

## Strategically Align IT with your Executive Team

Lutheran Life Communities  
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Expansion Story 2005-date

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## A VIEW TO THE PAST

- August 2004, Executive Management determined a Strategic Plan for IT was required
  - Drivers included
    - M&A
    - Greenfield growth
    - Competition pressures
    - Changing care environment
    - Board pressures for fiscal management
- IT Department was within Accounting Department
- 2 FTE managing ~100 workstations at 2 sites, Novell Netware with 3 servers, and IP Telephony for Staff.??

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## SOME ISSUES

- Response time from IT Organization was anywhere between one week to seven *years*
- User reliance on applications was non-existent
- Users were granted access based upon preference not business values
- IP Telephony did not work
- IT as a whole provided little value to organization

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## IT STRATEGIC PLAN WAS COMMISSIONED

- Outside company interviewed executives, department managers and users
- Came up with a list of issues by department
- Outlined where technology did not support users requirements
- Findings did NOT outline how to get where the organization needed to be

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## 2005 – WHAT DID WE DO?

- Create an IT business plan focused on
  - 0-90 days –Implode IT, we had no money, we got creative
  - 91-180 – Implement systems to stabilize environment and develop structure around IT Role, rebuilt from the ground up
  - 180-360 – Realign IT to Corporate Strategic Plan

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## 2006 – GROW THE ORGANIZATION

- Add 450 additional desktops, Enterprise Wireless, 100 Laptops, PDA, Care Tracker, Computrition, Kronos WFC/Visionware, Halogen, Internal Applications
- 750 phones
- Four new sites, (2) CCRC, Home Health, Adult Day
- No increase to FTE
- Utilized contracts and suppliers to deliver

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## 2007 – CY PLAN OF ATTACK

- Realign IT Organization
- Expand Services
- Add FTEs
- Add Sites
- Deploy New Applications

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## HOW DID WE DO THIS?

- We started with understanding what was occurring within IT
  - Budget – prior years budgets were not created or managed
  - Suppliers – Understanding who our suppliers were and what benefit they provided our organization
  - Staffing – Determine what skill sets we have and what do we need?
  - User Community – What do our users require of us, and how are we meeting their expectations
  - Executive Team – Where were they taking the organization and how can we partner and implement technologies which will support and encourage their efforts
  - All – What was already committed on behalf of IT and how do we renegotiate?

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## STRATEGIC PLAN

- The Tactical Plan was to shore up customer support while developing the strategic plan
  - Where was the organization headed?
  - How does technology support these initiatives?
  - How could technology be funded, sourced, deployed, managed, maintained, communicated and educated?
  - How could we ensure appropriate communications and support for technology projects?
- **IT IS A CONTINUOUS WORK IN PROGRESS**

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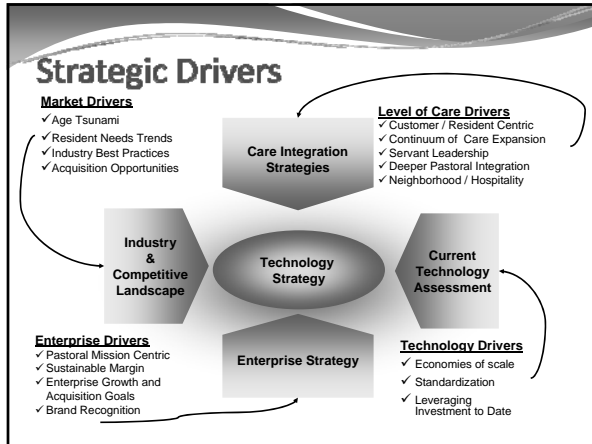
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## Rethink Information Technology

<i>Strategic</i>	<i>Operational</i>	<i>Infrastructure</i>
Strategic Direction	Cost Control	Data Integration
Business Alignment	Staffing	Architectural Stability
Technology Governance	Education and Adoption	Quality and Testing
Sponsorship / Ownership	Technology Delivery	Data Access and Security

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## IT Core Competencies

	Consult	Integrate	Operate
Cable	Outsource	Outsource	Outsource
Network	Develop Skillsets	Internalize	Internalize
Application	Develop Skillsets	Internalize	Internalize

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## IT CNA/CIO Staffing Model

	Consult	Integrate	Operate
Cable	RCDD	Outsourced	Outsourced
Network	Network Design / Architecture	Network Admins	Monitoring
Application	Web Development	Application Specialist	Helpdesk

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## Where are we now?

- Realigning with our executive team
- We are creating a PMO with Application Portfolio Approach
- Completing the build of our IT team
- Deploying new services / sites
- Changing the mindset from barrier to enabler
- Furthering the LLC Mission

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