Emerging Healthcare Leaders Webinar:

Building an IT Organization – A CIOs Perspective

May 17, 2022

Tom Stafford
Healthcare CTO, CDW
Upcoming Events

• **Next EHL Webinar**
  • June 21, 2022 | 11:00am CT/12:00pm ET
  • Practical Strategies to Manage Team Conflict in the Digital World
  [www.himss.org/events](http://www.himss.org/events)

• **HIMSS JobMine**
  • Job postings
  • Upload your resume
  • Resume review and coaching available
  [https://jobmine.himss.org/](https://jobmine.himss.org/)

• **Healthcare IT Foundations Course**
  • Online and self-paced introduction to health IT and informatics
  • Follows the CAHIMS certification outline
  [www.himss.org/events](https://www.himss.org/events) (filter courses)
Welcome

Tom Stafford
Healthcare CTO, CDW
Learning Objectives

• Illustrate the keys to being an effective leader in today’s industry and the skills required for success
• Learn the importance of organizational culture and how to build effective teams
• Discover insights on what IT leaders look for when hiring team members
Agenda

- IT: 8 years ago
- Winds of change
- IT: pre-pandemic
- Successful change initiatives
- The value of this journey
Tom Stafford, Former Vice President & CIO

Education:
- Bachelors of Science Aerospace Engineering
- Masters of Science Mechanical Engineering

Career:
- United States Navy
- Medical Device Design and Manufacture
- Healthcare IT

IT Accolades:
- 10th Best Place to work in IT 2015 – Computerworld
- 2nd Best Place to work in IT 2016 – Computerworld
- 5th Best Place to work in IT 2017 – Computerworld
- 5th Best Place to work in IT 2018 – Computerworld
- 10th Best Place to work in IT 2019 – Computerworld
- Premier 100 Technology Leaders 2017 - Computerworld
- Top 100 CIO’s to Watch 2018,2019 - Becker’s
8 Years Ago…

- IT had its own agenda, didn’t always serve the organization
  - Lack of Trust Leaders
  - End User Frustration

- Had too many Leaders and no cohesive Leadership

- Low leadership assessment scores

- Rampant shadow IT

- Unreliable aging infrastructure

Turnover Rate 30%
Winds of Change

- Leadership change
- “IT is a service organization”
- IT’s core objectives:
  - Customer service
  - Maintaining operational stability
  - Enhancing operational and strategic initiatives
  - Safeguarding ephi
**IT Pre-Pandemic**

- 10th Best Place to Work in IT 2015 & 2019
- 2nd Best Place to Work in IT 2016
- 5th Best Place to Work in IT 2017 & 2018
- Allied Caregiver of the Year 2014, 2016, 2018
- Team Member of the Month 2014, 2016, 2018, 2019
- High leadership assessment scores
- Highly functioning team

Turnover rate < 6%
Successful Change Initiatives

- IT Rounding
- Infrastructure Refresh Schedule
- Leadership Principles
IT Rounding

- Assigned all team members a unit or area
- Rounding requirements
- Value of rounding
  - A Face to IT
  - The “Why” Big Picture
Infrastructure Refresh Schedule

• The trusted deal with Capital
• 5 Year rolling capital refresh schedule
• The value of the deal:
  • Uptime - Metrics to prove it
  • IT Staff Satisfaction
# Infrastructure Refresh Schedule

## Halifax Health Projected IT Infrastructure Capital Outlay

<table>
<thead>
<tr>
<th>Item</th>
<th>Category</th>
<th>Refresh Rate (yrs)</th>
<th>IT Infrastructure Capital Projects</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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<tbody>
<tr>
<td>1</td>
<td>End Point</td>
<td>4</td>
<td>DEVICE (DESKTOP/LAPTOP) REPLACEMENT</td>
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<td>X</td>
<td>X</td>
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<td>NETWORK CORE REFRESH</td>
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<td>12</td>
<td>Security</td>
<td>5</td>
<td>NAC BASED SECURITY</td>
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<td>14</td>
<td>Security</td>
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<td>EXTERNAL FIREWALL</td>
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<td>15</td>
<td>Server</td>
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<td>VMWARE SERVER VIRTUALIZATION LICENSES (Server Growth)</td>
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<td>X</td>
<td>X</td>
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<td>16</td>
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<td>4</td>
<td>SAN STORAGE REPLACEMENT</td>
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<td>X</td>
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<td></td>
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<tr>
<td>17</td>
<td>Storage</td>
<td>4</td>
<td>NAS</td>
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<td></td>
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<td></td>
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<tr>
<td>18</td>
<td>Telephony</td>
<td>10</td>
<td>TELEPHONY REPLACEMENT [S1, S2, S3,..)</td>
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<tr>
<td>19</td>
<td>Telephony</td>
<td>N/A</td>
<td>PBX ROOM CABLE CLEANUP/FIBER INFRASTRUCTURE OVERHAUL</td>
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<td><strong>IT Projects Total</strong></td>
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<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Effective IT Leadership

Engagement

4.36
+0.44 Overall Results

Tier Breakdown

Tier 1
Power item Score: 4.36

67% Tier 1
33% Tier 2
0% Tier 3

Action Planning Readiness

93

High: 2 (95%) 0
Moderately High: 1 (33%) 0
Moderate: 1 (45%) 0
Moderately Low: 0 (0%) 0
Low: 0 (0%) 0

Organization Domain

4.18
+0.55 vs. Organization

Manager Domain

4.50
+0.49 vs. Organization

Employee Domain

4.39
+0.47 vs. Organization
## Top Ten Strengths

<table>
<thead>
<tr>
<th>#</th>
<th>Item</th>
<th>Domain</th>
<th>Score</th>
<th>Vs. Overall Results</th>
<th>Vs. Nat’l Healthcare Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My work unit works well together.</td>
<td>Employee</td>
<td>4.65</td>
<td>+0.5</td>
<td>+0.44</td>
</tr>
<tr>
<td>2</td>
<td>The person I report to treats me with respect.</td>
<td>Manager</td>
<td>4.67</td>
<td>+0.33</td>
<td>+0.34</td>
</tr>
<tr>
<td>14</td>
<td>When appropriate, I can act on my own without asking for approval.</td>
<td>Manager</td>
<td>4.53</td>
<td>+0.58</td>
<td>+0.49</td>
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<tr>
<td>18</td>
<td>This organization supports me in balancing my work life and personal life.</td>
<td>Organization</td>
<td>4.67</td>
<td>+0.78</td>
<td>+0.82</td>
</tr>
<tr>
<td>30</td>
<td>Employees in my work unit make every effort to deliver safe, error-free care.</td>
<td>Employee</td>
<td>4.7</td>
<td>+0.37</td>
<td>+0.31</td>
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<td>31</td>
<td>The person I report to encourages teamwork.</td>
<td>Manager</td>
<td>4.74</td>
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<td>42</td>
<td>I respect the abilities of the person to whom I report.</td>
<td>Manager</td>
<td>4.56</td>
<td>+0.3</td>
<td>+0.31</td>
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<tr>
<td>45</td>
<td>The person I report to is a good communicator.</td>
<td>Manager</td>
<td>4.56</td>
<td>+0.53</td>
<td>+0.55</td>
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<td>49</td>
<td>The person I report to gives me useful feedback.</td>
<td>Manager</td>
<td>4.51</td>
<td>+0.5</td>
<td>+0.47</td>
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<td>I enjoy working with my coworkers.</td>
<td>Employee</td>
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## Manager Domain Strengths

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What actions on the part of the IT leadership influence these results?
Effective IT Leadership

- Accessible
- Visible
- Approachable
- Consistency
Effective IT Leadership

Now that you have their attention..

Have a connection

Keep It Simple
Effective IT Leadership

- Safety ➔ Maintaining operational stability
- Compassion ➔ Customer service
- Image ➔ Safeguarding ePHI
- Efficiency ➔ Enhancing operational and strategic initiatives

Halifax Health’s Quality Standards

IT’s core objectives
Effective IT Leadership

- Always Listen
- Be a storyteller
- Celebrate successes
- Show them a future
  - What we looked for when hiring and promoting up
Effective IT Leadership

- These principles gain:
  - Trust & confidence (two way street)

- Which transforms into:
  - Engagement
  - Empowerment
  - Retention

What's missing??
### Employee and Organization Domain Strengths

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**IT Leadership Principles Summary**

- Accessible
- Visible
- Approachable
- Consistency
- Connections
- KIS
- Always Listen
- Be a Storyteller
- Celebrate successes
- Show the future
Principles Gain

• Trust
• Confidence
• Engagement
• Empowerment
• Retention
The Value of this Journey

- **Very Low Attrition**
  - $$ Savings, minimal retraining & replacement
  - Prevents existing employee frustration

- **Less Manager Intervention**
  - Focus more on the future
  - Hallway solutions

- **Improved IT Value to the Organization**
  - Operational achievements
  - Strong foundation allows focus on Improvements
  - Organization trust
Post Pandemic

- Accessible
- Visible
- Approachable
- Consistency
- Connections
- KIS
- Always listen
- Be a storyteller
- Celebrate Successes
- Show the future
Tom Stafford, CTO, CDW Healthcare
tom.stafford@cdw.com
Questions?