

THE NEWSLETTER

INSIDE THIS ISSUE:

<i>Priorities...</i>	1
<i>Are You a Doyen?</i>	2
<i>A Word</i>	2
<i>RFI on National Health</i>	4
<i>Tips, Tricks, and Hints</i>	5
<i>3rd/4th Quarter Review</i>	6

Special Points of Interest:

- ◆ HIMSS Advocacy Center is the place to go for all of your legislative needs- <http://himss.org/advocacy/index.asp>
- ◆ HIMSS Conference Feb. 13-17 Mark your calendar!
- ◆ For additional Healthcare Industry news, check out:

www.himss.org

www.modernhealthcare.com

www.doyenci.com



Contents of our newsletter is provided to us from various sources, including:

www.himss.org

www.techrepublic.com

www.gartner.com

www.opushealthcare.com

THE CIO'S FIRST PRIORITY IS TO UNDERSTAND THE BUSINESS

By: MIKE SISCO

In today's business environment, it's vitally important for the CIO to become a true business partner of the company's CEO and CFO. Together, these three executives can drive significant strategies that benefit their company.

The CEO and CFO are the two people looked to the most to see that the company performs as expected. They are ultimately responsible to the board of directors and stockholders for company performance. For the most part, company performance is measured in terms of financial performance. Their ability to achieve "the numbers" is enhanced exponentially when they have a CIO who understands the business and operates in partnership mode with them.

CEO types often come from the sales or operations side of companies in the same industry. CFOs usually have accounting experience in the industry as well; industry experience is a critical factor in operating a company. Conversely, CIOs often come from technology careers that may or may not have been in the same industry the company participates in. Our skills as an IT manager or CIO are actually very

transferable across any industry.

Key contributions of an effective CIO

Good CIO's can be effective in virtually any company and in any industry because they are able to:

- assess business issues and needs.
- identify technology issues.
- define IT initiatives that address these needs and issues.
- facilitate the prioritization of IT initiatives to provide company value.
- develop strategic IT plans for the company and anticipate need.
- lead in building an IT organization that:
 - provides systems stability and security.
 - positions the technology resources for scalability as needed.
 - provides responsive support to technology user needs.
 - implements IT initiatives that provide value.
- budget and manage the IT



operation to be cost-effective.

- implement change through technology to improve profitability, productivity, and other results deemed to be important to the company.

A CIO wears many hats. Effective CIO's take care of business methodically and use proven formulas of success to generate positive results for their company. They can use these processes in any company or industry.

First, a CIO must be acutely aware of company financial challenges that the CEO and CFO have to deal with. Achieving targeted financial numbers is well over 50 percent of the executive wing's mindset and

(Continued on page 3)

ARE YOU A DOYEN?

"doyen...a person considered to be uniquely skilled as a result of long experience in some field of endeavor"

November 10, 2004

CHIME Collaboration Award Goes to Universal Health Services and Opus Healthcare Solutions



Linda Reino, VP and CIO, Universal Health Services and Tim Rhoads, CEO, Opus Healthcare Solutions

AUSTIN, TEXAS, November 10, 2004 – Tim Rhoads, CEO of Opus Healthcare Solutions, announced today that the company and one of their clients, Universal Health Services, Inc. (UHS), headquartered in King of Prussia, PA, have won the CHIME (College of Healthcare Information Management Executives) Collaboration Award at the annual Fall CIO Forum held this year in La Jolla, CA on October 27. The CHIME Collaboration Award is designed to recognize the best collaborative effort as evidenced in a document co-authored by a CHIME foundation firm and a CHIME member. The award is sponsored by the CHIME Board of Trustees.

This year, over 400 CHIME members attended the annual session where presenters shared their collaborative efforts and

ideas for possible application in healthcare environments. The umbrella theme of this year's award was "Healthcare Business Success."

The UHS and Opus Healthcare paper was titled: "One Vision. One Partnership: Delivering Excellence." The presentation outlined how Opus and UHS, working together, have transformed the health system's clinical processes from a disparate group of clinical software products and homegrown paper-based systems into a set of streamlined, standardized Web-based tools. The CHIME Awards Committee reviewed all entries and selected the winning paper based upon a 100-point scale.

UHS is one of the nation's largest and most respected health care management companies, operating behavioral health facilities, acute care hospitals, and ambulatory surgery and radiation centers nationwide. Founded in 1978 by Alan B. Miller, President and Chairman, UHS has over 30,000 employees. Opus Healthcare Solutions, headquartered in Austin, TX, designs integrated, enterprise-wide clinical software solutions that provide clinicians with the tools they need to succeed as caregivers.

"We were very pleased to have been selected for this award," said Linda Reino, Vice President and CIO at Universal Health Services. "We feel that we have a unique partnership and want to share our wonderful success story with others." Ms. Reino added. (Continued on page 4...)

A "Word" from the President:

Outreach

Twas the Season to be Jolly—and with that, we saw families, couples, and even co-workers, reaching out and expressing their appreciation for each other. However, in our world of Healthcare IT, our customers are sometimes



lost in the shuffle. It's time things change.

We plan, we purchase and we implement. Then, we plan, we purchase and we implement...again. It's a never-ending cycle. This is how we "support" our customer base. This is how we "stay current" with our vendors. More importantly, this is how we keep up with "The Joneses." If

this sounds all too familiar, ask yourselves, "Have I forgotten something?" Stop the madness!!!

It's time to reacquaint your IT department with your customers. Remember them? They are the ones whose lives have changed since the "new system" went "Live." It wasn't too long ago; you probably knew the names of those customers. As a CIO, can you remember the last time you/or an IT representative visited one of the ancillary departments...in person? There is no better time to re-evaluate how IT is nurturing the relationship with their customer base. There is no better time to re-establish or re-develop your IT Outreach initiative!

In our first newsletter of 2004, we shared with you the Mission/Goal/Objective Pyramid. In essence, goals are written to support the mission, and objectives are developed to achieve your goals. Today, your mission: Improve the lines of communication with your clients. The goals that support this mission may include, but limited to: Get In Front of The Customer, Educate the Customer Community, Increase Information Sharing, and Increase Community Involvement/Exposure. When you think about it, the objectives you decide to develop to achieve these goals are quite simple. They may include: Schedule Site Visits, Conduct Seminars, Publish Newsletters and Bulletin boards, Create Listserves, and Provide Demonstrations.

During this season of reaching out to your family and friends, don't forget about those who rely on you at your workplace, and implement your new & improved IT Outreach program.

A handwritten signature in cursive script, appearing to read 'Larry'.

THE CIO'S FIRST PRIORITY ...

(Continued from page 1)

what absorbs much of their time. All you have to do is watch the anticipation every month when it's time to produce the company's monthly financial reports to realize this is the case.

Being able to relate well with the CEO and CFO in financial terms is extremely important. It's not something you can fake. To gain "full partnership" status, you have to be able to communicate in such financial terms as "earnings per share," "expense as a percent of revenue," ROI (or return on investment), and EBITDA (earnings before interest, tax, depreciation, and amortization). You also need to have a solid understanding of company P&Ls, the budgeting process, and the issues that can affect earnings, especially as it relates to technology.

Too many IT managers reach a senior management position in small and midsize companies without ever budgeting or having responsibility for a P&L. Lacking an understanding of how the financial engine of a company works makes it very difficult to become an integral partner with the senior management team.

Second, a CIO must understand the business. I stated that strong CIO's can move from company to company or from industry to industry and be very effective. They can do that only if they learn the business of the company and the industry it's in. Sharp CIO's make it a priority to get under the hood to discover what drives the company and

how it's successful. In other words, they learn the business quickly.

Every industry has leverage points where technology can improve profitability and productivity, create a competitive edge, or provide other value that's important for a company's



success in that industry.

For example, the healthcare industry tends to have three major drivers that contribute to operational success beyond the actual medical services provided:

- Regulatory compliance
- Billing for services provided as accurately and as quickly as possible
- Collecting the cash for services rendered

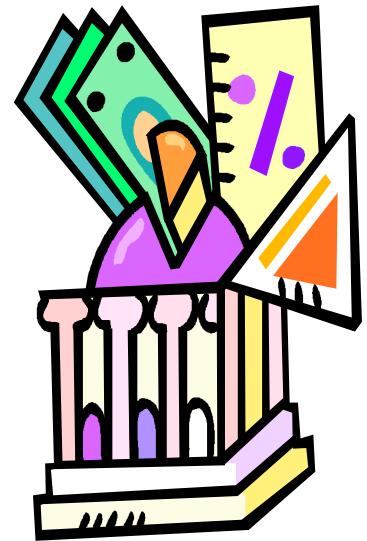
If a healthcare company is heavily paper-oriented with little automation, it's a virtual gold mine for a savvy CIO. Believe it or not, healthcare is still a heavily paper-intensive industry.

Every industry has levers like these that can be capitalized on when the CEO, CFO, and CIO combine forces. Within an industry, companies have unique business issues, and one size will certainly not fit all. What I

mean by this is that once you know where the industry leverage points are, assessing a company situation may identify more basic technology issues. For example, as late as 1999, I was still running into companies without e-mail services.

Astute CIO's try not to take anything for granted when learning about a new company. They assess globally and begin peeling layers of the onion away as they drill down into the real issues that the company is dealing with. CEOs and CIO's need partners who can help them solve the company's financial challenge riddle, and the only way to do that is by understanding the business. Having a CIO who can speak the financial lingo and who spends money on real issues that make a tangible difference for the company is a valued asset. Those who do this are considered partners.

CIO's are in a unique position in that they can facilitate change through technology that can improve the company in so many ways. Your ability to have business issues and financial insight into managing the technology resources operation of your company can have the most dramatic and positive effect. Gaining an executive-level perspective in the financial and business needs arena of your company and industry is the first step in gaining two new partners at the top of your company.



“...the healthcare industry tends to have three major drivers...”

- ♦ **Regulatory compliance**
- ♦ **Billing for services provided as accurately and as quickly as possible**
- ♦ **Collecting the cash for services rendered...”**



“Reengineering doesn't change what needs to be changed most: the way people at all levels relate to the enterprise...”

- Margaret Wheatley

Office of the National Coordinator for Health Information Technology

Request for Information (RFI) on National Health Information Network (NHIN)

On November 15, the Office of the National Coordinator for Health Information Technology (ONCHIT) released a Request for Information (RFI) that seeks public comment regarding how widespread interoperability of health information technologies and health information exchange can be achieved through a National Health Information Network (NHIN).

As the nation embarks on the widespread deployment of EHRs, a variety of concomitant challenges and barriers must be addressed. One of these is interoperability, or the ability to exchange patient health information among clinicians and other authorized entities in real time and under stringent security, privacy and other protections. Through the RFI, ON-

CHIT seeks information regarding options to deploy, operate and sustain health information exchange. There are many perspectives that can be brought to bear on this important topic. Health information technology organizations, healthcare providers, industry associations and other stakeholders all have important insights that will inform future deliberation.

In the interest of having the most compelling, complete, and thorough responses possible, we encourage interested parties to collaborate and submit unified responses to this RFI wherever possible. Comments from the public at large are also invited. The public comment period is 60 days and expires on January 18, 2005.



Are You a Doyen...Cont'd

(Continued from page 2)

Tim Rhoads, said, "Our collaboration partnership with UHS has been very successful and I believe, uncommon in the industry. It is satisfying to be recognized by CHIME and we look forward to continuing our collaborative initiatives to improve patient care."

About Opus Healthcare Solutions, Inc.

Opus Healthcare Solutions, Inc. delivers sophisticated, easy-to-use, and highly adaptable Web-

based clinical applications to today's cost-conscious and patient-focused hospital systems, integrated health networks and Long Term Care facilities. The comprehensive enterprise-ready Opus-ClinicalSuite includes clinical documentation, order management, clinical data repository, physician Web access, laboratory data management, anatomic pathology management, and more — all built on an efficient, flexible, and secure Web architecture, and capable

of sharing this important clinical data through an integrated HL7/XML interface engine.

About Universal Health Services

Universal Health Services, Inc., (NYSE: UHS) is one of the nation's largest hospital management companies. It is a leading operator of acute care hospitals, behavioral health centers, ambulatory surgery centers, and radiation

oncology centers across the U.S., in Puerto Rico, and in France. It acts as the advisor to Universal Health Realty Income Trust, a real estate investment trust (NYSE: UHT). Learn more at www.uhsinc.com.

"Fate keeps on happening"

- Anita Loos

Tips, Tricks, and Hints....

The holidays are now past us but we still need to think about travel as consultants. Here are some helpful travel hints and tricks to get you there and back...and still have time to breathe!!!

- Check your flight before leaving for the airport: there may be delays or even cancellations
- Allow an extra hour to get through airport parking, check-in and security
- Use the new check-in technology, such as Web site check-in or self-serve kiosks located near ticket counters
- Carry-on luggage: Leave prohibited items at home or packed in checked luggage (Swiss Army knives, scissors, etc)
- Count carefully: one carry-on bag and one personal item such as a purse, briefcase, laptop or backpack are allowed on most airlines
- When carrying on an electronic device such as a cellular phone or laptop computer, insure it is in full working order to avoid confiscation by security
- Mark and guard checked luggage and ensure clear identification is on both the outside and inside of luggage and never leave luggage unattended prior to checking it
- Travel with unwrapped gifts to avoid being asked to unwrap them at airport security checkpoints
- Travel documents: Be prepared to present photo identification before boarding a flight regardless of the destination as without it, travel may be refused
- Domestic travel requires photo identification and international travel requires a valid passport and any other documentation required to enter the country of destination, such as visas
- Jokes about security issues are no laughing matter and will be taken seriously by screeners!

Bush nominates Leavitt to head health department

AP WorldStream English (all) via NewsEdge Corporation : WASHINGTON_ President George W. Bush chose Environmental Protection Agency chief Michael Leavitt on Monday to be secretary of Health and Human Services, filling one of the last two openings in his second-term Cabinet.



Bush praised Leavitt as a fine executive and a man of great compassion. "He's an ideal choice to lead one of the largest departments of the United States government."

Leavitt, Utah's governor before joining the Bush administration in late 2003, would succeed Tommy Thompson, who recently resigned.

Bush also has to name a new head of the Homeland Security Department to take the place of Bernard Kerik, who abruptly withdrew his nomination Friday night, citing immigration problems with a family housekeeper.

He himself said he should have brought it to our attention sooner, said White

House spokesman Scott McClellan. Commissioner Kerik pointed out that this was a mistake.

The White House conducts a thorough review of each candidate's personal, professional and financial background, McClellan said. During that process, administration lawyers ask the person a series of questions. In that process, we rely, to some degree, on that candidate to provide us with all the information we need to complete that part of the _ that phase of the vetting process, McClellan said.

Kerik disclosed his nanny problem during a subsequent vetting phase as he filled out a clearance form, the spokesman said.



During Monday's announcement, Leavitt, 53, thanked Bush for showing confidence in him. I feel a real sense of understandable regret about leaving the EPA, he said.

He said the department of Health and Human Services plays a vital part in the lives of every American.

I look forward ... to the implementation.

2004, THIRD/FOURTH QUARTERS IN REVIEW

Once again, we are proud to highlight for you the significant strides we have made during the third & fourth quarters of 2004.

- ◆ Doyen attends EPIC User Group Meeting held in Madison, WI.
- ◆ Doyen provides key Project Manager to Nemours Foundation for several implementations.
- ◆ Cynthia Tanner is extended for her Epic database expertise at Nemours Foundation.
- ◆ Mary Beth LaBelle attends Geisinger Health Systems Epic User Group Meeting.
- ◆ Debbie Caputo to begin Epic certification in EpicCare Inpatient.
- ◆ Doyen working to partner with third party software vendor to provide product line.
- ◆ Doyen takes part in the HIMSS Advocacy's—Fall Forum.
- ◆ Doyen partners with key legal expertise, Ira Kalina, of Gardner, Carton and Douglas for Epic Contracting.
- ◆ Debbie Caputo is extended in her engagement at Children's Hospital of Philadelphia.
- ◆ Doyen moves aggressively into Peoplesoft market.

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

Are you interested in becoming a Doyen?

Doyen has worked extremely hard building our Epic practice. We need your help. We are currently seeking experienced resources for a variety of Epic applications. If you, or perhaps you may know of someone else, might be interested in becoming a Doyen and work with the Epic Product Line, please contact us at:

contact@doyenci.com or 616-459-8105

If you are interested in receiving Doyen's The Newsletter via email, please join the DoyenNews Group hosted by Yahoo.

- 1.) Send request email to: 'DoyenNews-subscribe@yahoogroups.com'
- 2.) You will receive an email confirming your request, click on the hyper link provided

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