



Tale of Two Implementations

Two Very Different Implementations

Collaboration versus Blame

I recently finished two very large Epic implementations. Both implementations were very much alike – large multiple hospital networks. Both in the Northeast. Both implementing the same technology. However, I finished both projects with very different emotions. One I absolutely love doing and the other I couldn't wait for it to be done. So what was the primary difference that would cause me to have such an extreme emotional difference?

Culture – the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

One of the Best Implementations, EVER!

I walked away from a 5 hospital Epic implementation that will be forever one of the best implementation, EVER! I will look back with pride and fondness that I got to participate in this project. In retrospect, I can see where teams worked in collaboration and focused on the problem. I am not saying it was the perfect environment, but the culture in IT did not allow for division and blame. Management would get involved when teams couldn't work it out. The management would focus solely on the problem, identify the source of the issue and then assign the appropriate team or teams to work on it. I don't ever remember anyone being fearful that they were going to lose their job! The project took multiple years to complete,

About D288 IT Solutions



D288 IT Solutions is a consulting/service firm that focuses on the success of your integration. We offer a wide variety of consulting services to meet the needs of your organization.

In today's culture, it is not enough to be the typical consulting/service firm. There are dozens of organizations that can tell you what you already know or place a body in a chair. What every CIO and Director strives for in an outside firm is benefit joined together with partnership.

D288 IT Solutions is based out of Syracuse, NY and our workforce is based solely in the United States. Our consultants offer our clients expertise in their perspective technology, workflow and hospital experience.

so I got to see this in action for a period of time. Even at go live, the culture was about collaboration. Yes, there were times when different teams would get on each other's nervous. Or different departments would be annoying. However, it wasn't allowed to foster into anything more. As the project ended, there was a strong sense of "Look at what WE accomplished!". I really hope I get called back for the next project because it was such a great environment to work at.

Get Me Out of Here!

In stark comparison, I completed another multiple hospital Epic implementation. Can I say that during the entire implementation, I couldn't wait to be done! I was hoping that they didn't extend my contract. At the end of the project, I really had to ask myself why the stark contrast. I can summarize it with three words, *the blame game!* Do you remember the game as a kid called hot potato? You would sit in the circle, pass a ball or bean bag while the music was going. Once the music had stopped, whoever was left holding the ball or bad was out. That is exactly what it felt like. The amount of time and effort wasted on documenting issues and communication was outrageous! However, you knew if the music stopped and you didn't have the documentation, you were OUT! Over the year of the project, I saw people come and go. Some by choice and some not. I would sit in meeting to see manager go toe-to-toe arguing that it wasn't their problem. And directors backing up their managers. It would take a VP to get involved for the problem to be resolved and they would have to set boundaries on behavior. Seriously?!?!? It was a culture of pointing the finger and blaming as a defense. It caused a silo affect and killed any type of team effort. It would take forever for simple issues to get resolved. In all honestly, I would probably go back if they requested me to. I can survive in the environment because I understand the culture. The difference is that I wouldn't want to go back.

Culture! Every Organization has One!

It's true! Every organization has a culture, either by choice or by default. My experience as a CIO of multiple hospital health system and now as a CEO of a healthcare IT consulting firm, I can honestly say that it starts with the top down approach. If you are in management, you set for the whole tone of the culture. You must choose what culture you want and facilitate it. If no one wants to be on your team, you might want to look close at what you are portraying to those around you. Culture is not a few words written on a piece of paper that you hope happen. It is about your actions you demonstrate to those around you. It is about the words you choose in a crisis. It is about the status report you send upwards. It is about how you treat your peers when problems appear. If management and the team members work on this together, it creates a synergy that changes a culture.

D288 IT Solutions, LLC was founded by Kevin L. Frederick in 2010, a former Vice President and CIO of a health system, who was always in search of a company that could assist him in seeing the "big picture" and then help him achieve it in a practical approach.

D288 IT Solutions started in the early years with general HIT consulting. However, Kevin realized quickly that there was a large need for vendor neutral integration services. In 2013, D288 IT Solutions re-launched itself focusing on integration. At the same time, we launch a series of webinar to help the health care IT professional grow in their knowledge of HL7. "It is startling the number of individuals that have no foundation of what HL7 really is." states Kevin Frederick

"It has been an honor and privilege to serve every client." says Frederick, "Founding this organization has been an amazing adventure, and I am deeply humbled to be part of this company. My only regret, is that I did not do it sooner."

The goal of D288 IT Solutions, LLC is to support the IT advances of hospitals and healthcare through integration. To come along side and assist with their strategic vision and objectives.

For more information visit us at <http://www.d288itsolutions.com>