



## CASE STUDY

*This hospital client is an 88-bed medical and surgical care provider in the MidWest and served as its area's only trauma hospital.*

### **Situation**

This hospital's strategic goal was to provide the best technology in its region, and to rival the nation's best. Leaders hired Hayes to provide the following:

- A five-year IT strategic plan that included an assessment of the hospital's current IT technology and services, a technology comparison to other hospitals regionally and nationwide, and a review of IS operations
- Assistance in obtaining buy-in for the plan from executive leadership and the board of directors

### **Our Approach**

Hayes consultants interviewed more than 60 stakeholders, including board members, executives, physicians, department managers and hospital employees. From this, Hayes gained an understanding of the client's strategies and goals, the current state of IT and the future, desired state of IT. Hayes benchmarked this

information against organizations at a regional and national level through various industry sources. Hayes then developed a strategic plan that included recommendations in the following areas:

- **IT Staffing & Services:** Hayes proposed an IT organization structure which included new roles such as a PACS administrator, physician liaison position and project management officer. Hayes also recommended using service level agreements (SLAs) with internal customers and external vendors.
- **IT Governance:** Hayes provided recommendations to enhance the IT Steering Committee's role in ensuring project alignment with the strategic plan, understanding the financial and personnel resources needed, and realizing the impact on existing projects.
- **Applications:** Hayes recommended that the hospital complete the implementation of already-purchased systems to leverage their IT investment, and develop successful implementation methodologies and communication channels to use for recommended future-state applications.
- **Infrastructure:** Hayes provided recommendations designed to improve: security; system integrity; disaster recovery and continuity planning; data archiving and storage, and system performance and availability. This included implementing server virtualization, enabling remote printer management and troubleshooting, and conducting a wireless survey to ensure the wireless network and security.

### **Results**

The board and the executive team placed a high priority on improving the hospital's technological capabilities. Hayes' strategic plan allowed these leaders to prioritize objectives, allocate the necessary attention and resources (personnel, capital and energy) and develop a timeline to meet this strategic goal.

### **About Hayes**

Hayes works with healthcare organizations to solve mission-critical operational challenges by providing strategic services and software solutions that improve quality and efficiency with the ultimate goal of improving the patient experience.



## Memorial Hospital

### **IT Strategic Planning**