



# Tackling Governance For Digital Transformation

*Presented by Edward Marx*

## DIVURGENT

May 25, 2022



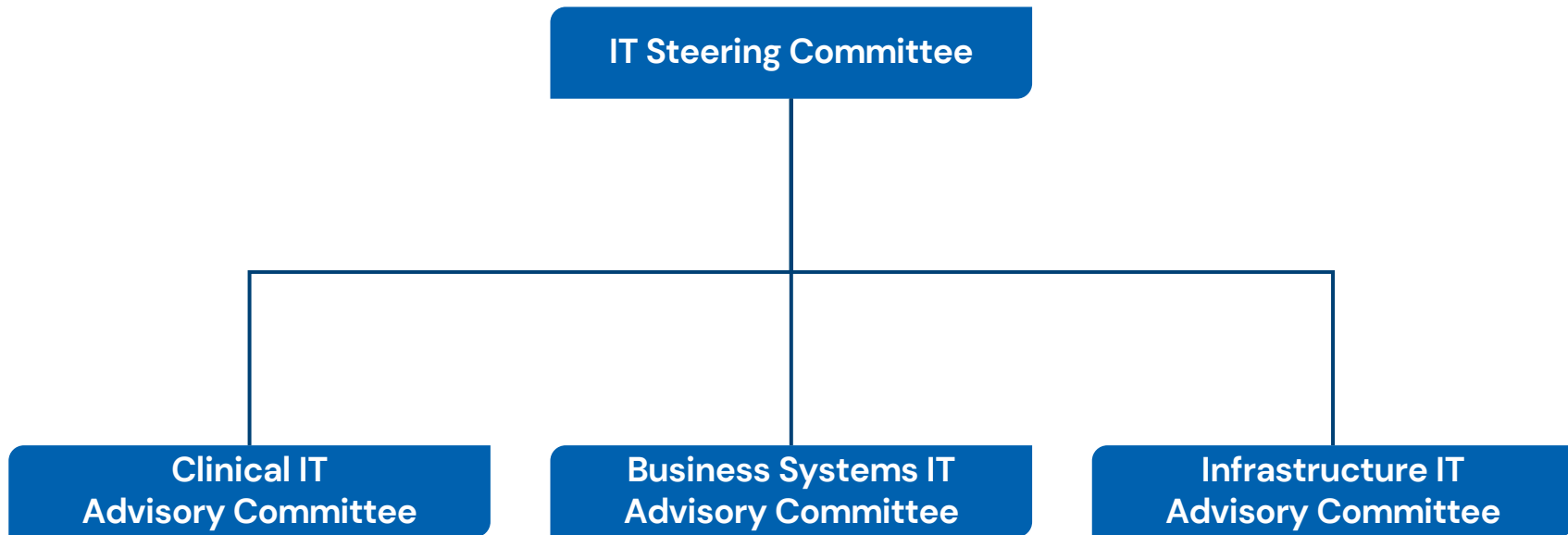


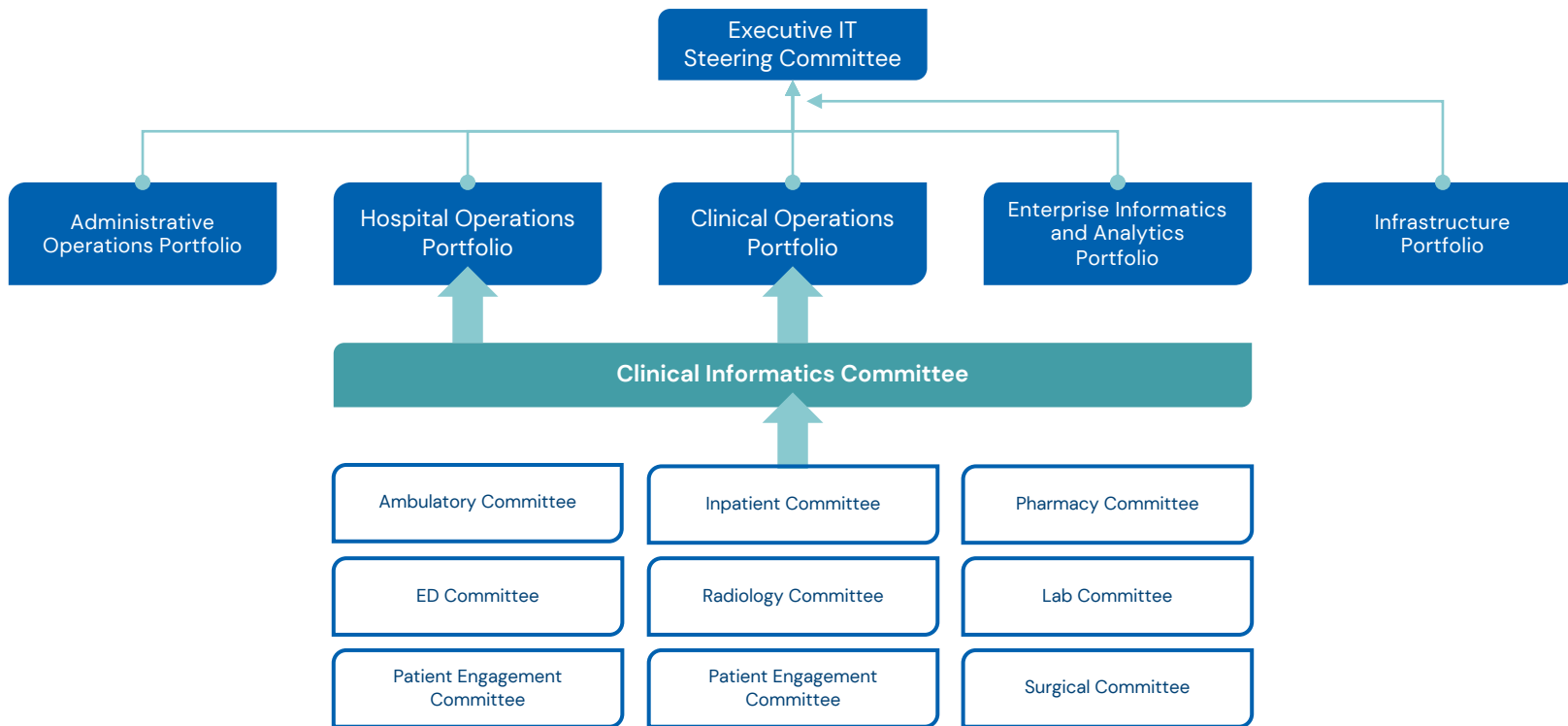
- **The Why**
- **The What**
- **The Who**
- **The How**
- **The Scoop**

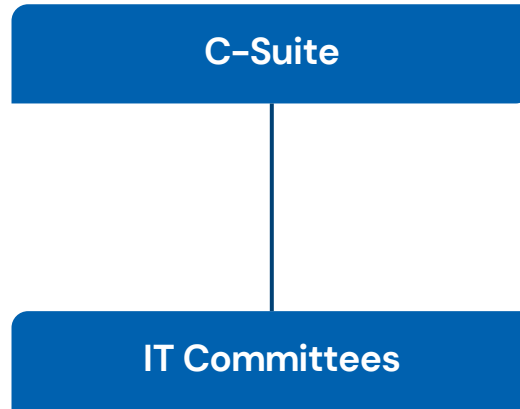
- Exasperation in Digital Age
- Post-Pandemic Environment Excess
- Provide Strategic Direction
- Define Enterprise Policy & Standards
- Establish Operating Priorities
- Eliminate Duplication
- Risk Management
- Efficient Resource Utilization

## Who owns the current governance strategy for your organization?

- a. Chief Information Officer
- b. Chief Strategy Officer
- c. Chief Transformation Officer
- d. Chief Medical Officer
- e. Chief Executive Officer
- f. Someone Else







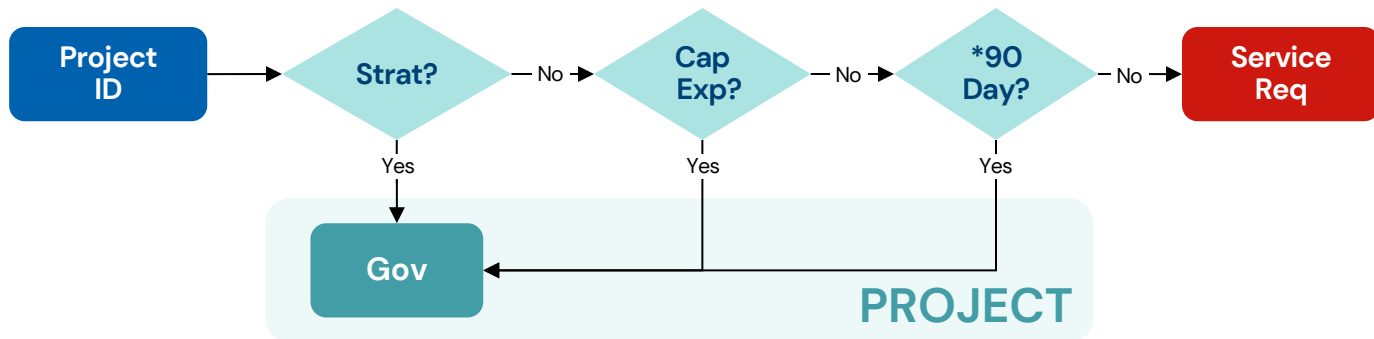


**How satisfied are you with how your organization handles governance?**

- a. Very Satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely Dissatisfied

Projects will be defined based on three(3) basic criteria:

1. Whether or not it has strategic importance to org; or
2. Whether or not it represents a capital expense; or
3. Whether or not it can be completed within 90 calendar days utilizing available resources

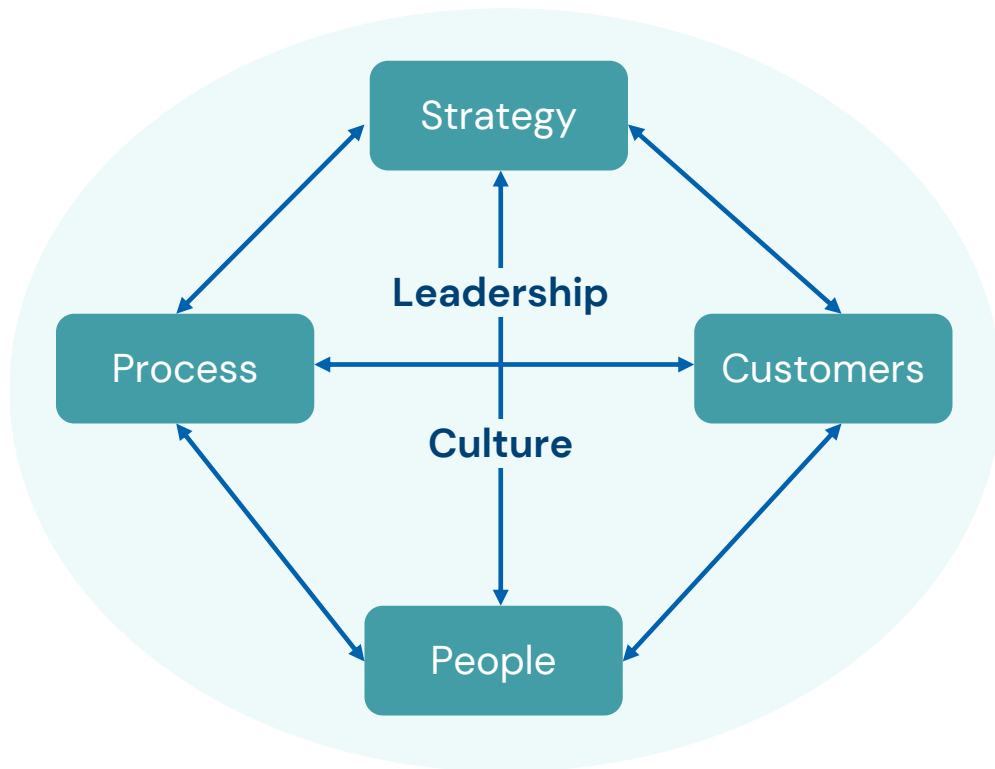


**Strategic is defined as:**

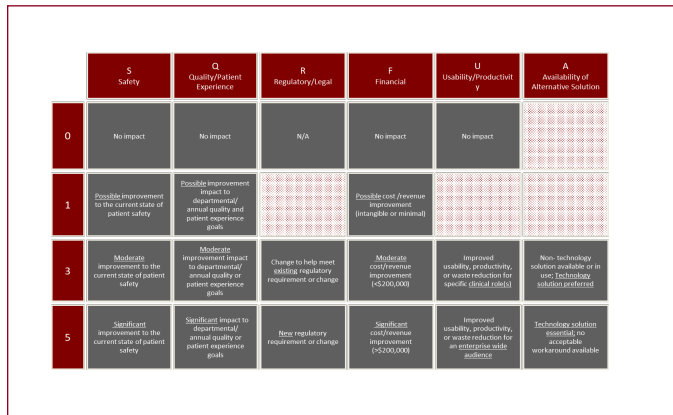
- Affecting multiple entities; or
- A change in technology; or
- A replacement of system(s); or
- Contains measurable/sustainable ROI

**Note:** Will the project require more than 90 calendar days and more than 120 IT hours of effort to complete?

# Organizational Alignment



- Built to Last (adaptive, agile, future proof)
- Executive Commitment & Support
- Formal Request & Review Process
- Discipline for ROI
- Strategic Evaluation Criteria
- Value Realization
- Sunset Review



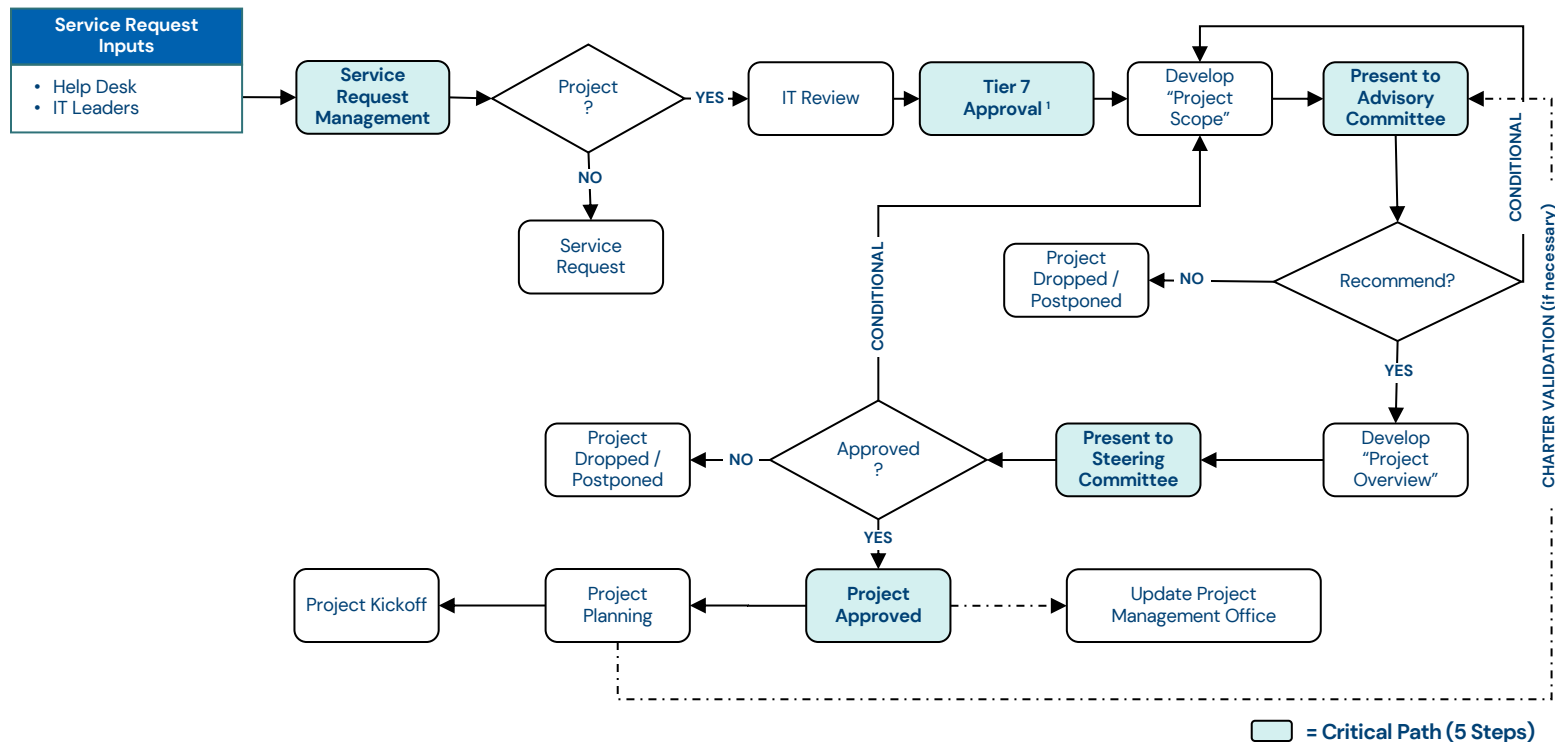
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# Establishing Project Priorities

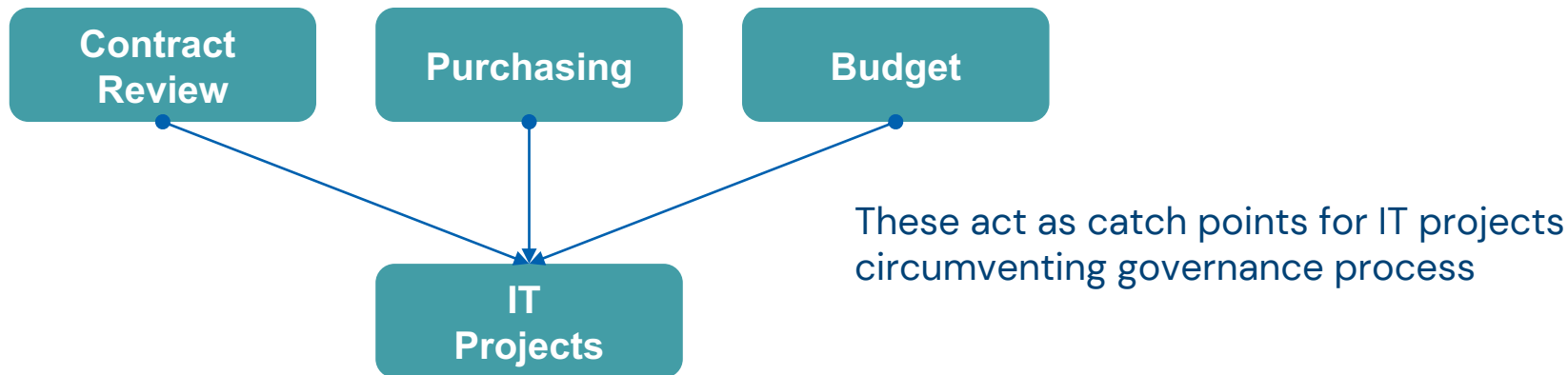
In order to fulfill our requirement to prioritize project requests across limited capital and IT resources, we will use the following set of criteria to measure proposals against:

Relative Rank	Criteria	
1	Regulatory Compliance	
2	Strategic Plan Alignment:	
	<ul style="list-style-type: none"><li>• Supports quality performance/patient safety</li><li>• Supports volume growth and new business development</li><li>• Improves financial performance</li><li>• Supports the physician strategy</li><li>• Supports strengthening the academic mission</li></ul>	<ul style="list-style-type: none"><li>• Supports/increases strategic and clinical integration</li><li>• Supports/develops a performance-based culture</li><li>• Supports optimizing partnership relationships</li><li>• Supports development/fund raising initiatives</li><li>• Supports/improves organizational development</li></ul>
3	Demonstratable Return on Investment: <ul style="list-style-type: none"><li>• Hurdle Rate &gt; 12.9%</li><li>• ROI &lt; 37 months</li></ul>	
4	Compatibility with IS standards/legacy systems	

# Project Approval Process

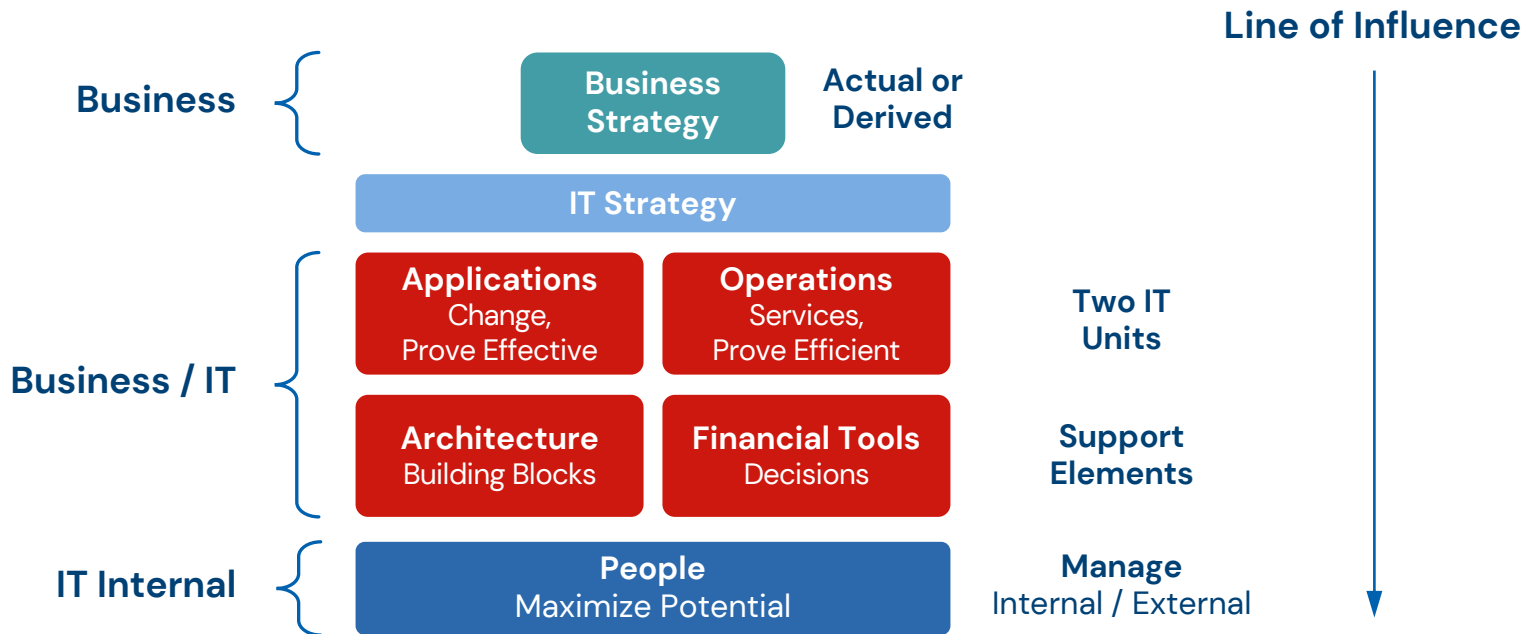


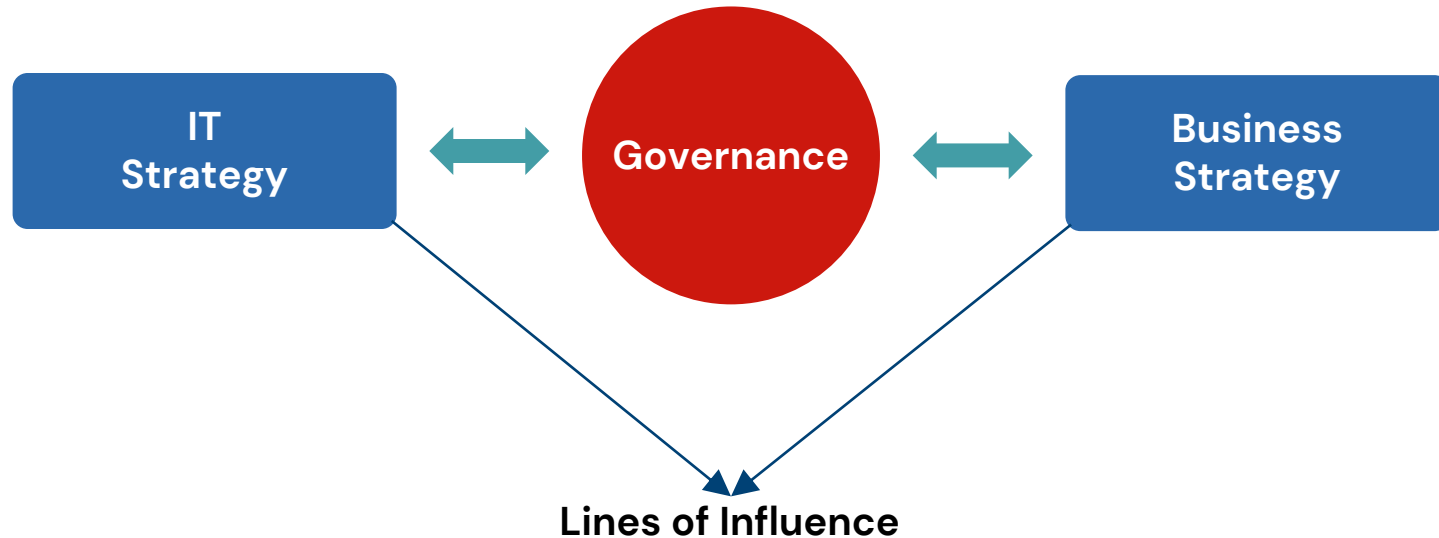
<sup>1</sup> Because project scope development can take a significant amount of time and resources, Tier 7 approval is required to indicate preliminary support and authorize the use of resources to scope the project.

**Implications:**

- No Legal review without CIO approval
- No PO without appropriate IT approval
- Budgets not approved without IT due diligence (governance)







**Governance is nexus point between IT and Business Strategy:**

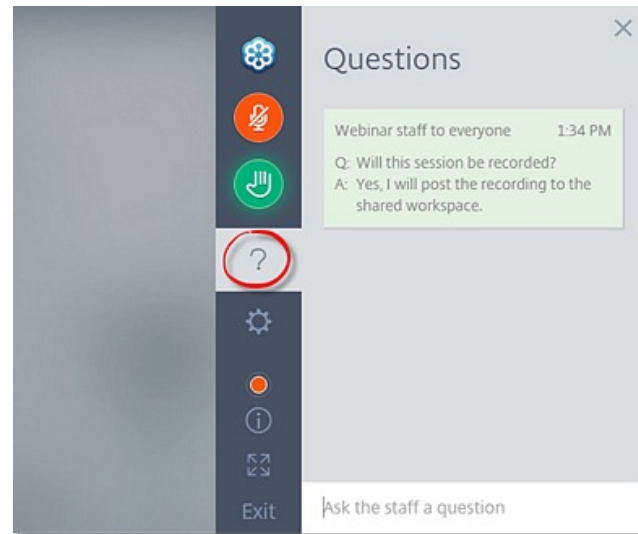
- Each influences the other
- Senior Executives & Line Management
- Also serves as customer listening post

- Engage Marketing Resources
- Develop Road Shows & Opportunity
- Emphasize Enterprise Value
- Create Awareness of Process
- Acknowledge Evolving Process
- Solicit Partnership
- Be Clear on Non-Compliance
- Individual Sessions with Influencers

- Membership > Structure
- Transparency > Words
- Accountability Reduces Effort by 80%
- Simple Process > Complexity
- Relationship > Communication
- Written > Pontification
- Informal Leaders = Formal Leaders

# Submit Your Questions Now

What do you feel works?  
What doesn't?  
(Asked as an opened ended question. Attendees should submit answers through chat feature in GoToWebinar)



# BONUS CONTENT

- Enterprise is doing the “Right” projects
- Review performance to include SLA’s and budget
- Projects are in line with corporate strategic direction
- Limited resources (staff, funds) are committed
- Efficient process to ***review, approve, prioritize, fund, and support***

SLA= Service Level Agreement

- Approve/disapprove proposals recommended by Advisory Committee
- Authorize funding for approved projects
- Provide executive support and commitment for approved projects
- Evaluate/monitor outsourcer performance
- Monitor status of current strategic initiatives
- Facilitate change
- Meet regularly (sometimes on short notice)



# Advisory Committee Charter

The IT Advisory Committees exist to facilitate the adoption of strategic and tactical information systems throughout the enterprise.

The committees will provide an efficient process to ***review, recommend*** and ***prioritize*** information systems projects and to review the status of current initiatives. This methodology will allow us to effectively leverage IT resources to help ensure consistency in operating and clinical processes.

The committees will be instrumental in providing guidance, priorities and recommendations to the IT Steering Committee for information system initiatives that will support patient care and the strategic direction and vision of the enterprise.

# Advisory Committee Objectives

- Review project proposals through a formalized process and methodology
- Ensure consistency across enterprise
- Prioritize and recommend project initiatives to the IT Steering Committee for final approval and funding
- Ensure constancy of operating and clinical processes
- Communicate initiatives through various sources
- Evaluate/monitor outsourcer performance
- Monitor status of current projects
- Facilitate change
- Meet regularly (sometimes on short notice)

<b>Who:</b>	IT Steering Committee
<b>Role:</b>	Members
<b>Responsibilities:</b>	
<ul style="list-style-type: none"><li>✓ Review and approve/disapprove IT projects</li><li>✓ Authorize funding for approved projects</li><li>✓ Evaluate/monitor outsourcer performance</li></ul>	

<b>Who:</b>	Various Chairs
<b>Role:</b>	Chairperson
<b>Responsibilities:</b>	
<ul style="list-style-type: none"><li>✓ Establishes agenda and conducts meeting</li><li>✓ Creates and maintains regular communications</li><li>✓ Prioritizes the allocation of finite IT staff resources</li><li>✓ Identifies staffing requirements for system selections</li><li>✓ Assigns resources to work with IT on proposals</li><li>✓ Recommends projects &amp; budgets</li></ul>	

<b>Who:</b>	IT Account Team
<b>Role:</b>	Facilitator/Co-Chairperson
<b>Responsibilities:</b>	
<ul style="list-style-type: none"><li>✓ Assists Chair with agenda and meeting</li><li>✓ Creates and maintains regular communications</li><li>✓ Works with operational owners to create proposals</li><li>✓ Identifies strategic IT concerns and implications</li><li>✓ Documents meeting results</li><li>✓ Monitors, evaluates, and reports outsourcer performance</li></ul>	

<b>Who:</b>	See membership list
<b>Role:</b>	Committee Members
<b>Responsibilities:</b>	
<ul style="list-style-type: none"><li>✓ Prioritize the allocation of finite IT resources</li><li>✓ Participate in system selections</li><li>✓ Designate &amp; participate in projects as appropriate</li><li>✓ Provide leadership and oversight to projects</li><li>✓ Assign resources to work with IT on proposals</li><li>✓ Recommend projects &amp; budgets</li><li>✓ Present projects to the IT Steering Committee</li><li>✓ Monitor, evaluate, and report outsourcer performance</li></ul>	

<b>Who:</b>	TBD
<b>Role:</b>	Project Advocate
<b>Responsibilities:</b>	
<ul style="list-style-type: none"><li>✓ Attends Advisory Committee meetings on ad hoc basis</li><li>✓ Represents specific domain expertise for projects</li><li>✓ Presents project proposals</li></ul>	