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**UC Tech Awards 2023 Candidate**

**Category:** OPERATIONAL EXCELLENCE  
**Name:** Project New Normal (6)  
**Number of people:** (6)  
**Location:** UC San Diego Health

1. **Person submitting the application/nomination**
   1. Ronna Gross, Manager, Enterprise Reporting and Analytics (staff)
   2. **Email address:** [RoGross@health.ucsd.edu](mailto:RoGross@health.ucsd.edu)
   3. **The name of your organization:** UC San Diego Health
2. **Award category:** Operational Excellence
3. **Name of person, name of the team, or name of the project to receive the award** Project New Normal
4. **All project team members -** *All are staff*
   1. Calvin Fong, Programmer Analyst, ckfong@ucsd.edu
   2. Lisa Winckler, Clinical Business Intelligence Specialist IV, lwinckler@ucsd.edu
   3. Matthew Jirsa, Manager of Clinical Operations, Psychiatry, mjirsa@ucsd.edu
   4. Gary Molina, Information Systems Analyst, gamolina@ucsd.edu
   5. Roger Borges, Information Systems Analyst, rjborges@ucsd.edu
   6. Peter Ryan, Programmer Analyst, ptryan@ucsd.edu
5. **Which location was affected by the work?** (the name(s) of the organization affected)

UC San Diego Health

1. **Summary** The New Normal Project used data to develop predictive thresholds that inform UCSDH’s system-wide approach to predicting COVID and respiratory illness surges throughout San Diego. Utilizing blended county and UCSDH data models, we created a Tableau Dashboard which is distributed via email daily and is vital to our operational readiness. This data is used by UCSDH departments to monitor capacity.
2. **Narrative**

Project New Normal came about during the late stages of the COVID-19 Pandemic when leadership at UC San Diego Health (UCSDH) realized that we needed to transition from pandemic to endemic within our daily operations. With the help of our team of UCSDH Epidemiologists and the County of San Diego Health & Human Services we were able to utilize County Waste Water viral load, COVID Cases, and influenza-like Illness data, along with our own health system infection data, and hospital operational data to build just in time Tableau Dashboards. These dashboards help gauge potential patient surges a week ahead. Based on historical values, we knew that we had a seven day lead time from the detection of rising COVID infections found in county waste water before our hospitals were hit with patients seeking care. Executive leadership developed respiratory viral illness enterprise guidelines around this data, marking threshold criteria for stages of hospital emergency.

The predictive thresholds outline UCSDH’s system-wide approach to anticipating future COVID and respiratory illness surges throughout San Diego. The framework highlights key procedural guidelines and protocols for how UC San Diego Health will move from a perpetual state of emergency to recognizing COVID as one of many endemic respiratory diseases. The data prompted new guidelines around asymptomatic COVID testing and surveillance, masking and PPE, inpatient surge capacity, case deferment, outpatient volume transition to Telehealth, OP elective surgery scheduling protocol, equipment stockpiles & supplies, and staffing policies & protocols.

Monitoring county data first, our Respiratory Infection Tier model allows us to predict an upcoming surge and implement our protocols ahead of any upcoming surges. Utilizing a blended county and UCSDH data model, we created a single Tableau Dashboard which is distributed via email to the entire UCSDH organization, over 30,000 employees, daily by 8:30 a.m. Reviewing the Daily Readiness Tableau Dashboard is how our days start at UCSDH.



**UC Tech 2023 Awards Program Background Information**

**[This is for your information only. Judges will not be reviewing this section. It is here to provide you with additional information to help you shape the narrative, above.]**

**Eligibility**

1. **Individuals or team**s**,** including those who were equally involved in **large projects** (Individuals only for DEI/Sustained Impact)
2. **Staff or faculty**
3. Those working closely **with tech and/or IT teams**
4. The project must be operational and have been implemented within the last **3 years** (delineate the time frame during which the work was done)
5. Those working in **cross-location** and **cross-functional** teams are encouraged to participate

**Criteria:**

1. **Complexity:** How complex was/were the problem(s) addressed?
2. **Impact:** How impactful was the work – number of individuals impacted, and/or depth of impact?
3. **Mission Alignment:** How the work advance the university’s [**mission, vision or values**](https://www.ucop.edu/uc-operations/mission-goals/mission-vision-values.html#:~:text=We%20believe%20collective%20insight%20and,and%2C%20where%20appropriate%2C%20systemness.)

## **About Judging and the IT Leadership Council’s “Selection Committee”**

* The UC Tech Awards Program Selection Committee is composed of five members of the IT Leadership Council, including one member of the UC Office of the President and four others from locations who rotate annually. The names of committee members are listed on the program website after the selections have been announced each year.
* The committee determines the award winners on the basis of submitted materials and in accordance with the selection criteria.
* The judges will select upto one Golden and one Silver award will be selected for each category.

**UC Tech Awards Category Descriptions:**

1. **Larry L. Sautter Award for Innovation in Information Technology** – The award is  
   given to an individual or a team for having implemented an innovative technology initiative that has had significant impact on the university’s academic/research mission, student life, business operations, patient care, or public service mission. Innovation is defined as the new application of technology, the creative use of limited resources, or an emphasis on collaboration to solve a problem.
2. **DEI Leadership Award (For individuals only)** – Recognizes the leadership of an individual in advancing diversity, equity, and inclusion in technical communities, as demonstrated by specific tactics to create vehicles that improve visibility, access and engagement of underrepresented populations.
3. **IT Security Award** – The award is given to an individual or team that advanced IT security at the University of California through awareness and training, policy, technical controls, and/or IT security hygiene. Projects that intersect with legal, privacy, and compliance are eligible.
4. **Yvonne Tevis UC Collaboration Award** – The award is given to an individual or team that conducted a strong collaborative technology initiative across two or more UC locations, across a UC campus and UC health system, and/or with other UC partners.
5. **Mojgan Amini Operational Excellence Award** – The award is given to an individual or team that transformed a business process (via reliability, speed, scale, efficiency, and/or effectiveness), whether through business process design, automation, customer service, digital transformation, or another initiative.
6. **Design Award** – The award is given to an individual or team that transformed one or more touch points through the application of various design disciplines (e.g., visual design, interaction design, user experience (UX) design, customer experience (CX) design and/or industrial design to improve usability and/or create a more elegant experience for everyone, including people with disabilities.
7. **Sustained Impact Award** (For individuals only) – The award is given to an individual who, over time, has contributed significant expertise, passion, and commitment to the university as evidenced by a portfolio of work supporting the technology arena.

For more information, please contact [Laurel.Skurko@UCOP.edu](mailto:Laurel.Skurko@UCOP.edu) or visit the [UC Tech Awards 2023 Background & Application Page](https://cio.ucop.edu/uc-tech-awards-2023-background-application-form/)

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