CMI

A CMI Client Profile
Hospice By The Bay

Hospice By The Bay's (HBTB) purpose is to provide the highest quality hospice and support services to individuals and families. Hospice By The Bay's vision is to be the hospice provider of choice in Marin, San Francisco, Northern San Mateo, and Sonoma counties. It's difficult, demanding work that also places extraordinary demands on an IT environment, its staff -- and an IT budget.

CHALLENGES

When CMI first met with HBTB, they were looking to address some critical issues in its environment:

- Line-of-Business and IT alignment – how could it be strengthened and improved?
- Lack of an Executive/Strategic voice at the CIO level within HBTB.
- Missing an IT Manager to supervise/manage day-to-day IT operations and staff activities.
- New, strategic plan to provide the key applications of HBTB's IT department in a highly available, yet scalable, manner and architecture.

ACTION

CMI went to work. We conducted a "Synergy Workshop" to start the process of aligning business and IT. CMI gathered engineering data about the current IT environment. The Workshop also involved face-to-face interviews and surveys with key line-of-business, executive, and IT staff. The result was a detailed report, delivered to the CFO and CEO, that captured specific issues, highlighted suggested changes, and supplied strategic recommendations based on data gathered in the Synergy Workshop along with CMI's IT experience, industry best practices, and input from the executives of HBTB. HBTB had direction and an actionable plan.

Next, CMI filled the CIO leadership void by providing the Chief Information Officer (CIO) at Hospice through CMI's unique CIO-as-a-Service program. Working with the CFO and CEO, as well as rank-and-file staff, the CIO-as-a-Service helps set and manage the strategic IT direction of HBTB, supplies executive-level feedback to Hospice, helps set the budget priorities for the IT Department, and performs other executive, managerial, and supervisory duties, as needed. A business voice for IT and an IT voice for business.

The CIO was also intimately involved in the recruitment, interview process, and ultimate placement of a professional IT Manager at HBTB.

CMI's engineers and CIO engaged with HBTB IT staff (and others) to address the business imperative of architecting and deploying a highly available, scalable solution that would provide 24x7x365 access to key, patient-facing applications. The result was a proof-of-concept project to see how/if HBTB could leverage "cloud computing" to address the imperative. CMI worked directly with HBTB IT and executive staffs to develop a set of requirements, extend those into an architecture, use that architecture to define a design, and extend the design into a budget and a proof-of-concept. The result was/is a highly available, cloud-based, secure, and HIPPA-compliant solution that meets all of its detailed requirements at a reasonable budget.

IMPACT

Hospice By The Bay has seen new management in its IT department, resulting in smoother operations and a well-defined IT vision for the department and organization. HBTB now has a more integrated strategic vision for how IT works with line-of-business today – and tomorrow. Hospice By The Bay now has a scalable, highly available, cloud-based, delivery mechanism for key applications and services.

Hospice is demanding, caring work, and CMI is proud to help HBTB deliver superior, cost-effective Hospice care.

"CMI provided us with a full assessment of our technology needs and were able to advise us accordingly from staffing, to server maintenance to DR to strategic planning. We have had access and benefited from the expertise of CMI staff without incurring the cost of permanent hires. The periodic advice of a CIO who understands our needs is invaluable and cost effective."

-- Sandra Lew, LCSW
CEO, Hospice By The Bay