

## IT SERVICES PROVIDER ORGANIZATION

In today's complex and ever-changing health care technology and security landscape, many physician practices and smaller hospitals are struggling with the increasing demands of keeping up with emerging technologies, increasing consumer access expectations, having highly available systems and ensuring their systems and data are appropriately protected. The result is that they are having to invest more resources, money and time without increasing revenue, causing many to ask the larger health systems in their communities to become their IT service providers, especially if that health system is already hosting their EHR through networks such as Epic Community Connect.

Many health systems IT organizations are very capable and successful at providing IT services (such as incident, request, asset, change and problem management) for their health systems as it relates to field services, service desk, security, telecom, network, server, storage disaster recovery services and application support and management. However, many may not be immediately prepared to become a successful IT services provider for external customers without changes and investments. Being an IT services organization requires organizational commitment, correct organization structure, support processes and culture, accurate cost models, changes to existing tools or requiring new tools and enhanced reporting capabilities. This not only impacts the IT team but also needs to be coordinated across several other areas, such as finance for invoice generation and collections and contracting for generating and administering agreements to name a few.

Our advisors understand that no two health care organizations have the same information systems, IT organization model or cost structures and will provide tailored, practical advice on how to establish an IT services organization that is flexible and meets the strategic objectives of each unique organization. Hall Render IT Advisory Services can assist health systems with becoming an IT services organization in the following areas:

- Review or document your organization's program goals, executive governance/steering committee structure and guiding principles and make recommendations, as this is foundational for all decisions;
- Document the scope of services that the organization wants to provide to the community and develop service offerings then identify and document related cost drivers to create a scalable pricing model;
- Recommend overall program management/command and control structure and assess other areas of the organization for readiness and capabilities to support (finance, contract, etc.) being an IT service provider;
- Assess the capabilities of the current organization (structure, IT technologies, tools, processes, capabilities, staffing) and provide recommendations for delivering the future state of service offerings and identifying any potential risks, gaps or challenges or additional investments for meeting expectations;
- Review of IT vendor relationships/contracts for long-term alignment with IT service offerings and future state readiness to determine extensibility rights, pricing and necessary changes; and
- Recommend a structure for managing customer relationships that includes formal business reviews, operational reporting, service level and outage reviews and overall relationship management.