

David vs Goliath in Healthcare IT:

5 Insights to Consider When Choosing a Healthcare IT Partner





Most of us are aware of the timeless story of David and Goliath...

In his book *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants*, Malcolm Gladwell draws comparisons to the business battle between entrepreneurial, underdog brands and their giant competitors.

Gladwell believes David's victory was neither an accident nor ever in doubt. His speed, mobility, and unconventional tactics helped neutralize the size and strength of the heavily armed, more predictable Goliath. The giant scoffed with disdain at little David's challenge. The rest, as they say, is history.

Fast forward to the present and you'll find the more agile and nimble companies (21st-century Davids) who change the rules, embrace superior technologies, and bring new solutions to old challenges are still defeating giant brands when competing for business.

As a stakeholder in your hospital's IT infrastructure, the David and Goliath metaphor offers a valuable reminder to never underestimate the importance of speed, agility, and flexibility when making the decision to outsource your healthcare IT solutions.

Choosing a more nimble, leaner, and resourceful IT solutions organization is a good first step and great operating methodology that can deliver invaluable benefits such as:

- Opportunities for customized solutions tailored to your specific needs instead of having to settle for off-the-shelf, commodity products.
- Ensuring you have the right hardware, devices, and equipment that match your workflow, budget, and timeline.
- Enabling services to be performed cost-efficiently, often at rates lower than if you kept the work in house.
- Placing experienced, collaborative, and hands-on managers at your site for ongoing support and oversight to help extend the life of your assets.
- Freeing up your clinical staff to focus on their mission-critical responsibilities and patient care.

As in-house demands increase and operating costs escalate, more healthcare institutions are showing an appetite for exploring their IT outsourcing options and pivoting to this strategy.



The Agility and Resourcefulness of David: Considerations When Choosing a Healthcare IT Solutions Partner

Size is overrated. For large companies, it is often the source of their greatest strength as well as their greatest weakness. It will neither guarantee them a competitive advantage nor help meet your hospital's strategic goals of:

- Improved patient outcomes
- Increased operational efficiency
- Enhanced clinician engagement

The five insights that follow align with these goals and are based on the actual experiences of Futura Healthcare clients. They reflect the outsourcing decisions of IT professionals at leading hospitals across the country.

And furthermore, they provide a window into the experiences of your peers, a roadmap for evaluating your outsourcing needs, and a guide for setting realistic expectations before moving forward with selecting a healthcare IT solutions partner.

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As a stakeholder in your hospital's IT infrastructure, the David and Goliath metaphor offers a valuable reminder to never underestimate the importance of speed, agility, and flexibility when making the decision to outsource your healthcare IT solutions.

A close-up photograph of two hands, one from the top right and one from the bottom left, with their index and thumb fingers touching to form a heart shape. The background is a soft-focus cityscape with warm, golden light, suggesting a sunset or sunrise. The text "INSIGHT 1" is centered within the heart shape.

INSIGHT 1

INSIGHT 1. Discovering the Benefits of “Value-Added” Services



The cloud cast by the COVID-19 virus was not going to throw shade on the growth plans of a 1,000-bed hospital network in NJ. Recognized as one of the foremost healthcare systems in the region, 2021 saw them expand into a newly built, 60,000-square-foot, state-of-the-art, primary and specialty care center.

To reduce operating costs and refocus its staff on patient care, the hospital had outsourced its IT functions for the new facility to a big-brand company – a Goliath in the industry. Over time, that relationship unraveled from nickel-and-dime billing on delivery services, a growing complacency, and a “take it or leave it” attitude.

That triggered an RFP to replace the incumbent and included Futura Healthcare through a pre-existing relationship with the hospital. Needed was a point-of-care, IT outsource solutions partner they could trust with the experience, resources, and infrastructure to

serve as the single source for equipment storage and delivery. As a result, the hospital chose to partner with “21st-century David” Futura.

What drove this decision? And what were the critical points of differentiation that distinguished Futura from its competitors? The hospital’s IT team mentioned the following as having the greatest influence on their choice:

Vendor Agnostic: Futura has no contractual or financial ties to any hardware vendors but has broad experience from working across all platforms and technologies to deliver mobile hardware and device support. These include partnerships with most leading manufacturers to provide a best-of-breed solution that matched up with the hospital’s IT needs and specifications.

Core Assets: Headquartered just outside of Philadelphia in Horsham, Futura maintains several operations facilities nationwide. These technology centers/ warehouse facilities serve as a home base for highly skilled technicians and help desk teams, a workspace for custom configuration, and a launch point for delivery services. This was important both logistically and financially:

- Since the new campus lacked adequate storage space, Futura agreed to store any hardware, devices, equipment, and other IT-related materials acquired on the customer's behalf.
- Any required hardware integration would be completed at the Technology Center prior to delivery.
- Futura technicians could get on site faster and perform fixed and preventative maintenance and other assigned tasks, adding speed to response time and accelerating issue resolution.

Bundled Services: The flexibility to bundle a wide array of IT solutions beyond storage and delivery – and do so efficiently – was an attractive and budget-friendly asset. To meet constantly shifting needs, from the simple to the sophisticated, the customer could now count on Futura for:

- Identifying and procuring hardware equipment and devices at the most competitive prices, registering



deals with manufacturers, and passing on available discounts.

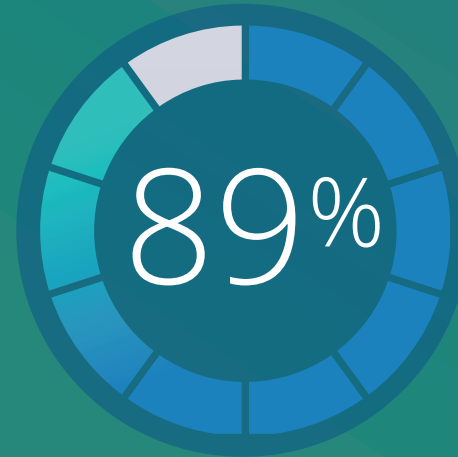
- Kitting and staging of equipment for immediate use upon delivery.
- On-site installation of any required hardware by service technicians, including setup, integration, network connection, cable management, functional testing, and “white glove” unpacking, packaging removal, and recycling.

- Project management and oversight of deployment and go-live services.
- Support and maintenance throughout the lifetime of technology assets to lower the total cost of ownership.
- Facilitation of manufacturer warranty support from Futura's help desk...
- And more.

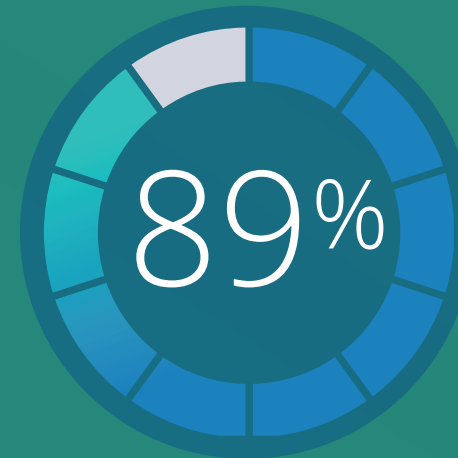
Single Source: This approach streamlined the IT workflow and enabled the hospital to engage with a single point of contact to manage services. Their skill set positioned Futura to handle a complex set of responsibilities as needed. They could source, install, train, and most importantly, support the clinical and non-clinical devices on site. The speed, agility, and flexibility offered by a single source partner translated to faster decision-making and project completion.

Strategic Advisor: The suite of Advisory and Project Management Services from Futura offers the knowledge and experience needed to move the hospital into the next phase of healthcare delivery – from expertise in program management to process improvement to healthcare IT strategy.

What started out as a search for a storage and delivery solution soon led the hospital to outsource the lion's share of its IT business to Futura. That choice paid dividends even before it was made when Futura technicians provided recommendations for improving cable management and placing wall mounts, among other observations, during a joint walkthrough of the new facility.



of Futura clients
report they are
highly satisfied



say that Futura
consistently exceeds
their expectations.¹

¹ Futura Healthcare: Matching Resources to Clients' Needs, KLAS, January 2021.

A photograph of a hospital hallway. In the foreground, a person in blue scrubs is blurred, moving quickly from right to left. In the background, two other people in blue scrubs and hairnets are walking towards the camera. The hallway has a white wall with a large glass window or door in the background, and a white counter or reception desk in the foreground. The floor is light-colored with a blue circular pattern.

INSIGHT 2

INSIGHT 2. Speed and Resourcefulness

How does a large healthcare provider meet the challenge of sourcing a team of local talent on short notice to staff up for a complex hardware technology upgrade and do it all cost-effectively?

This was the situation facing Jacksonville, FL-based Baptist Health (Baptist). Baptist serves a large population and has been ranked as the “most preferred” healthcare provider in the area with more than 200 primary care and specialty physician practices, children’s specialty clinics, home healthcare, rehabilitation services, and urgent care.

Baptist needed a rapid deployment installation technology provider for a fast-paced telephonic project involving a number of internal resources, vendor providers, and technology partners. In addition to the coordination required, Baptist business clinical and operational end users had come to expect and receive high quality service and limited interruptions during hardware upgrades.

This project included hardware upgrades and software customization with each device to be upgraded, requiring a review of network drops, installation, and rollover of existing software. Concerned with competing

organizational initiatives and projects, Baptist needed this project started and completed on time to avoid any operational disruption within the organization. It took only two weeks for Futura to assemble a highly qualified team of IT professionals and a talent pool of backup resources to support the on-site installation.

Futura’s Executive Leadership team collaborated with Baptist to define the scope of work and determine the interaction and work breakdown structure needed for effective coordination. Due to the logistical challenges and the size of the geographic area that required coverage, the upgrade was complex. To meet these challenges:

- Futura deployed experienced project coordinators to assist with installation logistics and manage issue tracking and resolution.
- Coordinators engaged with the project had expertise with hardware deployments and worked closely with the electrician teams and other resources to align with the timelines established by Baptist.
- Installation technicians deployed the new devices and tested the rollover software and customization setting for Baptist end users.





Futura resources staffed the Command Center to centralize issue management and resolve problems in real time.

- Teams worked both daytime and overnight shifts and completed sensitive areas during the weekend to limit interruption for end users.

With the ability to identify and rapidly deploy highly qualified, local IT talent along with in-depth knowledge and experience working with installation services, the Futura team of executive leaders, account executives, and installation technicians showed the impact of speed and resourcefulness on cost-effectively assisting Baptist with this important implementation.

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Futura was able to staff qualified, local project coordinators, installation technology specialists, and overnight call center resources in short order. Our continued relationship with Futura provided enhanced value and allowed Baptist to complete this time-sensitive project on time and on budget.

Steve Johnstone,
Baptist Health

Benefits of IT Outsourcing in Healthcare

A growing number of hospitals are looking to ease financial constraints and free up internal resources while maintaining quality patient care within a heavily regulated industry. Outsourcing can help them:

01

Provide access to trained professionals at a lower cost.

02

Maximize clinician engagement, efficiency, and productivity.

03

Improve patient care, experiences, and outcomes.

04

Ensure compliance with all applicable laws.



INSIGHT 3

Lake Tahoe

INSIGHT 3. Seamless Support



What best practices should be applied when a large healthcare network plans to activate an enterprise-wide Epic software suite?

Carson Tahoe Health (Carson) found themselves in this position in 2020. Carson, a comprehensive healthcare network with 21 regional locations serving Carson City, South Reno, Lake Tahoe, and beyond, faced the challenge of providing a safe hybrid support model of dedicated on-site resources and a remote virtual team, without restricting the quality of support for their end users.

Originally planning to deploy Epic in March 2020, Carson's goal was complicated and then delayed by factors associated with the COVID-19 pandemic. They regrouped and rescheduled the activation event for October 2020.

Understanding that highly skilled support would be a critical factor for success, Carson engaged Futura as the sole support provider. Leveraging its Activation Support Methodology (ASM), Futura implemented an array of procedures to roadmap a successful activation:

- Presented a plan that identified specific skill set Epic resources, logistical planning for lodging and transportation, and a hybrid support schedule.
- Planned and implemented the safety protocols, including daily temperature testing procedures and distribution of PPE.
- Used ASM – a critical success factor – to plan workflow education sessions, virtually map out physical locations, and communicate the end users' expectations.



- Managed the integration of the Futura team into the Carson culture.
- Transitioned into a hybrid model by the 15th day of support.

The ASM toolset enabled leadership to closely monitor locations, ticket volume, hours logged, survey tools, and dashboards for quality analytics.

This support initiative met and exceeded Carson's quality expectations and came in under budget through the first 10 days.

This collaborative effort between Carson's leadership and Futura's expertise resulted in a successful activation and allowed Carson Tahoe to focus on its quality of care.

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Futura's ability to staff the project, support our clinicians and non-clinical staff, and streamline our triaging process seamlessly was a major key to our success.

Dr. David Tillit,
CMIO, Carson Tahoe

Healthcare IT Outsourcing Continues to Grow

The U.S. healthcare outsourcing market was valued at \$52.9 billion in 2020 and is forecast to reach \$66.3 billion by 2025, growing at a compounded annual growth rate (CAGR) of 3.8% from 2020 to 2025.²

\$52.9
Billion
2020

\$66.3
Billion
2025



²U.S. Healthcare Outsourcing Market – Forecast (2020-2025), Research and Markets, <https://www.researchandmarkets.com/reports/5021559/u-s-healthcare-outsourcing-market-forecast>, March 2020.



INSIGHT 4

INSIGHT 4. Trusted Advisors



As hospital carts go, so goes patient care. The true worth of these clinical assets, better known as workstations on wheels, or WOWs, cannot be overstated.

A valuable extension of healthcare technology, WOWs are mobile offices for nurses, allowing them to attend to their patients and document the specific care and medications provided at bedside. So any cart defect, damage, or malfunction that slows down the caregiving process and impedes nurses from doing their jobs creates dissatisfaction. And that can ripple across the care spectrum, affecting clinicians, patients, and even patients' families.

COVID-19 virus pressures also impeded the workflow for nurses. New protocols required the customer to block off rooms, meaning that nurses could not enter them to both access the carts and assess functionality. Neither could technicians enter them to remove carts and make any necessary repairs.

This was the heartburn facing the IT department at a leading healthcare network that serves a seven-county region in the Northeast. This rapidly growing organization needed to get their arms quickly and intelligently around the challenges of:

- Managing their sizable fleet of carts across a large, expanding footprint.
- Keeping carts and the peripherals installed on each functioning properly.
- Convincing nurses to submit repair tickets for damaged carts so requests can be recorded, issues identified, and repairs made.
- Reducing the lead time for replacement parts and break-fix resolution.
- Dealing with unacceptably long manufacturer delays for parts.

With each cart costing thousands of dollars, downtime meant less patient engagement and a decline in clinician efficiency. This forced the need for a realistic, cost-effective solution that was developed through their ongoing, strategic advisor relationship with Futura.



Our relationship with Futura has enabled us to develop a partnership we can trust – one that has been proven to bring value to the organization to help our colleagues provide better patient care.

Director of Technology

Historically, all break-fix repairs were handled internally not by IT, but by Plant Engineering. It was not uncommon to have up to 50% of carts out of service sitting idly in the “WOW graveyard” at any given time due to wheels falling off and power cords fraying or not charging.

When these circumstances reached critical mass, Futura developed a plan to expedite break-fix issues and ensure faster cart repairs through better management, visibility, and oversight. Working closely with the customer as their single point of contact, the Futura team:

- Set up a Cart Maintenance and Management Plan with two tracks:
 - A fixed maintenance program that enabled Futura technicians to come on site three days a week and perform break-fix services.
 - A preventative maintenance program that got Futura technicians on site to physically inspect carts and peripherals and do preventative maintenance checks to confirm all assets were in proper working order. As repair tickets are received from end users and recorded, Futura will dispatch technicians to various customer sites for remediation.

- Eliminated the long lead times for spare parts deliveries from the manufacturers.
 - Built a list of parts that failed most often.
 - Established a spare parts pool on site with inventory thresholds.
 - When parts reach their low limit, automatic requests are generated, the replacement parts are ordered, and the inventory is replenished.
- Used the Futura Customer Care Portal to provide all stakeholders with greater visibility and access into repair ticket status and tracking.
- Assumed management of all warranty work performed on behalf of the customer and negotiated favorable terms in manufacturers’ warranties up front.

Over time, an internal assessment of these action items revealed a dramatic improvement in response time and issue resolution that helped maximize cart usability. In fact, uptime for carts in service increased to 90%+ after implementing Futura’s plan.

Uptime using
in-house technicians



It was not uncommon to have up to 50% of carts out of service sitting idly in the "WOW graveyard."



Uptime with Futura's cart
maintenance program



Futura helped maximize cart usability. In fact, uptime for carts in service increased to 90%+ after implementing Futura's plan.

A close-up, low-angle shot of a massive ocean wave. The water is a vibrant green color, and the wave is curling over, creating a large, white, foamy crest. The sun is shining brightly, creating a strong glare on the water's surface. The text "INSIGHT 5" is overlaid in the center of the image.

INSIGHT 5

INSIGHT 5. Flexibility

A genuine outsource partner is committed to its customer's success, and sometimes supporting that success means going that extra mile and bending a protocol or two to meet the customer's special needs.

In this case, the customer was a not-for-profit healthcare network, made up of four medical centers, clinics, physicians, and care providers, that serves the people of Hawaii and the Pacific region.

The customer's IT services had been handled by one of the largest vendors in the healthcare IT outsourcing space. However, they were released from their responsibilities due to ongoing service issues that could not be resolved.

By coincidence, a major hospital initiative and a prior relationship with a Futura sales consultant opened the door to what became a mutually beneficial opportunity. Futura was asked to manage an ongoing refresh of the customer's Zebra® handheld devices in advance of a "go-wide" scheduled for June of 2022. The scope of work included:

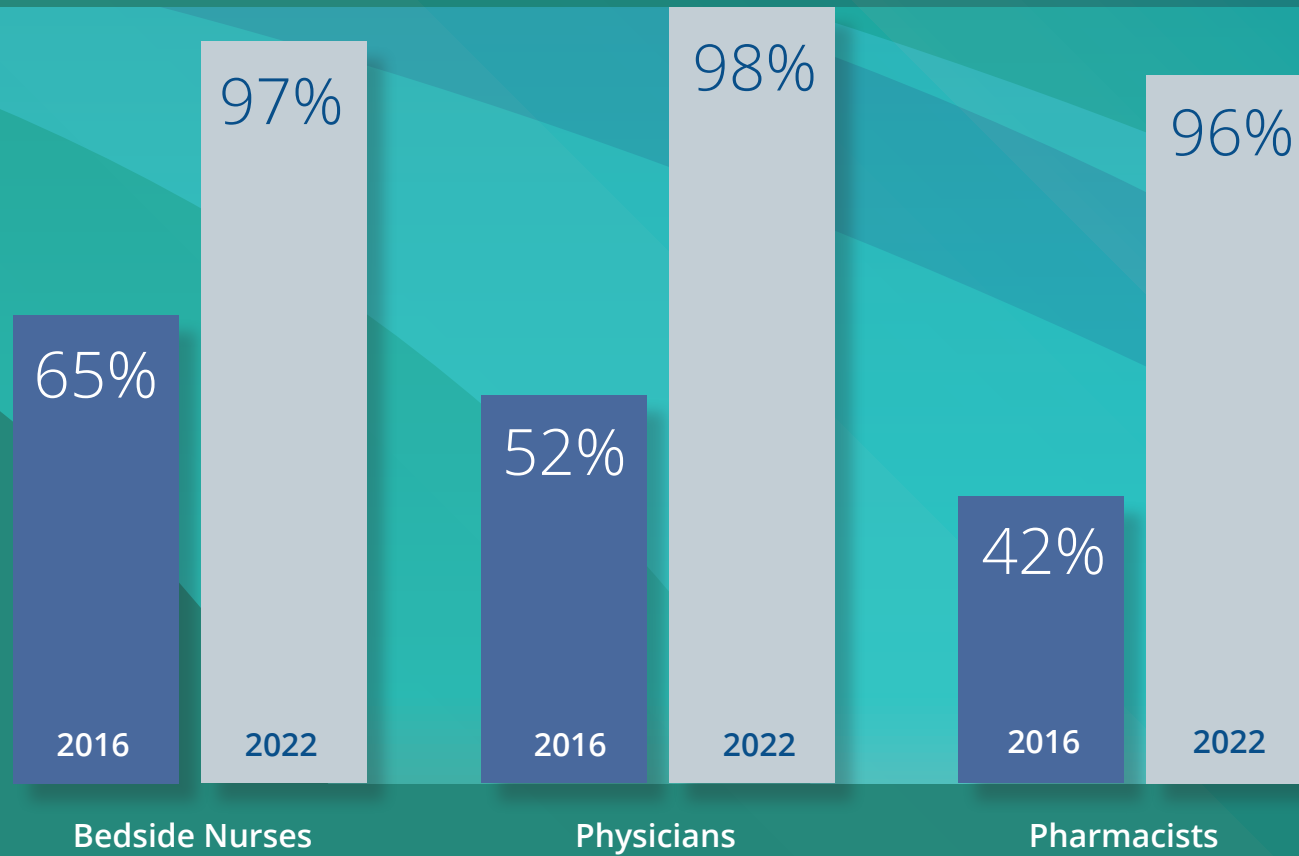
- Procuring all devices and provisioning them.
- Managing the spare parts pool.
- Handling break-fix repair work.
- Acting as the billing interface with vendors.
- Point-of-contact with manufacturers for all warranty-related needs.

The timeline for this initiative required that all devices were to be purchased up front at the start of the program – well in advance of the launch date. The budget containing the funds to cover that purchase, however, would not be authorized for release until much later.

To cover that financial gap, Futura, in good faith, agreed to bill the customer for the devices when they took possession, and not before, enabling the project to move forward without disruption. This flexibility around billing terms, along with realistic pricing and a willingness to extend itself, were instrumental in Futura getting the work.



Growing Use of Mobile Devices in Hospitals³



³Globe Newswire, September 30, 2021.
Source: The 2022 Hospital Vision Study, Mobile Technology Elevates Patient Care, Empowers Clinicians and Enhances Workflow, Zebra Technologies, 2017.

How FUTURA HEALTHCARE Can Help

Reducing costs without compromising on quality of services, while planning for the uncertainties of COVID-19, are just some of the pressures affecting healthcare institutions across the country. And this is where we can help you.

As a trusted industry outsourcing partner, Futura has been delivering end-to-end healthcare technology solutions for over 20 years. We offer your hospital knowledge, expertise, and results along with the speed, agility, and resourcefulness of a 21st-century David to support your IT infrastructure and deliver better patient outcomes. You'll find all our services are customer centric and offer you:

- Point-of-Care Technology
- Patient and Clinician Engagement
- Managed Services
- Consulting & Advisory
- Revenue Cycle & Cost Management
- Custom eLearning

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While the U.S. healthcare outsourcing market overall is expected to grow at a CAGR of 3.8% until 2023, the healthcare IT segment in North America is forecast to grow much faster, at a 9.2% CAGR through 2027.

For more information about our healthcare IT solutions, please email WeCanHelp@futurahealthcare.com or visit www.futurahealthcare.com



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Driving Better Patient Outcomes

Futura Healthcare is a KLAS-ranked healthcare IT solutions provider and we partner with our customers to achieve better patient outcomes. We provide solutions that encompass mobility hardware and equipment, eLearning, advisory, and consulting services. This comprehensive approach enables our clients to improve their operational efficiencies and productivity, while providing innovative solutions that drive better patient outcomes and enhance clinician user experiences. Our end-to-end healthcare IT solutions include:

Consulting and Advisory

- Project Management – Strategy, Leadership, Outsourcing
- Legacy Support Services – Outsourced & Staffing
- Recruiting Services – Contract, Ad-Hoc, and Full-time
- Electronic Health Records

Strategic Cost Management

- Assessments
- Workflow Analysis
- Optimization

Patient and Clinical Engagement

- Telehealth – Strategy, Implementation, & Support
- Customized Application Development
- Clinician Training

Point-of-Care Technology

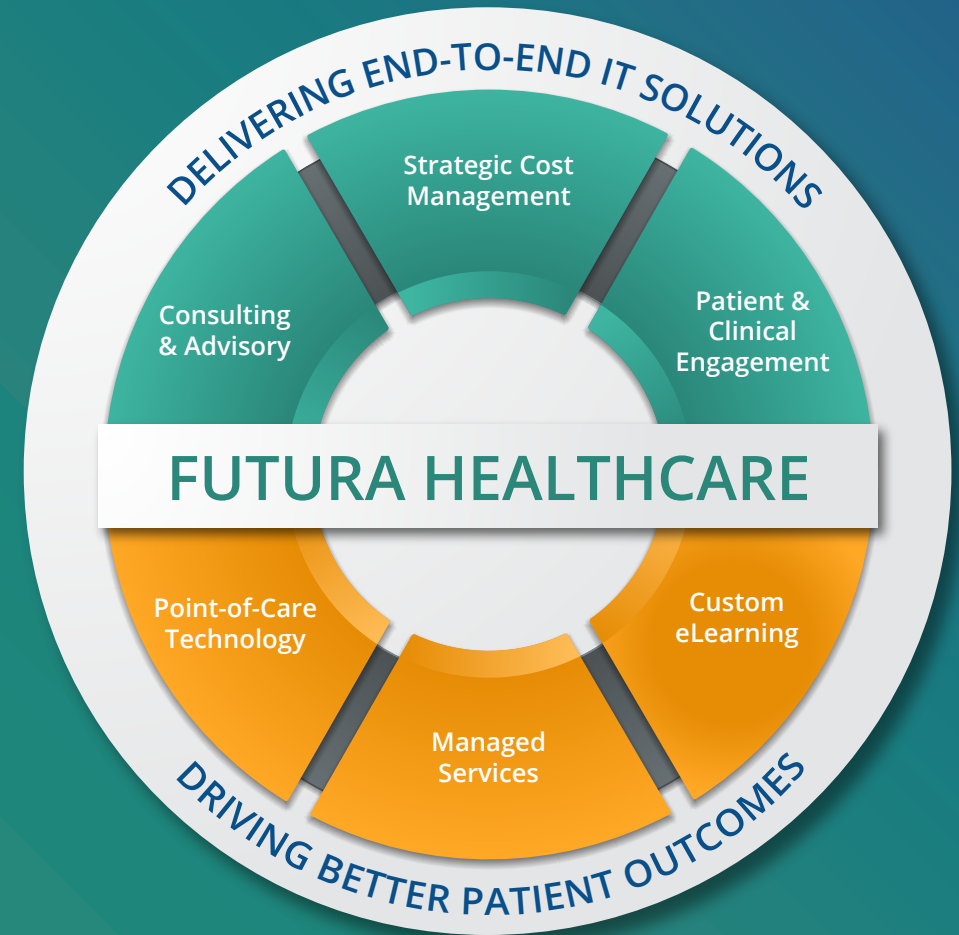
- Hardware Procurement
- Fleet Management
- Maintenance & Warranty Services

Managed Services

- Help Desk
- Lifecycle Management
- Managed IT Support

Custom eLearning

- Custom Content
- Enterprise LMS
- Staff Training, Rollout Training, etc.





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