

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
- **HIMSS JobMine**
 - Job postings
 - Upload your resume
 - Resume review and coaching available

<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 (filter courses)

THE PRESENTATION TITLE GOES HERE

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*

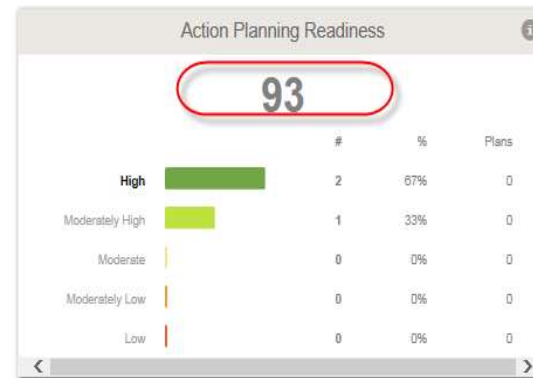
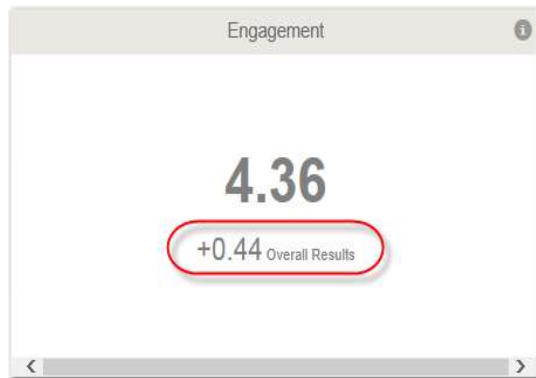
Infrastructure Refresh Schedule

- **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									
Item	Category	Refresh Rate (yrs)	IT Infrastructure Capital Projects	FY16	FY17	FY18	FY19	FY20	FY21
1	End Point	4	DEVICE (DESKTOP/LAPTOP) REPLACEMENT	X	X	X	X	X	X
2	End Point	7	WOW REPLACEMENT	X	X	X	X	X	X
3	Infrastructure	6	UPS REPLACEMENT		X				
4	Infrastructure	20	DATACENTER COOLING	X					
5	Infrastructure	N/A	DATACENTER MIGRATION						
6	Misc	1	ENTERPRISE INFRASTRUCTURE	X	X	X	X	X	X
7	Network	5	WIRED NETWORK CLOSET UPGRADES	X					X
8	Network	7	WIRELESS ACCESS POINT			X	X		
9	Network	8	NETWORK CORE REFRESH					X	
10	Network	10	WIRELESS CONTROLLER UPGRADE			X			
11	Network	N/A	LAB CLOSET RENOVATION	X					
12	Security	5	NAC BASED SECURITY	X					X
13	Security	5	INTERNAL FIREWALL	X					X
14	Security	5	EXTERNAL FIREWALL						X
15	Server	1	VMWARE SERVER VIRTUALIZATION LICENSES (Server Growth)	X	X	X	X	X	X
16	Storage	4	SAN STORAGE REPLACEMENT		X			X	
17	Storage	4	NAS				X		
18	Telephony	10	TELEPHONY REPLACEMENT (S1, S2, S3,...)	X					
19	Telephony	N/A	PBX ROOM CABLE CLEANUP/FIBER INFRASTRUCTURE OVERHAUL			X	X		
20	Telephony	N/A	SIEMENS PHONE SYSTEM REPLACEMENT						
IT Projects Total				X	X	X	X	X	X

Effective IT Leadership



Top Ten Strengths

#	Item	Domain	Score	Vs. Overall Results	Vs. Nat'l Healthcare Avg
1	My work unit works well together.	Employee	4.65	+0.5	+0.44
2	The person I report to treats me with respect.	Manager	4.67	+0.33	+0.34
14	When appropriate, I can act on my own without asking for approval.	Manager	4.53	+0.58	+0.49
18	This organization supports me in balancing my work life and personal life.	Organization	4.67	+0.78	+0.82
30	Employees in my work unit make every effort to deliver safe, error-free care.	Employee	4.7	+0.37	+0.31
31	The person I report to encourages teamwork.	Manager	4.74	+0.54	+0.52
42	I respect the abilities of the person to whom I report.	Manager	4.56	+0.3	+0.31
45	The person I report to is a good communicator.	Manager	4.56	+0.53	+0.55
49	The person I report to gives me useful feedback.	Manager	4.51	+0.5	+0.47
3	I enjoy working with my coworkers.	Employee	4.67	+0.31	+0.26

Manager Domain Strengths

#	Item	Domain	Score	Vs. Overall Results	Vs. Nat'l Healthcare Avg
2	The person I report to treats me with respect.	Manager	4.67	+0.33	+0.34
14	When appropriate, I can act on my own without asking for approval.	Manager	4.53	+0.58	+0.49
31	The person I report to encourages teamwork.	Manager	4.74	+0.54	+0.52
42	I respect the abilities of the person to whom I report.	Manager	4.56	+0.3	+0.31
45	The person I report to is a good communicator.	Manager	4.56	+0.53	+0.55
49	The person I report to gives me useful feedback.	Manager	4.51	+0.5	+0.47

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

Effective IT Leadership

- **Accessible**
- **Visible**
- **Approachable**
- **Consistency**

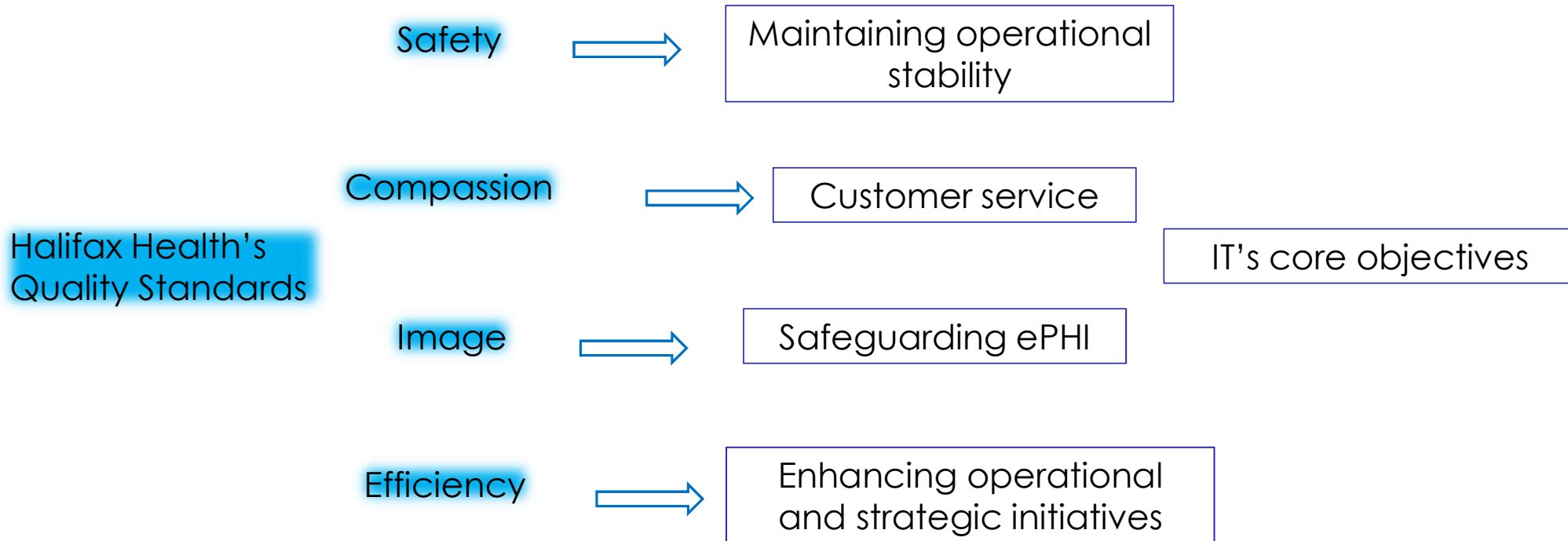
Effective IT Leadership

Now that you have their attention..

Have a connection

**Keep
It
Simple**

Effective IT Leadership



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

#	Item	Domain	Score	Vs. Overall Results	Vs. Nat'l Healthcare Avg
1	My work unit works well together.	Employee	4.65	+0.5	+0.44
30	Employees in my work unit make every effort to deliver safe, error-free care.	Employee	4.7	+0.37	+0.31
3	I enjoy working with my coworkers.	Employee	4.67	+0.31	+0.26

#	Item	Domain	Score	Vs. Overall Results	Vs. Nat'l Healthcare Avg
18	This organization supports me in balancing my work life and personal life.	Organization	4.67	+0.78	+0.82

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
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Questions?