



The Foundation of a Converged Infrastructure... “*Converged Leadership*”

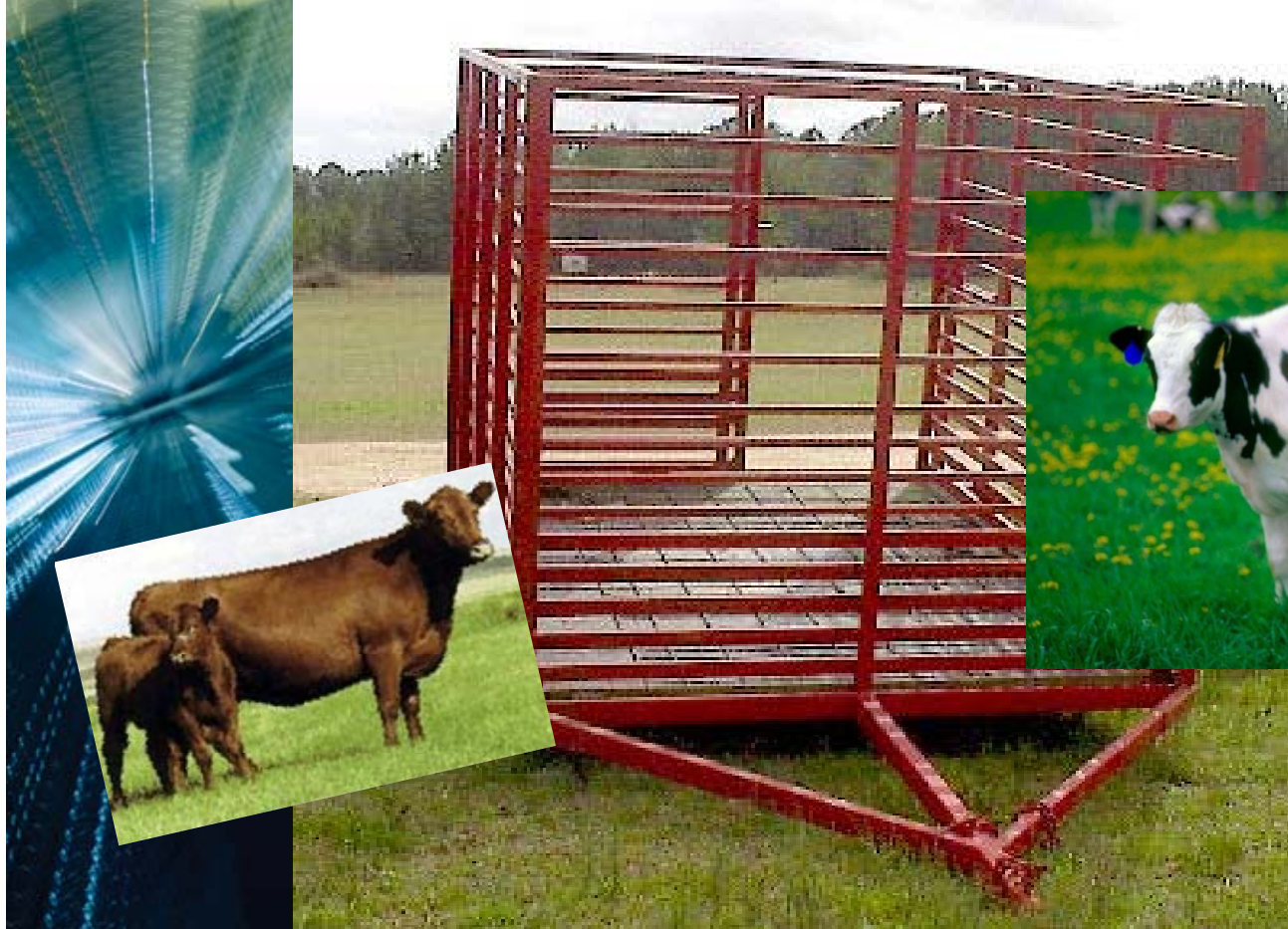
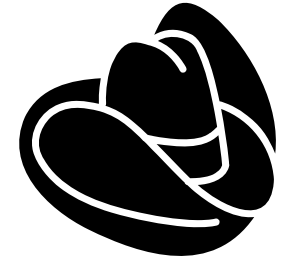
Edward Marx

SVP/CIO

Texas Health Resources



Welcome to Texas





Flow

- Texas Health and Edward Marx
- Converged Infrastructure Requires Converged Leadership
- Practical Application
 - Strategic Partnerships
 - Building and Sustaining Innovation
 - Organizational and Personal Branding
- Outcomes & Discussion



Texas Health Resources

Texas Health Mission

To improve the health of the people in the communities we serve

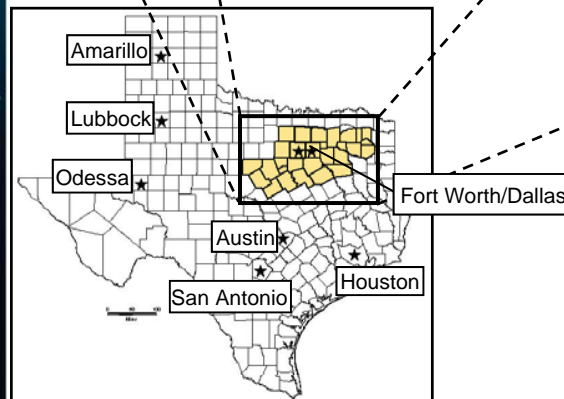
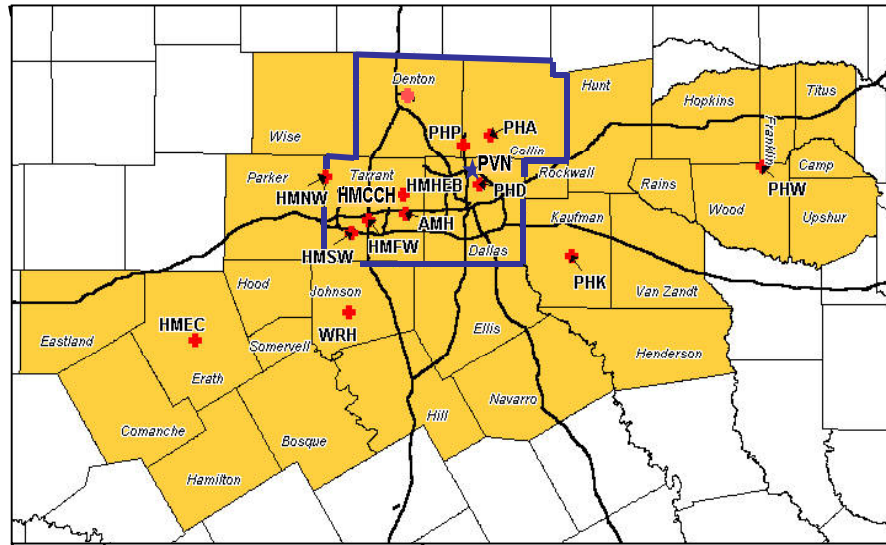
Texas Health Vision

Texas Health Resources, a faith-based organization joining with physicians, will be the health care system of choice

Innovative Technology Solutions

Innovate, transform, and serve

Texas Health Resources



One of the largest faith-based, non-profit health care delivery systems in the US

- 18,000 Employees
- 3,600 Active Staff Physicians
- 14 Hospitals
- 6 JV Hospitals
- 30 Ambulatory Healthcare Sites
- 3500 Licensed Hospital Beds
- 61 Counties (6.2M people)

Edward Marx

- Husband to Julie Harding Marx
- Father to Brandon & Talitha Marx
- Passion for God, Family, People, Triathlon & Tango
- Colorado State University (BS, MS)
- Army Combat Engineer Officer/Combat Medic
- Healthcare IT Leadership Career
- Texas Health Services Authority Board
- SMU Engineering School Advisory
- TCU Business School Advisory
- UTD School of Management/MIS Advisory





C-Suite Buzz Phrase Creator

0	Granular	0	Benchmark	0	Sourcing
1	Best Practice	1	Metrics	1	Deliverables
2	Re-Purpose	2	Disambiguate	2	Optimization
3	Incentivize	3	Reciprocal	3	Culture
4	De-Scope	4	Baseline	4	Traction
5	Agile	5	Seamless	5	Net-Net
6	Leverage	6	Transitional	6	Strategy
7	Commoditize	7	Incremental	7	Projection
8	Monetize	8	Next Generation	8	Framework
9	Balanced	9	High Level	9	Contingency

To use this chart, pick any three-digit number and then select the corresponding buzz word from each column. For instance, “**351**” produces “Incentivize Seamless Deliverables,” while “**288**” yields “Repurpose Next Generation Framework.”

A phrase that can be inserted into any report with the ring of authority.



Foundations

- Keep the trains running
- Keep the trains in sync
- Keep the trains on the right tracks

This is minimal expectation of leaders

Converged Infrastructure



Tells




Texas Health
ResourcesSM

Texas Health NICU Video Portal

Texas Health NICU Video Portal will allow new parents the ability to assign a chosen password for authenticated live video access of their new born baby as their bundle of joy is monitored in our Level III Neonatal Intensive Care Unit. We will be evolving throughout and Hospital Overhaul.

Your Video will be available on a laptop with a web browser or a mobile phone.

[illegible]



Texas Health Collaborative Care

The Texas Health Collaborative Care - Language Interpretation Service (LIS) is a distributed, flexible video-based call center that provides healthcare providers with seamless access to language translators. Timely and effective communications are essential as healthcare organizations face daily challenges with patient and clinician communications in an increasingly diverse patient environment.

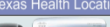
Collaborative Care helps healthcare organizations eliminate time, distance, and language barriers to effective communication between clinician and clinician-patient interactive communication.

- Improve the quality of communications
- Improve the utilization of interpreters
- Reduce interruptions to language interpretation during patient encounters




HealthPresence is a new concept developed by the Cisco Internet Business Solutions Group (IBSG) and prototyped at the Cisco Technology Centre. HealthPresence is based on market-ready Advanced Technologies. Using the network as a platform, Texas Health HealthPresence combines state-of-the-art video, audio, and medical information to create an environment similar to what most people experience when they visit their doctor or health specialist.

Texas Health Location-Aware Healthcare



The Texas Health Location-Aware Healthcare streamlines clinical pathways and workflows to increase efficiency and create a better patient experience.

- Tracks assets, patients, and clinicians across a wireless network
- Improves workflow and saves time spent searching for missing assets
- Increases patient and employee satisfaction

Exact location displayed on a detailed map
Quickly locate equipment for regulatory audits

Texas Health Nurse Connect

The Texas Health Nurse Connect solution complements the primary notification mechanism being used. Nurse call alerts are initiated by the patient directly and are still delivered to the primary nurse call station. The messages can be delivered to both wired and wireless Cisco Unified IP Phones. The Unified IP Phone 7925G 12.1-based phone allows the care provider to establish voice communication to the patient bedside through a single callback button.

After ringing the call, the care provider can optionally set service codes that automatically generate an appropriate workflow that is once again optimized to the appropriately qualified caregiver. As example, if a patient request is for a nurse, the system can automatically route the caregiver to the nearest available nurse. The system can also optionally request those services from an appropriately skilled caregiver. The steps required to locate the RN are automated, enhancing both the quality of care while at the same time improving the workflow of the care team.

Business Benefits

- Integration of data, voice, video and imaging into clinical and administrative workflows
- An interactive environment for clinician, patient and institutional communications
- Enhances integration of applications and services to improve diagnostic capabilities and reduce time to treatment for patients

Tested at Top Hospitals

Catalyst 6500E


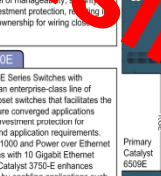
The Catalyst 6500 Series Series Switches offer an extremely high level of management, security, scalability, and investment protection. The Catalyst 6500 Series Series Switches offer the lowest total cost of ownership for wiring closet deployments.

Catalyst 3750E

The Catalyst 3750-E Series Switches with StackWise Plus is an enterprise-class line of stackable wiring closet switches that facilitates the deployment of secure converged applications while maximizing investment protection for evolving network and application requirements. Combining 10/100/1000 and Power over Ethernet (PoE) configurations with 10 Gbps Ethernet uplinks, the Cisco Catalyst 3750-E enhances network productivity by enabling applications such as IP telephony, wireless, and video.

Primary Catalyst 6500E

Secondary Catalyst 6500E



Texas Health Clinics

Integrated Services Routers

The Integrated Services Routers ship with the industry's most comprehensive offering of services embedded within the router including Security, Voice, Wireless, Switching and more. Services can be added as they are needed, and centrally managed within a single device, greatly reducing IT support burden and total network operations costs.

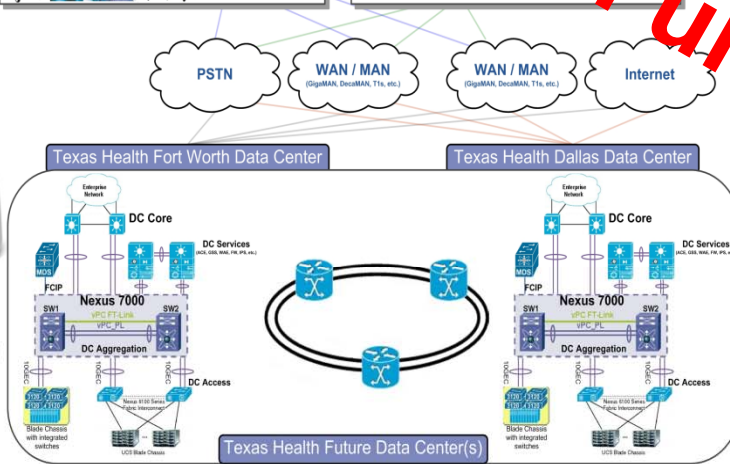
For integrated services, the Texas Instruments router can spend more time on the network, improving throughput, improving security, and lowering the cost of pricing and purchasing.

Auto VLAN / Auto QoS

Calix Switches automatically negotiate with Cisco telephones to extend both the Voice and Data VLAN Traffic on the Voice VLAN is automatically marked for Quality of Service, giving a priority over other traffic throughout the converged network.


The Voice VLAN is never extended to a PC or other end-user device, ensuring the security of voice traffic.

Integrated Services Router with internal 48-port PoE Switch




Healing Hands. Caring Hearts.
Texas Health – One Name. One Network.

- ### Design Considerations
- . Continuous-Availability with redundant datacenters
 - . Centralized servers and administration
 - . Standardized remote site configurations
 - . Quality of Service enabled end-to-end with application-aware traffic prioritization
 - . Network performance to meet the unique, critical needs of healthcare
 - . Secured for patient privacy and system availability



Patient touch screen can be used for ordering meals, PPV Video, and two-way voice & video communications



Texas Health Virtual Office


Texas Health Personal Communicator

Using Texas Health Personal Communicator users can easily access voice, video, instant messaging, web conferencing, document, and presence information from a single, multimedia interface on their PC or Mac.



Virtual Office Portal

Texas Health Virtual Office extends the enterprise by delivering access, rich, and manageable network services to teleworkers and employees. It is the foundation of a traditional office environment. By providing full IP phone, wireless, data and video services, Texas Health Virtual Office delivers a seamless office-to-office experience to the end-user, wherever they may be located.





Texas Health Resources

Thank You for
Your
Membership
For Your
Continued
Support,
We're
Grateful!


← Chapel
Cafeteria →

Texas Health Digital Media

Texas Health Digital Media is a comprehensive suite of digital signage, Enterprise TV, and desktop video applications that allows healthcare providers to use digital media to enhance patient and family experience and facilitate learning.

Texas Health® Digital Signage provides scalable, centralized management and publishing of high-quality content to networked, on-premise digital signage displays.

- Share relevant healthcare information
- Wayfinding through digital signs around the hospital
- Offer cost-effective training options for hospital personnel



Take the Best of Video System Investments and Add the Best of Texas Health Physical Security

Make the most of video system investments and add the best of Texas Health Physical Security capabilities with Texas Health Physical Security Solutions. Scalable Web-based Video Management Systems (VMS) integrate with existing video hardware to integrate with existing video and network-centric systems to facilitate faster incident response and resolution.

The Network as the Platform

Applications				
Operational Performance	Intuitive Nurse Call	Intuitive Monitoring	Software and Server Stack	

Core-Common Services					
Applications	High Time	Integration	Results	Personal	Intuitive



Texas Health Resources™

Clear Systems and Texas Health Resources Proprietary and Confidential

Title: Texas Health Resources Vision Drawing	
Engineered by: Clear Systems, Inc. Richardson TX	Planned by: Texas Health Resources
Created by: [signature]	Creation Date: [blank] Modified By: [blank] Modification Date: [blank]



Converged Leadership

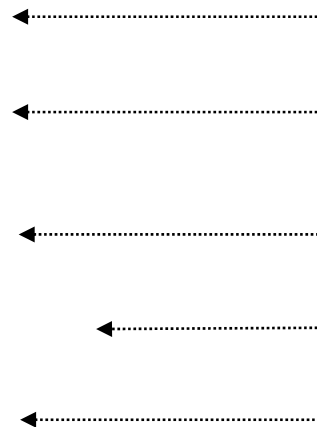


Maximize Your Strategy, People and IT Investments



Practical Focus Today

- Leadership
- Strategy
- People
- Best Practices
- Execution



Branding

Innovation

Partnerships



LEVERAGE PARTNERSHIPS



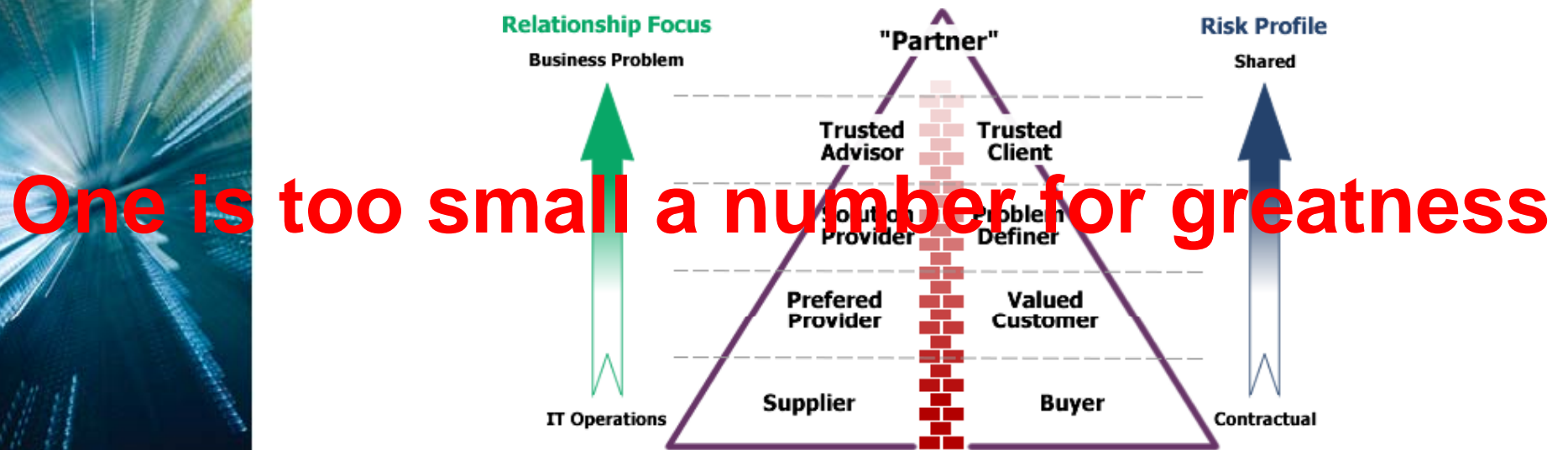
Leverage Strategic Partnerships

- Personal
- Professional
 - Societies
 - Corporations
- Vendors/Suppliers



Strategic Partner Framework

ACME ACME ACME ACME



THR Benefits

Reduced Costs & Improved Services
Potential Revenue Sharing
Focus/Simplicity
Visibility



Emerging and Tactical Partners

Strategic Suppliers

High-dependence, high-cost exposure vendors, as well as vendors with whom ITS wishes to increase business.

Tactical Suppliers

Vendors that are small in cost and exposure, or that are in a commodity environment.

Emerging Suppliers

Vendors with a small initial presence, but one that is expected to build during time.



Partnership Selection Process



Who	ITS	ITS, Customer	ITS, FIN, Customer	ITS, FIN, Customer	ITS, SCM, FIN	ITS, CEO, CFO, ESVPs, CIO	CIO Presents
Outcome	<ul style="list-style-type: none">•Scorecard•Prioritization•Overall Value	Stratified as: <ul style="list-style-type: none">•Strategic•Tactical•Emerging•Supplier	<ul style="list-style-type: none">•Clarity•Further Stratification	<ul style="list-style-type: none">•Clarity•Further Stratification	<ul style="list-style-type: none">•Quantitative•Data Collection•Scorecard	<ul style="list-style-type: none">•Qualitative "Alignment"	<ul style="list-style-type: none">•Final Scorecard



INNOVATION



innovation is...

innovation...a change in method of technology; a positive, useful departure from previous ways of doing things

innovation Characteristics:

- Innovation is new – new technologies, products, services, processes, business models, etc.
- Innovation is a process that generates new sources of value and growth for the organization
- Innovation can dramatically change the basis of competition in an industry



innovation is...

- **Invention (Technical)**

- Creation of something new, a device, an artifact

Best practice = Average

- Can be a solitary activity by the inventor
- *Requires only attention to technology*

- *innovation* **(Social)**

- Invention in social context
- Always a collaboration
- Requires attention to what people want
- *Innovation is social transformation in a community*
- *Innovation has a social uptake rate*

Innovation is Leadership!



innovation Myths

Myth

Innovation just happens.

Reality

Innovation requires an idea-to-execution process.

Myth

Innovation is about good ideas.

Reality

Innovation is about ideas, process, culture, and execution.

Myth

Innovation comes from one lone genius.

Reality

Innovation is a group activity.

Myth

You need more new ideas.

Reality

You need more homes for new ideas.



Creating *innovation* Culture

- Ask Why? What If? Multiple Perspectives?
- Encourage *innovation* ...not optional ...fund it
- Party
- Must model it
- Take risks
- Book clubs ...education
- Embrace social networks & mapping
- People mashups/Cross generational/cultural teams
- Break traditional silos
- Create innovation center
- Open to outside





Winning with *innovation*

“I am just playing devil advocate...”

- Transformation
- Impact Clinical and Business
- Courageous Leadership
- Bust Bureaucracy
- Marathon v. Sprint
- Don't Surrender
- Humility

“Really? Then go to Hell!!!”

Cultural Trumps *innovation*



Empowered employees

enabling

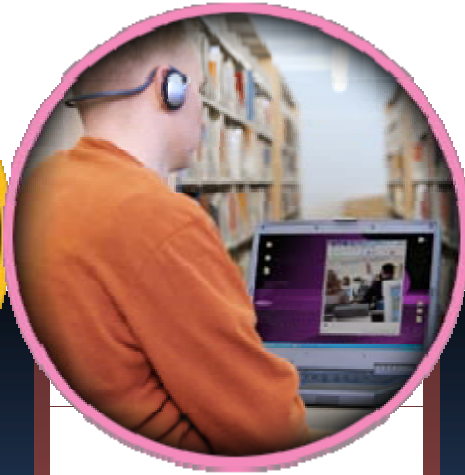
Innovation to emerge from anywhere in the organization



Customer Focus

based on

Deep respect for the customers' experience and ideas



Culture of Collaboration

facilitating

Sharing of info, skills and ideas within organization and with external partners



Process for Implementing

allowing

Innovations to be taken to market



Critical Success Factors

- **Encourage Innovation**

- o Discuss innovation in every leadership message
- o Lead by example and innovate yourself
- o Surround yourself with creative talent
- o Actively participate in collaborative approaches
- o Have both informal and formal outlets and fund it

Innovate, Renovate, Invigorate!

- **Change Culture**

- o Allow non-conformity & embrace self-expression
- o Reduce the burden of policy on policy
- o Allow for different compensation and incentive models
- o Expect innovation from all clinical and business leaders
- o Hire for and reward innovation

- **Embrace Failure**

- o Advocate merits of risk & remove fear and shame of failure
- o Expect failure (to enable growth) & celebrate reasoned failure



BRAND OR BE BRANDED



Brand "Wally"





Kindergarten Branding

Knows what they want to be when they grow up

Spends a great deal of time creating that reality

Tells you flat out what they're good at

Does everything 100%





Branding Tips & Tools I

Stand out

Be visible

Develop your online presence

Develop easily distributed media

Consider what others are doing right

Be reachable

Regularly create new content

Develop a succinct message





Branding Tips & Tools II

Be a part of conversations

Identify your dependability

Innovate

Identify your attitude

Build your personal ability

Share your public personal values

Find your expertise





Building your Brand *(and keeping your job)*

In a shaky economy, personal branding is supposed to ensure a measure of job security. It can – but there's a right way and a wrong way to do it.

Prove your worth

Watch your language

Attention can be bad

Get credit-when it's due





Branding Final Thoughts

Personal branding is an important part of IT strategy

More CIOs are branding

The more personal the communication the more effective

Don't limit career prospects for lack of branding

Influence only comes with recognition

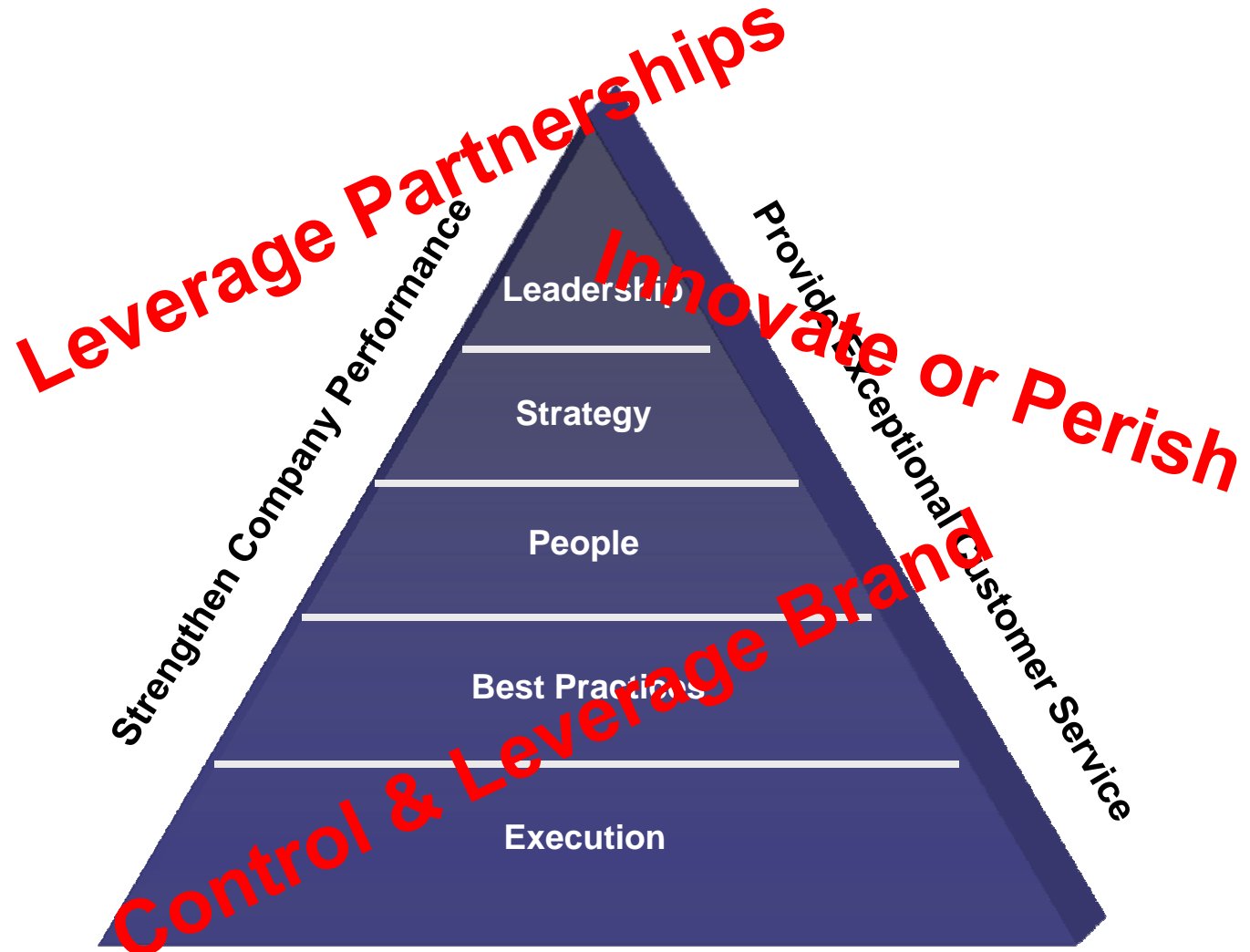




OUTCOMES



Converged Leadership



Maximize Your Strategy, People and IT Investments

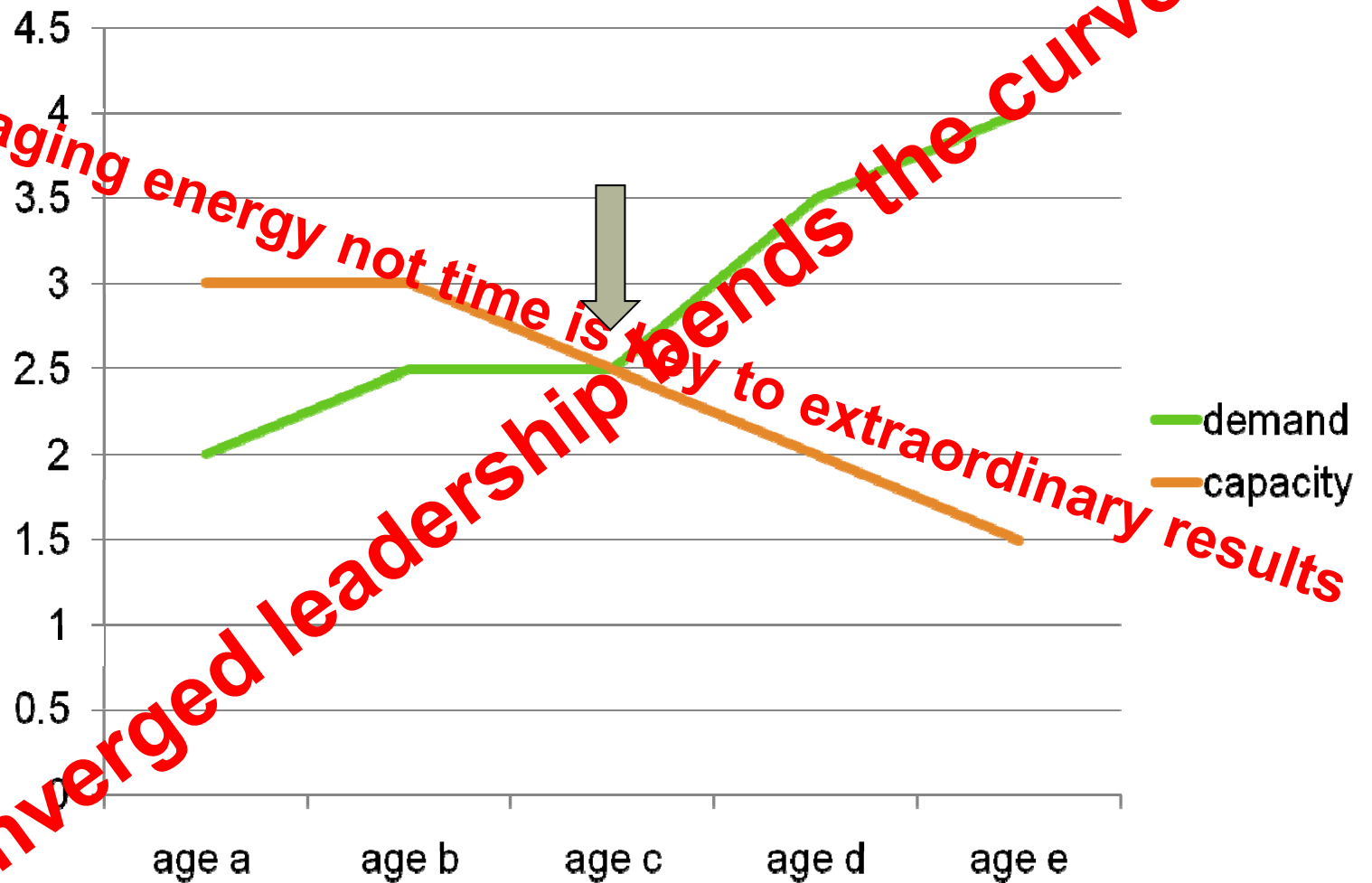


Outcomes

- Clinical Impact
- Business Performance
- Most Innovative
- Best Places to Work
- Career Development
- Impact on People, Organizations & World
- Fun!



Demand v. Capacity Curve



Recognition



9th consecutive
appearance; 10th time
overall

CIO100

Innovator



Innovator



1st & 2nd place



Ed Marx



Debbie Jowers



Top Technological Innovators
across America for the 10th
consecutive year



Doug
Hawthorne2008



3rd year in a row
Ranked 34th



Supply Chain
Innovator Award



Building professionalism in project management®

Project Management Institute
Healthcare Specific Interest Group

2008 Healthcare
Project of the Year



Marx Contact

- Blog <http://histalk2.com/category/ed-marx/>
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- LinkedIn www.linkedin.com/in/edwardmarx
- FaceBook www.facebook.com/edwardmarx
- Email edwardmarx@texashealth.org



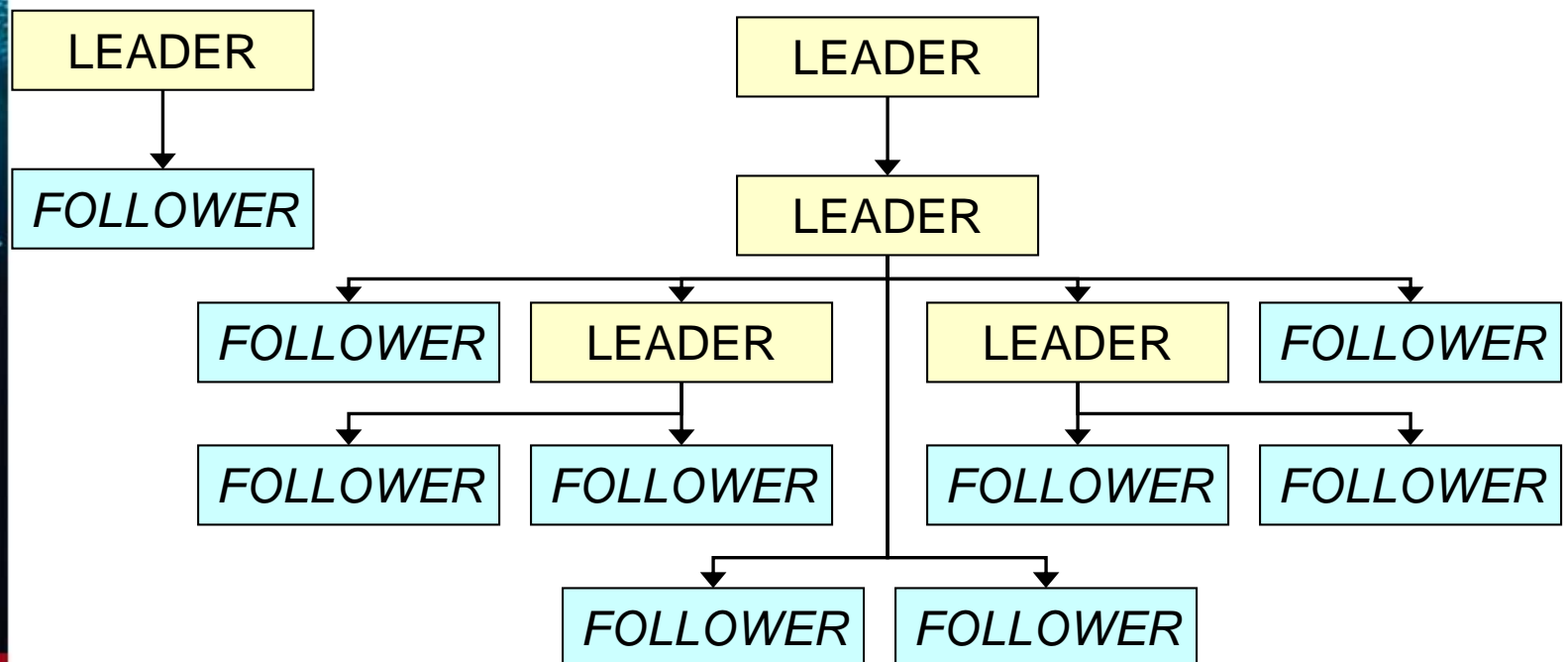
Texas Health
Resources

Healing Hands. Caring Hearts.™



“Leader’s Math”

- Leaders who develop followers grow their organization one person at a time
- Leaders who develop leaders multiply their growth





Creating the Modern Information Infrastructure

FALL 2010