

UCSF Medical Center and the Converged IT Employee



Teamwork



Collaboration



University of California, San Francisco Medical Center

- ◆ 6th ranked medical center in country –US News & World Report
- ◆ World renowned for innovative medicine, advanced technology and compassionate care
- ◆ Major Medical Center
Acclaimed School of Medicine
Nobel-prize caliber Research Facility
- ◆ 3 campuses; 8 locations within SF city limits
- ◆ 6,000+ employees



Initial Challenge

- ◆ Determine converged organizational model to support an integrated voice and data environment.
 - Keep voice and data folks separate?
 - Merge voice and data staff and eliminate silos?
- ◆ Decide on a convergence strategy and path.
 - Choose converged VoIP technology.
 - Transport systems for distributed node campus environment.
- ◆ Transform and position IT for a converged voice/data environment.

Early Stepping Stones

Based on a 2001 strategic decision to transform the IT Infrastructure and Telecommunications Department into a converged organization , the following steps were taken:

- Identified organizational and cultural challenges.
- Developed new business processes aligned to strategic directions and revenue goals.
- Prepared a “Value of Support” ROI to obtain Executive buy-in.
- Conducted organizational changes aligning and melding voice and data functional groups.

... The Path Continues

New Challenges:

- Support Strategies
- Staff Development
- Organizational



Support Strategies

Challenges:

- ◆ Continued strain on IT staffs that have been streamlined for efficiency based on the old model of separate infrastructures.
- ◆ As the convergence accelerates and matures, the need for “cross training” will be even more essential if IT organizations are going to realize the efficiencies of a converged environment.
- ◆ To date, at least in our environment and experience, cross training of existing staff has had only limited success.
- ◆ “Turf” cultural differences between voice and data staff need to be overcome for any cross training to be effective.



Support Strategies

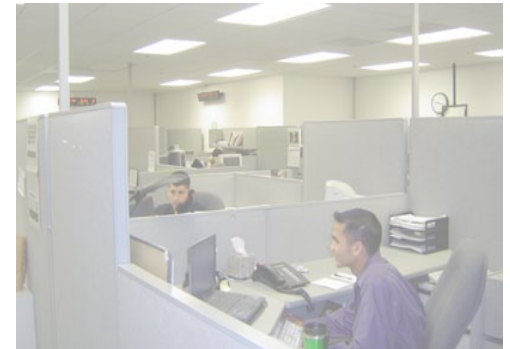
Stepping stones:

- ◆ Develop plan to support all customers across all channels.
- ◆ Coordinate cross-functional process improvement teams within IT to improve service delivery model.
- ◆ Come to consensus on metric-specific data and establish analysis / reporting guidelines.
- ◆ Our experience so far has been that cross training the voice staff for the data side is more successful than the reverse.

Staff Development

Challenges:

- ◆ Growing demand to provide extended hours of support for a 24x7 healthcare organization.
- ◆ How much development has been done with in-house staff?
- ◆ How much of the organization's voice and data systems has been converged?
- ◆ The organization's commitment to a converged environment?
- ◆ How fast those on the open market adapt and upgrade their abilities for these skills.
- ◆ Continued pressure to do more with less, reduce staff.



Staff Development

Stepping stones:

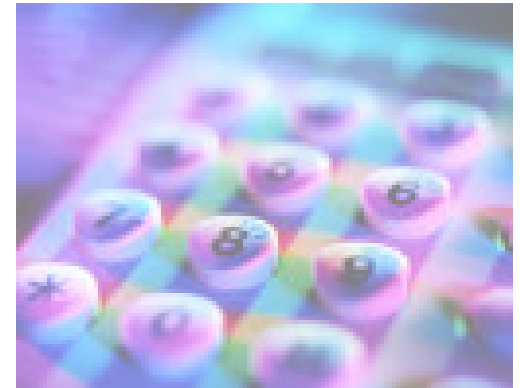
- ◆ Recruit / train staff and Implement a new 24x7 support model.
- ◆ Provide career paths by revamping job descriptions.
- ◆ Quantify & Develop core competencies & special skills.
- ◆ While in the long term the need for specialists may lessen, for the foreseeable future there will always be a need for some specialization for voice and data.
- ◆ As the converged technologies mature and converged infrastructures and systems replace more and more of the current separate infrastructure, systems specialists will become less tier one or tier two staff, but more tier three level.



Organizational

Challenges:

- ◆ Separate data teams from voice teams.
- ◆ Silos between groups and no clear method of communication.
- ◆ Appropriate staffing and alignment of skills.
- ◆ Hiring on the open market versus training in house staff.
- ◆ Development of converged systems engineering teams.



Organizational

Stepping Stones:

Combined the Infrastructure and Engineering teams.

- Has been very successful.
- ◆ Combined voice and data field technicians and conducted cross training.
 - Has had limited success, we are still tackling this issue. Have had more success in cross training the voice techs, than the data techs.
- ◆ Converged separate voice and data project and MAC teams so that all aspects of voice and data needs for a project or customer change can be managed by a single person or team.
 - Success was slow to come but has been gaining momentum.

Organizational

Stepping Stones:

- Combined voice and data “help desks” into a single Customer Service Center to triage all customer requests for voice and data needs.
 - Has been successful, and agents were cross trained for both voice and data and continue to receive cross training.
 - Utilized Nuasis converged IP contact center application to provide agents tools and information for handling calls.

“The obstacle is the path”
- Zen Proverb

Final thoughts as you travel your own path

- ◆ Allow time for the changes to happen; it won't happen overnight, or even in months, but it may take some years to build a fully integrated IT organization for the converged world.

