT, YNHHS, InfoSec, Research Computing, and other university leaders for new policies and infrastructure needed to support the new bioinformatics and data science department.
2. Advanced discussions around joint identity access management across university and health system applications in coordination with new Chief Health Information Officer.
3. Spearheaded policy and technical planning about exchange of health requirements data for the joint provider workforce between YNHHS and the University.

# Organizational Learning & Growth

HSIS Team happy hour – Fall 2022

# Organizational Learning & Growth

| Objective | Planned Strategic Actions |
|---|---|
| Increase professional growth opportunities team-wide | Create competency-based frameworks for roles within department |
| **Accomplishments** | |

1. Completed IT Job Family redesign with staff reporting through ITS. Scheduled expansion to YSM for early FY24
2. Expanded early career staff and intern roles and templates across HSIS teams in coordination with ITS.
3. Increased frequency and consistency of performance planning and individual development goals across team to match individual interests and knowledge gaps with specific training opportunities.

# Organizational Learning & Growth

| Objective | Planned Strategic Actions |
|---|---|
| Simplify application development & data integration | Prioritize training and certification for design thinking,  project management, and low code development |

## Accomplishments

Analyzed team skills and experience with core HSIS technologies and identified key software and methodologies to raise overall group capabilities:

1. Agile project management methodology:  17 team members involved in workshops.
2. Design Thinking methodology:  9 team members attended two separate training events
3. Salesforce platform training (low-code):  24 team members participated in training or workshops
4. OutSystems (low-code): 2 attended conference and 6 team members are scheduled for training in early FY24/
5. Power Bi:  Cross-team mentorship to deepen skills, develop templates, simplify report development, reduce development timelines.

# Organizational Learning & Growth

| Objective | Planned Strategic Actions |
|---|---|
| Increase professional growth opportunities team-wide | Introduce job shadowing/peer coaching, standardize onboarding/training pathways |

| Accomplishments | |
|---|---|

1. Created Training Advisory Group led by front-line support providers to define essential onboarding knowledge for new team members.
2. Identified essential technical support tools & references building on the ITS Help Desk training model.
3. Finalized training plan and piloted with recent hires.
4. Scheduled department-wide customer service workshop with external trainer in early FY24.

# Organizational Learning & Growth

| Objective | Planned Strategic Actions |
|---|---|
| Simplify application development & data integration | Increase professional growth opportunities |

| Accomplishments | |
|---|---|

1. Represented Yale at national IT or health conferences, including AAMC, Gartner, and Educause.
2. Hosted 2-day workshop on extended reality technologies for clinical education with 15 Yale medicine/nursing/physician assistant online faculty and staff joined 35 higher ed and industry attendees
3. Increased formal training and certification prep for business analysis through PluralSight and International Institute of Business Analysis.
4. Deepened leadership skills of managers through continuous improvement coaching available to managers and formal training with: MOR, AAMC, Emerge at Yale, and Managing at Yale.
5. Created self-paced and small group team learning opportunities, such as a session on Psychological Safety and Emotional Intelligence.

# Summary

HSIS made significant, measurable progress across the 8 strategic objectives in FY23.

We will further advance each of these objectives with new strategic actions in FY24.

For more information about FY23 activities, please out to Kathleen Omollo or John Eberhart.