Contents

2 HIT Overview
3 Pathway to Strategic Plan
6 HIT Goals
9 Build Trust with Customers
   Provide Information for Better Decisions
   Deliver High-Value Solutions
   Be “The Place” to Work
18 What Success Looks Like
Who are we?

Health information & Technology is a diverse department that delivers business and clinical information and technology to support the University of Virginia Medical Center and other entities within the Health System in their effort to be the safest place to work and receive care.

As part of a year-long effort with our leadership and management teams, we developed this strategic plan to guide our activities and help communicate to our stakeholders our future direction. We hope to engage our customers and stakeholders as we implement this plan to ensure alignment and superior services.

<table>
<thead>
<tr>
<th>Security</th>
<th>Desktop Services</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data center</td>
<td>Medical Records (HIS)</td>
<td>Mobile</td>
</tr>
<tr>
<td>Clinical IT Departments</td>
<td>Epic EMR Application</td>
<td>Management Engineering</td>
</tr>
<tr>
<td>Web Development</td>
<td>Analytics</td>
<td>Clinical Informatics</td>
</tr>
<tr>
<td>Telemmedicine</td>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Clinical Engineering</td>
<td>Network</td>
<td></td>
</tr>
</tbody>
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Table showing various IT and health technology services and departments.
Strategic Planning

Is the path we chart from why we exist (mission) to where we want to be (vision).

Mission

why we exist

To provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge.
To be the trusted partner in applying information and technology to make UVAHS the safest place to work and receive care. To be “the place” to work in information and technology in the mid-Atlantic.

**Vision**
where we want to be

**Values**
how we behave

Respect
Integrity
Stewardship
Excellence
Build trust with Customers

Provide the information needed to make better decisions

Deliver High-Value Technology Solutions

Be “The Place” to Work
Laying the Foundation for Innovation

Innovation is action applied to an idea. But ideas must come from a strong foundation of technology, information, and people. Our Health Information & Technology Strategic Plan is structured to put us on the path to build that foundation.

In the years to come, HIT, in partnership with our customers, will focus on encouraging a culture of innovation. We want to innovate and develop the best for UVAHS and our patients.
Value can only be defined by the customer and not the producer. Within the Health System, this is also true. Health Information & Technology customers are as diverse as our services and teams – and it is to them we look to define our value.

That is why we are focusing on building, nurturing, and growing relationships with all of our customers to learn what value means to them and how we can deliver it. We want to move from an internal support service provider to TRUSTED PARTNER.

We believe the keys to building that trust are: listening, communicating, and being easily accessible. The activities that support this goal will create regular dialogue between HIT and its customers and invite them to engage with us to deliver solutions for better care and operations across the Health System.
Our team will:

**Actively manage and improve customer relationships**

Establish regular dialogue with customers to pro-actively support their business and clinical operations

Cultivate a culture of ownership to serve customers’ needs

**Demonstrate transparency in our communications & operations**

Be transparent in our operations within our teams and to our stakeholders

Update HIT operational reporting tools to make them more understandable and actionable

Customize our communications and services to customer segments

**Promote ease of access to HIT services**

Improve response time to customer requests

Provide user-friendly self-serve options for HIT Services

Enhance internal and remote access to UVAHS Systems

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**Beyond Break-Fix**

Customer satisfaction comes from meeting the customer’s needs, but customer trust comes from anticipating and exceeding those needs. The Clinical Engineering team is moving to embed a new culture of going beyond traditional servicing of medical technology to focusing on failure prevention, optimization, and innovation.

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1 Libert, Wind, & Fenley “What Apple, Lending Club, and AirBnB Know About Collaborating with Customers” HBR July 2015
Provide the information needed to make better decisions

At the nucleus of safe and exceptional clinical care are good decisions. Good decisions on what medication to prescribe, which treatment to pursue, when to intervene, and on and on. Our role in Health Information & Technology is to put information in the right hands to make the right decisions.

Our teams collect and manage clinical data from myriad sources, including the medical record data, performance metrics and operational data ensuring its quality and security. Data just by itself is like raw ingredients for a meal and our teams provide the techniques and skill to transform the data into meaningful analysis and reporting for our customers.

Supporting Patient Experience through Technology

In HIT, we recognize our role in contributing to great patient and visitor experiences. For that reason, we have projects that aim to directly serve patients.

- Patient Portal Enhancements
- Patient Mobile Applications
- Improved Visitor WiFi Access
- Help desk Access for Patients
- Exploration of Direct to Consumer Telemedicine
Our team will:
Ensure secure, valid, accurate, and complete data and information
Enhance on-line tools for Enterprise Documentation
Improve Data Quality through Data Governance
Expand Available Data in the EDW for Customer Use
Facilitate more effective clinical & operational decision-making
Optimize EMR for Improved Provider Work-flow and Better Care
Provide New and Enhanced Clinical Reporting and Tools
Provide Medical Center Leadership with Information for Higher Quality Operational Decisions

Connect patients and visitors with resources they need to improve their experience and care
Increase the content and functionality of MyChart Patient Portal
Support Patients’ HIT needs while at the Medical Center
Develop Patient-facing Web and Mobile Applications that improve Patient Experience
Encourage Patients to engage through technology in their Care

Support better informed Project Decisions
Improve Intake & Demand Management: Approval & Prioritization
Improve HIT Acquisition Process: Planning, Approval, and Purchase
Roll-out more robust Project Governance

Big Data to Better Decisions
While there’s a lot of talk of Big Data, Predictive Analytics, Hadoop Clusters, Data Viz, and the like, the simple truth is that more data is only valuable if we can apply it to making better business decisions and driving toward better clinical outcomes.

Our focus is to put the right information and analysis in front of the right people. Our Analytics Reporting Team is building its capabilities to curate, analyze, and enable discovery to support informed decision making throughout the Health System.

1State of the PMO 2014, PM Solutions, May 2014. [Also of note, 31% Improvement in Customer Service.]
Deliver High-Value Solutions

Successful Process Improvement adoption requires a culture change. The most effective way of handling this challenge is by leveraging all levels of the organization. This approach can make the journey of service improvement an engaging transformation for the whole team.

As “Be Safe” becomes ingrained in our culture it requires that all support functions adopt complimentary process improvement processes. The secret of Toyota’s success went way beyond the factory floor to all of its business support, suppliers, and partners. HIT’s implementation of Process Improvement will not only improve our performance and customer satisfaction, it will contribute significantly to the success of Be Safe throughout the Health System.
Our team will:

Adopt a Process Improvement Methodology and apply in high-impact areas

Improve Project Management across the Enterprise

Increase predictability, security, and reliability in operations

Pro-actively manage HIT resources

Improve HIT operational efficiencies

Maintain life-cycle of current assets

Support Health System Growth

30% increase in business users’ satisfaction scores regarding the quality of IT services after ITIL implementation.

Implementation of ITIL and Lean in HIT

ITIL, formerly known as the Information Technology Infrastructure Library, is a set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. Developed in the 80’s by a UK Government Agency, ITIL provides recommendations for standardization of IT Processes. McKinsey & Company observed IT productivity increased by 20 to 40 percent through process improvement initiatives and reduced the delivery time of new applications and functionality by 10 to 30 percent through more rapid iterations.

HIT seeks to train all our teams in ITIL Methodology and Lean. We aim to compliment the Health System’s Be Safe initiatives with systems and IT-appropriate frameworks.

SPOTLIGHT ON A PROJECT

1Bandopadhyay & Adams, “How to Influence the Collective Mind to Adopt ITIL for IT Service Improvement” July 2011 Gartner.com
HIT Supports UVAHS’s Employee Engagement

We are proud to be a partner in helping improve engagement in other areas of the Medical Center and beyond. The following are some activities that aim to improve employee work, satisfaction, and engagement.

- EMR enhancements & optimization
- Improved HIT Customer Service
- More reliable HIT operations
- Greater transparency to HIT operations
- More user-friendly self-serve reporting options
- Single sign-on and easier access
Behind all the information and technology at UVAHS are people – our people. That is why it is important for us to ensure the well-being, growth, and engagement of these people. Striving to improve employee engagement is critical for our success, and also to the success of the entire organization as it affects our customer satisfaction and our patients’ experience.

Our team will:

Connect team members to the Mission

Provide opportunities for team members to engage with Customers & the Mission
Share stories about the impact of HIT activities
Bring the Voice of the Patient to HIT

Build Community of HIT within UVAHS

Foster meaningful interactions with teams spread across different locations
Engage and educate extended HIT Communities like PM, Engineers, Builders, and Analysts

Invest in developing career path, growth, and education opportunities for all team members

Set expectations for career progression
Make time and funding available for training and education
Develop and implement behavior expectations and standards within HIT

Protect work-life balance
Success for HIT Looks Like...

- Increased Employee Engagement
- Reduced Voluntary Turnover
- Higher Customer Satisfaction
- On-time and on-budget Project Delivery
- Critical Application Uptime
- Increased Patient Portal Adoption
- <2% Budget Variance