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Workforce Realignment

Overview

A leading regional healthcare organization recognized the need to engage a third party to assess the alignment of their IT strategic plan with the overall organization's goals and objectives, and assess and validate the effectiveness of a major system migration initiative. In the process, significant problems that compromised the client organization on several levels were uncovered, resulting in a complete structural and procedural redesign of the IT department.

Client Profile

The client is a full-service, non-profit, community-owned healthcare organization that operates three hospitals and comprehensive inpatient and outpatient services. Facilities include a heart and vascular institute, a center for neurological sciences, emergency service, family maternity suites, a regional cancer center, a regional burn center, an orthopedic institute, behavioral health services, and regional kidney center. In addition, the affiliated hospitals provide women's health centers, intensive care, surgical services, skilled nursing units, home health services, pediatric care, cardiopulmonary care, radiology and nuclear medicine, and physical, occupational and speech therapies.

Business Problem

The client organization's Information Technology department was in the process of migrating to a fully integrated and automated electronic physician order entry system. In addition organizational leaders were recognizing symptoms of a faltering IT department with diminishing effectiveness. The CEO and COO were interested in a third-party review of their IT operations for two purposes: A) to validate and ensure that the IT Strategic Plan aligned with Corporate Goals and Objectives, and B) to assess the effectiveness of their current approach to implementing the physician order entry system.

Robert Luco of Luco and Company Ltd. had previous work experience with one of the executive officers and, based on past performance and reputation, was asked to interview with the CEO, COO and several other members of the executive team. Subsequently, Luco and Company was selected for the project.

Solution

The project required a multi-phased approach. First, Luco assessed the current state through: A) interviews the executive officers to explore their understanding of and corporate alignment with the overall IT strategic direction and plan, and B) research of source documents and other organizational artifacts to gain historical and current-state perspectives.

The investigation produced data that suggested the organization was quickly becoming over-committed to one vendor, which was not necessarily in the organization's best interests. Based on data Luco discovered in the assessment and investigation, the executive team made the

decision to replace the CIO. The data also indicated that the single-vendor strategy in their underlying IT platform needed to be reviewed.

A component of the overall solution was the need for the executive team to review, restructure, and validate a new IT Strategic Plan. Luco led this effort, and in the process facilitated executive and leadership alignment workshops focused on providing a realistic view of the current state, designed a rapid-deployment methodology to assess and manage expectations and actual deliverables related to the current state's single-vendor solution, and jump-started an accelerated process of creating a new vision and direction for the IT department.

As a result of several years of IT mismanagement, many positions had been eliminated, vacated, and not re-staffed. In addition, entire key functional groups had been wiped out. Luco identified the need to restructure the IT department at all levels to realign it with the overall corporate strategic plan. He worked with the new CIO to create a new IT operational structure, including new positions, position descriptions, and new reporting structures, all focused on providing exceptional customer service to the IT department's clients – physicians, nurses, ancillary services, and healthcare staff. In addition, Luco collaborated with key members of the IT organization to develop and implement new operational processes and procedures.

The executive leadership team regained control over the IT department's strategic direction as well as full disclosure and visibility of all capital and operating costs, improving their ability to make business decisions that were strategically aligned, forward-thinking, realistic, and executable.