

## Presenter and Author

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# The Balancing Act

Faster Strategic Decisions  
Quicken Time to Execution  
Improved Results

Financial Results  
Operational Results  
Link Business Operations  
with Technology

Wireless  
Mobile Computing  
Electronic Communication

“At general management’s core is strategy;  
defining a company’s position,  
making trade-offs, and  
forging fit among activities”

~ Michael E. Porter

## To Add Complexity

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**Faster** Strategic Decisions

**Quicker** Time to Execution

**Improved** Results

## Mobile Healthcare Marketing Pitfalls

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- Don't Fully Understand Initiative
- Incorrect or Flawed Assumptions
- Buy-In At All Levels

## Delivering Value Thru Mobile Solutions

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- Well Defined, Understood and Prioritized Plan Required
- Implementation can be impeded if initiatives are being defined dynamically

## Improved Results

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Each IT Initiative must be subjected to the scrutiny of **strategic fit** with **accountable** and **measurable** results.

**IT Strategic Marketing** is a topic that **transcends**  
the collection, storage, reporting,  
and transmittal of data.

**IT Strategic Marketing** is a broad topic  
that **encompasses**.....



**People**



**Business  
Practice**



**Systems**

# Vital Components of Successful IT Strategic Planning

## People

- Individual Motivation
- Fear of Computerization
- Personnel Costs
- Organizational Culture
- Big Picture
- Integration vs. Functionality



## Systems

- References
- Standards Compliance
- Data Redundancy
- Vendor Strategies
- Vendor Alliances
- Best of Breed vs. Sole Source

## Business Practice

- Work Flows
- Process vs. Task Orientation
- Clear Vision and Priorities
- Business Plan
- Data Ownership
- Patience and Time

## *Compromise*

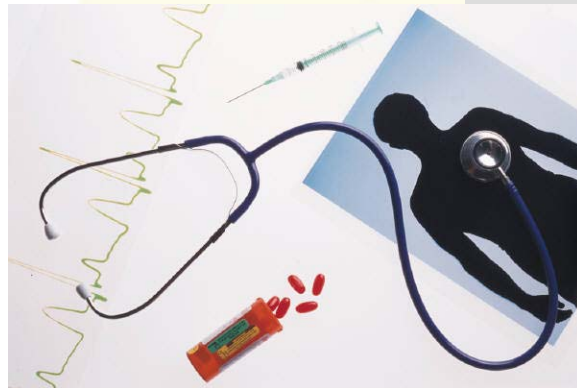


## *Compromise*



## *Compromise*

IT Strategic Marketing encompasses much more than the relationship between the physical parts of the system.



Health  
Outcomes

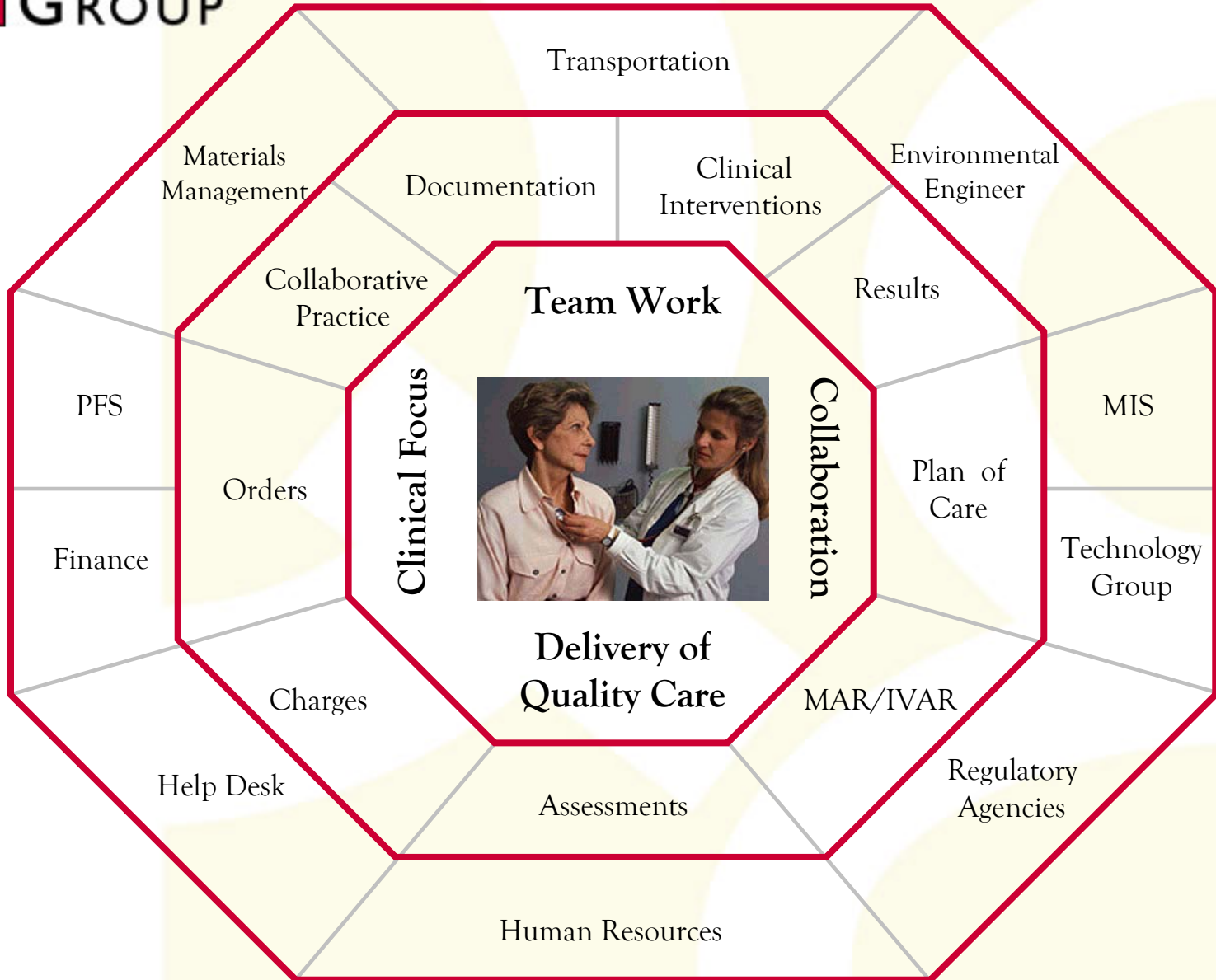
Cost

Successful marketing results in the positioning of product and solutions that contribute to the organization.

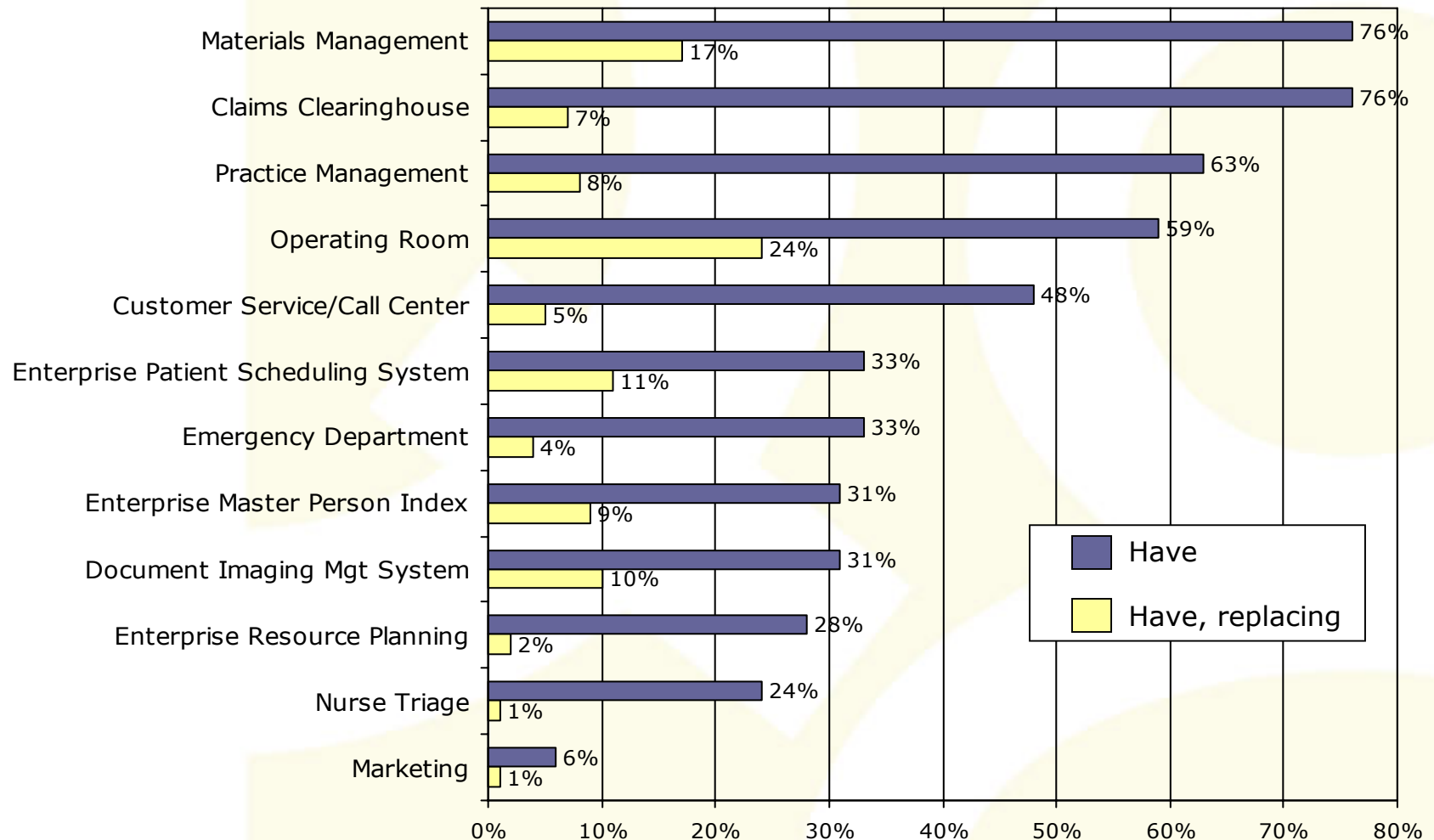
## Your Customer's Goals...

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- To effectively compete in defined markets
- To support administrative and back office functions required in the healthcare industry
- To provide an enticing and exciting workplace for current and future staff
- To achieve the greatest possible health outcome at the lowest possible cost

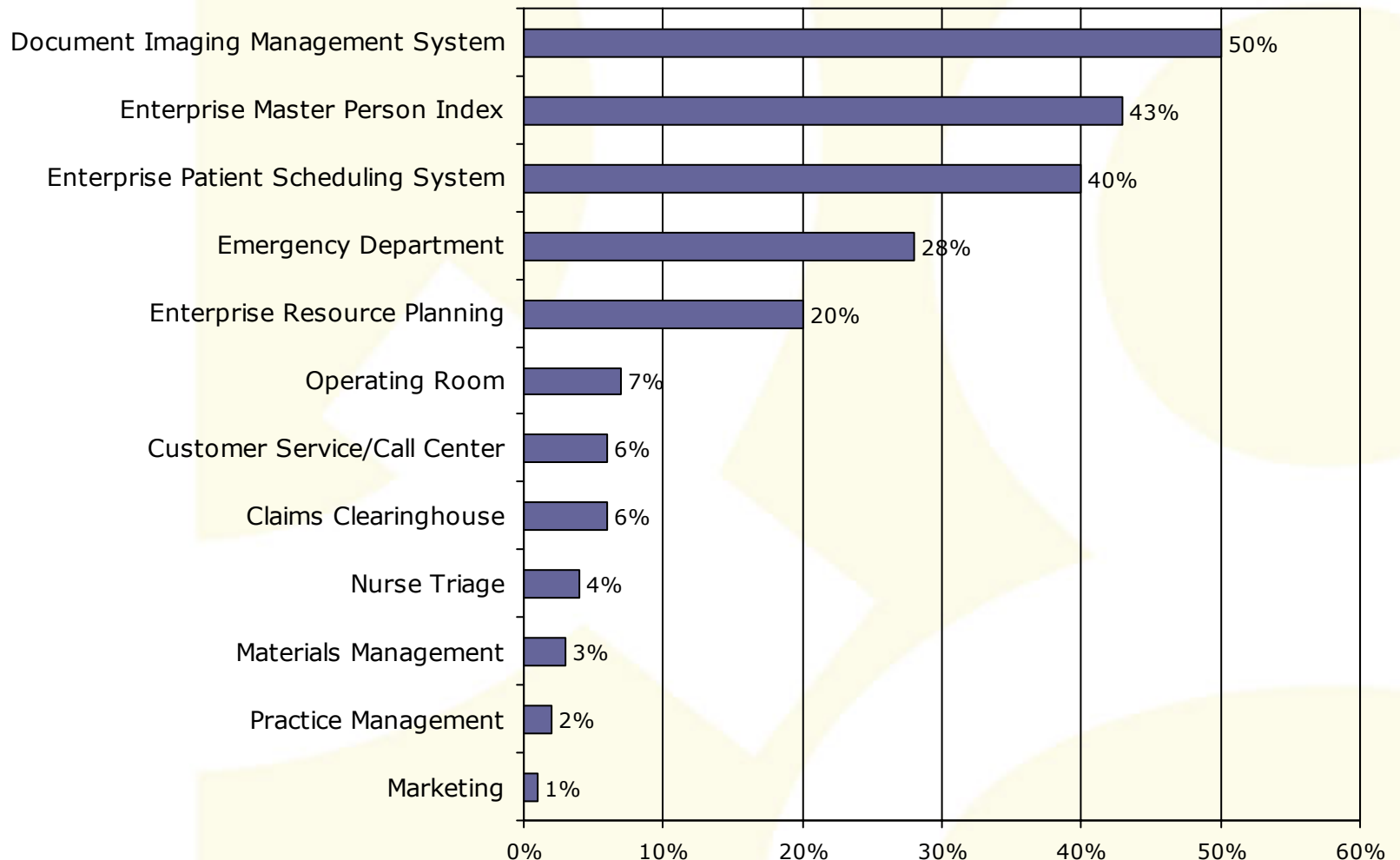


# Applications CDO Have and Expect to Replace



Source: Gartner CDO Applications Study, Dec 2001 - Jan 2002

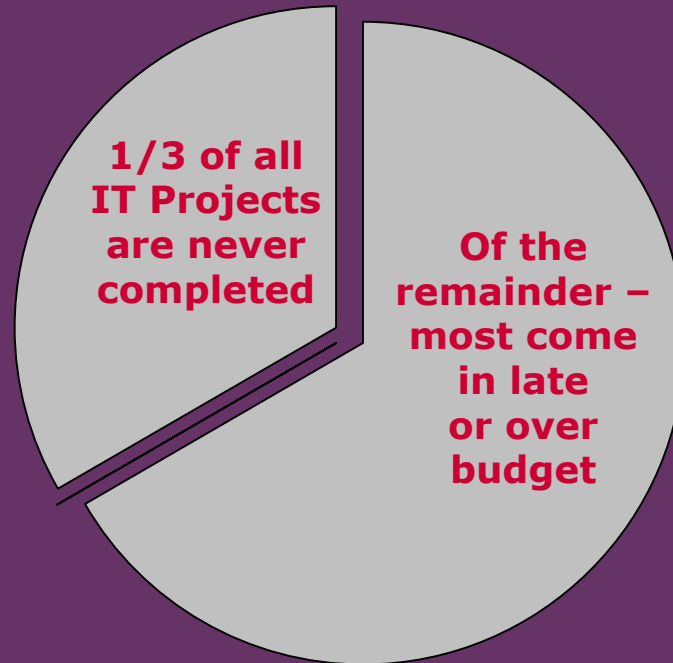
# Applications CDOs Are Planning to Add



Source: Gartner CDO Applications Study, Dec 2001 - Jan 2002

## It is Documented that....

Less than ½  
of all projects  
create high  
levels of  
economic  
value



## Today's Healthcare IT Messages are.....

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- Redundant
- Repetitive
- Conflicting
- Competing
- Confusing

## And focus around.....

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- Common Operational Themes
- Survival Initiatives
- Technology Advances
- Business Strategy

# Common Operational Themes

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- Electronic records
- Clinical automation
- Product integration

# Survival Initiatives

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- Y2K
- APCs
- BBA
- HIPAA
- Leapfrog

# Technology Advances

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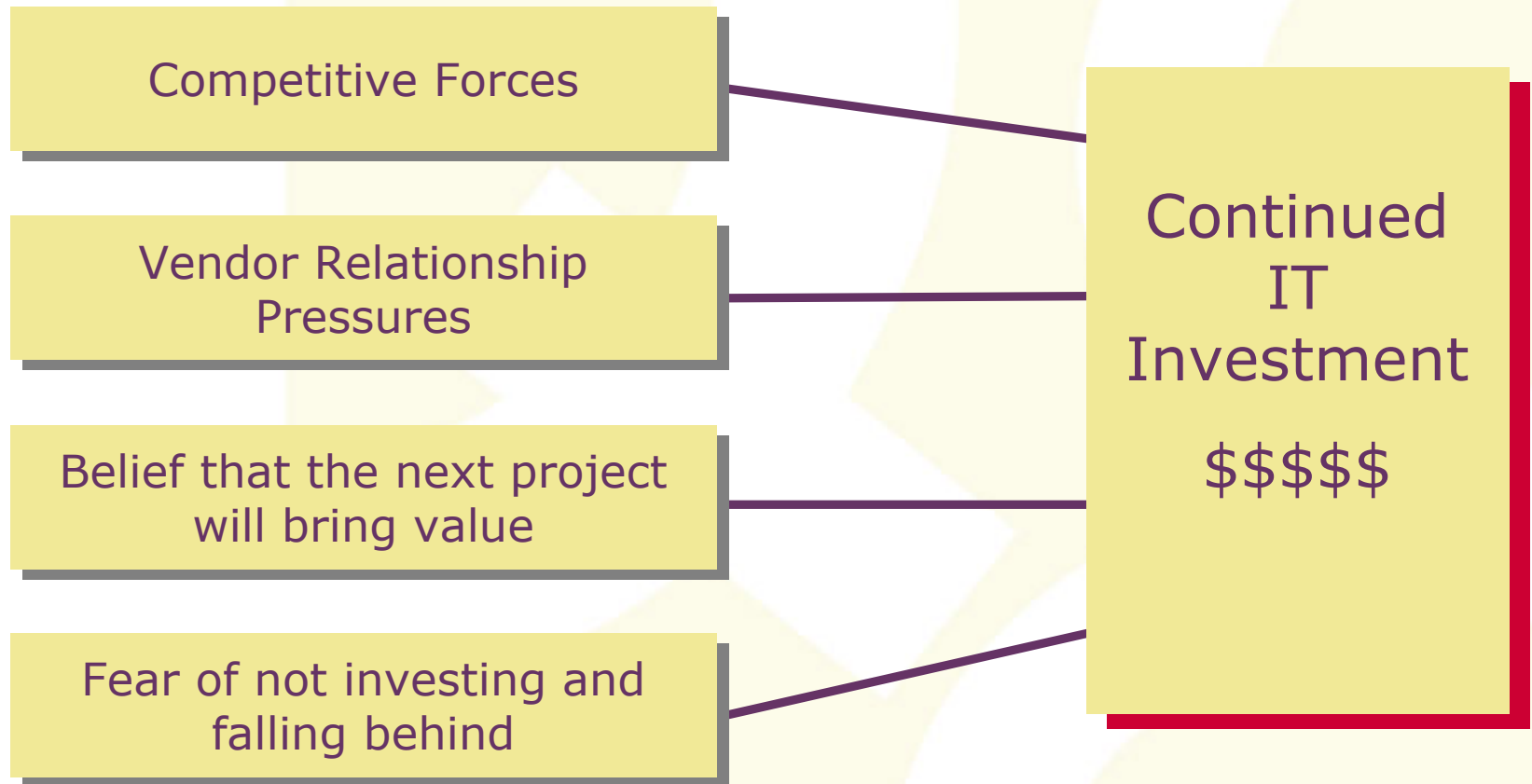
- Internet
- Intranet
- ASP Models
- XML
- JAVA
- Wireless

# Business Strategies

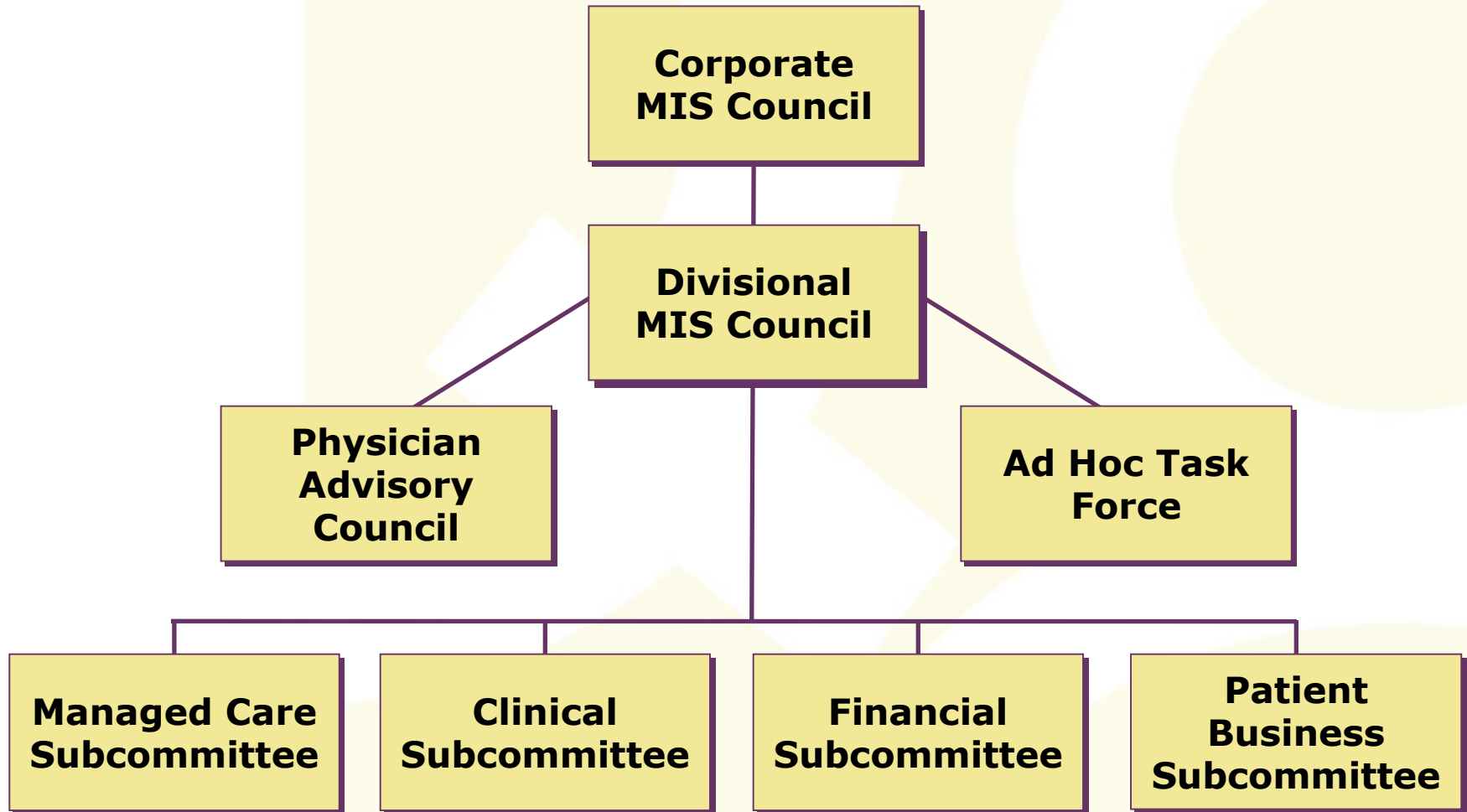
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- Workflow
- Human Capital
- Supply Chain Management
- Aging Population
- Physician Affinity
- Patient Safety
- Outsourcing
- Healthcare Consumer
- Cost and Clinical Performance

# Why is there Continued IT Investment?

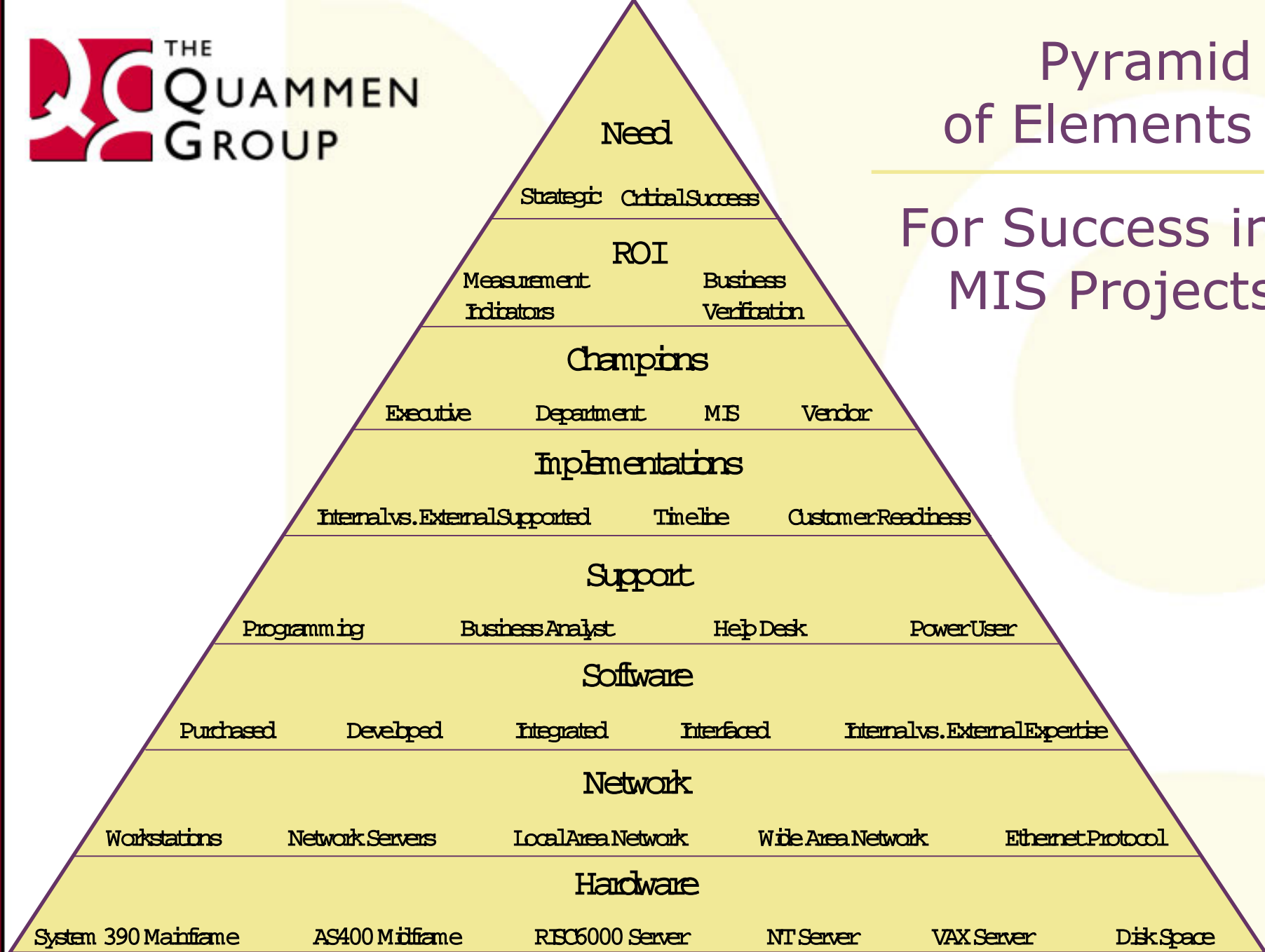


# Divisional IS Steering Committees

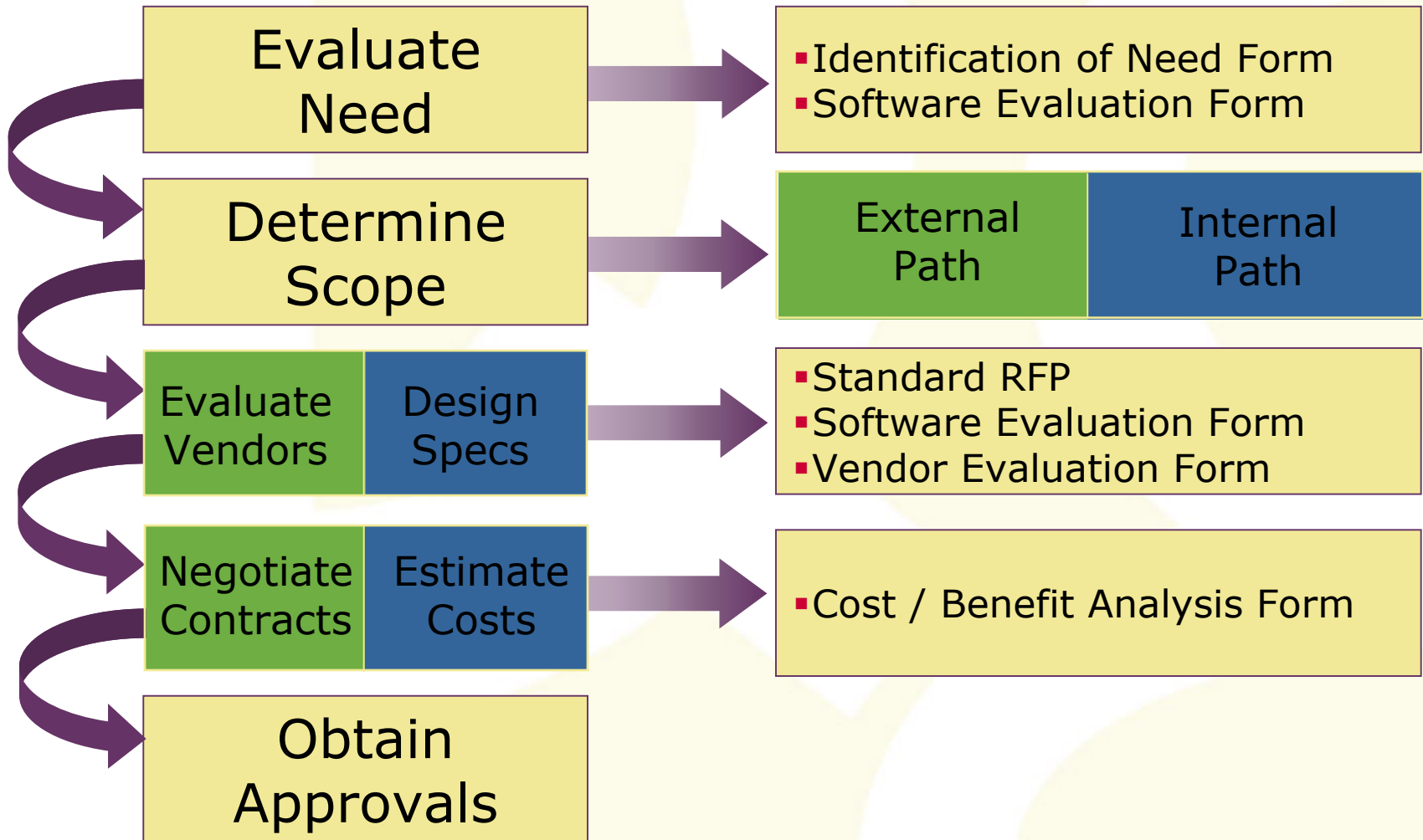


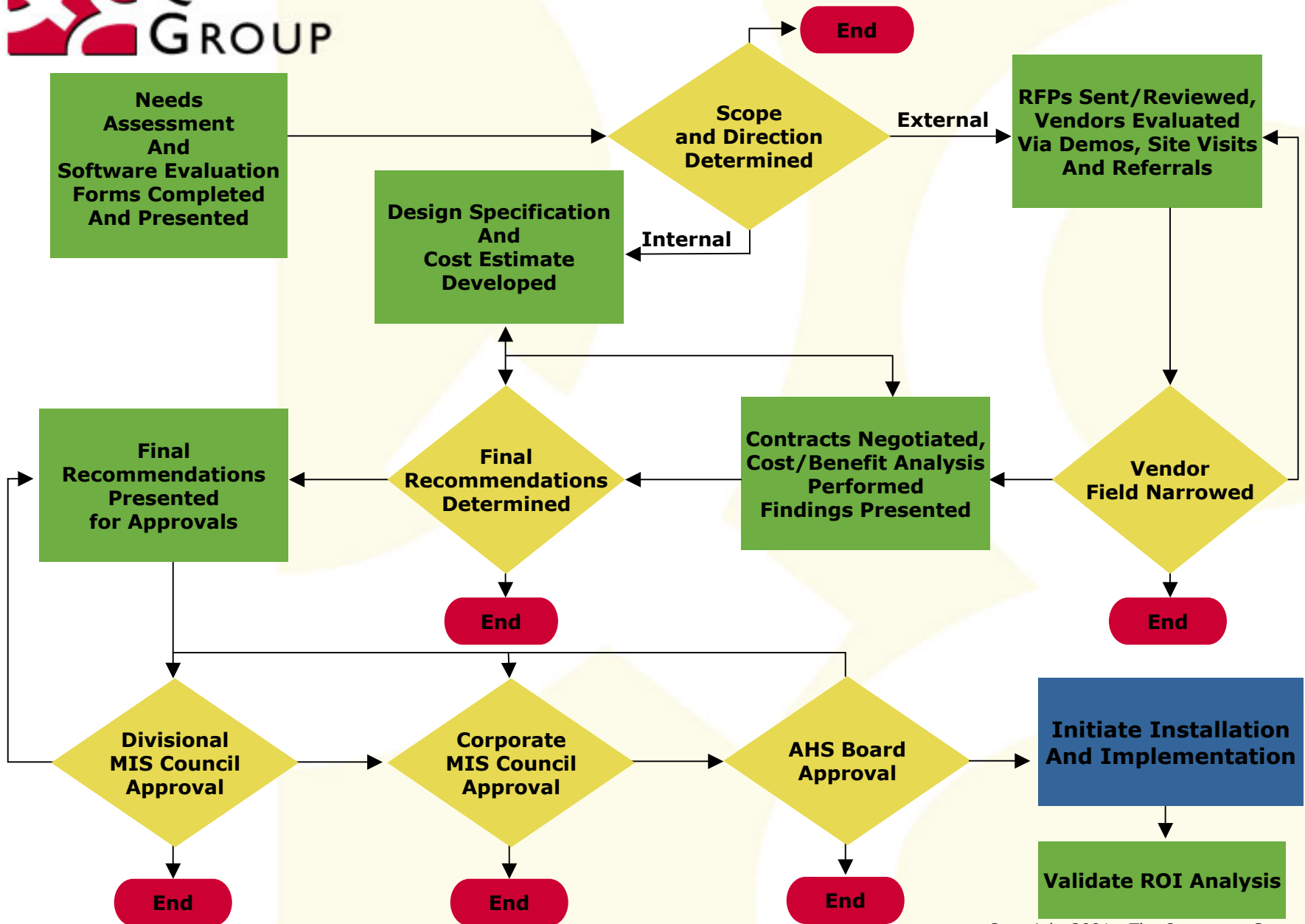
# Pyramid of Elements

## For Success in MIS Projects



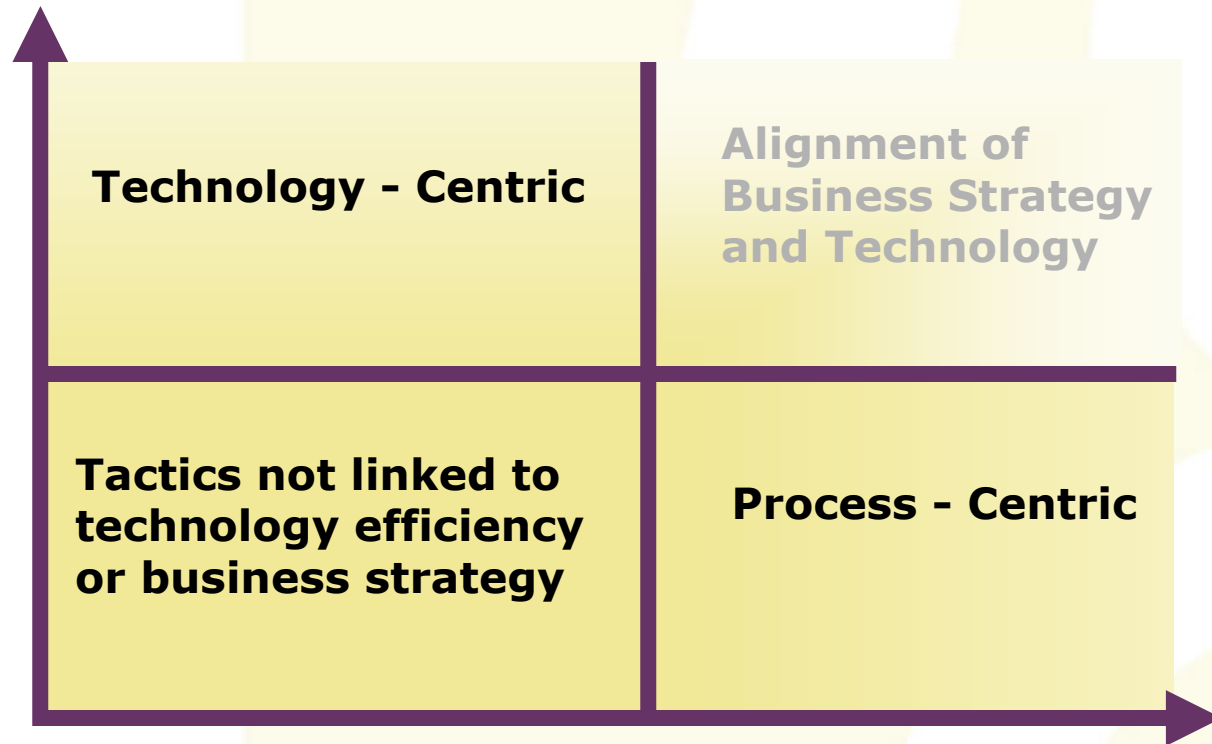
# Technology Investment Model





# Realities of Planning

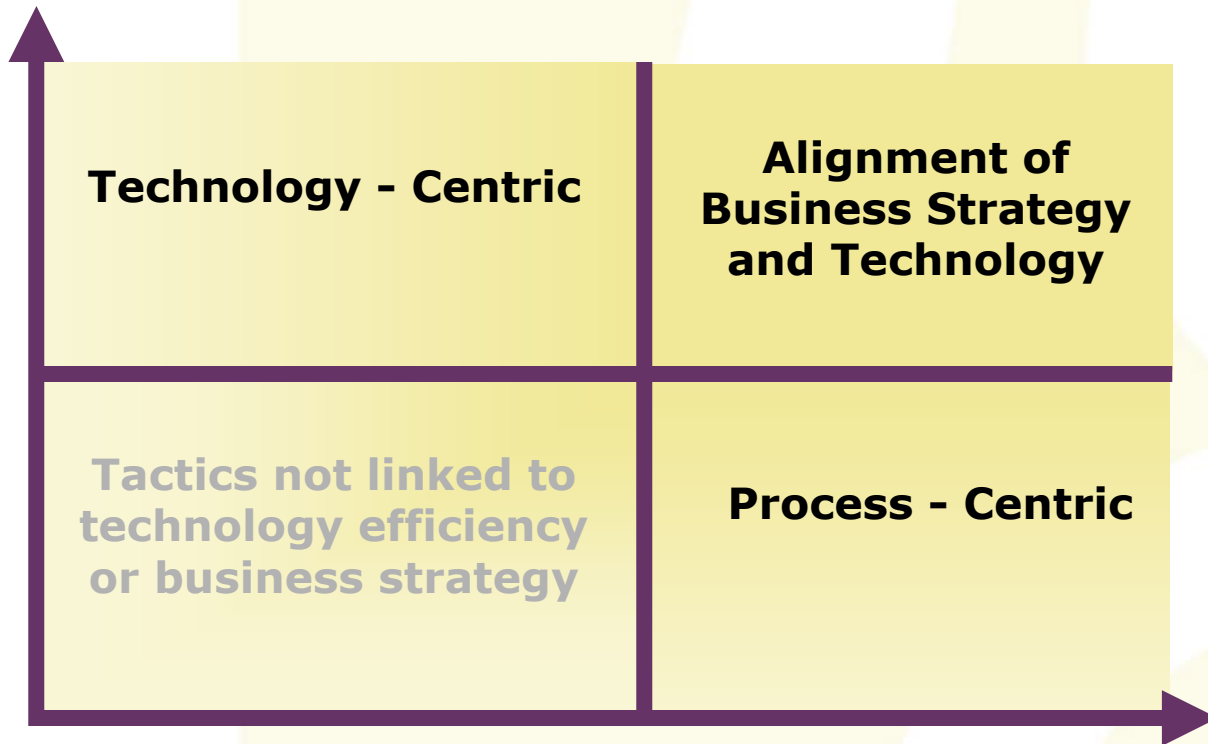
Greater  
Technology  
Efficiency



Greater  
Business  
Enablement

# Opportunities for IT Planning

Greater  
Technology  
Efficiency



Greater  
Business  
Enablement

## Focus is on Operational Effectiveness Rather than IT Strategy Development

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- Easier to focus on operations
- Demanding of our current time and attention
- Supported by organizational culture and politics
- Provides immediate gratification and results
- Appears to be less expensive
- Requires less planning skill and expertise

# Preparing for Success

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Expectations

Processes

People

Tools

# Preparing for Success

Expectations

Processes

People

Tools

- Senior Management
- Vision / Strategy
- Vendor Selection
- Contract Negotiations
- Implementation Planning
- Operational Results

# Preparing for Success

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Expectations

Processes

People

Tools

- Operational Analysis
- Re-Engineering
- Product Analysis
- Promotion
- Measurement

# Preparing for Success

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Expectations

Processes

People

Tools

- Politics / Culture
- Administrative Ownership
- Project Manager
- Project Team
- Extended Team

# Preparing for Success

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Expectations

Processes

People

Tools

- Project Management Software
- Implementation Methodologies
- Product Documentation
- Business Management Software