IT Committee Annual Report 2019

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INTRODUCTION

As the Standing Committee for Information Technology at the Faculty of Medicine, the IT Committee (ITC) is primarily responsible for determining the Faculty's IT Strategy, IT Governance and Policy, Delivery of results and for making recommendations to the Dean's and Faculty Executive on major initiatives (Appendix A)

The ITC is pleased to present the following Annual Report for calendar year 2019. The major themes for the past year have been those of preparing the IT organization for Change, enhancing services to the faculty and improving the Faculty of Medicines Cyber security risk profile.

Highlights Include:

- Recruitment and On-boarding of the New Deputy CIO for Medicine (DCIOM)
- Initiation of a new Vision for IT at the Faculty of Medicine engaging with Faculty Leadership, IT, UBC IT and external advisors.
- Continuing the delivery of the Future of IT in the Faculty of Medicine recommendation including Initiatives to improve services to FoM Departments and Centres
- Best in Class compliance with UBC Cybersecurity policy, including awareness training, encryption and the implementation of CWL (two-factor authentication) (Appendix B)

During 2020 the ITC will finalize the IT Strategic vision, capabilities and technology roadmap for recommendation to the Dean and Faculty Executive, and subject to endorsement, start rollout of the vision.

ITC PRIORTIES 2019

During the latter part of 2018 the ITC put significant effort into recruitment of the Deputy CIO Medicine role. Resulting in the appointment of Ms. Grainne McElroy as DCIOM in January 2019. This role reports jointly to the Faculty of Medicine and to the Chief Information Office of UBC

In consultation with faculty stakeholders and the ITC, the DCIOM developed the following list of priority action items to address immediate faculty IT needs and determine a future state for IT at the Faculty of Medicine. That list was recommended to the Dean's Executive in June 2019:

- Develop support models for Clinical Faculty and Research support

- Develop an IT Vision aligned with FoM strategic plan

- Identify IT organization structures to support a new paradigm

- Establish Federated Governance – Engage with Department IT

- Communicate achievements & progress – close out 'Future of IT' Report and replace with a new IT strategic Vision

- Integration/retrofits – prioritize initiatives to Integrated Renewal Program (IRP)

ACCOMPLISHMENTS AND UPCOMING ACTIVITIES

Progress has been made on all ITC priority activities:

IT VISIONING

During July a FoM the ITC, in partnership with KPMG, put forward an approach for how IT could support 'Building the Future' for the Faculty of Medicine. Built around the 4 pillars of the Faculty's strategic plan, the process involved KPMG led workshops with the ITC members and nominees from across the faculty. The workshops took place in September, with follow up interviews held during October. Each group used 'Design Thinking' methods to develop a vision for how 'their' pillar could be best supported in delivering its mandate.

The outcomes from these workshops and interviews are now being used to inform a strategic planning process with the MedIT team, augmented by IT from across the FoM and the institution. This process will deliver a strategic vision, recommended organization structure and a technology roadmap, to be presented to the Dean's Executive for endorsement in January.

IT SUPPORT & ENGAGEMENT

RESEARCH IT SUPPORT PROPOSAL

A subcommittee of the ITC was struck in April 2019 to oversee the preparation the business case for a 'General Research Compute' (GRC) Service for the faculty of Medicine. Consisting of Dr. Leonard Foster (Dept. Head, Biochemistry), Steve Cundy (Director, Advanced Research Computing), Gurm Dhugga (Director IMIT, BCCHR), Anthony Knezevic (Associate Director IT Service Okanagan), Grainne McElroy (Deputy CIO Medicine) and supported by Jayson To and Alex Chen from MedIT, the group put forward a proposal and business case to the ITC in October 2019. This proposal is currently under budgetary review in the faculty and will be brought to DEx in December.

FACULTY IT SUPPORT

The DCIOM has been working with UBC IT Client Services Managers and the Desktop teams to develop support models for end user support to create transparent, service driven and scalable offerings for the FoM and the institution. A recommendation to set up an on-boarding' team.

In response to requests from departments to source General IT support from UBC IT, a small team has been formed with the support of the ITC to initiate the transition. Onboarding is in progress for CGSHE, Orthopedics, Radiology, and Physical Therapy – The first departments will on-board before the end of the calendar year. IT infrastructure (network, and phones) has been implemented for new CGSHE office in Downtown Eastside.

FACULTY IT ENGAGEMENT

The inaugural meeting of IT @ The FoM was held in mid-September. This group put forward suggestions to develop a common understanding of IT needs and support to IT resources across the FoM. Engagement with the group to-date has included a presentation for Amazon Web Services on Machine Learning and predictive analytics in the Health sector, involvement in the IT Visioning Exercise and inclusion on IT-Wide communications.

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 was endorsed by the ITC and under its leadership the following were accomplished during this calendar year

(1) completion of Fundamentals Training by over 87% Faculty and Staff – above the 85% Board mandate
(2) Enhanced Campus Wide Login (CWL) rolled out across the Faculty
(3) Working with Health Authority and partner institutions, MedIT team members led Cybersecurity Awareness 'Pop up' desks at main hospital and academic locations during October's Cybersecurity Awareness Month.

Next steps will be to formalize the FoM's position on data security and privacy for faculty systems – this may involve the recruitment of an individual responsible for implementation of policies and standards within the FoM.

ACCESS TO BASIC SERVICES – NETWORK

The installation of the Eduroam wireless network is an accreditation requirement for both UGME and PGME programs. Working collaboratively and positively with all health authority IT resources on this critical rollout to hospitals province wide. We are delighted to report that as of October 2019, Eduroam was implemented at all 128 sites where we have FoM learners and the project is complete.

As research and teaching places greater demand on the link from St. Paul's Hospital to BCNet, a 1 Gig connection will not be sufficient to effectively carry the data. There are already researchers regularly transferring extremely large amounts of data to backup sites.   This project's deliverable is an upgrade to a 10 Gig connection.

INTEGRATIONS/RETROFITS FOR IRP

The integration Renewal Program (IRP) is the institution-wide program to re-engineer HR, Finance and Student Management capabilities at UBC using a commercial solution called Workday. In advance of go live in April 2020 it will be necessary to 'retrofit' (rewrite), 'Integrate' (interface) or 'Retire' systems that exchange data with Workday or which will no longer be needed after go-live. Under the oversight of the ITC a major review of faculty applications was undertaken. Only 3 critical applications are significantly impacted. (Time Tracking and Payment, FOMIDM and the source system for location information) Work on TTP was prioritized and the other two systems will be superseded by new functionality as a result of IRP.

PRIORITIES FOR 2020

The immediate priority for the ITC in early 2020 will be the recommendation of the IT Strategic Vision and roadmap to the Faculty Dean and Executive, followed by initial delivery of that strategy.

The ITC will continue to focus on Cybersecurity implementation, the delivery of Future of IT Recommendations and ensuring the adherence of the faculty to University Policy FM11 (Previously Policy 126)

SUMMARY OF RECOMMENDATIONS

The following is a summary of recommendations made to the Dean from the IT Committee during 2019:

- Approach for Developing a Vision for IT at the Faculty of Medicine
- Approach for developing a proposal for General Research Computing for the Faculty of Medicine
- Approach for determining impact of IRP on FoM applications

APPENDIX

A - ITC 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 FM11 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.

B - FUTURE OF IT REPORT (2016)

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.

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IT Committee Meeting Minutes

Future of IT in the Faculty of Medicine report

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