HAYES
MANAGEMENT CONSULTING
Optimizing the business of healthcare

Slocum-Dickson Medical Group
Slocum-Dickson Medical Group Streamlines IT Operations and Develops Strategy Road Map

With a staff of over 70 physicians and 500 staff members, Slocum-Dickson Medical Group (SDMG) is solely focused on patient-centered, physician directed quality care. Physician owned and operated, SDMG has grown into one of the largest multi-specialty groups in the central New York region providing nearly all medical and surgical specialties.

With the resignation of their IT Director, SDMG was faced with a technology leadership void. At the same time, they were confronted with a number of IT related issues involving their existing infrastructure.

Having previously completed a successful project with Hayes Management consultants, SDMG engaged Hayes to provide interim IT leadership and personnel development.

Deep Dive Analysis and Discovery

Providing immediate interim leadership and working in conjunction with SDMG management, Hayes consultants conducted a full audit of the organization's staff, process, and technology. All organizational processes, training programs, and policies were reviewed. The detailed technology assessment included a review of:

- All Cloverleaf Interface connections
- Existing analog phone system
- Material management bar code software
- Help desk software
- UPS lifecycle
- GE Centricity Business Applications
- GE EMR Systems

Following the discovery process, Hayes and SDMG developed a list of organizational needs that included an upgraded business continuity plan, improved help desk support, increased use of server virtualization, and improved the use of technology in regards to overall response time and staff effectiveness.

Hayes Value-Added Solution

The first objectives for Hayes were to manage personnel, resolve the current technology issues, and help hire a permanent CIO. However, the engagement evolved into something more extensive. Once the needs review was completed, Hayes worked closely with the SDMG to implement an improvement plan.

On the people and process side, they developed a clear reporting chain and IT organizational chart. They managed a cross training program, developed project management tools and policies with formal change management procedures, and developed a project management repository on share drive with project templates.

On the technology side, Hayes completed a detailed inventory of all servers with the hosting data center, developed an interface and data center schema, completed a Microsoft license inventory, and provided a modified plan for SAN strategy for a Radiology RIS upgrade.

SDMG was faced with the need for additional server capacity so Hayes recommended better utilization of server virtualization to set up a new large array in the primary data center and to repurpose the existing array offsite for failover and data recovery.

SDMG
- 70 Physicians, 500 staff members
- One of largest multi-specialty groups in central New York
- Physician owned and operated

Challenge
- IT Director resignation left leadership void
- Ongoing infrastructure and application issues
- Need for increased process documentation and staff training
- Lack of updated business continuity plan

Solution
- Provided immediate interim management
- Conducted technology hardware and EMR system review
- Developed detailed IT strategy road map
- Implemented training and process documentation program
- Enhanced system utilization through increased virtualization

Results
- Improved Citrix response resulting in a reduction of help desk calls
- Increased staff efficiency
- Reduced risk due to upgraded business continuity plan
- Improved visibility to IT systems across the organization
- Established clear direction on future IT direction
- Increased system up time by reducing the issues in the Citrix environment

Hayes also provided guidance for upgrading the SDMG phone system from analog to VOIP, helped coordinate an SOW for external vendor assessment of the data center, Citrix, and VM, and developed a cost assessment and impact review for either moving EHR in house, converting to remote hosting, or maintaining in place.

To help increase the SDMG staff knowledge base, Hayes engaged an outside local company to perform application patch and RAM upgrades and train IT staff so they could continue to manage the process on their own.

Finally, Hayes refined the job description for the CIO position, helped identified qualified candidates, and led the transition from interim to permanent leadership of the IT department.

Engagement exceeded expectations

The immediate result was an improved response from the Citrix system equating to a reduction in help desk requests. The improved process documentation and staff training increased staff efficiency while the enhanced business continuity and disaster recovery plan significantly reduced SDMG risk. The upgraded IT infrastructure resulted in better application performance, visibility, and alerts to the IT staff increasing system up time.

Based on the success of the project, SDMG and Hayes are working on several potential future initiatives including plans to move the EMR in house, improved data analytics, additional eCommerce functionality, and potential implementation of a new practice management and EMR.

"Hayes provided consultants fully engaged in practice management, EMR, and hardware infrastructure," said Anne Falchi, Chief Operating Officer. "They helped us form a strategy around all aspects of our IT. We were able to get a direction on where we needed to go from an IT perspective that positioned us perfectly for our new CIO."

About Hayes Management Consulting:

Hayes Management Consulting is a leading, national healthcare consulting firm that partners with healthcare organizations to streamline operations, improve revenue and enhance technology to drive success in an evolving healthcare landscape. To learn how Hayes Management Consulting can help you, call 617-559-0404 or contact us at requestconsultant@hayesmanagement.com.

"Hayes exceeded our expectations. We thought they would be providing an interim management solution that would alleviate my personnel management workload. We certainly got that but we also received resolution to some immediate IT issues, a detailed IT assessment, a long-range technology plan, and a road map for the future."

Anne Falchi
Chief Operating Officer
SDMG