Renown Health’s IT Transformation: A Model for Success

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Speaker Introduction

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Conflict of Interest

Ronald J. Fuschillo, MBA

• Has no real or apparent conflicts of interest to report
Agenda

• Prologue
• Creating a vision
• Selling the vision
• Selection process
• The Selected Solution | Reducing costs
• How can you accomplish the change
Learning Objectives

• Learning Objective 1
  – Distinguish between managing multiple individual healthcare projects and building an IT program

• Learning Objective 2
  – Describe the criticality of gaining support of the entire organization before embarking on a large-scale IT endeavor that touches multiple, cross-functional teams

• Learning Objective 3
  – Explain how nimble infrastructure and strategic IT partnerships are essential to addressing today’s security and compliance requirements

• Learning Objective 4
  – Illustrate how Renown’s approach to customer service has encouraged collaboration, empowerment and positioning patients in the center of healthcare delivery
Prologue
ABOUT RENOWN HEALTH™

• Northern Nevada’s healthcare leader
• Serves 17 county region that includes northern Nevada, Lake Tahoe and northeast California.
• 750 Beds, 165,000 Acute Days
• Locally owned, non-profit IDN and ACO
• Operates hospitals, urgent care centers, lab services, x-ray and imaging services, primary care doctors and dozens of medical specialties.
• More than 5,000 nurses, doctors and care givers
Prologue

• Facts
  – In the US the third leading cause of death is….

• Put things into perspective…
  – A Boeing 747 holds 200 people
  – $250,000 / 200 = 1250$
  – $1250 / 365 = 3.4$ planes falling out of the sky each day…


Prologue

• Healthcare CIO | Today & Tomorrow
  – We own this as leaders
  – What can we do…
  – Think Differently
Prologue: Key Tenants of a Real-Time Health System

• **Aware**
  – A RTHS utilizes situational intelligence and generates context-sensitive information

• **Adaptive**
  – A RTHS is more proactive (anticipate and predict) than reactive

• **Collaborative**
  – A RTHS uses social media to engage patient/consumer
  – A RTHS relies on clinical communication and collaboration systems within and/or across healthcare organizations

• **Mobile**
  – A RTHS optimizes workflow and timely access to patient information

• **Demanding**
  – A RTHS demands very high service levels, better user experience, high availability, caters to mobile and remote workforce
Prologue

• Driving RTHS’ Forward
  – Important Technology Trends
    • Clinical communication and collaboration
    • End-user experience (performance) monitoring
    • Positive patient identification
    • Information life cycle management
    • Location and condition sensing technologies
  – The path to RTHS requires changing the focus of IT with patient and end-user experiences becoming supreme
Prologue

• Do you have a Real-Time Healthcare System?
  – How would you achieve this today in your environment?
  – How would you know if it was cost effective?
  – Would you have support from the organization? Why?
  – Can you tie this technology stack back to patient care so you customers/community understand the value?
  – Define what “success” for you organization after the implementation (stop hitting dates)
Prologue

• Data Center Fact…..

• More than 2 OR less than 2 you have a problem!
Prologue

• What I hope to accomplish
  – CHALLENGE Your Teams
    • Challenge the team’s thoughts around remediation v. enterprise options
  – Think BIG Picture
    • Why fix a portion of your storage?
    • Historically, we are stuck reacting rather than being proactive
      – Often due to years of cost cutting or lack of funding
  – Realize that BULK has savings
    • Dream Big! You may be surprised
Prologue

• What I hope to accomplish (continued)
  – Combine ALL Efforts with End State, Organizational Goals
  – Demonstrate there really is NO REASON why every health system in the country is not doing this now
    • Costs
    • Availability
    • Scalability
    • and Other…
  – Understand the VALUE of Owning IT, Knowing IT and Mastering IT before moving to understanding the business
Creating the Vision

OK… so how do we fix this?
Creating the Vision

• My First 90 Days…
  – Security Audit
  – Data Center project was underway thinking traditionally
  – Enterprise Storage issue
  – Service Desk was extremely challenged
  – Technical Debt
  – Business Continuity
  – Customer service far below industry standards
  – Very aggressive CEO demanding change
Creating the Vision

• Day-to-Day Challenges
  – Maintenance costs and resources
  – Project backlog
  – Finding great talent
  – Constant growth
  – Acquisitions
  – Security
  – Constant Firefighting
  – All with very low operating margins
Creating the Vision

• The Technical Debt Challenge
  – Try to minimize it
  – Puts the organization at risk
  – That velocity gap is where real value comes from, close it!!!

• Change Mindsets
  – Kudos from most org’s for “keeping the crap” – they believe that is success!!!
Creating the Vision

• Using Traditional Thinking, the CIO would…
  – REPLACE the aging equipment with the flavor of the month
  – Continue to GROW the technology footprint as demand increases
  – BUILD a new data centers or expand current facilities
  – Address storage needs without a cohesive strategy “GO AS YOU GROW”
  – Hire a large EXPENSIVE security team and still wonder if you are secure
  – Discuss with HR the need to INCREASE salaries
  – Sit in the BACKSEAT, rather then drive solutions
Creating the Vision

• The A-Ha Moment!
  – My story
    • I fell victim to this…
    • Going down the traditional path…
    • Realized a need to change, the crap had to go…
Creating the Vision

• How Do You Fix It?
  – Start Thinking differently
    • Don’t define the technology, define the problem
    • Old Thinking: We have a storage issue, so go buy more storage
    • Provide option for vendors/partners to solve the problem, not just implement it.
Creating the Vision

• How Do You Fix It?
  – Start Thinking differently
    • Eliminate egos or religions
    • Start with a clean slate
    • Understand the skills of your IT department
    • Trust the experts
    • Renown dreamed big!
Creating the Vision

- Moving the thought to action
  - Begin Selling the Vision
  - Implement a Enterprise Wide Selection process
  - Understand that the outcome will create overall cost reductions
Selling the Vision

It Works!
Selling the Vision

- Gaining Organizational Support
  - Coffee, coffee and more coffee…
  - Shared a story not a project
  - Sold a vision with minimum words
  - Partnered with compliance and others to share the project
  - Demonstrate Program Value continually
  - Result: The Vision becomes a much easier item to sell
Selling the Vision

• Gaining Organization Support (continued)
  – Changing the mindset of business
    • IT can add value and be an asset, not just a liability
  – Drive what the Organization truly cares about
    • At End of the day, we are improving patient care beyond what any single project could
  – Selling Your Team is a Must!
    • Even the IT department needed to be sold on the concept
      – It will result in some individuals opting out
  – The overall program is ORGANIZATIONAL; IT and the Business all have a stake in the overall program
Selling the Vision

• **Definition of Success**
  – Once everyone agrees with the Vision (story and end game), now gain agreement on the criteria of success
    • Meetings, meetings and more meetings

• **Business Goals**
  – Continue to demonstrate alignment
Selling the Vision

- The Organizational Vision
  - Key Tenants for Access
    - Access from Any Place
    - Access from Any Device
    - Access in a Clinically Relevant Fashion
      - No long delays for access to Clinical Systems
      - Less than 5 second time to first image to Imaging Systems
    - Zero Downtime for Predictable Events
      - This is what the Organization expects
Selection Process
Selection Process

• Key Steps | RFI → RFP → Sign-Off
  – Vendor Engagement
  – Freedom to build the perfect DC solution
  – RFP: From 23 down to 4
  – Tabletop Exercises
  – Executive Site Visits, Leadership Presentations & Validations with Final Vendor
  – Signature Process
Selection Process

• Things to consider
  – Not just hardware
  – Single throat to choke
  – Bid & Performance Bonds
  – Leverage expert outside Legal Council
  – Communicate a whiteboard starting point, the outcome may surprise you
  – Focus on defining your organizations problem not solution
Selection Process

• One Neat Package But Thinking Differently…
  – Physical Locations
  – Security
  – Storage
  – Compute
  – Professional Services
  – Application Migration
  – Managed Services to Maximize Efficiency
  – Eye on the Organization’s Road Map
Selection Process
Data Center Development Program Vision & Objectives

- Two fully secure and redundant data centers with best-in-class technologies and managed services
  - Five (5) Nines (99.999%)
  - Zero Downtime Platform
  - Onsite smart hands services
  - Lifecycle Management
- Support ALL existing / planned applications
- Support Strategic initiatives, Growth Projections, allow for On-Demand expansion over the lifecycle
- SLA Driven
  - Application uptime
  - Incident response & resolution time
- Managed Services for Network, Security, Service Desk
- Application upgrade/migration planning, execution, and validation
  - Eliminate disruption to the existing environment
  - Limited User Impact
  - Data Validation
  - Disaster Recovery Testing
  - Business Continuity Testing
- Eliminate Downtime Risk through Proper Operations & Management
- Resolve 90% plus of open security and compliance related findings
  - Auditable Compliance & Security
  - Meets DHS requirements for Regional Disaster Preparedness
    - EMS plans
    - 90nm Requirements
The Selected Solution

Reducing Costs
The Selected Solution | Reducing Costs

• Physical Locations
  – Switch SUPERNAP® Data Centers
    • World-Class facilities
    • Highest achievable certifications
      – Uptime Institute Tier IV Gold, IEEE, ANSI, ASHRAE, 24/7, ISO 9001, BICSI, SAS70/SSAE-16
    • State-of-the-Art Physical Security
    • 100% Renewable Energy
  – Reduced Data Center footprint by 70%
  – Maximize Active/Active (85%)
  – NEVER has the provider gone down… NEVER
The Selected Solution | Reducing Costs

• Security
  – Should IT be in the Security Business?
    • Can we win the marathon? Can we afford to?
  – Toolsets are costly and resources intensive
    • Splunk, Palo Alto, SecureAuth, ExtraHop, Symantec, Tenable, others
  – We debated this as an organization
    • Managed Services
    • The best of all worlds
  – We have a named CISO (part-time) for our org
    • A Team of CISO behind him
    • Dozens of team members to pull information from
The Selected Solution | Reducing Costs

• **Storage**
  – Consolidated to one vendor
  – Matched performance metrics with EMR recommendations
  – One skillset for us to manage
  – Cost savings due to large buy
  – 100% Tier I Solid-State Drives due to large buy

• **Compute**
  – Consolidated to one vendor
  – Simplify Data Center support
  – Proprietary performance gains maximized
By Thinking Differently we achieved...

- Increased Credibility of IT → Be a Leader in the Field

- Data Center Costs
  - Total Five (5) Year Build / Upgrade Cost v. Switch SUPERNAP | Over 50% Savings

- IT Operations Costs
  - Staff Growth v. Right-Sizing | Over 20% Savings

- Infrastructure Costs
  - Pay-as-you-Go v. Managed Lifecycle [Five-Year Refresh] | Over 50% Savings

- 90% Reduction in Planned Downtown

- Enhanced Metrics across all IT-based Functions

- Agility during acquisitions & hosting opportunities

- Increased Technical Savviness

- Elimination of Technical Debt = Increased Velocity

- Community awareness
How you can accomplish the change
How you can accomplish the change

• Detailed Selection Process with Measurable Cost Reductions
• Partners to Deliver the Solutions
  – One Throat to Choke (Management)
• Design & Build of Environment
  – Procurement
  – Professional Services
  – Application migration
    • Standard & Clinical experienced teams
• Managed Services
  – Details to Follow
How you can accomplish the change

• Managed Services
  – Benefits Our IT Staff
    • Allows internal IT to focus on APPLICATIONS
  – Integrated Operations Center
    • Enhanced Skill Sets
      – Subject Matter Experts in key technologies
      – Higher Level Certifications Achieved
    • Deep bench to pull from
  • WE OWN OUR OWN GEAR
  – Security Operations Center
How you can accomplish the change

• Managed Services (continued)
  – Service Desk
    • Key Component in delivering SLAs to the Business
    • Improves Key Performance Indicators
    • World-Class Tools
    • Clinical Applications End-User Support
    • Detailed Knowledgebase Implemented
    • Fully ITIL Certified
  – Combined… better patient care!!!!
How you can accomplish the change

• Block and tackle to keep your team moving forward
• When you have outages during the project
• There will be a lot of distractions
• Keep focused and keep the vision fresh in the minds of Senior Leaders
How you can accomplish the change

• We created an environment where leaders cared
• We built IT into an amazing team
• We empowered teams across the organization to contribute to the success
• We understood the story. It was all encompassing and individually they understood the value
• We engaged all Vendors, Manufacturers, and Partners in a team-building effort → We Are All One Team
Key Partners
HIMSS IT Value STEPS™

• Renown Health’s Primary STEP Selection | SAVINGS
  – Focused on enhancing its enterprise technology platform
  – Focused on building strategic partnerships
  – Reduced IT costs
  – Improved technical capabilities, security and compliance

• Cost savings applied to enhancing Renown Health’s care delivery system
  – Equips provider teams with additional tools and resources for greater efficiencies in patient care, education and satisfaction

• Savings achieved
  – Year 1: Operational Costs
  – Year 2: Operational Costs, Capital Costs, Maintenance Costs
Questions

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