

IT STRATEGY BOARD

April 26, 2021

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON



AGENDA

- > Call to Order
- > Faculty Council – IT Governance check in
- > Data Governance
- > State of Higher Ed productivity platforms
- > UW Finance Transformation
 - UWFT Combined Quarterly Report
 - Update from 4/22 sponsors meeting
- > IT Project Portfolio Executive Review
- > Final meeting agenda
- > Wrap up

Faculty Council – IT Governance

Tom Halverson

Professor, College of Education

Chris Laws

Professor, Astronomy, College of Arts and Sciences



Destination One: Execution & Success



UW Medicine & SCCA – Now live on Epic for 4 weeks

Execution

- No downtime since go live
- 18,500 tickets resolved
- Excellent UW and Contracted Super User support
- Task Forces rapidly developed and deployed to solve more complex issues
- Over 25 daily IT/operational area meetings (ED, Radiology, etc)

Top Areas of Success

- Documentation Templates
- Order Sets
- Secure Chat/Haiku (19K/weekday)
- Integrated Record
- Adoption – BCMA (94%) / CPOE (98%)
- Training – tip sheets/videos/SU/Rounding

Epic statistics since Go-Live

3/27 – 4/20

>50M Real-Time
Interface Messages
>8M Conversion
Messages



~22,400 Unique Logins
>9,500 Concurrent
users



>8,500 Patients on
Oncology Treatment
Plans & 59k+ Orders



>64M Workflows
Completed



835k Lab Orders
534k Meds Dispensed
2.6M Total Orders



Care Everywhere:
755k Records Received
1M Records Sent






~\$6.5M MyChart
Collection
\$602M+ In Revenue



23.5k total – 18.5k
closed - A Ticket
Closed Every 2
Minutes!

GO-LIVE METRICS

Epic has over 1,000 standard go-live metrics. 91 of the most important metrics are displayed on the Go Live Dashboard. This is an example of 2 of those metrics:

Metric	Definition	4/18	4/17	4/16	Thresholds
<u>Clinical:</u> BCMA Scanning Compliance	Percentage of appropriate medication administrations in which the patient's barcode and the medication were scanned	UWM (SA 20): 93.9% - Montlake: 93.6% - HMC: 95.1% - NW: 91.0% SCCA (SA 245): 93.3% SCCA (SA 20): 97.5%	UWM (SA 20): 94.0% - Montlake: 93.8% - HMC: 94.8% - NW: 91.6% SCCA (SA 245): 92.6% SCCA (SA 20): 95.9%	UWM (SA 20): 94.3% - Montlake: 93.7% - HMC: 95.1% - NWH: 93.8% SCCA (SA 245): 85.9% SCCA (SA 20): 94.2%	<div style="border: 1px solid black; padding: 5px;"> Thresholds  0.0 % to 80.0 %  80.0 % to 90.0 %  90.0 % to 100.0 % </div>
<u>Rev Cycle:</u> Professional Billing Pre-AR Days	The amount of charges expressed in AR days in charge review workqueues	8.7 days	8.5 days	8.3 days	The lower the better

Top Issues



Top Issues (Bold = still active)

- Procedure/OR/L&D areas – documentation, billing/supplies, whiteboards
- Patient Flow/ADT – between facilities, procedure areas, **hybrid/specialty units**
- Printing – label printers, specimen labeling
- Access – security templates, role definitions
- **Ambulatory** – procedures, referrals
- **Cores** – treatment teams/attendings, lists, handoffs, **phone numbers (Epic)**
- **Radiology** – worklists, IR workflows
- **Transplant** - immunosuppression, committee presentations, reporting

Transitioning: D1 Project to ITS Operations

- Go-live Teams Transition
 - Inactivating command center channels
 - Keep super user Teams channels, monitored by CMIO / informatics / training
- Epic Hotline & Help Desk Management
- Webform & Incident Intake
- SDM Queues
- Weekly communications instead meetings
- Project close-out items
 - Documentation, regression test scripts, knowledge articles, ...
 - PSIs
- Willow ambulatory 5/17 and Ellkay clinical go-live 5/15

New Support/Partnership Model

Ongoing support and partnership –
providing value to the organization

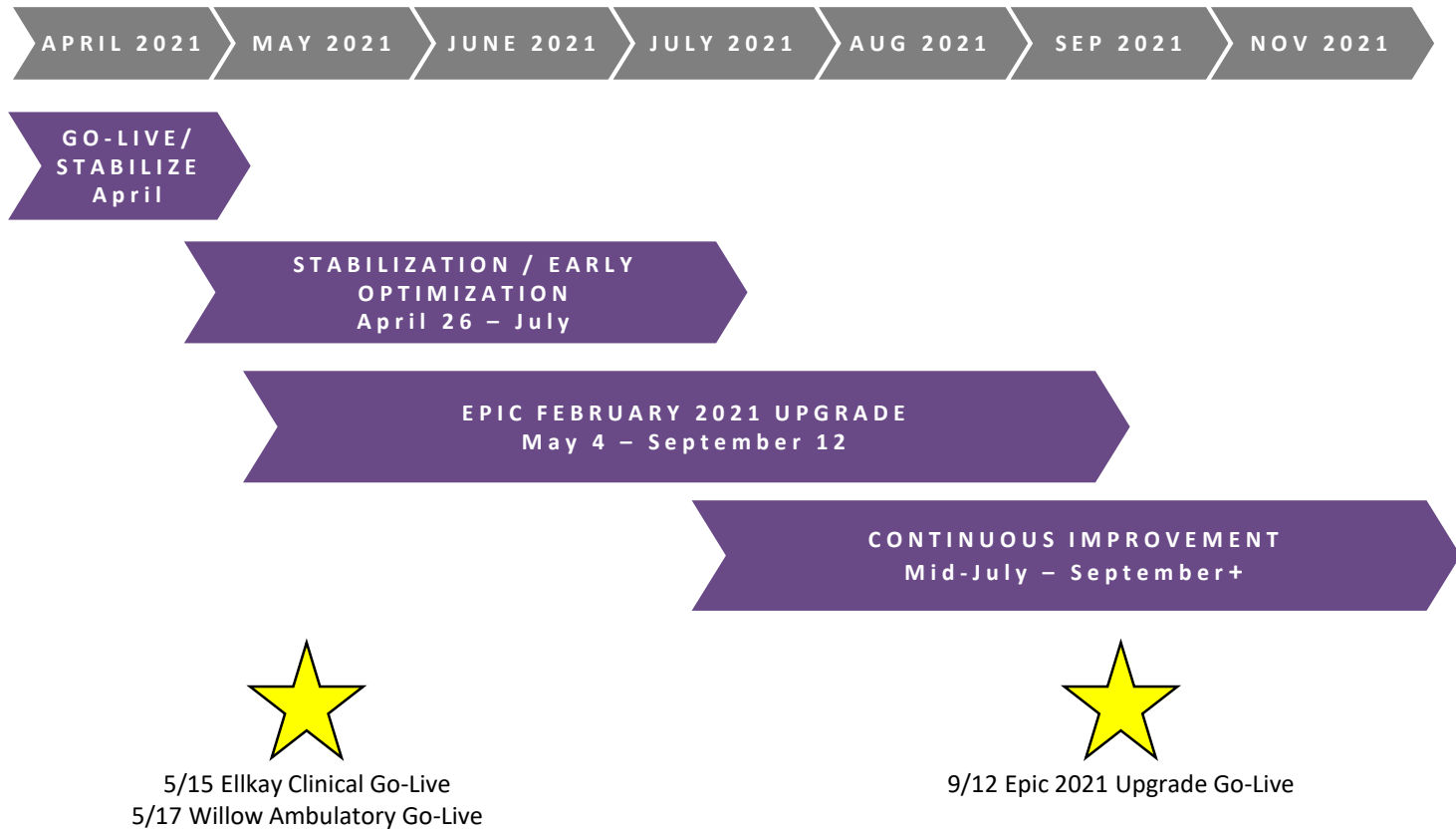


- Ongoing Super User Program with dedicated manager
- Physician Liaison Program
- Epic Clinical Hotline and Helpdesk 24/7
- IT Governance – prioritization and design
- Weekly newsletters
- Continuing work on stabilization

Learning from D1 – continuing the partnership

UPCOMING PHASES & MILESTONES

Outlined below is an overview of the upcoming phases post D1 go-live



Workforce feedback

SCCA reporting transition is going well, support has been excellent, and they are impressed with how quickly issues are resolved. It's been **"a great partnership"**.

- "Staff have been talking about how **"slick"** the tool is once it's working. **Everything is so much smoother, and we have more information than we've ever had.**" - NW OR Nurse Manager
- "SCCA spirits are good. We have a few big issues we'd like to knock out of the way. **People are feeling better and are already excited to have Epic.** If we can get those issues resolved, then we'll be ready and excited for Monday." – Ada Mohedano, SCCA Director of Clinical Analytics and Business Intelligence
- "We have been walking the floors and the **nursing staff is in good spirits**; smiling and working through the problems." – Readiness Coordinator at Montlake
- "While rounding at Montlake, **the overall tone and feel is pretty good.** People are smiling and nurses are frankly asking advanced-level questions you normally see on day 3." – UW Medicine informaticist at Montlake
- "I had a patient go into the ED over the weekend and the **experience was just amazing!** The monitoring of the patient's status, the notes from the ED, lab orders and results. Everything! It was just so much better!" - Hall Health provider
- "Seriously, Teams is a game changer. So impressed by the **information sharing** going on here and the searchability!" – UW Medicine Provider

Quote from Nursing Super User at UWMC-Montlake 5SE ICU, after seeing Heparin Protocol in the system:

"It's Fantastic - I literally jumped for joy when I saw it"

QUESTIONS

Data Governance

Phil Reid

Vice Provost of Academic and Student Affairs, Office of the Provost

Ann Nagel

Associate Vice Provost and Institutional Privacy Official, Office of the Provost



KEY CONCEPTS

What is Data Governance?

DATA GOVERNANCE: “[T]he exercise of authority and control (planning, monitoring, and enforcement) over the management of data assets” ¹

Why does UW need it?

- > To make better decisions
- > To ensure we are managing data well...with an institutional lens
- > To get more value from data...while managing cost and risk

¹ *Data Management Body of Knowledge*



UW DATA GOVERNANCE WORK, TO DATE

FOUNDATIONS

- Roadmap, maturity model, change management cycle, website, etc.

TASK FORCES

- Country Codes
- Classification of Instructional Programs (CIP) Codes
- Finance Transformation and Data Governance Intersections
- Organization Codes

DATA STEWARDSHIP

- **New approach to data stewardship with Data Domain Councils**

INTAKE

- Process & form



RE-ENVISIONING DATA STEWARDSHIP

THE JOURNEY

- ✓ **Reviewed Prior Data Trustee and Data Custodian Model**
 - ✓ Gathered Input on Prior State and Ideas for Future State from Data Custodians and the DG Ops Committee
- ✓ **Completed Benchmarking**
 - ✓ Conducted Benchmarking with Higher Education, Industry, and Research and Consulting Groups
- ✓ **Completed Needs Assessment**
- ✓ **Proposed New Data Stewardship Model**
 - ✓ Drafted a Summary and Strawman Proposal
- ✓ **Reviewed and Approved New Model**



KEY CONCEPTS

What is Data Stewardship?

DATA STEWARDSHIP: “Accountability and responsibility for data and processes that ensure effective control and use of data assets... to help an organization get value from its data.”¹

Why does UW need it?

To create a cohesive approach across and within data domains

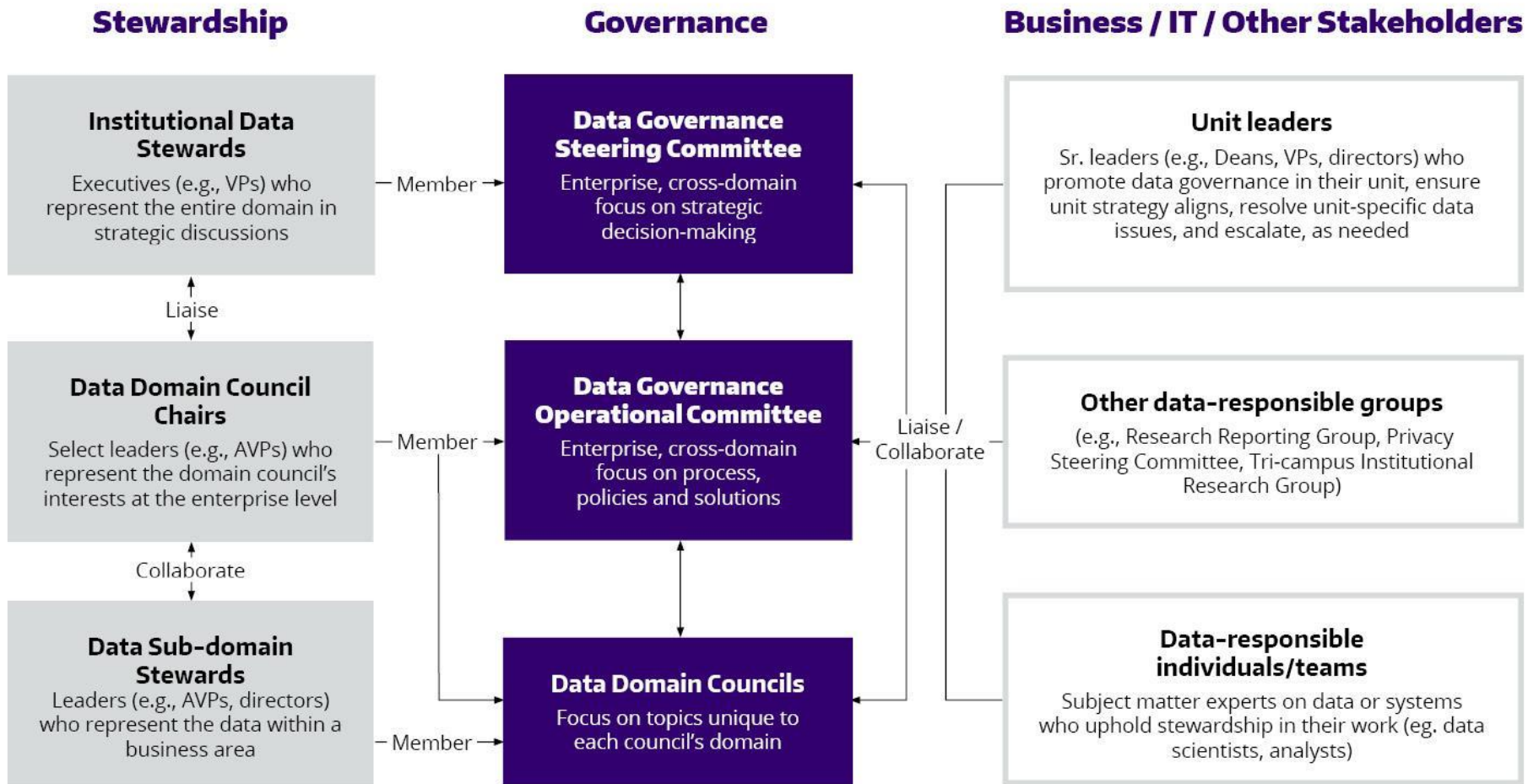
To address data issues specific to domains (e.g., policy, quality definition and classification, access, architecture, and analysis)

To get more value from data...while managing cost and risk

¹ *Data Management Body of Knowledge*



UW DATA GOVERNANCE & DATA STEWARDSHIP



UW DATA DOMAINS

Finance

**Human
Resources**

**Advancement
& Alumni
Relations**

Research

Academic

**Property &
Space
Management**



Data Governance Leadership

Steering Committee Chair - Phil Reid

Operational Committee Chair – Ann Nagel

DATA DOMAIN	INSTITUTIONAL DATA STEWARD (IDS)	DOMAIN COUNCIL CHAIR	STATUS
Finance	Sarah Hall	Ann Anderson	Charge issued. IDS and DCC added to DG Committees. Council met 2x with meetings planned every other month
Human Resources	Mindy Kornberg	Rachel Gatlin	Charge issued. Initial meeting scheduled
Advancement	Mary Gresh	Michael Visaya	Evaluating sub-domains and identifying council members
Research	Jim Kresl	Rick Fenger	Evaluating sub-domains and identifying council members
Academic	Phil Reid	TBD	Identifying council chair
Property and Space Mgmt	Lou Cariello	TBD	Identifying council chair



DATA STEWARDSHIP ROLES & RESPONSIBILITIES

UW DATA STEWARDS AT VARIOUS LEVELS...

- > Help anchor the people, process, and technology change
- > Represent the concerns of others and needs of the entire UW.
- > Accountable and responsible for data and processes

UW DATA DOMAIN COUNCILS...

- > Address data issues specific to their domains, e.g.,
 - planning
 - policy
 - data definition and classification
 - quality
 - access
 - inventory
 - issues response
 - communication and training
 - architecture
 - analysis



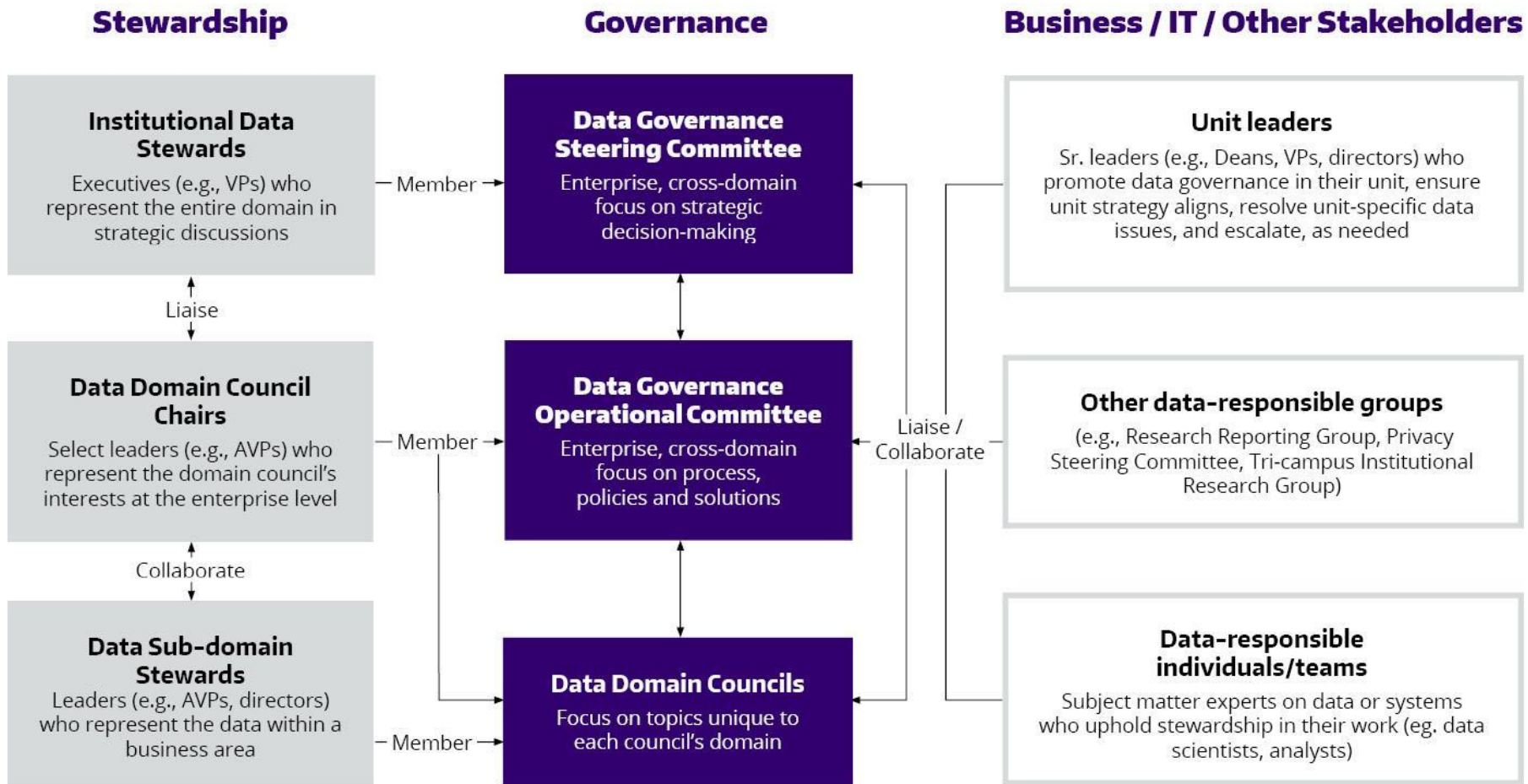
EXPECTATIONS OF DATA STEWARDS

COLLABORATIVE LEADERSHIP

- > Works across siloes
- > Elicits a range of input
- > Cooperates
- > Focuses on collective success
- > Builds trust
- > Results in transparent decisions
- > Benefits the UW as a whole



UW DATA GOVERNANCE & DATA STEWARDSHIP



KEY QUESTIONS FOR IT GOVERNANCE

Business / IT / Other Stakeholders

Unit leaders

Sr. leaders (e.g., Deans, VPs, directors) who promote data governance in their unit, ensure unit strategy aligns, resolve unit-specific data issues, and escalate, as needed

- > Data governance includes unit leaders and IT subject matter experts from UW-IT, UW Medicine, Office of Research, and UW Bothell.

Other data-responsible groups

(e.g., Research Reporting Group, Privacy Steering Committee, Tri-campus Institutional Research Group)

- > How should data governance liaise with IT governance?

Data-responsible individuals/teams

Subject matter experts on data or systems who uphold stewardship in their work (eg. data scientists, analysts)

- > How can IT governance help ensure data governance decisions are implemented in systems?



QUESTIONS

State of Higher Ed Productivity Platforms

Erik Hofer

Associate Vice President for Academic Services, UW-IT



QUESTIONS

UW Finance Transformation

Aaron Powell

Vice President for UW-IT and CIO

Brian McCartan

Vice President for Finance, UW Finance & Administration



UW FT Combined Program

Executive Summary - 3/31/2021

Project	Sponsors & Leaders	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Finance Transformation Combined Program	Brian McCarten Aaron Powell	UW	↓ (A)	↓	●	●	●	↑	\$60,499,000	\$269,246,000
Functional	Ed Loftus	Program	● (B) <i>New</i>	●	●	●	●	●		
Technical	Gail Rogers	Program	● (B) <i>New</i>	●	●	●	●	●		
Change Management	Jeff Bishop	Program	● (B) <i>New</i>	●	●	●	●	●		
Project Management	Elise Barho	Program	● (B) <i>New</i>	●	●	●	●	●		

Enterprise Systems Remediation

UW Medicine	Sarah Cantwell	↓ (B)	↓	●	●	●	●	●		
ORIS	Diego Bartholomew	↓ (B)	↓	●	↓	↓	↓	↓		
Finance Readiness Program	Jeanne Marie Isola	↓ (B)	↓	●	●	●	↓	●		
Integrated Service Center	Greg Koester	● (B) <i>New</i>	●	●	●	●	●	●		
UW-IT	Rob McDade	↓ (B)	↓	↑	↓	↓	●	●		

Departmental Systems Remediation (Campuses, Schools, Colleges, Departments, Auxiliaries)

Unit Readiness	<i>Overall readiness of academic, medicine and administrative units</i>	●	<i>Piloting a unit readiness dashboard process that leverages unit readiness leads to track and status unit-level readiness</i>		
Side System Remediation	<i>Overall status outside the Core Impl. Program and Collab Partners</i>	●	<i>Piloting a resource allocation process to engage units in determining scope of work and effort required for remediation efforts, at unit level</i>		

**9 separate projects under one Combined Program,
plus 2 areas of work across the campus**

Notes:

- (A) The UW FT Combined Program Status Report has been reformatted to align with the new organizational structure. It is a composite of four of the five Program Areas, with the fifth, Enterprise Systems, broken out into its constituent Projects. Overall Ratings are computed as the average of all five constituent projects; except that Schedule is 'maximum' of others. Budget and spend for individual program areas has not yet been determined.
- (B) Individual Program Pillars and Enterprise Remediation areas rated their own status, based on current state, and with the perspective that overall Program reset options are under consideration.



The Courage to Course Correct

Given the complexity of the transformation that the UW seeks, the decision was made to introduce a period of time – called Architect Validation stage (AVS) – to the schedule to evaluate the program’s ability to successfully achieve the planned go-live date within the outlined scope, schedule and budget initially submitted to the UW Board of Regents.

Overall Program Status: Red

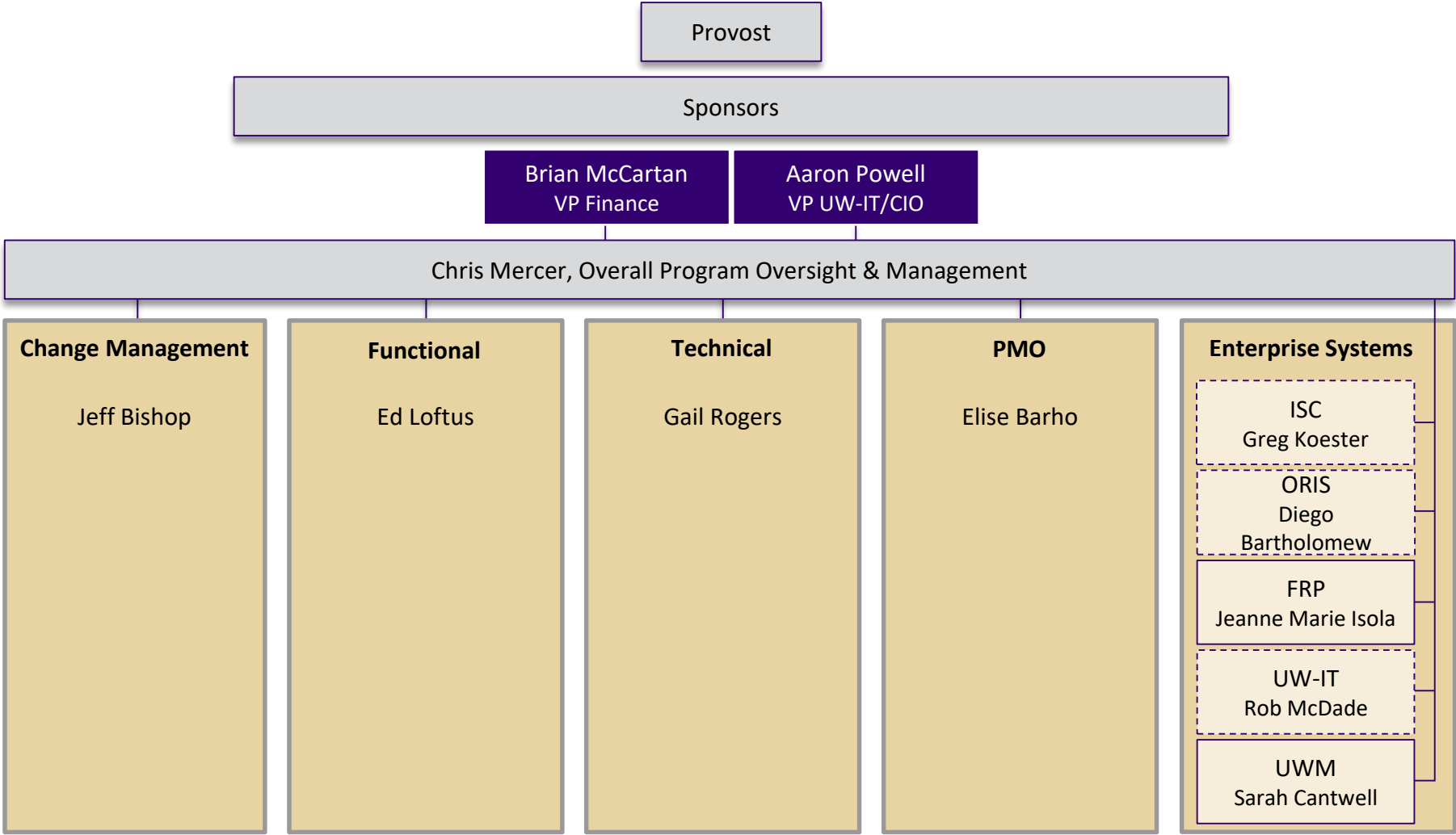
Several elements led to a shift in program status, including:

- > Incomplete detail in support of a fully integrated plan for work outside of Workday configuration
- > Organizational structure that did not enable effective execution of deliverables to plan
- > Complexities in the technology space were more extensive than assumed at initial baseline
- > New scope, including identification of the need for a Financial Data Repository
- > A significant change in course to the approach for shared services

Systems Remediation: Lessons Learned

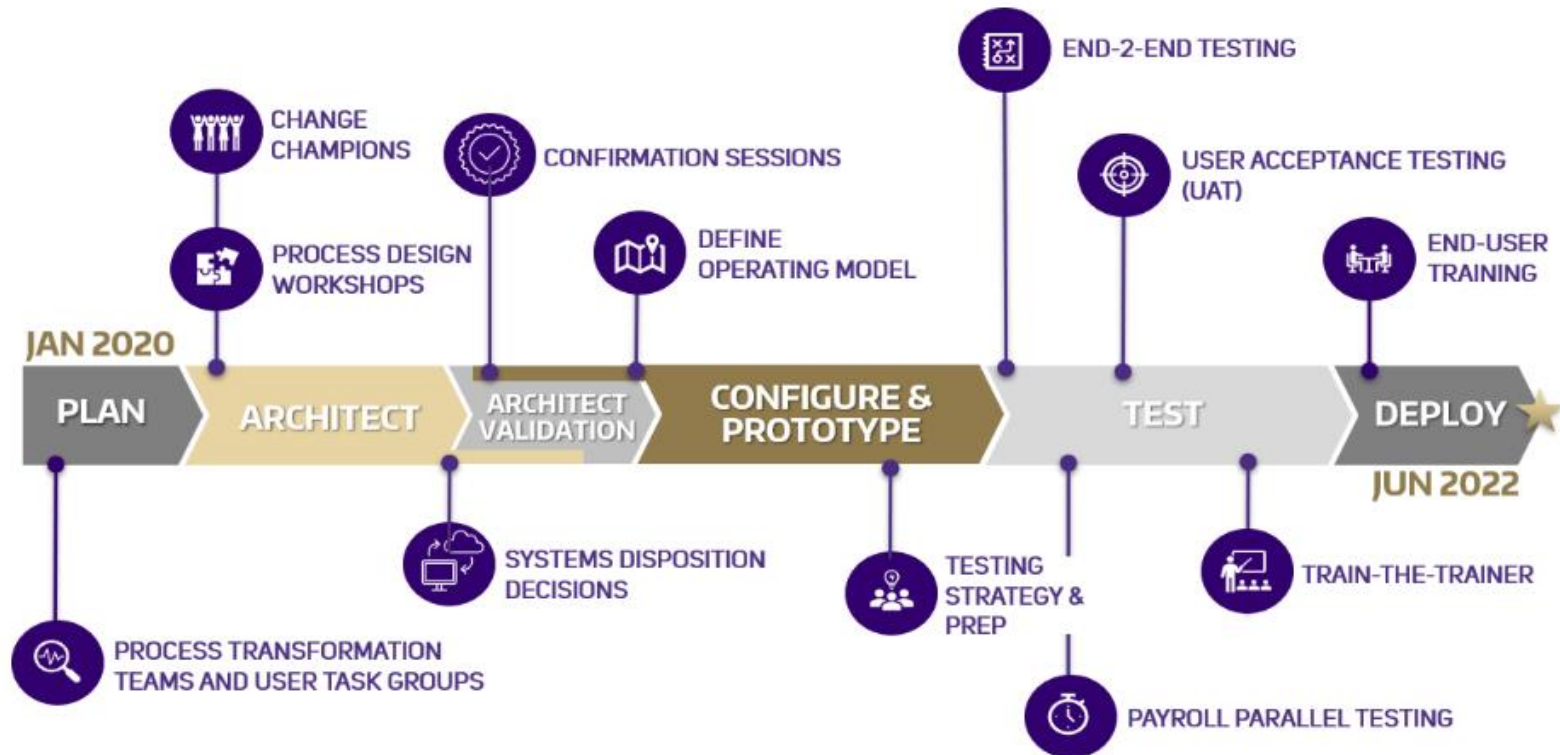
- > Early estimate of the change impact to legacy systems is challenging
- > Design the solution from an end-to-end perspective from the start. Legacy systems remediation is dependent on a shared understanding between functional and technical
- > Delays in making functional design decisions impedes technology requirements and design
- > Best to identify commonalities among legacy system remediations and share as early as possible (e.g., Foundational Data Model)
- > Make systems dispositioning decisions as early as possible, giving more time for remediations
- > Post go-live operating model has significant impacts on systems remediations

New UWFT Organizational Chart



Architect Validation Stage Overview

Objective: To provide options and recommendations to program sponsors to validate and adjust as appropriate the comprehensive UWFT program scope, schedule, and budget. This includes revising program structure and operations to support improved collaboration.



AVS Exit Criteria

The successful completion of the following exit criteria will be evaluated by the UWFT program sponsors at the April 2021 meeting:

- > Updating Program scope: amending the Program Baseline, as reviewed by the UW Board of Regents in December 2019
- > Updating Integrated Program schedule
- > Updating Program Budget and Funding plan (draft)
- > Updating Program processes and structure
- > Establishing criteria and clear accountability by which any ongoing shifts in the program will be determined

Recent AVS Accomplishments

- > New five pillar org structure established and roles for each pillar defined. Ongoing discussion around how to further align program work
- > Scope/Schedule/Budget committee have a potential approach
- > Training Strategy has been finalized and is being shared with key stakeholder groups
- > Tenant build 1.5 was completed two weeks ahead of initial schedule
- > Initial reporting inventory was completed, capturing more than 1,100 reports that fall within and outside of Workday

Sponsor's Role – AVS Exit Criteria

Exit Criteria	March Sponsor Meeting	April Sponsor Meeting
Updated Program Scope	<ul style="list-style-type: none"> > Confirm FDR in scope > Receive update on current program scope 	<ul style="list-style-type: none"> > Confirm full program scope
Updated integrated program schedule	<ul style="list-style-type: none"> > Overview of Op model road map > Overview of schedule options 	<ul style="list-style-type: none"> > Review updated Integrated Schedule > Confirm Op model structure, road map
Updated Budget and Funding Plan	<ul style="list-style-type: none"> > Receive update on progress of budget and funding; review budget/funding principles 	<ul style="list-style-type: none"> > Review status of updated resource plan for all program elements > Initial “top down” budget/financial plan
Updated Program Processes and Structure	<ul style="list-style-type: none"> > Review high-level Program Structure 	<ul style="list-style-type: none"> > Review additional detail on updated program structure
Criteria and Clear Accountability	<ul style="list-style-type: none"> > Receive update on Change Control Process (see page 35 within the Program Management Plan) 	<ul style="list-style-type: none"> > Review of decision-making process, recommendations for revision > Approval of Change Control Process

Scenario Options

Scenario	Current Summary
Full Implementation July 2022 (currently approved approach)	<ul style="list-style-type: none"> > Workday go-live possible, but would leave breakages with systems and loss of functionality across campuses
Phased Functionality	<ul style="list-style-type: none"> > Requires substantial throw away work for interim integrations > Higher long-term costs > Approach not recommended by Workday
UW Medicine First	<ul style="list-style-type: none"> > Unresolved complexities in payroll, integrations with FAS, complexity (multiple sets of books, etc.) > Requires substantial throw away work
One Year Extension – Full Implementation July 2023	<ul style="list-style-type: none"> > Most feasible approach of options > Minimized throw away work and loss of functionality > Does require additional money
Adaptive Timing (add-on of budget forecasting tool)	<ul style="list-style-type: none"> > Range of options still under evaluation: Timing could be – 9/23

QUESTIONS

IT Project Portfolio Executive Summary

Erik Lundberg

Assistant Vice President, Research Computing & Strategy,
UW-IT



UW Enterprise IT Projects

Project Portfolio Executive Summary - 3/31/2021

Project	Sponsor	Oversight Level *	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Finance Transformation Combined Program	Brian McCarten Aaron Powell	3 - OCIO	(A)						\$60,499,000	\$269,246,000
Destination: One	Tim Dellit	3 - UW	(B)						\$151,909,000	\$159,500,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO							\$2,761,000	\$4,000,000
Clinical Trials Management System	John Slattery	2 - UW							\$10,952,000	\$15,704,000
UWM Data Analytics Warehouse	Adam Wilcox	2 - UW	(C)						\$2,325,000	\$5,031,000
Continuum Online Apps	Marlon Buchanan	2 - UW	(D) <i>pause</i>						\$213,000	\$600,000
Campus Space Management Modernization	Tim Rhoads	2 - UW	(E)						\$270,000	\$330,000
MSIM Online Program Management	Anind Dey	2 - UW	(F)						\$198,000	\$216,000
Public Records	Ann Anderson	1 - UW							\$536,000	\$887,000
UWT Slate	Mentha Hynes-Wilson	1 - UW	<i>New</i>						\$94,000	\$150,000
EvanTEL	Alison Cullen	1 - UW							\$80,000	\$100,000
Gradescope	Aaron Timss	1 - UW							\$60,000	\$85,000

12 projects

\$229.9M

\$455.8M

Notes:

- (A) The UW FT Combined Program has been reformatted to align with the new organisational structure of the Program, with Pillars, and five Enterprise System Remediation projects.
- (B) Congratulations to the UW Medicine teams for successful go live of Destination One.
- (C) DAWG successfully integrated with the new Epic data in Destination One.
- (D) Continuum College has not indicated what progress is being made nor what issues there may be to complete the Salesforce enterprise data update and restart the Online Apps project.
- (E) Congratulations to Campus Space Management for successful migration of facilities inventory data from legacy system to new InVision solution.
- (F) Congratulations to the Information School and the MSIM Online program for start of its first classes in Spring quarter.



(over for Program Operations impacts)



Improvement over previous quarter



Setback from previous quarter

Program Operations	Executive Leadership	Major Projects Interdependencies Assessment		<i>Note: ISC and UW-IT resources are tracked within the major projects' budgets</i>
Integrated Service Center	Ann Anderson	UW Enterprise		<ul style="list-style-type: none"> • Workday Feature Release 2020 R1 – Workday’s five-week release window began February 6, and ended with the Feature Release on March 13. Approximately 400 regression tests were executed. The release went smoothly and system downtime was minimal (about 13 hours). • COVID-19 – ISC team members continue with support of COVID-19 related activities (e.g. benefit eligibility, payroll data corrections, over-payment monitoring, unemployment benefit verification, attestations, etc.) with some of the workarounds done manually, impacting available resources. • Financial Transformation – Key open questions around scope, schedule and budget with impacts to the ISC to be determined. • Reporting Adoption Project – A customer-focused, customer-driven project to improve functionality, efficiency and ease of using Workday HCM Reporting. Expected completion extended one month, until end of April, and includes customer testing and peer demos. A follow on project will give University unit and central analysts access to baseline HCM, Compensation, and Payroll reports in Workday. This is a collaborative effort with UW Data Custodians, UW-IT, OBP, and Campus Unit Analysts to develop the model for these new roles. Implementation expected to roll out during Q2. • Calendar Year End – An annual project to prepare and deliver tax accounting to university employees and benefit recipients in accordance with state and federal tax requirements. Tax forms and submissions have been completed with corrective tasks remaining as they arise. Closure extended one month, to May 17, 2021, due to IRS extension of the tax deadline. • 2021 FSA/DCAP Events – PEBB is offering employees currently enrolled in a Medical FSA or DCAP for 2021 three opportunities during 2021 (March, June and September) to change their elections without a qualifying event. This effort requires collaboration across multiple ISC tiers and teams. It will be a front-loaded effort (start date - end date) - once built for the March event, we will be able to turn on/off for the June and September events.
UW-IT	Aaron Powell	UW Enterprise		<p>Critical operations in support of remote teaching, learning and research remain top priority. Some UW-IT resources remain dedicated to supporting D1 go-live. Overall Health is borderline Yellow / Red.</p> <ul style="list-style-type: none"> • UWFT – FT Initial review of program status by new PMO and technical leadership shows significant gaps and open design decisions in some areas and insufficient staffing levels in many areas across the program. This will make it difficult for technical teams to make progress, inform new schedule / budget estimates with confidence, and puts current schedule at risk. Morale is extremely low. • ADV CRM – Project did not meet the March 31, 2021 Phase 1 go-live date. No new Phase 1 go-live has been set; but ADV not currently expecting impact to November 2021 go-live target. UW-IT monitoring for potential scope changes to UW-IT systems. Slow turn-around times on ADV decision-making increase risk, as some UW-IT teams will enter period of no availability due to year-end processing (this blackout time period is documented in the MOU b/w UW-IT and ADV).

QUESTIONS AND DISCUSSION

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON

