

Medical University of South Carolina

Office of the CIO (OCIO)

Organizational Planning



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Introduction

This document outlines the creation of the Office of the CIO (OCIO) at the Medical University of South Carolina (MUSC). The primary objective of the OCIO is to more effectively manage, facilitate, and coordinate the use of Information Technology (IT) activities and services across the MUSC enterprise in support of the mission of MUSC. MUSC has abdicated most of the activities attendant to IT functions and services to the contractor (Quovadx). The creation of the OCIO is the first phase of a multi-phase process; subsequent phases will include a careful review of the current IT environment at MUSC and, if need be, pull selected activities and services back within the confines of the MUSC enterprise. Any additional pullback or in sourcing of activities and/or services will only be done after a careful review and a cogent business case can be demonstrated supporting the pullback. The first phase will create the OCIO and will define five Director level positions that will be housed in the OCIO, will be employees of MUSC, and will manage, facilitate, and coordinate all IT activities across all MUSC entities. **These will not be net new FTE's.** These roles are currently being filled by a combination of MUSC and Quovadx employees. With assistance from HR, job descriptions have been developed for these positions and are available for review. Melissa Forinash is currently functioning in the Director / Controller role and will remain in that position. Frank Starmer is currently functioning in the Director, Academic/Research role and will fill that position. In addition, Frank Starmer will be asked to facilitate discussion about technology architecture and technology vision. The remaining positions will be posted and searches conducted.

Mission of OCIO: In support of the mission of MUSC, the OCIO will effectively and efficiently manage, facilitate, and coordinate all IT activities and services across the MUSC enterprise.

Role of OCIO:

- ◆ Coordination and oversight of all IT activities and services across MUSC enterprise
- ◆ Management of all IT vendors / contractors
- ◆ Effectuate IT standardization and consistency
- ◆ Management of all IT contracts
- ◆ Management of all IT projects
- ◆ Development of IT strategic plan
- ◆ In conjunction with MUSC leadership, conduct a value review of any IT outsourcing
- ◆ In conjunction with MUSC leadership, refine MUSC IT Governance
- ◆ Promote workflow improvement and process redesign
- ◆ Serve as the MUSC web authority

OCIO Core Operating Principles:

- ♦ True Partnerships with Our Internal Customers
- ♦ Organizational Unity
- ♦ Standardization Where Feasible
- ♦ Dedication to Privacy and Compliance
- ♦ Effective Stewardship of Resources
- ♦ Work Smarter
- ♦ Work Should Be Enjoyable
- ♦ Strong Support, Mentoring, and Advocacy for IT Employees
- ♦ Buy Before Build

OCIO Values

- ♦ Ethical Behavior
- ♦ Respect for People
- ♦ Quality Relationships
- ♦ Quality Services and Support
- ♦ Deliver Efficiency/Effectiveness/Value to the End User
- ♦ Convenience for the End User

OCIO Structure & Relationship Management Strategy

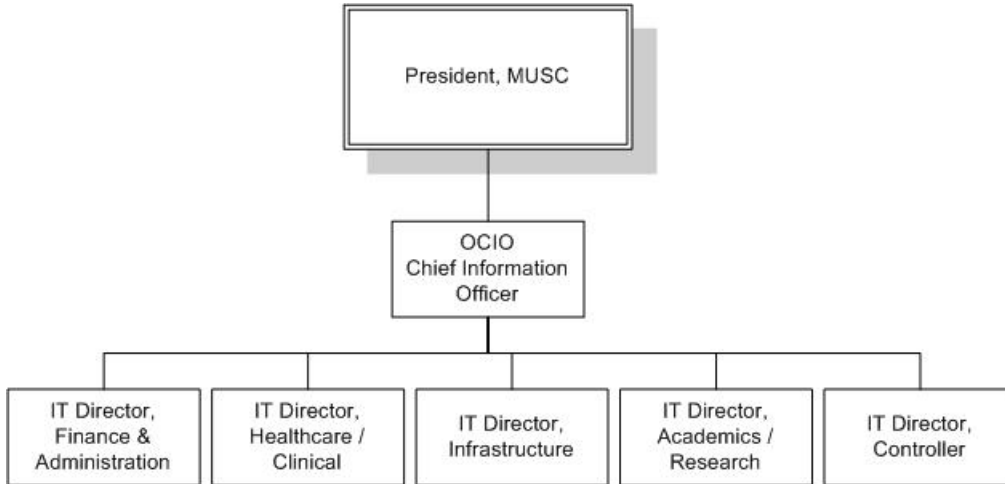
Objectives and Approach

As MUSC's healthcare, education and research delivery models change, so must the IT organizational strategy that supports the major components of the MUSC organization, healthcare, education and research operations.

Organizational View

The focus of IT needs to hone in on improving clinical operations, enhancing educational and research support, and gaining greater efficiencies in business operations. Within MUSC, as with most healthcare delivery systems today, there is a strong focus on patient safety and quality of care. This emphasis must be reflected in the IT organizational structure and operating philosophy. The university must seek creative ways of enhancing the educational and discovery experience for students and practitioners through implementation of advanced technologies and reliable, accessible infrastructure.

Structure of the OCIO



Target Business Relationship Requirements

Many directors of technical functions find the transition from technical “point guard” to a strategic leadership and working partner role difficult to accomplish.

The following table summarizes how the attributes and job focus of a traditional functional IT leader/manager and a true business relationship leader/manger are different.

Traditional IT Leader/Director	Business Relationship Leader/Director
Effective manager of technical people	Leader of a new breed of staff who combine business and technical skills
Provides narrow range of services very well	Provides a broader range of services designed to meet multiple and changing business needs
Strongly prefers clarity and precision	Understands the inevitability of, and effectively manages, ambiguity
Focus on specific problem of the moment	“Big Picture,” longer-term thinker

Strong technical knowledge	Strong technical knowledge plus good knowledge of business
Relationships dictated by immediate work demands	Proactively develops relationships that look to the future and extend beyond immediate work demands
Exercises direct control over IT staff	Comfortable managing staff through indirect or matrix relationships
Dictates IT policy	Integrates evolution of IT policy with the business strategy of the enterprise
Dictates IT programs and strategy	Listens to internal customers and works through an enterprise IT governance structure

In addition to the changes above, as IT becomes integral to every facet of MUSC’s clinical, educational, and research operations, the need to better integrate IT activities with the business and clinical activities of the university grows stronger. That is, as we move forward, the lines between IT and clinical, educational, research, and business activities should become more blurred.

With this in mind, IT management has established a focus on improved “business relationship management” as a way to make this happen.

We will, of course, continue existing informal relationships between IT Directors and clinical/business leaders and faculty that are working well. But we will also more clearly define the specific relationships we need to maintain in order to sustain an optimal level of user support in today’s environment. These relationship mappings are shown below.

OCIO	Business Relationship Partners and Key Contacts
CIO	President, VP’s, Deans, and CEOs of MUSC entities
Director, Clinical/Healthcare Services	Clinicians, Administrators, MDs, Clinical Directors
Director, Finance/Admin.	CFOs, COOs, Chief Facilities Officer, Finance & Administration Directors, Human Resources
Director, Controller	Administrators, Business Managers, Department Heads, CFOs, COOs
Director, Infrastructure	System Administrators, IT Coordinators, Facilities, Planning, Communications

Director, Academic / Research	Library, Enrollment Services, Faculty, Students, Department Heads, Business Managers, Research Centers
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As a part of improved business relationship management, IT leaders will meet with their business counterparts on a regular basis, both formally and informally, to gather information, report on results and issues, and maintain a true working partnership. Through these partnerships, we will better understand the clinical and business needs of the organizations and groups we support, explore ways to more effectively use existing automated systems (in support of current workflows and processes), and look at ways to change and improve clinical and business practices, workflows, and processes through automation.

Appendix A: Job Descriptions;

Will supply if you wish.