Information Systems Strategic Planning

The Problem
In early 2015 a number of clinical departments requested that BIDMC’s Information Systems (IS) Department provide more transparency about the development work being done. After some initial discovery it was apparent that the majority of IS efforts supported routine maintenance and enhancements to support federal mandates such as ICD-10 and Meaningful Use. As a result, progress on development of individual enhancement requests was limited.

Aim/Goal
The IS Strategic Planning Team was assembled in June 2015 and tasked with creating a process to provide transparency of IS development work to clinical and business stakeholders. Additionally, the team needed to implement a governance structure to support the strategic plan and an IT Steering Committee to review and approve requests for IT solution development and implementation based upon organizational priorities; and provide oversight for the completion of those approved requests in accordance with the Request Lifecycle Management Process.

The Team
Manu Tandon – Information Systems
Jayne Sheehan – Ambulatory
Samuel Skura – Ambulatory
Ronald Jones – Ambulatory
Amy Goldman – Ambulatory
Danny Talmon, MD – Anesthesia/Critical Care
Eli Gelfand, MD – Cardiology
Mike Gavin, MD – Cardiology
Eileen McCarthy – Compliance
Larry A. Nathanson, MD – Emergency Medicine
Steve Fischer - Finance
Marc Cohen, MD – Healthcare Associates
Ken Sands, MD – Healthcare Quality
David Feinbloom, MD – Hospital Medicine
Larry Markson, MD – Information Systems
Karen Rapuano – Information Systems
Sarah Moravick – Innovation & Improvement

Components of IT Governance

User Work Groups
- Grass roots body for idea generation, feedback and communication of IT plan
- Wide membership
- Dedicated Air Traffic Controllers

Request Triage Team
- Grass roots body for IT Request Triage, Classification, and Communication
- Pre-qualifies new requests for SC review (as needed)
- Staffed with IS Solution Architects, Developers, and Air Traffic Controllers

Steering Committee
- Grass roots body
- Owns IT Strategic Plan (Gantt chart)
- Makes decisions on pre-qualified new requests from triaging

Project Work Teams
- Grass roots body for project management and support
- Design elaboration, development, testing, and acceptance
- Made up of developers, end users, PM

Lessons Learned
The organization benefited by recognizing that IS planning is a multi-disciplinary activity.

Next Steps/What Should Happen Next
The IS Strategic Planning Team will continue to support and maintain the IS Strategic Plan and IT Steering Committee through:
- Supporting IT Steering Committee meetings held every other month
- Ongoing active management of IS Strategic Plan; ensuring accurate, transparent reporting of project status and dates
- Identifying innovative / disruptive solutions for consideration by IT Steering Committee

The Interventions
- Define current state in terms of HIMSS EMRAM Stage 7 framework
- Define desired future state based upon input from diverse group of clinicians and business stakeholders
- ID gaps between current/future state; classify as core, innovative, or advanced
- Develop IS Strategic Plan to address gaps between current and future state with an emphasis on Core and Innovative projects

For more information, contact: ISStrategicPlanningTeam@bidmc.harvard.edu