#### Aligning IT Services to Business Needs: Business Relationship Management Approach

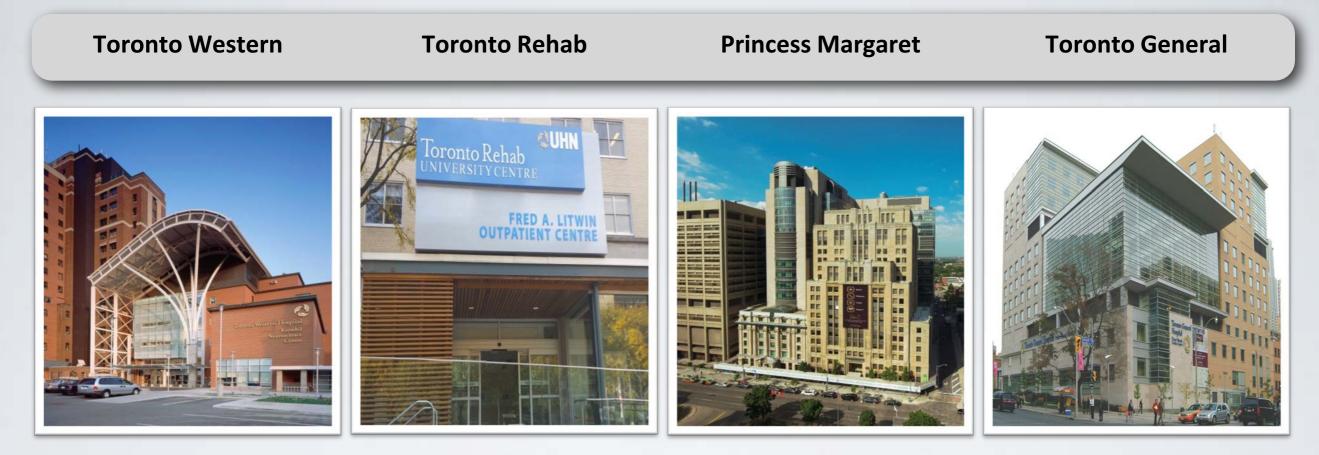
Presentation for the 2016 e-Health Conference June 7, 2016

Terra lerasts Site Manager, Princess Margaret Cancer Centre

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# **OUR FOUR SITES**



#### **Clinical Programs**

- Arthritis Joint Department of Medical Imaging Krembil Neuroscience Centre Laboratory Medicine Program
  - Medical and Community Care
    Multi-Organ Transplant Program
    Peter Munk Cardiac Centre
  - Princess Margaret Cancer Program 
    Surgical Programs and and Critical Care 
    Toronto Rehab

#### People

15,000 staff, including 2,078 research personnel •1,650 physicians •1,900 volunteers •7,000 students

#### Care Delivery

1,284 Beds • 442,663 Inpatient Cases • 1,059,482 Outpatient Visits • 112,191 Emergency Department Visits

# UHN IT AT A GLANCE

- 300+ applications
- 21 IT Teams
- 475+ IT staff
- 1 off-site data centre (Several on-site data centres)
- 3 networks
- 7,000+ PC/Laptops
- 1,000+ Smartphones

Outsourced managed service (data center, help desk, servers, etc.)





#### THE WORLD WE LIVE IN TODAY



#### WHY FOCUS ON PARTNERSHIPS?

Exhibit 1 IT rarely works as a partner with the business, but most executives believe it should.

% of respondents,<sup>1</sup> n = 709

	IT's current role at respondents' organizations	Role IT should play at respondents' organizations to best support the business
<b>Partner</b> (IT actively collaborates with business to shape overall strategy, which proactively leverages technology)	27	76
<b>Consultant</b> (IT provides input on plans for business, as part of regular discussions on supporting business objectives through technology)	22	16
<b>Supplier</b> (IT is treated and managed by business as a supplier of technology services)	49	8

<sup>1</sup>Respondents who answered "don't know" are not shown, so figures may not sum to 100%.

McKinsey & Company: Partnering to shape the future - IT's new imperative (May 2016)

# SITE MANAGEMENT TEAM



# NAVIGATORS

- Build and maintain network of experts
- Primary advisors on change for both IT provider and business partner
- Triage questions, ideas, issues
- Know the "secret sauce"



# CONNECTORS

- Actively connect the dots
- Bring people together to solve problems
- Advocate for engagement
- Develop and maintain business IQ tools



# TRANSLATORS

- Bilingual Speak both languages
- Able to interpret & provide context
- Fill in the missing pieces of the puzzle
- Find common ground
- Get to the "Why"



# TRUSTED ADVISOR

- Asked for advice & insight
- Cut through ambiguity
- Find the truth
- "No sides"
- Know "how it really is" = Listening Posts



# ALIGNMENT

- Engage at all levels of the organization
- In-depth view of the organization
- Understand pain points and impacts of change
- Break down silos to see the big picture
- Identify opportunities across hospitals





"If I'm lucky enough to get my Provider's attention, the result costs too much, delivers too little, and takes too long..."

"I'm too busy to think about anything other than being too busy..." PROVIDER PERSPECTIVE

LEVEL 1 AD HOC

"I engage my Provider when I need something so they stay out of my way when I don't need them..." "We are asked to be predictable but there is no way to forecast demand so we know we disappoint our business partners more often than not..." PROVIDER PERSPECTIVE

ORDER TAKER

LEVEL 2

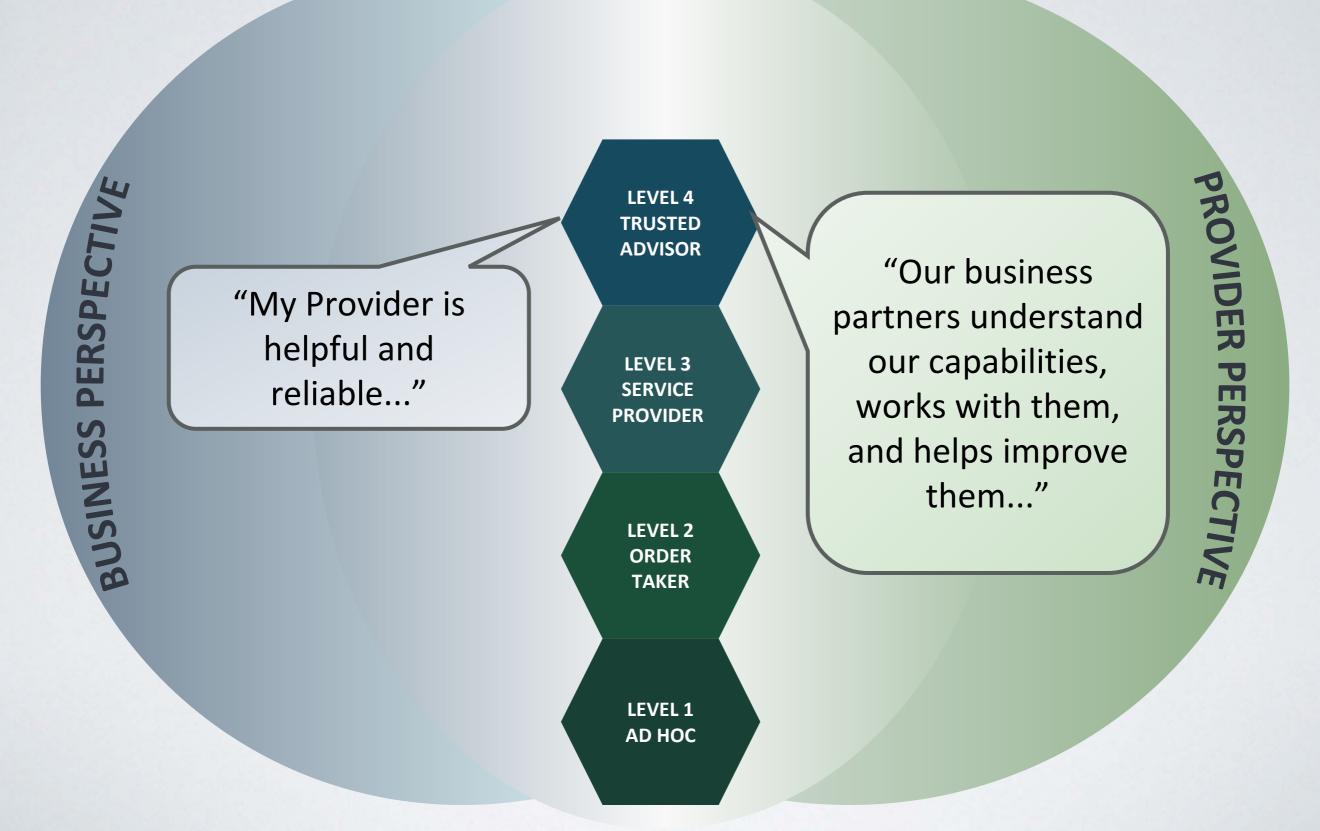
LEVEL 1 AD HOC

"My Provider prevents me from making big mistakes but I'm not always sure of the direction we're heading..."

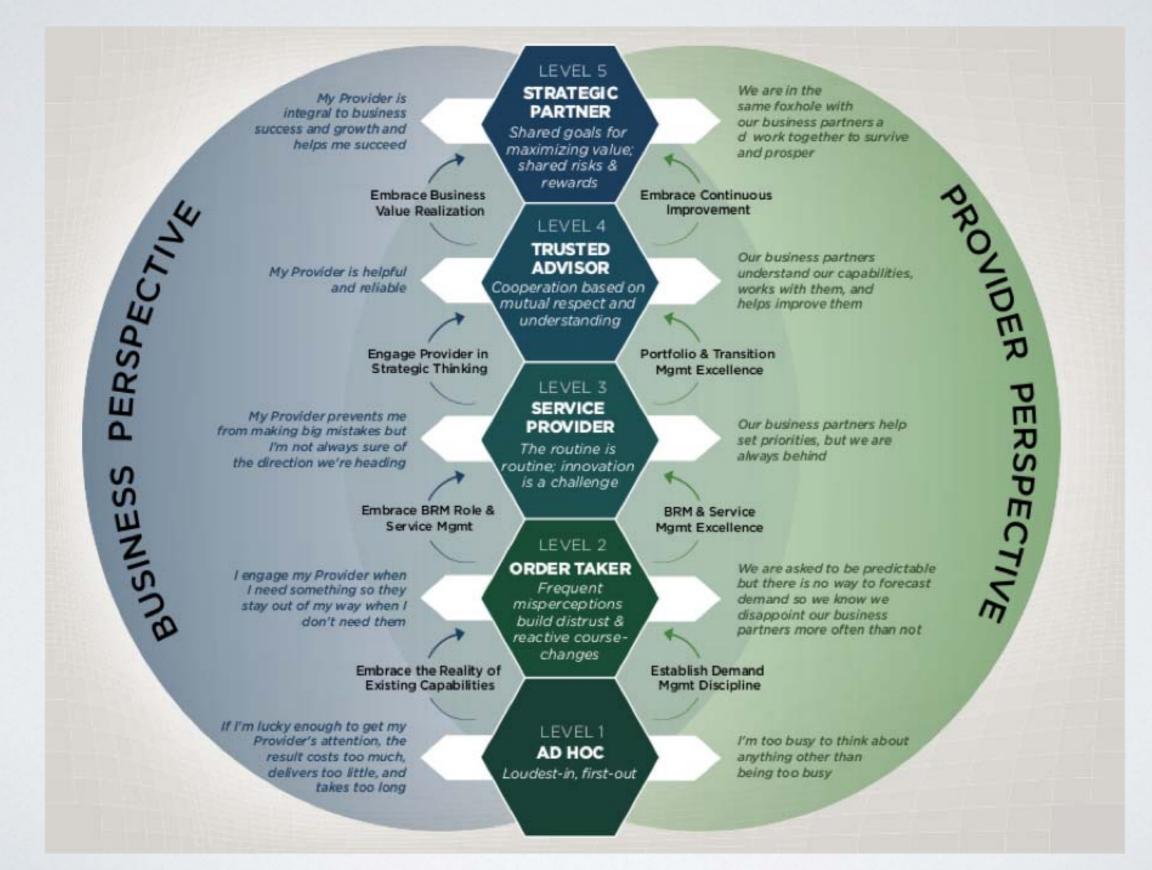
LEVEL 3 SERVICE PROVIDER

> LEVEL 2 ORDER TAKER

LEVEL 1 AD HOC "Our business partners help set priorities, but we are always behind..." PROVIDER PERSPECTIVE

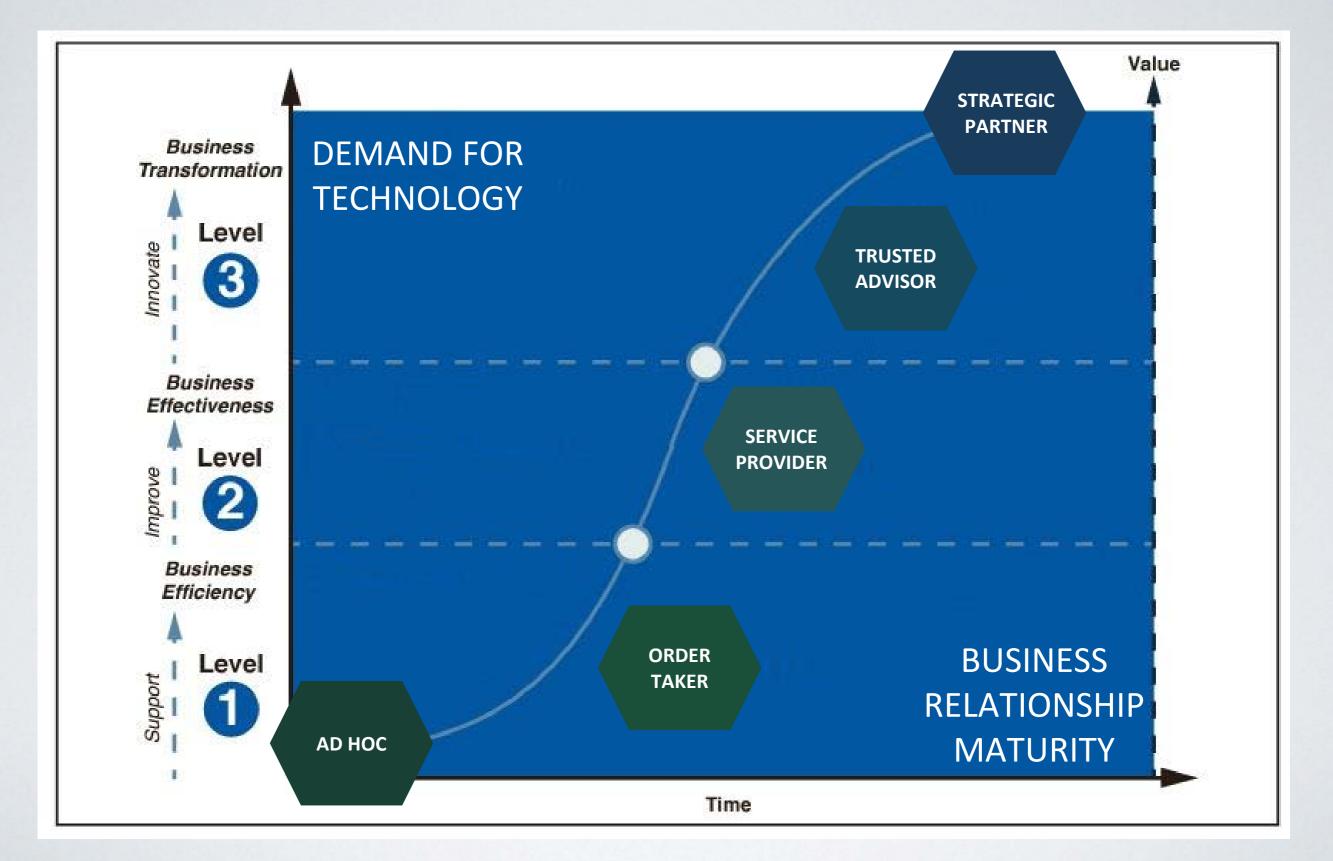






Business Relationship Management Institute – BRMP Guide to the BRM Body of Knowledge (Feb 2015)

#### PARTNERSHIP = VALUE



# THANK YOU!