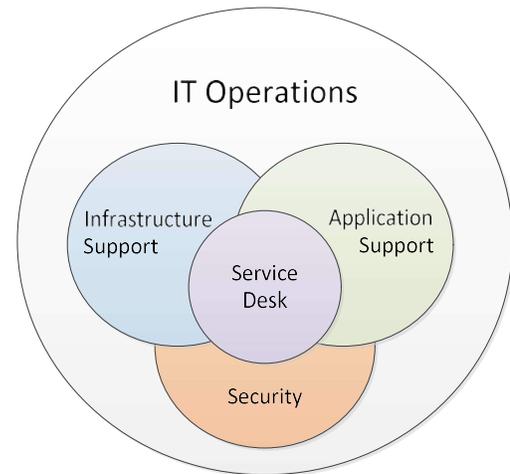


IT Structure

The CIO should report directly to the CEO. It is not unusual for IT to report to the CFO, but these traditions have been found ineffective in transmitting the vision of the agency, and relegate IT to a cost center. Since IT is an integral part to the success of the agency, it is vital to have IT involved with the organization's goals and visions from the beginning. With IT having an active role in the agency's initiatives, there will be a better chance of success and appropriate technology applied. The goal is to ensure that the CIO is adjacent to other C-Level roles.

The CIO's focus on future and growth is very similar to the accounting and finance world where the CFO is looking forward and the Controller is looking back. Planning, budgeting, staff development, business continuity, governance and policy are some of the key activities for the CIO.



IT can be thought of in 5 functional areas: IT Operations, Application Support, Infrastructure Support, Service Desk and Security

IT Operations

IT Operations is responsible for the management and maintenance of the IT systems and processes required to deliver services to the agency. IT operations concerns itself with internal workings of the IT such as internal procedure, staff scheduling, end user communications, scheduling maintenance and vendor management.

Application Support

Application Support provides the support for the core business applications. These applications are the components essential to the operation of agency. These core business applications can be differentiated from desktop applications such as Microsoft Outlook, Adobe Acrobat and the alike, by the overall function or impact the application has on the agency or how critical the application is to the agency.

CIO Roadmap

XXX currently does not have these positions in place. We should consider adding application support to the department. Activities to include: application version release and patch management, testing of new features and roll-out, participating in patient care and administrative workflow development as well as health informatics. Applications in need of support: Sage50, Navex, Paylocity, Broadworks ACD, and of course NextGen. Because NextGen is the main core business application, dedicating staff to the support of this software should be first priority.

Infrastructure Support

Infrastructure is concerned with the underpinnings of IT and provides the conduit that delivers the services needed to run the agency. Under the umbrella of IT Infrastructure are functions such as: connectivity between sites, maintenance of servers, voice communications and desktop and asset management.

Our current staff is maintaining the infrastructure fairly well. The team is strong on desktop management and has a fairly good grasp with core networking. The team will need training with Microsoft server management. Our infrastructure team is currently responsible for user management, network access security as well. See below regarding IT security.



Service Desk

The Service Desk provides a central point of contact for all users of IT. As such, an emphasis on customer support is critical. The service desk is responsible for logging all incidents and requests, categorizing and prioritizing them. Additionally, the service desk manages the lifecycle of incidents and requests, escalating as appropriate and closing them when the user is satisfied.

We currently do not have a formal service desk. In the near future, establishing a service desk will provide relief for the current team by offloading everyday tasks and allowing time to focus on managing higher level functions such as network and server management.

IT Security

IT Security is such a critical function to the agency as a whole, this position will report directly to the CIO. IT Security performs two core functions. The first is overseeing the operations of the agency's security solutions. The second is establishing an enterprise security stance through policy, architecture and training processes. Secondary tasks will include the selection of appropriate security solutions, and oversight of any vulnerability audits and assessments. IT Security is expected to interface with peers in the Infrastructure and Application Support functions as well as with the leaders of the business units to both share the corporate security vision and to solicit their involvement in achieving security through information sharing and co-operation.

XXX may not be ready for a full time IT security position, but establishing this role and responsibilities now sets the stage for when the need arises. Currently we support these functions with infrastructure support and the IT manager.

Another function of IT security is Identity Management. Identity Management would establish a Software Application Catalogue that documents area experts and ownership of the various software applications. Ultimately, user identity guidelines will be established where security is based on job role or function. It cannot be the responsibility of IT to determine security within the various business applications. This should be determined by the subject area experts (as documented in the Software Application Catalogue) and then executed by IT. It is not reasonable for IT to know user permission requirements for all of the software in use. (e.g. accounts receivable having rights to accounts payables) IT Security will work closely with the subject area experts to ensure permissions are appropriately applied. These software security rights and permissions should be audited on a regular schedule.

The current team is performing some of this, but formal documentation is the next step and required for compliance. Once XXX exceeds 200 employees, managing user identities across the various systems both internal and external services, (e.g. grants.gov, insurance billing portals, etc.) becomes time consuming and will require a full time employee.

Home

IT staff should be physically located together under one roof to provide a place they can call home. More importantly providing that common space for IT staff is essential for team building and fosters collaboration. Both infrastructure and application support benefit by having immediate access to each other. Also needed is a hardware staging, setup and troubleshooting area that is separate from the individual's daily desk. This workbench area should be near the IT staff as well.

CIO Roadmap

We want to minimize dispatching our technicians on site by providing remote assistance whenever possible. Sending IT on site is costly and time consuming for both IT and the end user. If we can solve an issue in 15 minutes with remote assistance versus a 60 minute on site visit, everybody is happy. The goal is always to ensure the end user is up and running as quickly as possible. IT still maintains end user visibility proactively through scheduled on site visits.

IT Steering Committee

Establish an IT Steering Committee. These committees are a best practice approach for aligning strategic agency and IT priorities.

An IT Steering Committee is an administrative body that reviews, monitors and prioritizes major IT projects from a cross-functional perspective. The focus of the IT Steering Committee should be on three main tasks: IT strategic planning, project prioritization and project approval.

IT Steering committees, which usually include executives and departmental heads, set priorities from among competing requests for IT projects, services, and attention, among other duties.

The CIO should not be put into the position of deciding priorities. If the CIO does this, then the CIO's position is compromised relative to all the officers. In this scenario, the CIO is required to determine that one officer's priority is not as important as another. Decisions should be the consensus of the entire officer group based on the strategic plan.

This approach avoids the "squeaky wheel" which allows some department heads to dominate the IT agenda while other departments are ignored even though their requirements may be more strategic.

Implementing a communications plan will pre-empt reacting to requests coming from seemingly out of left field. The IT Steering Committee becomes the process to examine requests that come via that route, reducing the number of requests that appear to be end runs to established policies

The final goal of the IT Steering Committee is to ensure a business focus, establish priority, and provide transparency and accountability.

Project Management

Consider hiring a project manager. This position would not be specific to IT, but provide a tremendous asset to our fast paced, fast growing agency. A project manager doesn't necessarily need to know every aspect of a project, but is somebody who can follow-through, monitor progress, take notes and update documentation, and keep project team members informed and identify road-blocks. The familiar adage; Failing to plan is planning to fail, holds true. Without clear objectives and definition of scope, a project can quickly experience budget overages and delays among other issues.

CIO Roadmap

There can be a tendency to expect the project management of various business needs to be the responsibility of IT, especially if the project has an IT component. In reality there are very few 'IT projects'. When IT is left to manage business projects, often times the results can be disastrous.

A project should be driven by the need to fulfill the agency's initiative and as such the project should be owned or sponsored by a subject area expert. Typically it is a department manager that would own the project.

All major projects should have a project charter that defines the agency's goals, establish what the project will encompass, what it won't encompass, define stakeholders, milestones, risk and success criteria to name a few. It may seem like additional administrative overhead, but once we get in the habit of doing these steps, it does get easier and the payoff is a greater success rate of project implementation.

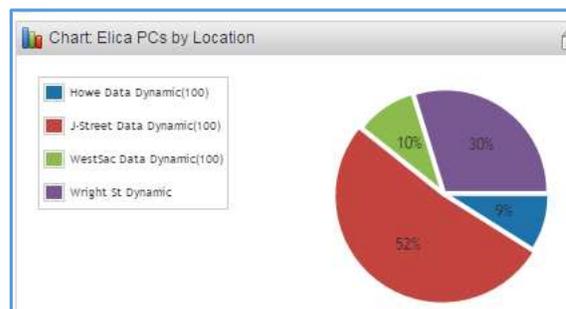
Asset Life Cycle

We currently have good tools to manage and track our hardware and software assets. With these tools we are able to track purchase dates and warranties. Reports can be generated that will help budget hardware replacement schedules.

However we need better procedures for procurement and disposal. Currently we are unable to tie IT purchases back to accounting. Ideally we would have a Purchase Order number from accounting to insert into records. With this cross reference in place we will be able to track

with accounting which assets had been purchased by particular grant or a revenue source.

Additionally, we currently do not inform accounting of disposal of equipment. A reconciliation between IT assets and accounting should be performed.



Change Management

The goal of the Change Management process is to ensure that standardized methods and procedures are used for efficient and prompt handling of all Changes, in order to minimize the impact of Change-related incidents. The basic concepts of Change Management are principally process-related and managerial, rather than technical. A change management process would include; change approval, prioritization, back-out procedures, communications plan and finally a review of the change after implementation. Much like Project management, not having a plan in place prior to execution, greatly increase the probability of failure.

XXX may not be ready for a formal Change Management process, but understanding the concepts and adopting these practices in a limited fashion is a good place to start. As the agency matures, formalizing the process becomes an easier and natural progression.

Budget

IT Budgets are always a challenge in a rapidly growing agency. Create IT Budgets that are calculated per employee by tracking IT related monthly recurring cost. As new positions are added, finance would have a better idea of costs. Calculate IT related cost per exam room as well. As new facilities are brought online, per exam room cost facilitates the overall planning process. Of course other variables can enter into the equation, but the idea is to have a baseline on which to build upon. Project Management will assist with project based budgets and the Steering Committee will determine priority. Again with the CIO reporting directly to the CEO, new initiatives and associated costs can be addressed early in the processes.

Streamlining the purchasing process, as mentioned in Asset Management, will assist with planning future asset replacement costs and timelines.

Conclusion / Recommendations

- The IT Structure consists of the 5 facets of IT: Operations, Security, Application and Infrastructure.
- Add Application Support. First priority is NextGen support staff. Application support to include other business applications as well such as Paylocity, Navex, Sage50 etc. These staff will be experts in the use, features and support of the programs. Requires additional staff.
- Microsoft Server training for Infrastructure team. Continued training for IT staff
- Establish a formal Service Desk. Service Desk guidelines attached. Requires additional staff.
- IT Security: Formalize and document the roles and responsibilities of IT Security and Identity Management. This will become a full time position in the near future.
- IT department home: Providing that common space for IT staff is essential for team building and fosters collaboration.

CIO Roadmap

- Establish an IT Steering Committee. This is a very common best practice.
- Consider Project Management position in the near future. The benefit of good project management will pay for itself. (See attached White papers.)
- Asset Management: Streamline procurement and disposal processes. Reconcile current inventories with Accounting and Finance.
- Adopt Change Management practices and procedures now. These will become second nature over time.
- Create IT budgets based on per employee, per exam room cost. Project based budgets will be created from project management or charter.

Attachments

- A1-IT Org Chart
- A2-NG EMR Skills Profile
- A3-NG Core Group
- A4-Service Desk Guidelines & Workflow
- A5-User Identity Administration Guidelines & Workflows
- A6-Sample Project Charter
- A7-PC Lifecycle
- A8-White Paper- Value of Project Management
- A9-White Paper- The High Cost of Low Performance 2014