DOYEN CONSULTING, INC.

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1st Quarter, 2004

THE NEWSLETTER

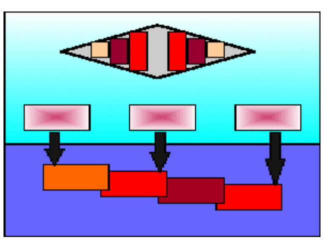
INSIDE THIS ISSUE:

Special points of interest:

- Have you heard about the new management tool called The Doyen Data Model™?

visit ***www.doyenci.com***

Detailed information at :HIMSS Solution Toolkit www.solutions-toolkit.com



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Contents of our newsletter is provided to us from various sources, including:
www.himss.org,
www.techrepublic.com,

The Seven Habits of Wildly Unsuccessful CIOs

By: Karen Ann Kidd

1. Acquire technology simply because it's new.

That's how corporate coach and Leadership Decisionworks founder Steve Robbins described this quirk found in CIOs who aim low and get there. "I'm talking about CIOs who upgrade because it's time to upgrade," Robbins said. When this habit manifests itself in this way, the unsuccessful CIO fails to realize there are sound business reasons to upgrade, such as:

- Cost
- Benefits to the company
- Overcoming data compatibility issues

This habit also turns up in CIOs who try to find a way to work the latest technology into their businesses because they're interested in that technology, not because it makes good business sense, said Mike Nikolich, president and CEO of Tech Image, a PR firm that serves the hi-tech industry. "They find a good gadget and they think it'll be great because it's really cool and novel," Nikolich said.

By contrast, the successful CIO will have a sound business reason to upgrade. Robbins referred to the CIO of a large financial institution who was noted for running a low-cost, desktop environment for the network's users. Robbins said he asked him what operating system was loaded on all the workstations' computers. When the CIO indicated it was an older Windows operating system, Robbins said he asked if it were Windows 98 or even 95. "And he said, 'Every desktop in the building runs Windows 3.1,'" Robbins recalled.

He said the CIO pointed out upgrading would be expensive, that the older operating system suited the company's needs, and that all the data input and exchanged in the organization could be processed in Windows 3.1. "The minute someone can make a compelling business case to upgrade, then I'll upgrade," Robbins quoted this CIO.

Bad habits can lead to trouble....

2. Exhibit a knee-jerk reaction against open source.

"This is one that, if you mention it, will probably give you some grief," warned Testa. "But I think it's worth mentioning."

The most unsuccessful CIO is unwilling to consider open source software, at least on some systems, Testa said. For instance, Apache is largely considered to be the superior Web server and many successful CIOs will house this in their otherwise largely Windows or Novell shops. "Some open source software, like Linux, makes a lot of sense for a lot of organizations," Testa said.

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Are You a Doyen?

According to Merriam Webster, a "Doyen" – is a person considered to be uniquely skilled as a result of long experience in some field of endeavor.

As we build relationships, we are constantly coming across individuals who are "Doyen's". We want to share these unique individuals with you. In each newsletter, we will be interviewing these key people in hope that their experiences in Healthcare IT can be shared with our partners in business. So you could be chosen as a Doyen and share your experiences with our business friends. SO, ARE YOU A DOYEN?......

We think Weston Willett is…

Wes Willett

from The TriZetto Group. Wes, Director Of Practice Management Solutions, has national responsibility for ASP delivery of Provider Practice Management Systems, including Scheduling, Billing, Electronic Medical Records, Managed Care and Financial systems, to over 2000 Physicians at 300 locations serviced by 11 Vendor and 3 proprietary applications. Applications include Epic, Millbrook, Amicore and Misys. With over 12 years experience in the Healthcare IT industry, he brings a unique focus in managing and supporting the expectations of his clients. I had some time to speak with Wes and here are his thoughts on supporting multi-entities through Epic Implementations.

Q: What would be your primary advice in preparing for an installation?

A: Well, this may not be what Doyen Consulting wants to hear but, don't let the consultants do all the work, create your own "Doyens." Consultants are invaluable for providing guidance, getting the project moving in a professional manner, keeping people focused. However, they will not be there for you when run into issues 6 months after go live. Now, you could plan to keep them on as a permanent part of your staffing plan; however, this approach tends to be expensive. You need to begin building your permanent staff's expertise and sense of ownership right from the very beginning. Make sure that key members of your staff are integral parts of the implementation team.

Q: So, what I hear you saying is keep the knowledge in-house?

A: Yes, this means you will have to think about who will have long term "ownership" of various pieces of the Epic system. The ability to update certain master files will need to be tightly controlled to ensure that changes are not made without proper knowledge of the consequences of those changes. Experts, who have been thoroughly trained in maintenance of those master files, should be considered their "owners". As an ongoing rule, no changes should be made without the owner's knowledge and sign off. It is best if these owners are part of the team that originally configures the system so that the history of why certain install choices were made stays within your organization after you are up and running.

Q: Consultants can bring a unique perspective to the install through their vast experience, can't they?

A: Absolutely, consultants can be in leadership roles and guide but your own staffing needs to be a part of the implementation from the start. This is because your staff knows your business best. They need to be right in the middle of the discussions that take place when making install choices. Too often I've seen groups let a team of consultants do most of the installation work, only to have to go back and make extensive

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A 'Word' from the President:

Schoff has over 18 years of IT Systems and IT Management experience, the last 6 years in Information Technology Consulting. He defined and formulated The Doyen Data Model™ in 1997, and continues to implement The DDM™ in the healthcare and non-healthcare industries.

Renewal

As the world turns in one direction, sometimes our lives move in the opposite. With the dawn of each spring, nature awakes and takes on its new form; sensational yet different. I find that Doyen has gone through a renewal, or re-definition in its own right this past year. New technologies have been developed and we find ourselves at crossroads in servicing our clientele. As the larger vendors are changing their technologies, clients are feverishly going through a plethora of RFP processes to keep up with this madness. We here at Doyen have made a clear commitment to grow, and change with our clients' needs. One area that we are moving aggressively towards, is supporting our Epic clientele, as we embrace our contract with Epic. We are educating and certifying our staff as requested by our clients. Our staff has increased and we all have rolled up our sleeves to "get the job done." We are excited about these changes and what these changes can bring to Doyen, and to you, in 2004.

Larry

HABITS….

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This sense, however, is lost on the unsuccessful CIO. "Some CIOs and CTOs instantly say that if it's free, it's no good," Testa said.

3. Create solutions in search of a problem.

Any problem that arises is handled, always, in-house. Always. "They think that what they do is so absolutely special that nothing off the shelf could fill their needs," said Scott Testa, Chief Operations Officer for Mindbridge, a leading provider of Enterprise Intranet Software solutions.

"They expend a lot of energy looking for a solution that could have been bought right off the shelf," Testa said. These same CIOs often are not open to other vendors or anyone else "who may have other ways of solving certain problems," Testa said.

The CIO with this habit also will build products or provide services because they can, not because the company, or anyone else, needs them, explains Nikolich, who said this is the classic "solution looking for a problem" syndrome. The CIO or someone in his department develops a product to sell either in-house or on the open market. It dazzles the IT department

But no one needs it. This hardly reflects well on the IT department, which can lose quite a bit of credulity with the other non-IT departments and personnel. This can spell smaller budgets and work staff. However, that isn't the only reason this CIO is unsuccessful. This habit also is a very expensive one. Their solutions cost more time to develop and produce. Those same "solutions" could well be abandoned a short time later if a higher C-level employee gets wind of a better way—or even a worse way—if the in-house solution is genuinely a bad idea.

4. Eagerly reach beyond competency level

It's one thing to know how to match good tech sense with good business sense.

It's quite another to expect the company to be driven by technology instead of supported by it and to expect other powers in the organization to believe it with equal firmness.

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"They find a good gadget and they think it'll be great because it's really cool and novel"

Select and Prioritize Projects with a business Case

Tom Mochal

The managers in your company have a lot of work they would like to get done over the next year. This work is typically surfaced during the annual budgeting process. Usually, however, many more projects are proposed than your company has the ability to fund. Even if your company had the money, it won't have the people to do all of the work.

So, every company also has some kind of process that it uses to select and prioritize the project work for the coming year. The work that is prioritized highest is usually funded until there is no more money left. The projects that are rated lower in priority are cancelled or postponed.

This process of selection, prioritization, and authorization can be part of a portfolio management process, or it could be a part of your overall company yearly planning cycle. If your company managers are lucky, the process is stable and changes little from year to year. However, I've worked for companies that liked to reinvent the planning and budgeting process every year so that it dragged out twice as long as it needed to.

Larger companies need more structure in project approval process

The planning process for small companies and organizations is usually looser and more informal. As companies get larger, it's vital that more structure and rigor be brought into the process. When it comes time to identify projects, for instance, a small company might list the proposed work on a whiteboard

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"It's important that all the company managers understand how to complete the business case for each project…"

Select and Prioritize Projects with a Business Case….

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in a meeting with all other company managers.

That's not going to work for large organizations with thousands of people and hundreds of projects. Those companies will want a common template for defining the purpose and value of a project. Each project is going to need a business case.

I'm using the term business case to refer to the document that defines each project and lays out the high-level objectives, deliverables, estimated cost and effort, and scope. (Your organization may have a different term for a similar document.) This is not the same as a project definition. The business case is completed during the planning process. The project definition is much more detailed and is completed before a project is ready to begin.

Look at what a business case contains

It's important that all the company managers understand how to complete the business case for each project, so that the business value of the project is understood by the reader and the project can be accurately compared with others. Each business case contains the following information.

Name and description of the project
Include a brief description of what is being proposed. Keep this to a couple paragraphs maximum, but also make sure that it provides enough information so that others can understand the work.

Category scheme
You may need to categorize the work into buckets that are of interest to your company. For instance, you might specify whether the project is internally focused or externally focused, whether it is high-risk or low-risk, or whether the project supports the current business or helps grow new business. All of these categories are specific to your company.

Assumptions
List the circumstances or events that must occur for the project to be successful.

Risks
List the external circumstances or events that would be a major impediment to the success of the project. Risks have a probability of occurring, but they are not guaranteed to occur. List the major risks of the project, and some high-level ideas about how you would respond to these risks.

Estimated business benefit
The business benefits of the work must be defined fairly precisely. You must try to determine tangible and intangible benefits in terms of process improvements, new products or markets, increased revenue, cost reduction, and increased customer satisfaction. If the work involves infrastructure or increased internal capability, the business benefit may be indirect. In all cases, try to quantify as much of the business benefit as possible.

Estimated cost
Provide a more detailed and accurate estimate of the cost. Your organization may set a standard for the level of accuracy required. It's not reasonable, for instance, to always be able to create an estimate that will be within +/- 10 percent. You don't have all the details you need, and the project start date (if authorized) may be many months away. However, you should try to be as accurate as possible within a range of perhaps -10 percent to +35 percent..

Financial model
Your company should use one or more standard financial models that can be used to compare projects (ROI, EVA, etc.). This common financial model is applied to all projects so that they can be compared. You may have more than one financial model, but they should be consistent on all business cases.

Alignment
Validate the alignment by specifying how this work contributes and aligns to your organizational objectives, goals, and strategy. Alignment is very important, so be as descriptive as possible in explaining how this work aligns. Your organization may want to come up with a common rating scheme for alignment to help compare projects.

Is the work required?
Specify whether you feel this work is required. For instance, work may be required for legal or regulatory reasons, even if it is not aligned and does not have business benefit.

Urgency/consequence of not performing this year
Describe what the consequences are of not performing the work. On many projects, this is just as important to know as the business benefit

"It's important that all the company managers understand how to complete the business case for each project.."

and alignment. Some work is very valuable to the organization, but it is not urgent. Based on priorities and available funding, you may need to postpone some very beneficial and aligned work to a future year if the urgency is not there now.
You can see that a business case takes time and effort to prepare. So, you would not want to create one for a project that is only 100 hours of effort. However, assuming your company sets a reasonable threshold of effort, the business case should be prepared for all projects over that level.
Every company has some process to identify projects that are candidates for funding. It also must have a way to compare projects on an apples-to-apples basis so that it can determine which ones are more valuable than others. A business case document provides this level of information. It is much easier and quicker than having to do a formal project definition, but it contains enough information so that your management team can make intelligent decisions.

"The most important single ingredient in the formula of success is knowing how to get along with people"

- Theodore Roosevelt

Tips, Tricks, and Hints….

Just as technology changes, so do the words we use to describe it. Match the terminology used in the past with the terms used today. The first to e-mail to the answer will get a special treat! Send your responses to contact@doyenci.com

CURRENT			PAST	
1.	EHR	?	A.	Data Process
2.	837		B.	Radiology System
3.	VOI		C.	Bill
4.	Information Services		D.	Medical Record
5.	RIS		E.	Return on Investment

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changes because the implementation team was not aware of certain aspects of how they ran their businesses.

Q: How do you propose to create your own "Doyens"?

A: Training should be an ongoing process. You should plan for a permanent training resource, not just for the run up to go live. With turnover, regular upgrades to the software, changes handed down from Government and Private Payers, in order to maximize your receivables you should invest in continually training your front line staff. Too often I've seen people that were well trained in the applications create enormous receivables problems due to a lack of understanding of the business of health care.

Q: Well, most Doyen consultants are healthcare professionals, whom we have trained in the application. What do you mean?

A: One implementation I was involved with was a medical group that had recently functioned as a Payer owned entity, essentially a staff model HMO. They were not only in the process of moving off of the Payer's systems onto Epic, but also learning to function as a for-profit group. We ran into many problems due to the front line staff's inexperience and lack of knowledge of how different insurance plans worked. A permanent training resource should be an integral piece of the feedback loops in your business processes.

Q: If you are going through the implementation process, is it good to budget for an ongoing training resource.

A: Exactly, consultants can educate that person but to keep the knowledge in-house selecting a healthcare professional that knows the business can better train long term. For instance, your AR department will be analyzing claim rejections and looking for ways to minimize them. Many of the problems are going to result from incorrect front-end data entry. Getting a good trainer who knows the business can understand this and make tis apart of the training influence. They can then identify the most common errors, and tailor refresher classes in order to eliminate them at the source.

Q: Education is a big part of the process, what other recommendations do you have?

A: Send people from your various departments to the annual user group. Let your "Doyens" associate with others. Every year; each and every year. This is a tremendous opportunity to find out how other practices are dealing with issues that affect all physician groups, to see what is coming up in Epic's next release and to give Epic feedback on what features you would like to see incorporated into future releases. In addition it tends to energize the people that attend. They come back with an enthusiasm and desire to implement change that is hard to generate elsewhere.

Q: Wes, thank you for your time and all of your great advice.

Hope this helps our readers and if you have any further questions for Wes, you can send them to: contact@doyenci.com.
If you know anyone whom you may want to hear from and think they are a "Doyen", let us know….

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"When the tech end overshadows the business end of a venture, then trouble begins to arise, especially when one won't take into account how technical decisions can limit strategic options," Robbins said.

This is especially prevalent in smaller organizations where a C-level employee will cover many jobs. For instance, a CIO may well be expected to maintain the network, develop the company Web site, and write code. Nikolich recalled a CIO who sat in on marketing meetings, "not to be an impediment, but to be a great benefit." A successful CIO knows how to spread his or her skills around a company and become a great resource, something that, in turn, reflects well on the company.

By contrast, the wildly unsuccessful CIO doesn't know when to quit and wanders into areas beyond her or his competency, Nikolich said. He cited an example of a CIO who insinuated himself into a multimedia presentation the company's marketing group was developing. "And then what should have taken three months took seven months," Nikolich recalled. "And, really, it was completed because they found a way to get him out of it."

The better than unsuccessful CIO can make great contributions to the company, Nikolich said. "They can be tremendous spokespeople and can be one of the company's greatest assets," he explained. "But they need to always remember to get back to doing what they do best, and that's their own job."

5. Act as CMOs—Chief Marketing Officers

CIOs who indulge in this habit not only develop products and solutions no one wants, they also think they know better than marketing how to sell, well, anything. They also are prone to thinking products sell themselves, Robbins said. This just isn't true.

However, believing it is can lead to several problems that could, in their worst manifestations, bring down a company, Robbins said. Real sales and marketing can "grind to a halt due to anemic staffing and budgeting," he said. This is "fine when the economy is hot," Robbins pointed out, but "devastating when battling for a sliver of shrinking markets."

6. Fail to understand relationship between technology and business.

"This is critical," Robbins said. "Being able to understand how technology and business can work together to promote the company's goals and objectives should be the greatest value the CIOs and CTOs can offer to the company. Because he's the only one who can do it."

And the key to understanding how technology and business can work together is to understand the company's highest-priority goal, Robbins said. "The goal of business is not technology," he said. "It's not to develop new technology. That goal is to make money."

Robbins pointed to a decision Victoria's Secret made concerning its Web site. He said he knew a woman who wanted to purchase lingerie online. She headed to Victoria's Secret's Web site, but found the browser she used didn't work at the site. She was disappointed, and Robbins figured Victoria's Secret should also have been disappointed because the would-be customer had planned to spend $400.

"I happen to know the CTO of Victoria's Secret," Robbins said. "So I called him up and talked to him about this." Robbins said what this CTO told him was a surprise. The CTO had investigated whether to try to make its Web site friendlier to this browser and soon found that the company would never make enough money to justify the effort. "They know they're alienating some customers," he said.

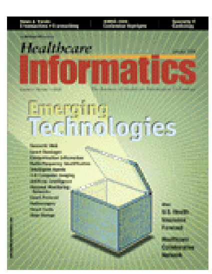
However, the Web site does welcome the more popular browsers, so they know what they might be losing in sales will be more than offset by the money they didn't spend and the money they will make, Robbins said. In other words, just because you can use technology to make something expensive happen doesn't mean you should. Wildly unsuccessful CIOs never grasp this.

7. Don't communicate well with nontechs.

"They forget that most people just don't get technology," Robbins said.

What is worse, unsuccessful CIOs often hire other techs with this same very bad habit, Robbins said. "If you don't hire technology people who can communicate with nontechnology people, or they don't train people to communicate with nontechnology people, then you miss a great opportunity to prove your department's worth to the company," he said. "In my mind, you need to couple the ability to provide value and communicate that value as a whole."

We Read These Fine Periodicals….



A few words on mission, goals, and objectives….

Excerpts from Goals and Goal Setting, Larrie A. Rouillard

Achievement and accomplishment are among the more satisfying pleasures human beings experience. Beating the competition to market with a new product, landing that "big" account after months of hard work, or finally ridding yourself of a nasty habit are examples of things that people delight in achieving and accomplishing.

Individuals and groups, and self-competitive sports all provide a challenge to succeed—to win. "Climbing the success ladder" motivates people to work, inspires creativity, solves problems and stimulates inventiveness to develop new products and ideas.

None of these achievements or accomplishments happen accidentally. Achievements and accomplishments are outcomes of a success pattern.

Careful planning, thoughtful strategy and faithful execution are the factors of this pattern. They result only when a clear, definable target exists, and a standard by which to measure progress is available.

Before actions are taken, a goal must exist. The goal is a business or personal purpose or the team's common purpose. The goals is the point that you or the team must reach. Only then can the participant(s) say, "I've done it," "We did it," "We've reached our goal."

Setting a goal that really motivates is not as easy as it sounds; nor should you think of goal setting as too difficult to be worth your while. A single goals extraordinary power over the direction of a business is what makes setting a goal very important.

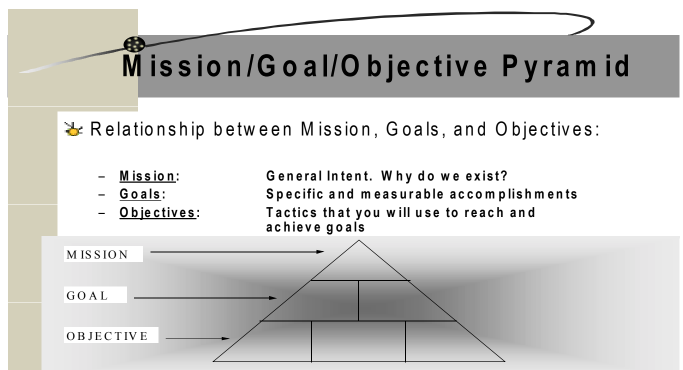
Goals must be complementary to the fulfillment of the organizations mission. Goals are specific and measurable accomplishments that support the efforts to achieve the mission.

Objectives are tactics that you will use to reach and achieve the goals.

Clarity:

–Mission

- A mission is a general statement through which a person specifies the overall strategy or intent that governs the goals and objectives….a reason for being
- Having a mission is essential part of goal-setting because it focuses the direction and effort for reaching the goals/ objectives that follow



Writing S.M.A.R.T. Goals...

Writing Goal Statements

A Goal Statement formalizes:

- What is to be accomplished
- Who will be involved
- When the activity will be completed
- How much it will cost and what resources will be used

Using the S.M.A.R.T. method ensures all these elements will be included:

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIME- AND RESOURCE-CONSTRAINED

•**SPECIFIC** means…
detailed, particular or focused. A goal is specific when everyone knows exactly what is to be achieved and accomplished.

•**MEASURABLE** means…
quantifiable. A measurable goal provides a standard for comparison, the means to an end, a specific result; it is limiting.

•**ACTION-ORIENTED** means…
that the goal statements indicate an activity, a performance, or something that produces results. Action-oriented goals tell what is to be one to reach the goal.

•**REALISTIC** means…
practical, achievable and possible. Goals must motivate.

.TIME AND RESOURCE CONSTRAINED means…
scheduled; regulated by time and resources to be expended; a finite duration to the action allowed; a deadline.

DOYEN—2003 IN REVIEW

2003 was a year of progress and change. We would like to share with you, some important milestones which were achieved last year...

- Doyen staff attends 2003 HIMSS in San Diego.
- Doyen attends HIMSS Advocacy meeting in Washington D.C.
- Doyen has representation at the EPIC UGM.
- Tricia O'Neil continues her stellar work at Geisinger Health System.
- Larry Schoff is appointed to the NHII EHR Implementation Toolkit Work Group.
- Tricia O'Neil assists New England Medical Center with their Siemen's Invision "Live" event.
- Doyen grows its Epic Certified staff.
- Diana Vega goes after EpicCare IP Certification to go along with her EpicCare Ambulatory Certification– Good Luck!!!
- Doyen continues to build vendor relations with Health Works Alliance and Egenera.
- Larry Schoff accepts position on the HIMSS National Chapters Task Force.
- Doyen is asked to participate at the HIMSS Government Relations Roundtable.
- Doyen receives RFP for large scale Epic deployment.
- Doyen staff spends a week in New England this January visiting Epic Clients.
- Doyen prepares for its first outsourcing proposal.

Look for more good things in the upcoming months...

Are you interested in becoming a Doyen?

Doyen Consulting Inc. is a contracted firm with Epic. This allows our staff to get education, certification and go to the Epic Annual User Group Meeting. At Doyen, our people are our best asset and we treat them that way. If you are interested in becoming a doyen and working with the Epic Product Line, contact us at:
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