



Case Study

Interim IT Leadership and Strategic Direction for a Rural Hospital

About Us

Our consultants bring the experience and knowledge in all technical and operational areas, from leadership and strategy to infrastructure assessments, staff model planning, and implementation. We value our relationships and know that creating meaningful partnerships leads to achieving unparalleled results.

Experience Goes Along Way

850+

PROVIDERS SERVED

19

HOSPITAL SPECIALTIES

32

AMBULATORY SPECIALTIES

Challenge

Our client needed an Interim Chief Information Officer (CIO) to provide leadership and strategic direction while they searched for a permanent CIO. The hospital is in a rural area where finding Information Technology (IT) talent is often challenging. Our customer's goal was to:

1

Evaluate the current strengths and weaknesses of the IT department operations and staff.

2

Organize and assess all open IT projects to determine why they struggled to complete them in a timely manner.

3

Create an IT Strategic Plan and Steering Committee to evaluate, prioritize, and build an accountability structure for IT projects.



Solution Process

We provided a seasoned interim CIO to lead their IT department and work with their executive team.



Executive & Staff Feedback

Conducted interviews with executive team members to gain unique perspectives on what is "working" or "needs work" within IT. Each leader's opinion is essential to gaining a holistic view of IT at an organizational level.

Conducted interviews with IT staff to determine if they:

- Felt supported by leadership
- Had the proper tools and/or time to complete tasks
- Had the knowledge and experience to support the users, applications, and hardware infrastructure



Fact Finding, Assessment, & Results

procedures, the network infrastructure, cloud-based and on-premises applications, projects, and their statuses, purchasing controls, adherence to HIPAA, and help desk support efforts.

Developed and implemented IT Steering Committee and Strategic Plan to prioritize projects most critical and impactful for the organization. Only five projects were allowed to be in the highest prioritized category. This allowed IT to highly focus 80% of their resources to accomplish these projects first without worrying about the other 145 projects.

Results-Driven Outcomes

Urgent needs were identified and prioritized to ensure that nothing IT-related slipped through the cracks while organizational tasks were delegated. Quick wins provided immediate relief to providers, medical staff, and business teams while reestablishing renewed confidence in the IT department.



Prioritizing projects proved to be so successful for the organization that the IT department began completing project after project within budget, on time, and with a significant impact on the organization.



A security audit firm was procured through a Request for Proposal (RFP) process led by the CFO and Interim CIO.

The security audit helped identify and address critical security concerns while also providing a roadmap and framework for future security efforts. HIPAA Security & Breach Rules were also addressed, improvements implemented, documented, and adhered to.



Well over 70 of the 150 projects identified were completed over the 18 months with huge impacts to patient care, EHR and billing systems, contract management, and IT infrastructure improvements. IT staffing adjustments provided new growth opportunities, salary increases, and training while employee morale skyrocketed.

Wrap Up

After 18 months the CFO hired an individual for their CIO position. Our Interim CIO transitioned responsibilities, provided knowledge transfer, and ensured ongoing success for their IT department.

The executive leadership expressed their gratitude as many of their employees' needs were addressed. The Board of Directors expressed that IT has never been so organized or accomplished as much as they have over the past 18 months.

