

**BIDMC**  
**INFORMATION SYSTEMS**  
**OPERATING PLAN**  
**FY11**

## Information Systems FY11 Operating Plan

### **Introduction**

This document outlines the BIDMC Information Systems FY11 Operating Plan. In FY11, we will again align our goals with the operating goals of our customers.

We have developed this Operating Plan based on discussions with our customers within BIDMC. We will use this plan throughout the year as a yardstick to evaluate our performance in meeting our goals. All levels of Information Systems staff have contributed to the Operating Plan and are committed to seeing that these promises to the BIDMC community are fulfilled.

It is very important to us that the customers of Information Systems are fully aware of our activities and plans. We will be keep all stakeholders informed about our progress on the Operating Plan throughout the year. We value your feedback and welcome any comments or questions on the initiatives described in this plan.

John D. Halamka MD

## Information Systems FY11 Operating Plan

### **Academic and Research Computing**

**Leader:** Steve Berry

**Strategy:** To select, design, implement, and support research administrative applications, including grants management, human subjects monitoring, animal research monitoring and compliance education.

#### **Goals for FY11:**

- Roll out second phase of grant electronic management system (GEMS) for the progress reports, close outs and System to System processing.
- Continue Implementation a Clinical Trial patient recruitment solution to support the enrollment of patients into approved human subject protocols. Integrate with the ClinicalTrials.Gov
- Implement version 5 upgrade to Topaz for ARF and animal user community
- Begin the process of migrating the IRB from paper protocols to an electronic protocol processing application.
- Work with Catalyst to promote and educate researchers on REDCap electronic data collection solution.
- Update and maintain business performance/benchmark reports on Research at BIDMC.

#### **Staffing:**

Director

1 Manager, Research Informatics

7 Analysts/Programmers

3 Desktop and application support specialists

1 EDC Form Programmer/Analyst

1 CTSC EDC Coordinator

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### **Clinical Systems**

**Leader:** Larry Markson

**Strategy:** To design, build and maintain clinical systems. To select, implement, and support clinical applications

#### **Goals for FY11:**

##### *Inpatient/POE/Pharmacy*

- Complete implementation of POE for NICU and New Born Nursery
- Complete implementation of POE for ED and Dialysis
- Complete rollout of bar-coded patient identification by extending the process to the infant population
- Continue to implement pharmacy, charging and other revisions to support Pharmacy 340B requirements
- Continue to support code 44 compliance with POE and billing interface enhancements.
- Implement outpatient pharmacy for oncology/chemotherapy
- Develop a project plan and timeline, and begin to implement, enhanced infection control management and surveillance
- Enhance allergy documentation in two phases: (1) Migrate to new database, and (2) Improve documentation
- Continue to enhance ICA (Inpatient Clinical Applications) committee structure/process/membership
- Enhance inpatient applications as prioritized by ICA
- Continue to deliver project management, implementation and post-go-live support for in-house development projects including CPOE, Oncology Management System, and eTicket

##### *WebOMR*

- Implement referral tracking to “close the loop” for outpatient referrals
- Continue to develop and expand the roll out of test results tracking. New functionality will include labs and provider workflow/efficiency enhancements
- Continue to develop and expand the roll out of online surgical booking order
- Enhance problem lists to improve user interface and support SNOMED-CT
- Pilot expanded HIE technologies in Cancer Center to push outpatient notes to referring MDs
- Expand the roll out of pharmacy-initiated renewals
- Enhance webOMR as prioritized by webOMR Users Group

##### *Clinical Documentation*

- Develop a strategy, plan and timeline, in conjunction with Clinical Leadership, to implement meaningful use standards for 2011 and future years.
- Begin planning for acute care documentation, standardized problem lists, and eMAR
- Complete rollout of inpatient medication reconciliation

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- Continue expansion of NEHEN notification and communication systems
- Participate in a proof of concept for an electronic forms product that integrates with webOMR
- Participate in multidisciplinary evaluations of web-enabled mobile devices for clinical and bedside documentation.
- Develop plan and timeline to implement online clinical documentation in OB/GYN

### *OR*

- Complete intra-operative documentation in PIMS (Perioperative Information Management System)
- Implement “Big Boards” Phase I – read-only display of current PIMS dashboards in non-public areas
- Enhance PIMS as prioritized by OREC (O.R. Executive Committee)

### *Scanning*

- Integrate scanned notes and reports in webOMR as prioritized by the webOMR Users Group
- Integrate faxed documents in PIMS to support PAT and OR in managing documents faxed from external sites

### *LIS*

- Continue implementation of SCC Laboratory system and go live with Phase 1
- Remediation of in-house systems, including development of a new webOMR clinical viewer
- Support test planning and execution
- Participate in management of the application environment including software upgrades
- Perform analysis and planning for Soft Lab results to three Community Health Centers
- Support implementation of PPID bedside solution for nurse-collected specimens (front-end labeling) as prioritized by the LIS Steering Committee

### *Critical Care/Anesthesia*

- Perform major upgrade to MetaVision (MV ICU)
- Continue to evaluate and implement MV ICU enhancements as prioritized by MV ICU governance
- Upgrade AIMS, advancing its decision support capabilities and expanding multidisciplinary use
- Support existing systems including Patient Safety Reporting System, OB-TracVue, Transplant and Trauma Registry

### *Cardiology*

- Implement Vascular Information System and Vascular PACS (Consensus)
- Implement Reporting solutions for Cath Lab, Echo, Electro-Physiology and Vascular
- Upgrade Echo PACS

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- Continue implementing/supporting CVI Registries
- Support implementation of People-Soft/MacLab/CardioLab interface.
- Support Apollo, MacLab/CardioLab and Echo

### *Radiology*

- Implement multi-year roadmap to enhance CCC RIS and achieve RIS-based workflow
- Complete implementation of Children's AccelaRAD
- Continue project management and technical support for projects / enhancements as prioritized by department governance including:
  - Enhancements to CCC RIS
  - Front-end voice recognition
  - RIS/PACS integrator
  - Installation of new Radiology modalities
  - Needham PIX (Patient Identity Cross Reference system)
  - Nuclear Medicine RIS/PACS infrastructure upgrades

### *Rad/Onc*

- Continue project management and technical support for projects / enhancements as prioritized by department governance including:
  - Upgrade Philips Pinnacle Treatment Planning System workstations
  - Upgrade to Mosaiq 2.2 Treatment Delivery system
  - Ongoing support for existing systems including: Impac, Cyberknife and associated treatment planning systems.

### *Enterprise Image Management*

- Advance enterprise PACS efforts in conjunction with the IS infrastructure teams, including:
  - Provide consultative, project and technical management to Radiology, OB, GI, CVI and other medical center PACS projects as prioritized by the Enterprise PACS committee
  - Perform major upgrade from Enterprise Archive 3.0 to 4.x
  - Begin to plan and implement a centralized process for Enterprise Archive management
  - Complete CardioPACS Migration Including:
    - Echo DVD Migration
    - CVI Cath / Echo Web Images
  - Continue Radiology PACS Disaster Recovery activities
  - Complete technical assessment and recommend approach for image sharing with referring institutions

### *Ambulatory/Community EMR*

Continue to support efforts to implement the eClinicalWorks EHR to BIDPO clinicians (APG & API-private)  
Support the migration of APG Chestnut Hill to WebOMR

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Design and implement an online archive system for all Logician retired systems and practices.

Support Logician and other community systems

### **Staffing:**

Clinical Development: VP, 4 Managers, 24 Programmers

Clinical Applications: Director, 4 Managers, 21 Analysts

### **Database Administration**

**Leader:** Don Wood

**Strategy:** Provides installation, licensing, support, performance monitoring, tuning, high availability, disaster recovery, and problem management for over 400 Oracle and Microsoft SQLServer data bases.

### **Goals for FY11:**

- Upgrade Standard SQL Standard Edition to SQL Enterprise Edition
- Monitor mirroring to see how far behind the Primary is at RenCen in sending to the Partner, and how far behind the partner is applying updates to the mirrored database at PBS
- To begin widely using Policy Based Management in SQL 2008R2 Enterprise Edition and SQL 2008 Enterprise Edition (SP2 when available)
- To continue the growth of SQL 2008 auditing
- To expand the monitoring of our systems with Idera SQLDM and fine tune it
- To support the DSS Teams investigation into the use of BI tools such as Power Pivot for Excel 2010, SSIS, SSRS, and SSAS and Sharepoint
- To support the numerous new projects that the project team needs DBA support
- To support the Vendors and in house developers in performance, tuning and debugging their applications
- To continue pushing vendors from SQL 2005 to SQL 2008. SQL 20011 will be coming
- To provide 100% High Availability Environment that is clustered at Rencen and mirrored to PBS than clustered at PBS

### **Staffing:**

Manager

8 Database Administrators

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### **Decision Support**

**Leader:** Carolyn Conti

**Strategy:** To implement decision support systems, including data warehousing, master physician directory, web-based reporting, and workflow applications.

#### **Goals For FY11:**

- Implement Performance Manager reports and dashboards to support customer needs.
- Implement clinical data marts as needed to enable quality measurement, pay for performance goals, and other decision support needs.
- Continue to provide CPI support for HIE via NEHEN gateways.
- Implement enhancements to the Patient Activity Profile to support JCAHO requirements.
- Enhance SOAR (Accounts Receivable workflow) to support denial tracking and appeals
- Explore the introduction of new BI tools as funding permits
- Support Cactus and NEHEN Express users

#### **Staffing:**

Manager  
1 Programmer  
2 Analysts  
2 SQL Developers

### **Finance and Administration**

**Leader:** Jeanette Blackler

**Strategy:** Provides central liaison with Finance and Human Resources for IT-related recruitment, payroll, job classification, budgeting, purchasing, accounts payable, and accounts receivable functions. Manages the IT Allocation process to recover IT expenses BIDMC incurs in support of others.

#### **Goals for FY11:**

- Review Media Services billing and AR on a monthly basis and assist in AR management
- Administer IT allocation and budget to include 95% or better collection rate
- Provide monthly detailed reports for Clinical Systems on operating and capital
- Provide support to the MyTime, time and attendance system, rollout within IT
- Maintain spreadsheet that compares maintenance charges by vendor and % maintenance cost versus initial purchase on a quarterly basis
- Provide oversight for new time keeping and electronic signatures
- Provide updates to the IT Metrics report as assigned
- Coordinate the IT Allocation adjustments for APG sites converting to outside services

#### **Staffing:**

Manager  
2 Analysts

**Fiscal Systems Operating Goals**

**Leader:** Steve Herzog

**Strategy:** Provide on-going applications and workflow improvement support and assistance in the selection and implementation of critical financial and human resources based software applications that will improve the hospitals overall Revenue Cycle, Human Resources, General Financials, Payroll, Research and Supply Chain Management day-today operations.

**Goals for FY11:**

**Implementation**

- Support the ongoing needs of the PFS Revenue Cycle 'Claims Denial' reporting project with IBAX serving as the primary data source to feed Case Mix and the Performance Manager applications.
- Continue the development effort in both IBAX and NEHEN to transition from the current 4010 format to the new 5010 claims and remittance format by 12/31/10.
- Support on-going IBAX changes in support of the MassHealth Claims and Remittance Project. (NDC's on 837's)
- Provide on-going enhancements in support of the BIDMC Cost and Payment Department and the use of the Harvest DRG Payment Verification application.
- Participate and provide on-going Financial Information and Data Integration support to the Pharmacy 340B Sentry project. Projected \$8 Million dollar Pharmacy cost benefit to the Medical Center.
- Prepare to upgrade the PeopleSoft HRMS application from V8.9 to V9.1 during the second quarter of 2011.
- Upgrade the current PeopleSoft Tools set from 8.49 to 8.5.
- Support a number of Human Resources/Payroll initiatives such as but not limited to;
- Complete the development, testing and training of the 'mytime' Time Entry application currently set for an October 10, 2010 go-live.
- EEOC Payroll compliancy enhancements.(The 'Litter' list)
- Implement the 'Who To' staff verification workflow process as part of the 'mytime' time entry project
- Complete the HR/Payroll Multi Job's project to compliment the future state 'mytime' project
- Additional deployment of the Payroll 'PPC/Shift Diff' program to other Clinical Operating areas within the hospital.
- Implement the new PeopleSoft 'Job Description' application to standardize all employee job descriptions into a standard and consistent format.
- Support the transition from the current 'First Advantage' eRecruiting application to 'Kenexa' during October 2011
- Continue to implement Supply Chain application functional improvements in support of the change of BIDMC's current 'Group Purchasing Organization' (GPO) from Premier, Inc. to VHA/Novation. This is a very large hospital wide project.

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- Finalize the separation of BIDN from BIDMC in the PeopleSoft HRMS/Payroll applications for the FY11 benefits year.
- Continue with the replacement of the current eGate integration engine too the Intersystems 'Ensemble' alternative. The first set of planned production Ensemble interfaces will be developed in support the Soft Lab project.
- Continue to support the Massachusetts/NEHEN Clinical Data Exchange project.
- Implement additional non NEHEN processing capabilities to payers that are not currently NEHEN members in support of PFS Revenue Cycle improvement opportunities.

### *Customer/Application Support*

- Support the existing BIDMC Financial and Decision Support based applications
- Implement CCC/IBAX revenue cycle enhancements as prioritized by Patient Access Services and Patient Financial Services
- Provide eGate, Ensemble and HIPAA transaction support to all BIDMC and CareGroup customers
- Support all SoftLab and 3M HRM Data Integration requirements

### **Staffing:**

1 Senior Director Fiscal Information systems

4 Managers

15 Programmer Analysts

4 Integration Specialists

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### **Health Information Management**

**Leader:** Gerry Abrahamian

**Strategy:** To support the transition from paper documentation to electronic while ensuring the integrity, functionality and legal aspects of electronic solutions.

#### **Goals for FY11:**

Add new 3M alerts for coding quality, e.g. ulcer alert

Assist with evaluation and implementation of new Case Management System

Identify and evaluate front-end, voice recognition applications to support RISWeb

Implement version 9 upgrade for eScripton

Expand eScripton to Psychiatry, Dermatology, 637 Washington St, and the Liver Center

Capitalize on MOSAIC to METRIQ data interface by encouraging staging within Rad/Onc

Complete a proof-of-concept and, if successful, convert from paper to e-Forms in specific locations throughout the Medical Center – General Agreement Form, Nutrition Screening Note, Pheresis OP Clinician order

Upgrade Captiva from 5.3 to 6.0

Deploy scanning in Hem/Onc, Bowdoin and Lexington Street Primary Care Practices,

HCA Onsite Primary Care Practice and OB/GYN for outside records

Develop and begin implementing a plan for ICD-10CM and ICD-10PCS

Hire new position to support validation of 18-20% of inpatient discharges

Achieve 3 year accreditation for the Cancer Registry

Develop strategy for RMS/Iron Mtn renewal due in 2012

Support activities related to RAC audit program requirements

#### **Staffing**

Director

2 Managers

**IS Support Center**

**Leader:** Margaret Hyland

**Strategy:** To provide high availability systems and services and a stable and reliable Windows server and desktop environment through applied best practices and expertise in service provision, delivery and support; application management, project management, asset lifecycle management and licensing and technology strategies that ensure reliable local and remote access to critical systems and services.

**Goals for FY11:**

- Initiate upgrading BIDMC IT managed Business Builds (aka “Private”) to a Windows7 image. Begin January 2011 with 30-40 workstations per week.
- Complete the transition from Microsoft System Management Server 2.0 (SMS) to Microsoft System Center Configuration Manager (SCCM). Better assures compliance of servers and workstations with configurations of O/S, agents, software updates, approved applications and security settings.
- Improve Patch Management process through automation and greater consistency with incorporation of the user/departmental Application Priority designation and related SLAs.
- Extend functionality of imaging and provisioning system, NGD version 3, including Windows7 OS-based Builds, integration with System Center Configuration Manager and remote Site capabilities (at BIDMC-owned sites; Lexington, Bowdoin and Chelsea)
- Initiate a workstation application inventory and cataloging project to collect via SCCM the applications installed on BIDMC IT managed business workstations, identify locally installed software required for the business, and develop custom installations for applications not currently managed by System Center.
- Tighten up workstation Local Administrator Rights Management
- Improve detection and management of rogue client devices
- Expand the use of Virtual Desktop Infrastructure as the outcome of the current POC dictates
- Implement Varonis rights management application to improve access management for unstructured files
- Extend corporate security policies to Exchange ActiveSync devices
- Fully implement tiered storage management for File Services enabling management of the active storage between NAS and Atmos Storage Arrays.
- Convert from Microsoft Network Load Balancing (NLB) to Cisco Application Control Engine (ACE) for hardware network redirectors.
- Virtual Server Technologies: The objective to explore, test, develop and deploy enhancements to Virtual Server Technologies and complete Site Recovery Management implementation for systems (AAAA and AAA applications) in both Data Centers – eliminating manual process and automating the recovery plans and processes.

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- The Technology Project Management (TPM) Team will be taking the lead project management role on the following IS Support Services Projects:
  - Windows7 Upgrade Project
  - Workstation Application Inventory and catalog Project
  - Local Administrator Rights Management Project
  - Varonis Implementation Project
- The TPM and Application Support Teams will be creating documentation that expands the Project Summary documentation to include:
  - Application “Prioritization” designations
  - SCCM Deployment Packages associated with and mapped to Applications
- Technology Evaluations and POC Projects:
  - Exchange 2010 features and benefits and then develop a project plan for implement Exchange 2010
  - Explore possibilities of segmenting off non-BIDMC entities (NEBH, MTA, and Needham) to separate data stores and add additional Exchange Mailbox Servers to Exchange Site.
  - Evaluate System Center Configuration Manger v.Next (which is currently in beta and expected out in 2011)
  - Explore pros and cons associated with upgrading to Microsoft Outlook 2007 on Business Build workstations.
  - Explore development of a Mac image for Inventory Control in-processing and Desktop Support

### **Staffing:**

Director

4 Managers

2 Supervisors

1 Asset/Acquisition Specialist

1 Move Coordinator

4 Inventory Control Specialists

5 Project Specialists and Application Support Specialists

8 Help Desk Specialists

8 Computer Operators

9 Engineers

13 Technicians

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### **IT Facilities Management**

**Leader:** Ty Dell

**Strategy:** Manage the cabling, racking, maintenance services, electrical and mechanical infrastructure supporting computer, storage, network, and telecommunications equipment.

#### **Goals for FY11:**

- Dry cooler replacement with water or dry coolers based on NSTAR incentives.
- Complete evaluation of cold aisle containment and deploy as study dictates.
- Span CRAC relocation – Relo. CRAC #2 in Span for more efficient air flow.
- Span 80kva UPS upgrade/replacement
- Enroll Ren Park Data Center into Energy Star Data Center Efficiency program.
- Span Power Monitoring - Enhance power usage monitoring at Span.
- Battery Monitoring - Upgrade battery monitoring software to robust platform.
- Centralize environmental monitoring onto ISX Central and phase out Datatrac.
- Replace Ren Park PDU's that are at end of life.
- Add load bank breaker to generator buss at RenCtr to eliminate risks during load bank testing.
- Deploy special physical infrastructure supporting next gen. Cisco Nexus switch.
- Migrate main cable distribution cabinets in server rows to 6' racks and eliminate under floor cabling.
- Deploy new 6' cabinet server rows toward rear of Ren data center to spread heat load to under utilized CRACS.
- Install new ladder tray, infrastructure cabinets and two new server rows at Span.
- Replace and upgrade rear doors of Span data center for better security and reduce outside air contaminants.
- Prepare fiber cabling for San Switch upgrades.

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### **Knowledge Services**

**Leader:** Margo Coletti

**Strategy:** Working in collaboration with other branches of IS and with other clinical areas of the Medical Center, Knowledge Services staff creates standards, educates clinical staff and students, provides print and electronic resources and improves access to medical knowledge bases.

#### **Goals for FY11:**

- Continue print-to-online migration and development of the information commons
- Develop content for Knowledge Services intranet
- Develop content for Nursing intranet
- Develop content for On Time, Online CME course
- Point-of-Care CME for literature searches
- Subject specific web pages (Knowledge Guides)
- Plain Language thesaurus (Knowledge Management)
- Training sessions for Informed Consent writers
- Expand Plain Language and Health Literacy initiatives

#### **Staffing:**

Director

3.0 Information Specialists

### **Media Services**

**Leader:** Peter Macaulay

**Strategy:** To provide photography, graphics and video services

#### **Goals for FY11:**

- Support Poster and Graphics needs
- Support Telemedicine/Videoconference/Streaming needs
- Continue standardized electronification of conference rooms
- Upgrade the CCTV infrastructure

#### **Staffing:**

Director

Manager

6 Media Specialists

6 Media Associates

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### Network Services

**Leader:** Hal MacGregor

**Strategy:** Provides configuration, installation, licensing, availability, capacity, performance, problem, life-cycle asset, and strategy management.

#### **Goals for FY11:**

- Continue APG migration to eCW
- Prepare and design APG migration to WebOMR
- Continue upgrade of monitoring/trending software for LAN, WLAN, WAN
- Continue segregation of organizational units utilizing the DMZ
- Upgrade of RFID software infrastructure as requested by AeroScout
- Finish upgrade of Distribution Layer to accommodate 10G Ethernet
- Implement the new Nexus platform for Data Center backup
- Finish ACS upgrade for WLAN and Network hardware management authentication
- Continue design/implementation for mainframe outsource project
- Continue migration of all network hardware to Pilgrim's Corner
- Provide expansion Network for PBS as additional rack space created
- Build out of Kirstein riser when completed
- Provide infrastructure requirements for Soft/LIS initiative
- Installation of GSS on DMZ to support servers
- Installation of ACE in Data Centers for load balancing
- BIDMC WAN sites upgrades
- Firewall upgrades at border
- Complete second phase of Telecomm network migration
- Assist Mt Auburn with continued WAN expansion
- Assist NEBH Data Center DR initiative

#### **Staff:**

Manager

5 Network engineers

2 Network technicians

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### **Technical and Production Control Services**

**Leader:** Rocky Grasso

**Strategy:** Provide configuration, installation, licensing, availability, capacity, performance, problem, life-cycle asset, strategy management, and production control services for storage, Unix, Linux, mainframe, and Caché environments.

#### **Goals for FY11:**

- Put Ensemble into production
- Implement CCC ECP application servers in production
- Provide new CCC Lab Result viewer using Ensemble and Caché Objects
- Upgrade Caché to 2010.2 in part to replace Shadowing with Mirroring
- Fail-over Production CCC to the SPAN Data Center
- Work with the EDI Team to retire e\*Gate, the final HP-UX application
- Explore the possibility of replacing CMI with a Caché based application.
- Convert all XEN virtual machines to KVM
- Roll out Red Hat Enterprise Virtualization Manager
- Replace Cisco SAN Directors at the SPAN Data Center
- Deploy two-tiered NAS, segregating highly utilized files, from rarely utilized
- Implement e-Discovery/Compliance search/indexing system
- Develop long term storage strategy in conjunction with Clinical Support teams for Radiology PACS storage on Atmos
- Implement FAST and FAST Cache on all arrays capable of those features (CX-4 and higher); 30% of disk transitioning to thin provisioning
- Select/Plan/Implement a new storage capacity reporting system
- Complete Mainframe DR Project with RPO of 1 Minute, RTO of 24 Hours
- Work to develop a long term strategy for mainframe DBA support and a Liaison role with Blue Hill Data Systems

#### **Staffing:**

- 1 Manager
- 4 MVS and Unix Systems Engineers
- 2 Storage Systems Engineers
- 2 Caché Systems Engineer

## Information Systems FY11 Operating Plan

### **Technical Security and Disaster Recovery**

**Leader:** Mark Olson

**Strategy:** Provide configuration, installation, licensing, availability, capacity, performance, problem, life-cycle asset and strategy management for intrusion detection and prevention, vulnerability assessment, technical security training and education, IT surveillance, forensic services, SSL VPN, and transfer.bidmc.harvard.edu services.

#### **Goals for FY11:**

Develop a program to assure on-going compliance with PCI Data Security Standards.

Support further formalization of IT policies, procedures and standards

Promote greater use of the Application Registry for ePHI and disaster recovery management

Add more applications, automation, documentation, testing, and drills to the DR program

Design, test and implement a front-end web application for automating ITS account requests

Develop, pilot and implement a comprehensive data loss prevention program

Establish a program for periodically auditing remote sites for security compliance

#### **Staffing**

Chief Information Security Officer

3 Engineers

### **Telecommunications**

**Leader:** Sandra Denekamp

**Strategy:** Provide configuration, installation, licensing, availability, capacity, performance, problem, life-cycle asset and strategy management for voice communications, pager, call management, telephone operator, and low voltage wiring environments.

#### **Goals for FY11:**

- Deploy emergency notification system
- Complete Kirstein fiber riser
- Complete data and LAN integration plan
- Upgrade of east and west campus PBX's to version 5.2
- Expand Spectralink to selective locations
- Maintain 99.99 percent availability for dial tone, voice mail and paging services
- Transition eCW APG sites to Boston Wireless
- Complete installation of Witness quality control monitoring service
- Support multiple moves including relo of CLS 11 to Dana and Research North

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### **Staffing:**

Manager

Supervisor

1.8 Analysts

4 Telecommunication Technicians

### **Web Applications and Applied Informatics**

**Leader:** Qiang Wang

**Strategy:** To implement the content management, search and integration tools that power the CareGroup extranet and intranet.

### **Goals for FY11:**

- Continue to enhance the Adverse Events Manager as prioritized by Healthcare Quality.
- Continue the migration of account provisioning and metadirectory services to SQL Server and ASP.NET.
- Continue to develop services to support document scanning, metadata capture, and document display.
- Continue to support the BIDMC internal portal
- Continue to support the BIDMC external site, and to work with Verndale to remediate code.
- Enhance and support the internal portals for Mt. Auburn and NEBH.
- Create web services as needed for integration of BIDMC applications and for interactivity with external collaborators
- Support PatientSite for clinicians and the end-user community, including the ongoing pilot of OpenNotes

### **Staffing:**

Manager

4 programmers

1 Web Administrator

## Information Systems FY11 Operating Plan

### **Beth Israel Deaconess Hospital-Needham**

**Leader:** Steve O'Halloran

**Strategy:** To understand, support, and define strategic direction of all current and future environments related to Information Systems at BID-Needham

#### **Goals for FY11:**

- Continue to maximize usage of information systems within BID-Needham to improve communication, increase patient safety, and meet compliance requirements
- LIVE with printed MAR in November 2010
- LIVE with MEDITECH POE in February 2011
- LIVE with MEDITECH Emar/BMV in Spring/Summer
- Implement integration of radiology and departmental reports to eCW
- Implement inbound orders interface from eCW to Needham Lab
- Upgrade MEDITECH for compliance with Meaningful Use
- Evaluate and implement all areas related to Meaningful Use including Nursing Documentation changes, CCD data exchange, POE, and others that will support MU
- Evaluate cost savings and implementation scope of voice transcription for radiology
- Maintain MEDITECH and PICIS within BIDN.
- Assist with any campus wide renovation or construction projects
- Deliver current hardware and network architecture to maximize productivity for end users at BID-Needham
- Continue to manage hardware lifecycle including replacement, upgrades, and net-new installation of devices at BID-Needham
- Manage and support public and private wireless network
- Clean up and optimize IT closets at BID-Needham
- Grow relationship and development of new staff in IS and BIDN staff, to allow for focus on more IT Strategy and execution of tasks
- Educate staff on IT environment at BIDN to be able to transition tasks and support including user maintenance, PICIS OR Manager, MEDITECH.
- Focus on IS strategy, identifying cost savings, increasing patient safety, and better workflow and processes within BID-Needham
- Continue to manage functionality between IS applications at BIDMC and BIDN.
- Manage and maintain departmental costs by good decision-making and strong communication for all information systems projects/issues/strategies
- Continue to work with BID-Needham staff on involving IS for logistics, requirements, technology, and anything else that allows hospital projects to achieve success.
- Develop governance and/or steering committees to ensure strategic IS decision making occurs at BIDN

#### **Staffing:**

Director

3 Analysts