Enterprise Architecture as Strategy
Austin HIMSS Chapter
Lunch & Learn

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Professional Background
As Chief Architect for Ascension, Dave is responsible for building the Ascension-wide Enterprise Architecture practice. His responsibilities include defining enterprise-wide business and technology capabilities, managing technology standards, championing business driven strategic roadmapping and standing up enterprise-wide data governance.

Experience Summary
Prior to Ascension, Dave was one of the founding members of Diamond Management & Technology Consultants in 1994 which later merged with PwC in November 2010. Dave lives in Austin, Texas and prior to consulting worked in research and development positions at Dell and IBM. Dave is also an Adjunct Professor in Carnegie Mellon University's Heinz College CIO Institute.

For clients, Dave develops business and technical target operating models that enable strategic business initiatives. Dave’s specialties include identifying leading-edge technologies and guiding innovation projects, as well as defining and justifying strategies for applying technology.

Dave also leads architecture assessment and implementation efforts. He regularly assists clients with the definition of their architecture organization, skills, and governance processes. Dave has worked in a variety of roles for clients, including chief architect and acting chief technical officer.

Main areas of expertise
• Office of the Architect (Setup, organization, governance)
• Strategic Planning, IT Strategy, and Technology Strategy
• Target Operating Model Design
Ascension’s Care Delivery Map

STATISTICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Ministry Markets</td>
<td>18</td>
</tr>
<tr>
<td>Non-Acute Programs/Sites of Care</td>
<td>1,184</td>
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<tr>
<td>Physician Office Visits</td>
<td>9,700,260</td>
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<tr>
<td>Total Outpatient Visits</td>
<td>25,081,946</td>
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<tr>
<td>Hospitals</td>
<td>129</td>
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<tr>
<td>Discharges</td>
<td>758,399</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>2,899,850</td>
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Enterprise Architecture is dead,

long live Enterprise Architecture
“What is architecture anyway? Is it the vast collection of the various buildings which have been built to please the varying taste of the various lords of mankind? I think not.

“No, I know that architecture is life: or at least it is life itself taking form and therefore, it is the truest record of life as it was lived in the world yesterday, as it is lived today, or ever will be lived.

“So architecture I know to be a great spirit. It can never be something which consists of the buildings which have been built by man on earth—mostly now rubbish heaps or soon to be.

“Architecture is that great living spirit which, from generation to generation, from age to age, proceeds, persists, creates, according to the nature of man, and his circumstances as they change. That is architecture.”

- Frank Lloyd Wright, 1937
Design is...

The visual communication of (hopefully) a Big Idea.

...moving from an existing condition to a preferred one.
...the art of planning, people use...the expression of an idea, process or system for the betterment of client interests and human locomotion not excluding the recent trend of lower x-height among Dutch typographers.

A PLAN FOR ACTION...the soul of a man-made creation...how you treat an intended goal: to inspire, delight, to change perception or behavior.

...anything that God didn’t make.

...above all, discipline.

noun; general concept of the field

verb; action or process

noun; one idea or proposal

noun; some finished product, actual result

Design is to design a design to produce a design.

1 - Michael Riley; 2 - George Lois; 3 - Steve Jobs; 4 - Bruce Mau; 5 - Brian Collins; 6 - Massimo Vignelli; 7 - Alexander Isley; 8 - Paula Scher; 9 - Vos Ang; 10 - Victor Papanek; 11 - Stefan Sagmeister; 12 - Jon Duffy; 13 - Clément Mok; 14 - Ellen Lupton; 15 - Milton Glaser; 16 - Milton Glaser again; 17 - Eliot Noyes; 18 - Charles Eames
Therefore, Enterprise Architects “design enterprises” (businesses)

A business is a system like a building, an aircraft or even a city. Architecture is critical for managing its complexity. The discipline of bringing engineering rigor to design of the business is known as Business Design and sometimes as Enterprise Architecture.

• “If it gets so complex, you can’t remember how it all works, you have to write it down . . . that’s ARCHITECTURE”

• “If you want to connect it with the work of others, they need to know how it fits . . . that’s ARCHITECTURE”

• “If you want to change how it works, you start with what you have written down . . . that’s ARCHITECTURE”

Source: Enterprise Physics 101, John Zachman.
As systems become more complex, design must dominate

Simple System
“You can build a doghouse out of anything”
- Alan Kay

“Normal” System
Part of a simple network

Complex System
Part of a complex network

You can build a doghouse out of anything
- Alan Kay
So what does it then mean to “design” a healthcare organization?
Architects play key roles in coordinating strategy, planning, portfolios and delivery

Develop Strategy & Roadmaps
- Define Destination
- Formulate Business Strategy
- Transformation Roadmaps
- Gap Analysis

Manage Enterprise Programs & Portfolios
- Prioritization and Risk Analysis
- Scheduling
- Budgeting
- Resourcing
- Investment

Develop Products & Solutions
- Project Planning
- Analysis
- Design
- Build
- Test
- Activation
- Train
- Closeout
Strategic Planning, Business Alignment, Blueprints, and Roadmaps, oh my!

With examples from the Ascension Population Health & Compassionate Personalized Care Roadmap project
Ascension needed to understand the business and technology needs required to fulfill two goals and 5 strategies

**Integrated System of Care**
Enable community building and care coordination across the continuum of care within the Ascension network, the extended care team, affiliated physicians as well as external partner organizations.

**Population Health Management**
Implement population health programs with the ability to predictively model population health, healthcare costs and risk sharing payment model for patient populations.

**Person Experience**
Deliver best-in-class person experience for patients and potential patients through quality, access, choices, outreach and reliability.

**Care Delivery Leadership**
Enable clinical excellence, operational best practices, evidence based approach, and differentiated model of care across clinical service lines.

**Person-Centered Care**
Build the physician/caregiver-driven, person-centered and community-based care delivery model of the future.
And a roadmap to go from our Population Health strategy to a business and technology solution

Understands the Ascension business strategy (or part of it) and *integrates IT strategy* as an enabler so that it not only supports the strategy but challenges where necessary to drive greater and more competitive innovation.

Considers a broad spectrum of enterprise technologies beyond the traditional domains of back-office IT; pays special attention to how technology will enable strategic use of enterprise information assets and channels.

Starts by designing a *clear picture of the destination* (*people, process, technology*), typically 3 years in the future, to drive change across Ascension.

Considers technology’s impact across the breadth of the Ascension Operating Model (AOM) especially identifying / reusing enterprise-wide platforms.

Develops an *actionable roadmap* for implementing the strategy resulting in a portfolio of project ideas that span multiple years.

Develops the *case for change*, using portfolio investment management concepts to balance risks and returns; take measured risk for strategic benefits rather than being overly risk averse or conservative (Note: this is NOT a budget).
We needed *something* to bridge from Ascension’s business strategy to the Population Health destination.
So we developed our Business Capabilities as a language to bridge that gap

Ascension Business Strategy
- Goals
- Objectives
- Business model
- Strategies
- Business needs

Business Capabilities
- The combination of process, organization, people, technology, and information that Ascension uses to generate business outcomes
- The **activities which produce valuable business outcomes**, thus enabling the Ascension’s corporate strategy
- A depiction of Ascension’s value chain at its highest level

Roadmap Destination
- People
- Organization
- Process
- Information
- Technology
Business capabilities define what Ascension does to deliver value, not how

| 1.0 Manage Market and Service Lines  |
| 2.0 Engage Persons                   |
| 3.0 Engage Providers                |
| 4.0 Manage Patient Access           |
| 5.0 Deliver Health Care             |
| 6.0 Manage Revenue Cycle            |
| 7.0 Manage Health Information       |
| 8.0 Conduct Health Research & Trial |
| 9.0 Manage Mission Integration      |
| 10.0 Manage Communications and Marketing |
| 11.0 Manage Human Resources         |
| 12.0 Manage Finance                 |
| 13.0 Manage Legal and Risk Management |
| 14.0 Manage Supply Chain and GPO    |
| 15.0 Manage Information Technology  |
| 16.0 Manage Treasury and Cash       |
| 17.0 Manage Facilities (Non-Clinical Support Services) |
We followed a three phase approach to document a portfolio of projects

Understand the Strategy
- **Goals & Objectives**: Understand and challenge what success looks like by expressing goals and objectives
- **Business Needs**: Articulate the strategies and business needs in terms every stakeholder can support
- **Candidate Destination**: Identify a high-level candidate destination based on the goals, objectives and business needs

Define Destination
- **Destination**: Define Destination:
  - Capabilities
  - Organization
  - Processes
  - Applications
  - Data
  - Technology
- **Opportunities for Change**: Analyze and prioritize portfolio of project ideas to pursue
- **Rapid, Minimal Current State**: Baseline the minimum and necessary current state so gaps can be identified

Create Case for Change
- **Business Justification**: Develop qualitative and quantitative justification for the portfolio of project ideas
- **Overarching Roadmap**: Design portfolio of projects to reach the Destination
- **Socialization**: Socialize business justification, roadmap, Destination
Here are the business capabilities we used for Population Health and patient centered care

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<td>Develop customized programs aligned with provider network, payer, and consumer strategies to promote wellness and deliver compassionate &amp; personalized care across the continuum</td>
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<td>Define and delineate populations based on attributes (e.g. demographics, disease prevalence, socioeconomics, etc.), then risk stratify to cohorts of similar types of patients spanning from well to high cost / high volume with associated patient socio-demographics, financial and clinical indicators</td>
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<td>Conduct risk assessment screening on all persons in order to assign and onboard patients to risk adjusted programs</td>
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<td>Engage persons, both current patients and potential consumers, through the development and implementation of strategies tailored to cohort-specific clinical requirements and personal preferences</td>
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<td>Develop and manage a clinically integrated network of providers, both traditional and non-traditional, to design, deliver and coordinate care across the care continuum and improve quality, clinical outcomes, and patient experience and enable financial sustainability</td>
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<td>Develop and manage payer relationships including risk sharing arrangements, care models, collaboration on integrated care management processes and data sharing</td>
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<td>Integrate key data across the clinically integrated systems of care (CISOC) in order to assess progress against defined performance metrics (e.g. clinical, quality and financial outcomes, and patient satisfaction)</td>
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<td>Proactively identify performance gaps and develop plans to improve outcomes and drive towards a sustainable, evidence-based program</td>
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We conducted workshops with business owners and SMEs to analyze how each need impacts the business capabilities.
The roadmap work traces business strategies to the business capabilities to the needs and then to the projects.
The roadmap identifies national technology platforms required to enable capabilities.
Recap

March 8, 2016

HIMSS Lunch & Learn - Enterprise Architecture as Strategy
Questions?