

# Health Sciences IT FY24 Balanced Scorecard Review

Perspective	Objective	FY24 Strategic Activities	Values and Benefits
Stakeholders	Engage governance partners across health sciences	<ul style="list-style-type: none"> <li>Quarterly meetings with each of the four health divisions;</li> <li>Initiating a multi-year planning process with a Memorandum of Understanding (business case and budget strategy approval) for major IT projects.</li> <li>Federation/Identity Access Management joint venture with YNHHS</li> <li>Launched joint endeavors – creating co-owners in mission-focused work including Research (Yale Biomedical Informatics and Computing) and Education (Education Technology &amp; Innovation)</li> </ul>	<p>Increased stakeholder representation</p> <p>Increased visibility and transparency for stakeholders</p>
	Deliver unified and easy to use application and support experiences	<ul style="list-style-type: none"> <li>Simplified intake processes with new intake forms and queues including: the Service Level Agreement billing queue, custom application intake form, and HSIT-software@yale.edu intake email for new software requests.</li> <li>Introduction of Service Level Agreements streamlined base cost for renovated rooms resulted in better service for customers</li> <li>Increased efficiency for those using dual Yale-YNHHS accounts through the Identity Access Management initiative</li> <li>Streamlined reporting experience for YSM Education</li> <li>Created a process for navigating AI options</li> <li>Management of Security Planning Assessments</li> </ul>	<p>Improved accessibility for stakeholders</p> <p>Created a customer/stakeholder-focused service and support model</p>
Financial Stewardship	Forecast multi-year customer support costs	<ul style="list-style-type: none"> <li>Completed an application inventory analysis that defined preferred vendor platforms and prioritized migration</li> <li>Enhanced the efficiency and consistency of IT equipment procurement, delivery, and ownership of technical assets via the Lifecycle Refresh program.</li> <li>Over 25 AV community-wide spaces refreshed and utilizing a new cost model that covers equipment replacement and a method for repurposing/swapping parts instead of replacing equipment as a whole</li> </ul>	<p>Provided financial support and guidance</p> <p>Decreased downtime through the timely replacement of hardware</p> <p>Streamlined software library</p>
	Increase visibility of funds flow	<ul style="list-style-type: none"> <li>Supported restructuring of University Service Providers, a unit that provides goods and/or services in support of Yale’s academic and research mission.</li> <li>Enhanced cost transparency by publishing a full rates webpage inclusive of what we offer, what it costs, and who funds it.</li> <li>Ensured nearly all projects had Service Level Agreements - Stakeholders agreed to costs and service level expectations beforehand</li> <li>Set thresholds for when cost recovery is worthwhile, set a precedent for some shared services – for example, covering data for FY25</li> <li>Had leadership discussions about how the health campus funds IT overall.</li> <li>Helped create Finance &amp; Administration forms, Freezer Monitoring, and Lifecycle Refresh effort all which introduced the idea of a multi-step approval process and involved the person expected to pay</li> </ul>	<p>Improved financial transparency and costs</p>

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Internal Processes	Standardize intake and workflow management	<ul style="list-style-type: none"> <li>Streamlined portfolio reporting process and began producing new monthly Key Performance Indicators which represent the full breadth of the portfolio and are most relevant for decision-making.</li> <li>Ensured all work was tracked via an intake queue, including new software inquiries, Security Planning Assessment requests, and billing Service Level Agreements</li> <li>Reduced the time to deliver software procurement.</li> </ul>	<p>Advanced reporting functions</p> <p>Improved resource planning, time and cost-savings</p>
	Align identity and data processes with partner institutions	<ul style="list-style-type: none"> <li>Launched the Identity Access Management joint effort with YNHHS to establish federation across systems.</li> <li>New Research Systems unit was created to support new platforms and clinical/basic science research spaces across health sciences.</li> <li>Executed the YSM Education Data Repository and Reporting project in support of increasing YSM leadership's ability to make data-informed decisions.</li> </ul>	<p>Removed barriers to collaboration</p> <p>Simplified clinician and researcher user experience</p>
Organizational Learning and Growth	Increase professional growth opportunities team-wide	<ul style="list-style-type: none"> <li>Mapped roles to IT Job Family redesign</li> <li>Increased the number of internal opportunities through Yale Learning and IT Learning</li> <li>Technology Support Services monthly Lunch &amp; Learn Series</li> <li>Provided multiple Salesforce training opportunities including the Community of Practice conference and a Yale-specific full-day session</li> <li>Offered Agile coaching</li> <li>Participated in the One IT conference with the presentation of 12 posters.</li> <li>Held HSIT Retreat to enhance understanding of our business unit's roadmap</li> <li>Collaborated with peer university project management offices for knowledge sharing.</li> </ul>	<p>Provided a roadmap for internal opportunities</p> <p>Provided multiple opportunities for staff to expand their knowledge base</p> <p>Offered continuing education</p>
	Simplify application development & data integration	<ul style="list-style-type: none"> <li>Held a series of Prompt-a-thons</li> <li>Made Azure web services more accessible</li> <li>Hosted a full-day customer service training</li> <li>Supported Out Systems conference and training</li> <li>Increased efforts to grow the analytics area of HSIT</li> </ul>	<p>Expanded accessibility to training</p> <p>Increased visibility and transparency of HSIT services and support</p>