## Health Sciences IT FY24 Balanced Scorecard Review

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<th>Perspective</th>
<th>Objective</th>
<th>FY24 Strategic Activities</th>
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| Stakeholders | Engage governance partners across health sciences | • Quarterly meetings with each of the four health divisions;  
• Initiating a multi-year planning process with a Memorandum of Understanding (business case and budget strategy approval) for major IT projects.  
• Federation/Identity Access Management joint venture with YNHHS  
• Launched joint endeavors – creating co-owners in mission-focused work including Research (Yale Biomedical Informatics and Computing) and Education (Education Technology & Innovation) | Increased stakeholder representation  
Increased visibility and transparency for stakeholders |
| Stakeholders | Deliver unified and easy to use application and support experiences | • 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.  
• Introduction of Service Level Agreements streamlined base cost for renovated rooms resulting in better service for customers  
• Increased efficiency for those using dual Yale-YNHHS accounts through the Identity Access Management initiative  
• Streamlined reporting experience for YSM Education  
• Created a process for navigating AI options  
• Management of Security Planning Assessments | Improved accessibility for stakeholders  
Created a customer/stakeholder-focused service and support model |
| Financial Stewardship | Forecast multi-year customer support costs | • Completed an application inventory analysis that defined preferred vendor platforms and prioritized migration  
• Enhanced the efficiency and consistency of IT equipment procurement, delivery, and ownership of technical assets via the Lifecycle Refresh program.  
• 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 | Provided financial support and guidance  
Decreased downtime through the timely replacement of hardware  
Streamlined software library |
| Financial Stewardship | Increase visibility of funds flow | • Supported restructuring of University Service Providers, a unit that provides goods and/or services in support of Yale’s academic and research mission.  
• Enhanced cost transparency by publishing a full rates webpage inclusive of what we offer, what it costs, and who funds it.  
• Ensured nearly all projects had Service Level Agreements - Stakeholders agreed to costs and service level expectations beforehand  
• Set thresholds for when cost recovery is worthwhile, set a precedent for some shared services – for example, covering data for FY25  
• Had leadership discussions about how the health campus funds IT overall.  
• Helped create Finance & 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 | Improved financial transparency and costs |
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<td>Internal Processes</td>
<td>Standardize intake and workflow management</td>
<td>• 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.&lt;br&gt;• Ensured all work was tracked via an intake queue, including new software inquiries, Security Planning Assessment requests, and billing Service Level Agreements&lt;br&gt;• Reduced the time to deliver software procurement.</td>
<td>Advanced reporting functions&lt;br&gt;Improved resource planning, time and cost-savings</td>
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<td>Align identity and data processes with partner institutions</td>
<td>• Launched the Identity Access Management joint effort with YNHHS to establish federation across systems.&lt;br&gt;• New Research Systems unit was created to support new platforms and clinical/basic science research spaces across health sciences.&lt;br&gt;• Executed the YSM Education Data Repository and Reporting project in support of increasing YSM leadership’s ability to make data-informed decisions.</td>
<td>Removed barriers to collaboration&lt;br&gt;Simplified clinician and researcher user experience</td>
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<td>Organizational Learning and Growth</td>
<td>Increase professional growth opportunities team-wide</td>
<td>• Mapped roles to IT Job Family redesign&lt;br&gt;• Increased the number of internal opportunities through Yale Learning and IT Learning&lt;br&gt;• Technology Support Services monthly Lunch &amp; Learn Series&lt;br&gt;• Provided multiple Salesforce training opportunities including the Community of Practice conference and a Yale-specific full-day session&lt;br&gt;• Offered Agile coaching&lt;br&gt;• Participated in the One IT conference with the presentation of 12 posters.&lt;br&gt;• Held HSIT Retreat to enhance understanding of our business unit’s roadmap&lt;br&gt;• Collaborated with peer university project management offices for knowledge sharing.</td>
<td>Provided a roadmap for internal opportunities&lt;br&gt;Provided multiple opportunities for staff to expand their knowledge base&lt;br&gt;Offered continuing education</td>
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<td>Simplify application development &amp; data integration</td>
<td>• Held a series of Prompt-a-thons&lt;br&gt;• Made Azure web services more accessible&lt;br&gt;• Hosted a full-day customer service training&lt;br&gt;• Supported Out Systems conference and training&lt;br&gt;• Increased efforts to grow the analytics area of HSIT</td>
<td>Expanded accessibility to training&lt;br&gt;Increased visibility and transparency of HSIT services and support</td>
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