Creating a Sustainable IT Governance Structure

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Sustainable IT Governance

- Governance Defined
- IT Governance Frameworks
- Health Care IT Governance Structure
- Governance Function
- Governance Development Process at TBHC
- Measuring Success
- Recommendations
IT Governance Defined

- Prioritization
- Funding
- Resource allocation
- Defined roles, responsibilities and accountability
- Aligns with organizational strategy
- Ensures all stakeholders’ needs are considered
- Defines processes for project approval and measurement of progress and success
EXTRACTING VALUE FROM INFORMATION CHAOS
WHY GOOD GOVERNANCE MAKES GOOD SENSE

BYOD (BRING YOUR OWN DEVICE)
6 OUT OF 10 EMPLOYEES AGES 18-35
USE A PERSONAL DEVICE FOR WORK

24B CONNECTED DEVICES BY 2020

SOCIAL MEDIA RISK
2 OUT OF 3 COMPANIES ARE AT RISK FROM SOCIAL MEDIA INCIDENTS

PRIVACY REGULATIONS
PASS**** 65
COUNTRIES HAVE THEIR OWN DATA PROTECTION LAWS

CYBERCRIME COSTS US $1 TRILLION PER YEAR
75M MALWARE SAMPLES IN 2012

DATA PROLIFERATION
THE AVERAGE CORPORATE WORKER SENDS 112 EMAILS PER DAY

DOWNTIME
AVERAGE COST $5,000 A MINUTE FOR DOWNTIME

COST OF DISASTERS IN 2011
9.6 MILLION PANETES: business-related information processed by the world's computer servers per year

MERGERS/ACQUISITIONS
SYSTEM OPTIMIZATIONS

JCAHO
HIPAA
ACO
ICD-9 TO ICD-10
TECHNOLOGY INFRASTRUCTURE
HITECH ACT (MU1 & 2; ACUTE & AMB)

## IT Governance Structure Frameworks

### ISACA COBIT5

- **FIVE PRINCIPLES:**
  - Meeting Stakeholder Needs
  - Covering Enterprise End-to-End
  - Single, Integrated Framework
  - Enabling a Holistic Approach
  - Separating Governance from Mgt

- **Focus:**
  - Remove project prioritization from IT.

### ITIL

- **FIVE STAGES:**
  - Service Strategy
  - Service Design
  - Service Transition
  - Service Operation
  - Continual Service Improvement

- **Focus:**
  - Focus on entire lifecycle of IT.
  - Used by Disney, NASA, IBM, and Microsoft.
Committees

CIO Technical Council
The Johns Hopkins University and the Johns Hopkins Health System independently and collectively address strategic information technology, networking, and telecommunications issues. The CIO Technical Council meets monthly to discuss and review emerging technologies, significant projects, and policy matters that will have an impact on the deployment of inter-divisional and inter-organizational solutions. Representatives from the various entities of Johns Hopkins contribute to the agenda, and lead the discussions, providing an opportunity for collaboration, collegiality, and coordination.

Clinical Systems Advisory Committee
The Clinical Systems Advisory Committee (CSAC) provides advice and recommendations as it reviews technologies in

- CIO Technical Council
- Clinical Systems Advisory Committee
- Patient Management Systems Advisory Committee
- SAP Executive Oversight Committee
- Institutional Computing Standards Committee
IT Governance

One of the most important steps a CIO can take to ensure alignment of IT with the business strategy of the organization is to create robust governance committees. It's also the best way for a CIO to satisfy customers, respond to the tyranny of the urgent, and keep the CIO employed!

I've mentioned governance issues in several previous posts:
- Time Scope and Resources
- How to Say No
- Tyranny of the Urgent
- It's not a Job it's a Lifestyle
Defining IT Workload

**Operations**
- Correct breakages in existing functionality
- "Keeping the lights on"
- Example: Replacing a broken PC
- Managed by IT
- Not reviewed by sub-committees or IM Council

**Enhancements**
- Create new functionality
- Like projects, but smaller
- Address small needs quickly
- Example: Modify a report
- Managed by IT
- Input on prioritization from sub-committees or work groups

**Projects**
- Create new functionality
- Distinguished from enhancements by greater size, scope, and cost
- Address larger needs
- Example: Allscripts Optimization
- Managed by IT
- Selected and overseen by IMC
IT Governance Process

- Project Charters
  - Prepared by Project Sponsor and PMO
- Goals
- Cost
- Expected results

- Regular meetings of IM Council and Sub Committees
  - Published deadlines for project submissions
  - Schedule integration with financial approval process
Committee Agendas

- New project request review
- Project prioritization
- Current project status reporting
- Sub committee reports to IM Council
Sub Committee Project Prioritization Criteria

- Is the project mandatory to support The Brooklyn Hospital Center strategy?
- Are mission critical systems at risk?
- Is the project driven by a regulatory requirement (i.e. HIPAA, Medicare, JCAHO, HITECH Act)?
- Is the project consistent with the IT Strategic Plan?
- Are infrastructure or application prerequisites in place?
- Is there funding for the project?
- Are there adequate IT resources available to implement in the necessary time frame and support the technology in the future?
- Is there a well-defined business strategy/process?
- Has a project sponsor been identified?
- Are there sufficient end-user resources available for the implementation?
- Are there tangible benefits?
- Is there a positive impact on patient care/safety, outcomes, decision support or productivity?
- Is there a clearly defined potential for ROI?

Defer Project

Pursue Project
C-Suite Leadership

- Evaluation and prioritization of projects via IM Council
- Hold project sponsors and IT leaders accountable for project success
- Deliver on resources committed to projects
- Ensure governance process is strictly followed

“Making IT work demands the same things that other parts of the business do—inpired leadership, superb execution, motivated people, and the thoughtful attention and high expectations of senior management.”

Measuring Governance Success

- Engaged leaders at all levels of organization
- In depth understanding of IT requirements to support organizational strategy
- Organizational ownership of IT project prioritization
- Alignment of strategy with capital budgeting process and operational financial constraints