# Enterprise IT Governance Program
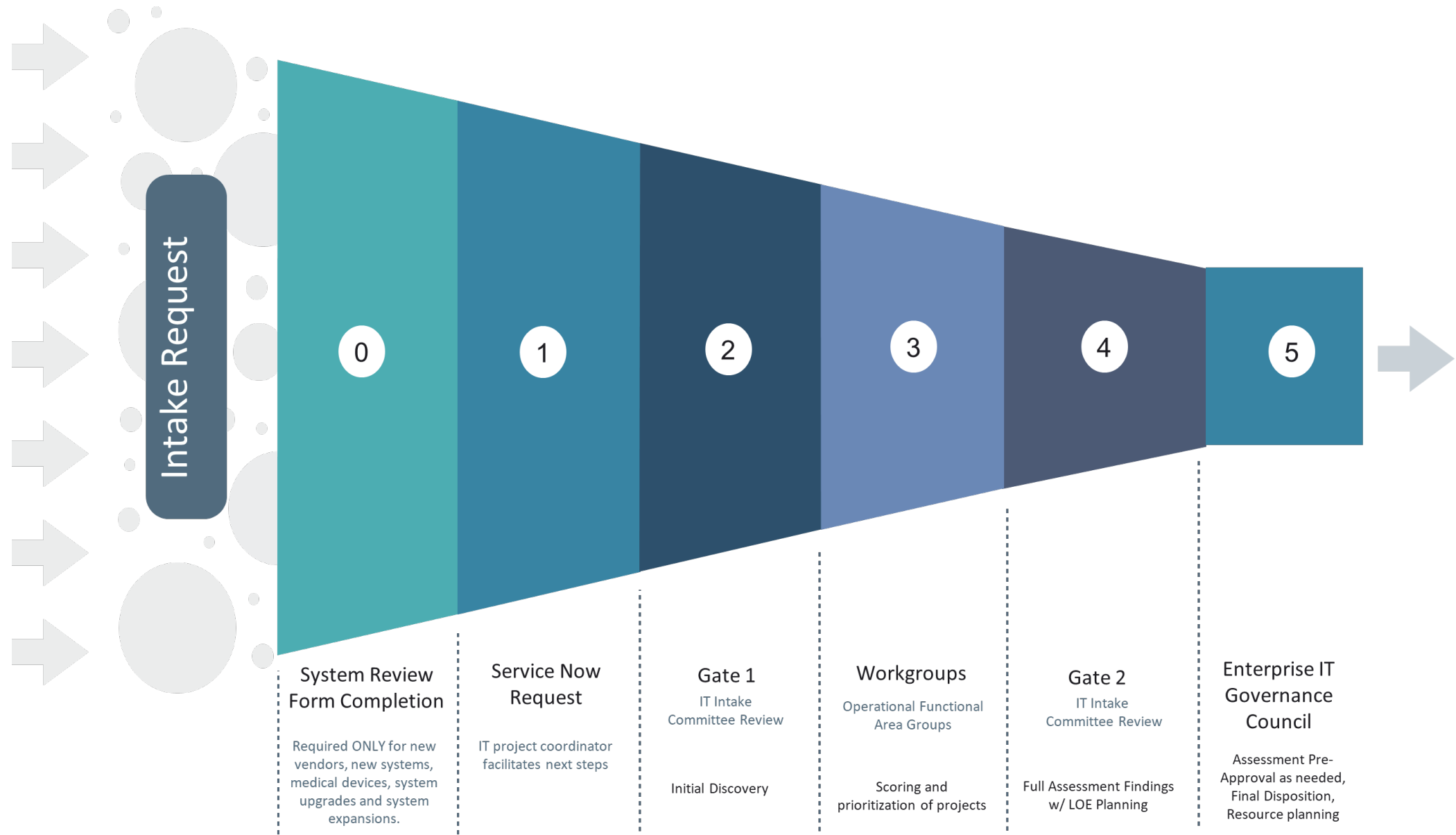
Project Requestor Training

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- Implemented August 2023 and created Service Now Project Request ticket workflow

- Introduced two assessment workflow (small and large) with two review gates (IT Steering and Enterprise IT Governance Council)

- Project scoring by Functional Areas and partnership with Informatics/IT Liaisons

- Standardized assessment findings across all project types

- Hired two Project Coordinators to manage requests through process

- 120 Governance Requests submitted to date

- 8 Enterprise IT Governance Council meetings where we have received feedback on projects and assessment workflow
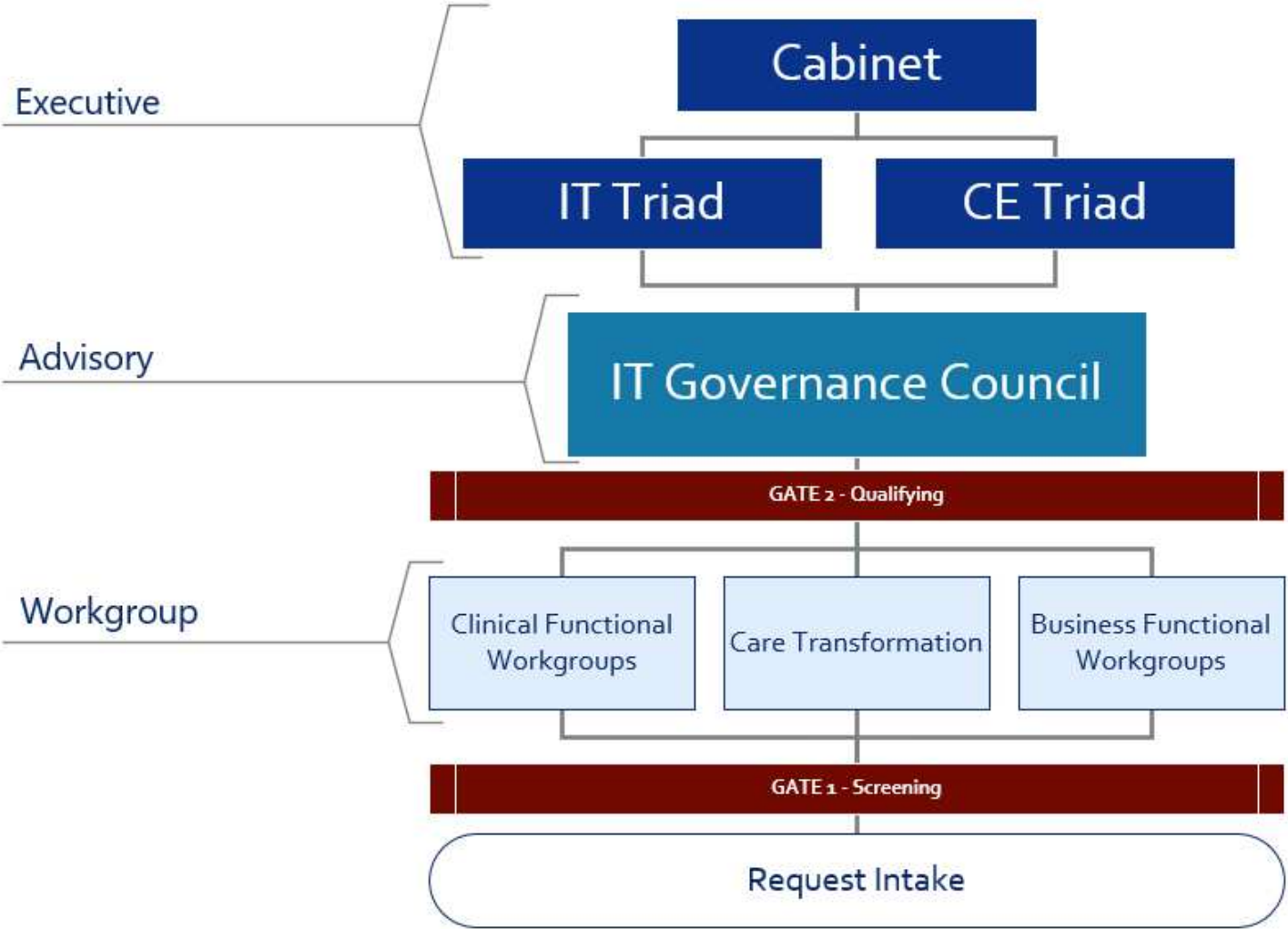
- Streamline overall process

- Obtain more information on New Vendors, New Systems, Medical Devices & System Upgrades upfront to guide decision making

- Remove duplicity, extra steps, and wait time for customers

- Limit changes that require Customer/Partner re-training

- New Gate 1 committee name: **IT Intake Committee** (from IT Steering Committee)

- System Review Form (SRF) replaces Initial Questionnaire (forms consolidated)
  - The SRF is required for: New Vendors, New Systems, Medical Devices, System Upgrades and System Expansions.

- Assessment Workflow Name Changes

- Direct Assessment workflow introduced for medical devices and routine upgrades

- Removed ITIC Discovery Assessment step

Intake Request

| 0 | 1 | 2 | 3 | 4 | 5 |

System Review Form Completion

Required ONLY for new vendors, new systems, medical devices, system upgrades and system expansions.

Service Now Request

IT project coordinator facilitates next steps

Gate 1
IT Intake Committee Review

Initial Discovery

Workgroups
Operational Functional Area Groups

Scoring and prioritization of projects

Gate 2
IT Intake Committee Review

Full Assessment Findings w/ LOE Planning

Enterprise IT Governance Council

Assessment Pre-Approval as needed, Final Disposition, Resource planning

- The System Review Form (SRF) replaces the Initial Questionnaire and will inform the assessment workflow, removing later delays in the process

- The SRF is required for New Vendors, New Systems, Medical Devices, System Upgrades and System Expansions

- SRF will be needed for Gate 1 screening by the IT Intake Committee and may be submitted at the time of the Service Now ticket input or via email to ITProjectRequest@inova.org

- The form has portions for both the Inova Requestor and the Vendor to complete as applicable to the system

System Review Form (v 15 pub 20240331)

Below is the Information Technology System Review Form (SRF) questionnaire which is required as part of Inova's overall Enterprise IT Governance Program. The purpose of the SRF is to collect from the requestor and vendor information that will assist in the full assessment of the proposed technology system. This form should be attached to the Service Now Project Request or submitted via email to ITProjectRequest@inova.org for evaluation by the Enterprise IT Governance Program. A Governance program QRG is at the end of this form detailing the steps in the Governance process.

The IT Project Manager will review the solution for compliance with Inova's infrastructure and security standards to facilitate the technical review and engage Information Assurance for assessments. Technical configurations and support noted in this form should be included in the Vendor Statement of Work as part of contract execution.

Instructions

The Inova project requestor and vendor must complete this form in its entirety for teams to conduct the Full Assessment review. Each question should be answered to the best of your ability. Both parties are responsible for certain portions of this form, as follows:

1. Questions 1-16 are completed by the Inova Project Requestor **with** the vendor's assistance if needed
2. Questions 17-96 are completed **by the vendor** as they apply to the requested service/system*

Section	Responsible Party	Page
General Information Scope & Implementation Financial Overview	Inova Project Requestor completes these required sections.	1-4
Vendor & System Information System Access Details	The Vendor completes these required sections.	5-6
Technology Components, completed by Vendor *as applicable to the Proposed Solution*		
Interfaces & Integrations	If the solution is integrating or interfacing with other systems	7
User Interface & software	User interface, client software or any unique desktop hardware	7
Endpoint clients and hardware	If the solution introduces any non-standard hardware	7
SaaS/Vendor Hosted	If the solution is SaaS or includes vendor hosted components	8
Network	If there are any networking components or networked devices	9
Mobility Requirements	If the vendor solution includes mobile devices, smart phones, etc.	10
Server Compute	If there will be any Inova provided compute components	11
Database Requirements	If there will be any database components	12

*Additional documentation will be required from the Vendor, such as Architecture Diagrams, security certifications, etc.

General Information

	Click or tap to enter a date.
Application/System Name and version	**Submission Date**
	Choose an item.
Requestor Name	**Service Line/System Svcs/Functional Area**

High Level System Components (check all applicable items, consulting with vendor as needed)			
Technology Platform	**Data Used**	**Data Sharing & Integrations**	**System Type**
☐ SaaS or Vendor Data Center ☐ Inova provided platform ☐ WiFi Component ☐ Vendor supported equipment w/any network component. Next generation Biomed equipment for compliant systems *may* be excluded if no architecture or security changes.	☐ PCI ☐ PHI ☐ PII	☐ Data leaving Inova ☐ Vendor is republishing Inova data / making data available through an app ☐ New system interfacing with Inova Apps (☐Epic, ☐Oracle ERP, ☐PACS) ☐ SAML 2.0 for authentication	☐ New Vendor or System to Inova ☐ Upgrade, Change or Expansion to an existing system that does not meet Inova IT Infrastructure Standards

Project Scope & Implementation

1. **Describe how this solution solves the business need/problem.**

   Describe how this solution will resolve the business need or problem. Include the workflow description, expected results or efficiencies gains.

2. **Provide the solution name with version, system overview and features that Inova will implement.**

   Provide the solution name and version, along with an overview of the solution. If multiple modules or features are being quoted, provide the information.

3. **What is the scope of this system request? Will this be used across the entire Inova system, within a service line, single location, system services division, etc. What departments will be impacted?**

   Describe the Inova business unit(s) that will use this system, Acute, Ambulatory, # locations, etc.
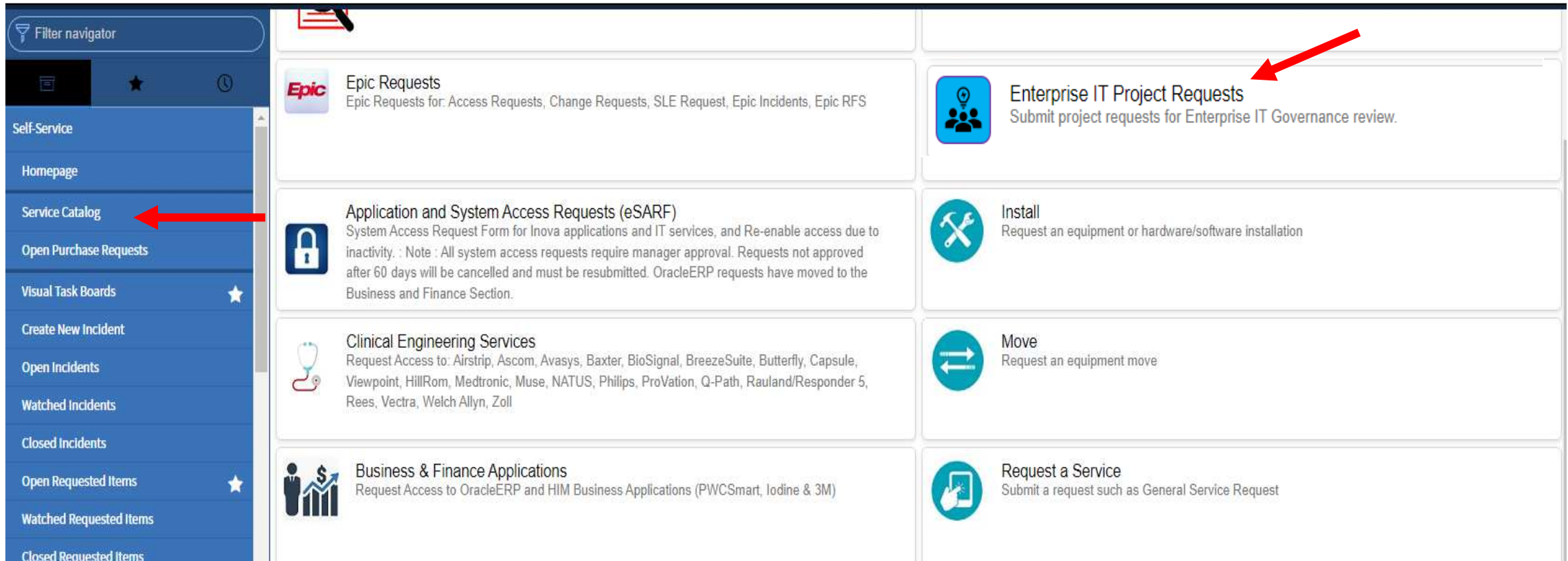
4. **Does this functionality exist in Epic Foundation or the Oracle ERP system?**   ☐Yes   ☐No   ☐Unsure

   Describe if this functionality exists in Epic or Oracle ERP. Have your requirements been reviewed with the Epic and Oracle ERP teams and the appropriate IT VP?

5. **Is this a replacement for a current system that is in use at Inova?**   ☐Yes   ☐No

   If Yes, answer the questions below:

What is the existing solution and where is it used? Provide system name and version that is being replaced.	Identify the facility and department where the system is being used. If no, but a similar system is being used, provide the facility and department using it as well as the vendor and system name and version number.
Why is the existing system not a viable solution for you?	Please list Inova IT and vendor representative who support the current system today.
What are the anticipated savings and operating gains to change to the proposed system?	Describe the cost savings and operation gains.
What are the current contract terms of the existing system? Is there an expected date to retire the current system?	Describe the contract implications of changing to a new vendor / system at this time.
Can the existing system be decommissioned?	If yes, list the current system components (servers, VPNs, interfaces, etc) that can be retired at the completion of this project. Provide expected date/time frame when decommissioning may occur, any data migration requirements and any other considerations.
Who is supporting the existing system today?	List Inova IT and vendor representatives who support the current system today.

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- **Click here or select Enterprise IT Project Request button in ServiceNow**

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• Input high level information about the project request

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- Service Now Ticket Receipt & Acknowledgement

  – The Project Request ticket will route to the IT PMO Project Coordinators for initial review and acknowledgement. The Project Requestor and Executive Sponsor will be contacted with a confirmation email and notified if any additional required information is needed.

  – If the project is a new vendor, product, medical device or upgrade, you will receive the System Review Form to complete for assessment determination at the IT Intake Committee.

  – All other project types will then be scheduled to present at the next IT Intake Committee which occurs on Monday mornings.

- The Project Requestor will be scheduled to present at the next available weekly IT Intake Committee which occurs on Monday mornings. This presentation is a high-level overview (2-3 minutes) and the ITIC members may ask additional questions.

- During the IT Intake Committee meeting, the members will:

  - Identify the aligned IT Leader (for future support and assessment assignment)

  - Validate project request & IT Domains impacted

  - Identify duplicative functionality

  - Discuss contractual stipulations (if there is an existing solution w/cost/scope implications)

  - Determine if the technology meets high level tech & security standards

  - Determine the appropriate Governance assessment workflow

  - Identify Functional Area workgroup to prioritize the project

Governance Assessment workflows

Direct Assessment (Medical devices, required upgrades, routine instrument interfaces)

IT Intake Cmte → Full Assessment Conducted → Findings submitted to IT Intake Cmte for approval → Resource Registry (80+), Scheduling, Contracting, Implementation → Governance Council awareness via project schedule if 80+

Governance Assessment (new vendors, new systems, Epic or Oracle enhancements, 80-120 hr estimated LOE)

IT Intake Cmte → Functional Scoring → Full Assessment Conducted → Findings submitted to IT Intake Cmte → Resource Registry (80+) → Governance Council final approval if 80+ → Contracting, Scheduling, Implementation

Governance Pre-Approval Needed (new vendors, new systems, Epic or Oracle enhancements, 120+ hr LOE)

IT Intake Cmte → Functional Scoring → Governance Council Assessment approval → Full Assessment Conducted → Findings submitted to IT Intake Cmte → Resource Registry (80+) → Governance Council final approval → Contracting, Scheduling, Implementation

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- The Project Request will be forwarded to the Functional Area Coordinator and IT Liaison for the identified workgroups.

- The Functional Area Coordinator will share the request with their workgroup for scoring, along with any input to scope and financials. The IT/Informatics Liaison is available to assist as needed.

- The workgroup scoring is provided to the Project Coordinators for next steps

Behavioral Health SL	Primary Care SL	Professional Services	Comms & Marketing	Supply Chain	Education
Cancer SL	Surgery SL	Access/Flow	Finance	Safety & Security	Credentialing
Heart & Vascular SL	Women's SL	Care Transformation	Revenue Cycle	Analytics	InovaWell
Medicine SL	CE Nursing	Community Health	HR	Legal	Managed Care
Musculoskeletal SL	Provider Svcs/Ambulatory	Strategy & Planning	IT	Foundation	Patient Support Svcs
Neurosciences SL	Care Sites (5)	Executive Admin	Research	Physician Partnership	Real Estate
Pediatrics SL					

Project Name	Date	Functional Area Workgroup	Functionl Area recommendation	Categories					Total Score	Any changes to scope or funding	Other comments
				Urgency/Risk	Scope	Change Mgmt Effort	Feasibility	Functional Area Priolty			
(Example) New SmartText template	7/1/2023	Medicine SL	Proceed	1 = Nice to have	0 = Narrow	1 = Low	1 = High	2 =Medium priority	5	If Medicine pilot successful, recommend add'l SLs be added.	none
(Example) New communications vendor	7/1/2023	MarComm	Denied	1 = Nice to have	1 = Broad	1 = High	0 = Low	1 = Low priority	3		

- If the Functional Area supports the Project Request moving forward, it will be assigned to an IT Team Member to facilitate the assessment identified by the IT Intake Committee. *Projects identified for Governance Pre-Approval will present to the monthly Governance Council meeting prior to assessment starting.*

- Project Requestors, Vendors, and any other stakeholders will participate in the assessment process

- Project Requests will be assessed for a variety of components as applicable to the project type and scope:

  - Project Scope, Business Requirements, Expense and ROI, Conflict of Interest

  - Technical Components, Data Security, Information Assurance

  - Contract Terms, PCI Compliance, 21st Century Cures Act, AI Functionality

- The IT Team Member will submit the Project Assessment findings to the IT Intake Committee

- Once the Full Assessment is completed, the IT Team Member and the Project Requestor will be scheduled to present at the next monthly IT Governance Council meeting. This presentation is a high-level overview (2-3 minutes) of the assessment findings and proposed schedule date.

- During the IT Governance Council meeting, the members will score the project on alignment to Inova priorities, value for effort, and then vote on the outcome of the project:

  – Approve Large projects for full assessment

  – Recommend RFI/RFP to be issued

  – Place project request on hold or defer request

  – Approve to move forward

- The Project Requestor is involved throughout the IT Governance process. Upon completion of the Enterprise IT Governance process, the Council's decision will be communicated in writing to the Project Requestor and Project Sponsor.

- If the project request is approved:

    - Requestor secures funding

    - Requestor finalizes contract negotiations with Supply Chain

    - Execute BAA and complete External Data Registry *if applicable*

    - Project Sponsor identifies operations project manager along with any other resources necessary

    - IT Project Manager engages with Project Requestor 30 days prior to approved start date

    - System Implementation

    - Project Close

Where do I find additional Resources?

- <u>Enterprise IT Governance Program Intranet page</u>

- Customer Guide

- Entering a Service Now Project Request

- Frequently Asked Questions

How can I give feedback on the Governance Program?

- Project requestors may provide input through the Feedback Survey here. We appreciate candid feedback so we may continuously monitor and improve the program.

Questions

- Enterprise IT Governance Council – Guiding group broadly representative of all Inova stakeholders.

- Functional area leader – Executive sponsor for the functional area; ultimately responsible for the decisions about priority

- Functional area coordinator – A leader of the functional area who is point for evaluating requests and oversees the process by which requests are evaluated and scored. This is the team member closest to the work across the scope of the functional area. Responsible for sharing workgroup scoring feedback with IT project coordinator for each request.

- IT/informatics Liaison - A member of IT or informatics who helps the functional area assess requests and come to an informed decision about priority. Responsible for sharing workgroup scoring feedback with IT project coordinator for each request.

- IT Intake Committee – A team of IT directors and managers representing all IT specializations who review initial requests to determine feasibility and correct stakeholder engagement

- IT resource/IT project manager – Based on the project type, assigned IT resource/PM will facilitate the assessment process, document findings, and present summary for decision making.

- IT project coordinators – Guide projects through governance process, resource for assistance, contact at ITProjectRequest@inova.org

Enterprise IT Governance Council Membership

Voting Members

Marna Borieux

Dr. Gene Christian

Maggie Cunningham*

Debbie Fulbrook

Dr. Neeta Goel

Wendy Jolly

Dr. Mike Kramer*

Matt Kull*

Marque Macon

Dave Marks

Sean McLeary

Marina Ocasio

Jessica Parker

Dr. John Phipps

Jeffrey Rosenzweig

Loren Rufino

Abby See

Chris Smith

Melissa Smith

Non-Voting Members

Paul Curylo

Kayce Degenhardt

Varsha Jagannath

Luis Lopez

Jacob Marshak

Dr. Andrew Miner

Dave Peterson

Laurie Lopez (Facilitator)

Ad-Hoc Non-Voting Members

Project request Business Owners

IT Project Managers

IT Project Coordinators

Council Chair

Lori Barnes, Manager, Lab Systems

Debbie Bendahan, Director, Enterprise Applications

John Binder, Director ERP Security & Integration

Steve Bonica, Director, ERP

Tracey Boss, Manager, Business/Dept Apps

Kwadwo Buachie, Director, Information Security

Steve Dean, Admin Director, Telemedicine

Cory Drenta, Manager, Finance

Laurie Eccleston, Director, Clinical Ancillary Apps

Russ Ede, Supply Chain

Ilona Edwards, Director, Analytics Informatics

Nadine Gallo, Director, Epic

Walter Johnson, Asst Privacy Officer

Damien Leach, Director, Enterprise Applications

Laurie Lopez, Dir, IT PMO & Facilitator

Eric Lyda, Chief Privacy Officer

Jake Marshak, Sr. Director, Infrastructure

Andrew Miner, MD, Informatics

Julie Menefee, Director, Technology Education

Peter O'Connor, Director, Eastern Region

Sunil Patel, Director, IT Services

Yolanda Spears, Director, Voice/Collaboration

Tony Stewart, Director, Provisioning

Michael Tolbert, Director, CDOC

Roger Viani, Sr. Director, Clinical Engineering