

UF HSC ISAC Proposal

HSC Information Services 'Current State' Project

Final - April 13, 2006

Background

"UF HSC Information Services Advisory Council (ISAC) is chartered to address Information Services planning and realization within all locations and in support of all missions and programs of the Health Science Center. The collaborative HSC ISAC structure and processes serve to facilitate Information Services (IS) shared decision-making and aids in determining needs, approving and implementing goals, projects and the allocation of resources".

HSC ISAC has requested current state information regarding IS resources, providers, and customer groups within the Health Science Center to help ISAC in fulfilling some of its purposes including:

- Promote coherent use of shared HSC computing, telecommunication and information resources in consideration of the HSC's heterogeneous and distributed environment and organization.
- Offer guidance regarding information services direction, policies, and standards.
- Recommend priorities and approaches to allocation of resources for Information Services projects and ongoing services.

(See ISAC Charter: <http://www.health.ufl.edu/aiss/isac/index.html>)

Rationale

Current state knowledge about the HSC IS environment in terms of services that are currently provided, hardware and software resources, personnel utilized, and customer groups served is essential to effective and informed HSC-wide IS planning and decision making. This information also allows us to establish a baseline and to share a common understanding of how IS at various levels of the HSC are supported. ISAC has initially agreed, "Information Services in its broadest definition includes organizations, functions, processes, knowledge, systems, tools and training in support of creating, acquiring, processing, storing, transmitting, utilizing and securing information." (See ISAC Oct 12, 2005 Minutes: <http://www.health.ufl.edu/aiss/isac/minutes.html>)

The information will be helpful with the redeployment of scarce funding toward new technologies and strategies that support the needs of the organization and to optimize the University's return on IS investments. IS planning data and information also enables the organization to recognize where needs intersect and determine how technologies need to interoperate. These intersections represent opportunities such as leverage points, sharing/reuse opportunities, synergy, and economies of scale.

In addition, the current UF 'IT Reorganization Initiative' will require this information to support planning and decision-making at both the UF and HSC levels.

The initial baseline data will ultimately support IS planning and management outcomes including:

- IT becomes more strategic and decision makers better understand the costs and benefits of IT-enabled business processes.
- Supports balancing costs, infrastructure investment, and service levels to create value.
- Aggregate resources for infrastructures whose value extends to the entire organization.
- Allow for customized solutions in support of both the enterprise and individuals.

Goals

1. Collect information and data to catalog the current UF HSC IS environment in terms of services provided and allocation of resources in support of informed planning and decision-making.
2. Collect baseline data that answers the following questions:
 - What information services are currently provided within the HSC?
 - Who provides what information services?
 - Who receives what information services?
 - What are the estimated costs of each service?
3. Use the baseline data for benchmarking services and resource allocations, enabling effectiveness comparisons among HSC units, other UF units, and industry standards. Comparisons can assist in targeting improvements such as facilitating process improvement, determining potential charging algorithms and Service Level Agreements.
4. Develop and implement processes and tools to maintain and share the information with the HSC organization on an ongoing basis. (Phase II).

Proposal

Develop and implement a process and tools to collect and analyze pertinent current state IS information/data.

Determinations:

- Identify level and allocation of IS resources by service including:
 - Personnel involved in providing the range of each Units' IS services and % effort devoted to each service;
 - Capital equipment, including number and type of servers and PCs/desktop computers;
 - Expenses, including existence of lease agreements and software licenses by type of service;
 - Customer groups by type of services available.
- Determine IS management and organizational structures, how decisions regarding services are made, who makes the decision, etc.
- Identify current procedures impacting the level of service provided, such as replacement cycles, standardization, service level agreements (SLAs), etc, if any.

- Identify variations in the level and types of services available to collective (all faculty and staff) and individual (students, researchers, clinicians, educators, administrators) customer groups.
- Delineate categories of IS funding sources including grants and/or fee for service income.
- Identify IS budgetary processes, if any.

Data Elements:

Develop data collection methods and categorical responses for survey participants to provide or select regarding the following, by unit:

- ‘Pick’ list of available information services and functions.
- Identify individual faculty and staff involved in supporting IS including percent of effort dedicated to each information service. Use to estimate personnel costs for each service.
- Number and type of servers, and personal computers (PCs) currently used including replacement cycles. Use to estimate capital cost for each service.
- List of selected expense items commonly used in IS, by service. Use to estimate expense cost for each service.
- List of customer groups and the services they receive.
- Identify ‘who’ makes IS decisions.
- List of funding sources.
- List of questions to assess existence of service level agreements, adopted standards, etc.

Survey Participants

UF HSC Colleges and Unit IS Managers (approximately 50).

Assumptions and Limitations

- Survey can be completed in less than 90 minutes.
- Participants possess ready knowledge needed to answer questions without additional information gathering.
- Relevant categorical responses are included eliminating need for open-ended answers.
- No actual financial data required.
- Not an audit level assessment.
- No assessment of quality of service or level of consumption in Phase I.

Plan

ISAC reviews proposal, provides input. Proposal revised and approved by ISAC. ISAC forwards recommendation to proceed with Phase I to HSC leadership. HSC leadership approves proposal for Phase I.

Phase I

Weeks 1-2

- Review and approve survey goals. (See “Goals’ above)

- Develop survey methodology and design questionnaire. This may include utilizing a survey and targeted interviews to obtain baseline data for each college and unit.
- Modify prior assessment tool developed by AISS Management including:
 - Information Services (*See Appendix A for preliminary 'pick' list of services*). Add services as needed in support of unique mission-driven data including:
 - Education (R. Rathe, G. Mitchell, R. Graff, HSC Instructional Support Committee – HSCISC)
 - Research (E. Shenkman, F. Bova, H. Baker, J. Schentrup, C. Greene, W. Farmerie, and P. Pevonka)
 - Clinical (Exclude services provided by Shands or UFP IS organizations in Phase I. Include other HSC colleges' clinical environments and related IS.)
 - Library (F. Meakin, B. Layton)
 - Capital (R. Deason, D. Twombly)
 - Expenses (AISS Managers)
- Review and incorporate feedback regarding all of above by ISAC

Weeks 3-4

- Determine survey delivery methods.
- Finalize list of participants.
- Develop and implement communications and orientation plans.
- Test and refine survey.

Weeks 5-6

- Administer survey and perform selected interviews.

Weeks 6-7

- Compile data and obtain missing data.
- Analyze data and develop survey report.

Week 8-9

- Present results to ISAC and HSC Leadership.
- Determine effectiveness and value of survey methodology and questionnaire.
- Present feedback to survey participants.
- Develop Phase II Plan for review by ISAC.

Project Organization:

- Sponsor: Jan van der Aa
- Oversight Team: ISAC
- Project Manager: M. Boyle (50% effort)
- Project Team:
 - See above for list of individuals involved in further developing the 'pick list' of services.
 - Solicit commitment of one IT manager from each of the HSC Colleges to assist in reviewing and providing input on project deliverables and methods.

- Tom Jordan and Jan van der Aa will assist with data management and analysis for Phase I and development of automation processes and database for Phase II.

Potential Phase II Plan:

- Refine survey methodology and questionnaire.
- Build web-enabled survey, user interface and database including reporting capabilities.
- Develop and implement ongoing maintenance processes and support.
- Develop and implement communication plan to disseminate information and relevant data sets to stakeholder groups.