IT Committee Annual Report 2018

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0.2	October 22, 2018	IT Committee	Review and comment
1.0	October 31, 2018	Dean Executive	Approved
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INTRODUCTION

The IT Committee is pleased to present the following Annual Report for calendar year 2018. The major themes of the past year have been of transition:

- A focus on IT Leadership, the role and structure within the Faculty of Medicine and associated recruitment activities.
- The IT landscape within the provincial Health Authorities has been under significant transition with several leadership changes and restructuring of the BC Clinical Support Services (BCCSS – otherwise known as the shared services organization) under the umbrella of PHSA.

SUMMARY OF RESPONSIBILITIES

The following responsibilities are defined in the IT Committee Terms of Reference. The terms of reference was refreshed and approved as of March 27, 2018 as part of the Faculty's renewed governance structure.

1. Determines the Faculty's system-wide IT strategy, outcomes, and capabilities. Vets and endorses the translation of required capabilities into IT enablement tasks.
2. Develops and recommends principles and policies that guide IT governance for FoM, including relationships between UBC IT, MedIT, and unit-specific IT resources. Determines the scope of decision-making that should exist within the FoM organizational unit (e.g. departments and centres).
3. Facilitates the delivery of results. Monitors the progress of technology projects, services and investments, and advises on how to ensure that IT initiatives are successful. Advises on the identification and resolution of issues that impede the effective delivery of services. Makes recommendations that keep FoM and IT strategies aligned or that consciously manage any deviations.
4. Provides recommendations to Dean and Faculty Executive regarding the prioritization of major initiatives.
5. Ensures compliance with UBC Policy #126 related to Faculty of Medicine IT project expenses, by seeking approval at the appropriate level depending on the estimated total cost of a project.
6. Adheres to the FoM General Responsibilities of Standing Committees.

IT STRATEGY, OUTCOMES AND CAPABILITIES

Throughout 2018, the IT committee focused on defining the position of IT and the role of the IT leader in the Faculty of Medicine. After the departure of MedIT's Director in September 2017, a consultation process was undertaken to solicit input on (i) Priority areas of focus for IT in the Faculty of Medicine; and (ii) IT leadership qualities required to deliver on areas of focus. The following report was produced by Ambit Consulting, who facilitated the consultation on behalf of the IT Committee.

The outcome of the consultation determined the need:
- For overall accountability for IT across the Faculty of Medicine;
- To be guided by and build upon findings and recommendations in the Future of IT in the Faculty of Medicine report;

- For a federated model (balancing adherence to policy and standards whilst enabling departments to define the level and mode of support required); and
- For strong engagement with the Health Authorities IT function to facilitate the research and education mandates within the clinical environment.

The decision was then made to create a role of Deputy Chief Information Officer, Medicine with dual reporting to the Faculty of Medicine Executive Director, Finance and Operations (Michael Shakespeare) and UBC's Chief Information Officer (Jennifer Burns).

Recruitment is currently in progress, facilitated by Boyden Executive Search.

POLICY IMPLEMENTATION

UBC introduced *Policy 126: Capital Projects, Capital Purchases & Internal Loans* in June of 2017 to ensure appropriate oversight and approval mechanisms for capital expenditures, projects and internal loans. This policy introduced specific approval mechanisms for IT related projects and purchases with significant dollar value or investment of time and resources.

The IT Committee facilitated the development of specific workflows to ensure the Faculty of Medicine's compliance with Policy 126, specifically focusing on workflows for projects or purchases <$250,000 (Dean's approval) and workflows to solicit approval following established procedures for projects or purchases >$250,000 (CIO, Executive or Board approval).

The following briefing note was produced to recommend workflows to the Dean's Executive. This was accepted by Dean's Executive in April 2018.

ACCOMPLISHMENTS AND UPCOMING ACTIVITIES

GUIDING PRINCIPLES

The execution of projects and work during 2018 have been guided by the *Future of IT in the Faculty of Medicine* report (2016) recommendations

- **Recommendation 1:** Align the provision of and access to IT services to meet the Faculty's needs.
- **Recommendation 2:** Develop and implement an IT service delivery model to directly support FoM research.
- **Recommendation 3:** Create a responsive, transparent, and accountable governance structure to manage IT within the Faculty that balances central and autonomous decision-making and has linkages within the University.
- **Recommendation 4:** Evolve the governance structure and create operational forums to best support partnerships external to the University such as Health Authorities and the Ministry of Health.
- **Recommendation 5:** Establish standard service costs and financial tracking and reporting consistent with best practices that will support benchmarking and continuous improvement.
- **Recommendation 6:** Ensure that IT investments align with the Faculty's vision, mission, and strategic commitments.
- **Recommendation 7:** Develop a framework for engagement with individuals and groups.

UBC

FACULTY OF MEDICINE

MAJOR INITIATIVES

PRIVACY AND INFORMATION SECURITY

In response to the risk of data breaches, impacting UBC's community and reputation, the Privacy Matters @ UBC initiative aims to increase the awareness of privacy and information security at UBC. The program is focused on increasing awareness in the community. The IT Committee has met with the Privacy Matters group on a number of occasions, reviewed all material, and made a set of recommendations to the Dean about expansion and adoption within the Faculty of Medicine. A working group of the IT Committee was established to consider those recommendations and to champion related activities within the Faculty of Medicine. To date, the Faculty of Medicine has focused on:

(1) completion of Fundamentals Training by all Faculty and Staff which, as of October 2018 is a mandatory requirement by the UBC Board of Governors, and
(2) Pilot projects to undertake risk assessments on research projects involving sensitive information to inform services and knowledge required to increase security.

 As of September 30, 750+ faculty and staff completed the fundamentals training module.

The pilot risk assessment project is underway with 4 FoM research studies involving patient data sets. Recommendations will be provided in a report due late 2018.

Upcoming work will investigate progress on deployment of encryption to mobile devices (laptops, tablets, phones, etc). Engagement with key FoM pillars to understand more specific needs and concerns to be addressed will also be completed, formulating next stage of planning and execution.

ACCESS TO BASIC SERVICES – NETWORK

Wireless network expansion and improvement:

MedIT has been actively working with the Health Authorities and UBC IT to increase the quality and coverage of wireless network across the province using Eduroam, supporting health professions learners from all BC higher education institutions. By December 2018, 53 of 136 sites (40%) will be enabled by Eduroam. Significant enhancements to coverage and quality in the lower mainland hospitals is underway, with Vancouver General Hospital and City Square having a replacement and increase in wireless coverage, through PHSA's agreement with TELUS. The lower mainland hospitals were also switch from ubcsecure to eduroam in May of 2018, with minimal disruption following a robust communications campaign.

Capacity Improvements:

The following activities have been completed over the past 12 months and next steps are in planning, with the goal of anticipating future capacity needs and making tangible improvement in experience for faculty, staff and learners at the teaching hospitals.

* Core network infrastructure was replaced at Children's and Women's Hospitals and St. Paul's Hospitals
* Fibre optic cabling has been upgraded to all buildings at Vancouver General Hospital
* The wide area backbone at St. Paul's hospital will be upgraded (10x increase) to meet increased demand.

FACULTY OF MEDICINE

RESEARCH IT WORKING GROUP

A working group was established to discuss and formulate concepts to improve IT services and support specifically for the research domain. A small group convened consisting of Dr. Leonard Foster (Dept. Head, Biochemistry), Steve Cundy (Director, Advanced Research Computing), Gurm Dhugga (Director IMIT, BCCHR), Anthony Knezevic (Interim Director, MedIT). Forthcoming in late 2018 is a white paper outlining areas of need, concepts and potential avenues forward for consideration in strategic direction and budget planning. This effort is to align the report as an information package for the incumbent Deputy CIO and was sequenced accordingly against other priorities

USER ENGAGEMENT

A full round of user engagements across the Faculty of Medicine was completed in December 2017. Service Level Commitments for supported groups have been developed as a baseline. Upcoming activities underway in 2018 include:

- Assistance with onboarding/upstart for the following groups:
  - BC Centre for Substance Use
  - School of Biomedical Engineering
  - Departmental units (Orthopedics, School of Audiology and Speech Science, Medicine/HIV division).
  - Faculty recruitment
- Building upon the federated model through common issue resolution (improving access to basic services)
- Onboarding interested departments to enterprise services (Campus wide login, educloud, storage, etc).
- Planning to further develop the engagement model with the incoming Deputy CIO, Medicine.

SUMMARY OF RECOMMENDATIONS

The following is a summary of recommendations made to the Dean from the IT Committee:

- Report: IT Leadership Transition Consultation and recommendations.
- Memo: Information Security and Privacy Needs within the Faculty of Medicine
- Memo: Policy 126 – IT Capital project approval mechanisms for Faculty of Medicine

APPENDIX

IT Committee Terms of Reference

IT Committee Meeting Minutes

Future of IT in the Faculty of Medicine report