

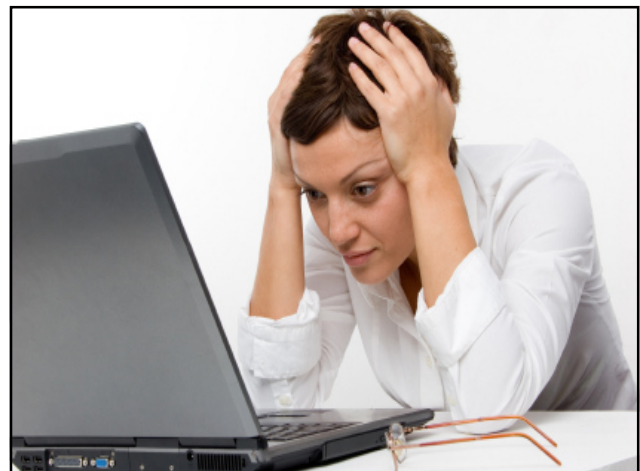
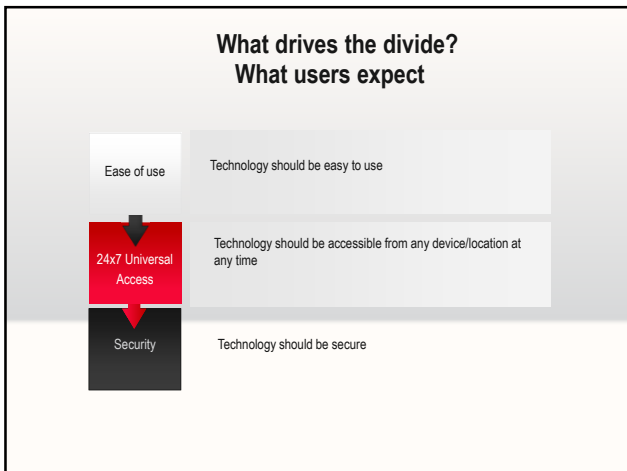
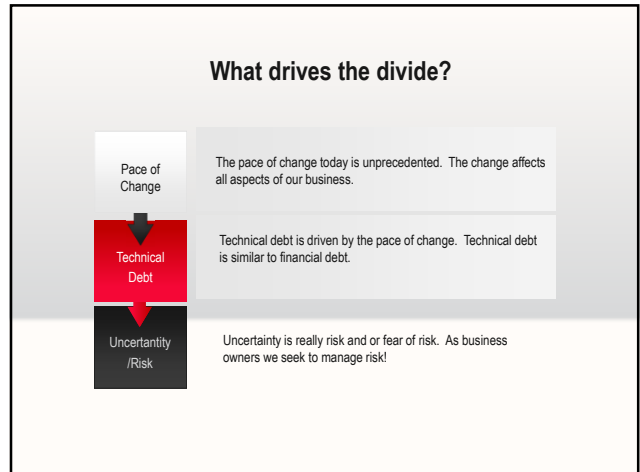
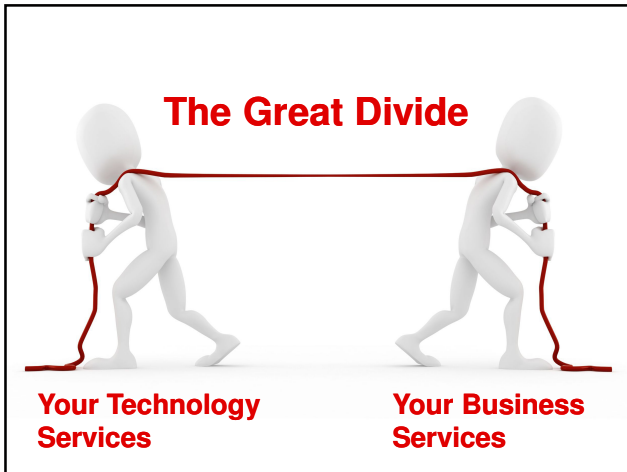
Introduction

- Jay R. Pascarella – 25 years of business management experience with a specialization in information technology.
 - Introduced to VSPA through PVSEC
 - Jay.Pascarella@ebis.co
 - www.ebis-consultants.com
- Audience survey

Introduction

Audience Survey

- Audience survey





So what can we do about it?

Fight fire with fire, or in this case technology with technology

What is An Agile Technology Platform?

1

It empowers the business allowing for rapid reconfiguration and turn up of new services to allow the business to meet their objectives.

What is An Agile Business Model?

2

An agile business model is one that can quickly identify opportunities/changes, rationalize the value, and execute with precision

So what can we do about it?

A brief perspective on technology

Traditional Technology Platforms

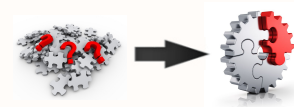
- Custom coding, "hard coded", monolithic, changes require new versions of the software.
- Hard to change, costly upgrades, changes usually require extended outages and extensive planning
- Requires specialty knowledge and experience (IT/IS experts)

So what can we do about it?

A brief perspective on technology

Characteristics of a modern technology systems

- Modern information systems
 - Modular, configurable
 - Contains components that work as building blocks such as a workflow engine, communication engine, collaboration engine
 - Interfaces allow for ease of use and non technical resources to setup and maintain.



So what can we do about it?

A brief perspective on technology – Cloud Services

Demystifying the cloud

- **Cloud Services**
 - Cloud services are nothing more than outsourced IT services
 - Advances in computer capacity and software have driven a commoditization of these services.
 - Targeted to non technical resources
- **Types of cloud services**
 - Infrastructure as a Service
 - Software as a Service
 - Platform as a Service



Cloud Services

Infrastructure as a Service



Co-location

- 1 Facility Services, space, power, cooling, fire and security systems

Hosting Services

- 2 Server and networking equipment under lease to a business by the hosting provider.

Qualifications

- 3 The truth of the matter is that while co-location and hosting services are two options of IaaS, hosting services has the facility services included in .

Cloud Services

Software as a Service



Generic Offerings (Front/Back office)

- 1 •Office Productivity Suites, Communication/Messaging Software, CRM suites

Specialty Offerings (Front/Back office)

- 2 • Practice Management Systems, DiCom systems, etc. .

Qualifications

- 3 • This is a rapidly growing marketplace.

An Agile Technology Platform

A closer look

People

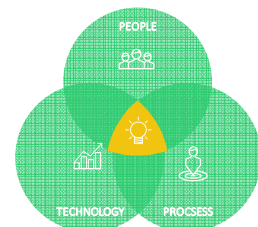
- 1 People first – The right people create the right business processes, and implement the appropriate technology.

Process

- 2 Process second – Good technology does not fix bad business processes.

Technology

- 3 Technology is last – don't start with technology! It represents the tools that actualize your business processes and rules.



Technology & Business Alignment

People

Using employees

1

- Is the system, or business process core to your business?
- What size is your organization?
- What is the cost of the in-house resources (soft/hard/opportunity)?

Using Vendors/Partners

2

- Experts in the service
- Cost effective
- Transference of risk.
- Quality of the service
- On going costs

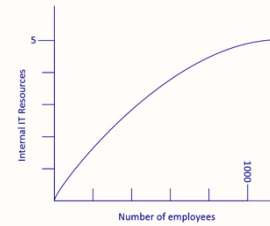
Hybrid/Aligned

3

- You are aligned when you are focusing your limited resources in the appropriate fashion with the resources that provide you the most value and service.

Resource Modeling

An example



Typically you look at your first IT Person at 100 employees

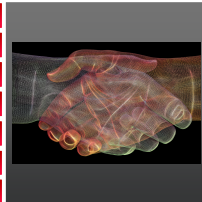
- Typically the first IT/IS person is at around 100 employee mark*
- Hire to manage and do.
- Hire for knowledge that is core to your business.
- There is a diminishing return.
- You are not in the technology business.
- Align your technology priorities before you hire.

Vendor/Partner

When, why and how to use



- ✓ 1 Vendors are not aligned to your business but to a service they provide
- ✓ 2 Vendors typically provide value in one dimension and in one instance.
- ✓ 3 Vendors typically don't understand your business!
- ✓ 4 Partners are aligned to your business
- ✓ 5 Partners are looking out for your interests ahead of their own
- ✓ 6 Partnerships are predicated on trust
- ✓ 7 Partners add intrinsic and ongoing value, and can be transformational



Business Alignment (Process)



- Process alignment is key!
 - Do you need to pay an IT professional a premium price to create a user account on your system?
- Identify areas for process alignment/improvement
 - Start with the low hanging fruit
- Example
 - If a receptionist's machine breaks or has an issue you shouldn't have an IT resource working on it for hours or days.
 - The cost of the machine is minimal compared to the loss of the data and inability of the receptionist to service your customers!
 - A better aligned process is as follows
 - Store all a data on the server
 - Create a process to image new machines and replace them quickly in an outage (set a limit on how long a machine is worked on before being replaced).
 - Have an extra machine ready and a quick script for a non technical person on how to replace it

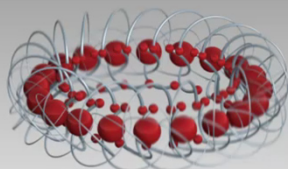
Business Alignment Cloud Services



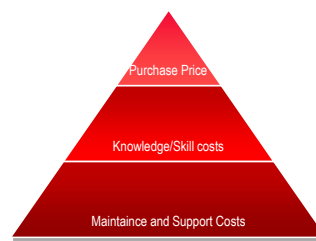
Another look at cloud services

Recommendations

- Outsource technology services that have well established market providers with a depth and breadth of experience, are not core to the business and are cost effective to do so.
 - Faxing
 - Email
 - In-house server infrastructure hosting
- If you have in-house IT resources focus them on the core of your business your patient management systems etc.
- If you are using outsourced serviced providers for PC support make sure they are using best practices to reduce your down time risk and ensure the service is cost effective.



Aligning the cost of your IT/IS services



1. Typically 80% or more of the cost of your technology services comes after the purchase and is typically considered a sunk cost.
2. The true cost of most organizations technology services is not understood or is understated.
3. This is where technical debt enters the picture!
4. Transfer your risk appropriately

Vendor/Partner Selection & Management

- In the configuration/building block model utilizing the right vendors and partners is key.
- Best practices
 - Review vendor/partners references
 - Use a standard vetting process
 - Try before you buy!
 - Ensure that the correct internal resources are overseeing the process.



The people side of an ATP If it all starts with people, how do I find the right ones?



People in general can be a challenge to manage, technology people can be especially so. While every person is different and this applies to technology professional as well, lets look at some common characteristics

- Analytical thinkers/Problem Solvers
- On average less extraverted
- Tend to be more comfortable with technology than people.
- Take pride in their knowledge
- Are curious

Selecting the appropriate IS/IT resources

- 1 Start with a job description that doesn't just focus on technical skills!
It's all about the behaviors that produce the results
- 2 Map the behaviors for success appropriately
- 3 Use subject matter experts to validate the skills you aren't familiar with!
- 4 Don't over or under hire
- 5 Address short and long term considerations when selecting candidates
- 6 Test for cognitive ability and personality or use standard interview questions
- 7 Use a consistent and standard process, ensuring that key team members are involved using a multi-rate approach. Your internal customers are key to success.

