

# NEW RESOURCES CONSULTING

**CASE STUDY**  
INFRASTRUCTURE /  
SECURITY

**TECHNOLOGIES**  
MULTIPLE

**INDUSTRY**  
HEALTHCARE

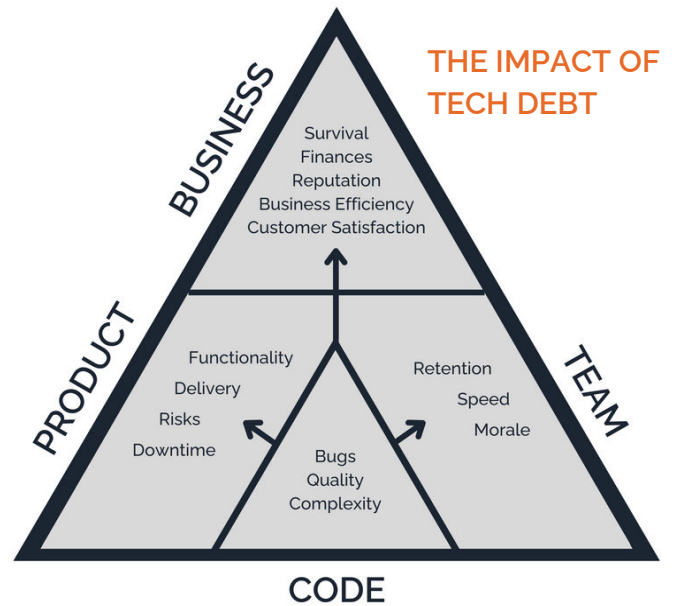
## CHALLENGE

In this case study, the new Chief Information Officer (CIO) inherited an unstable infrastructure environment with several security issues. These business challenges included stalled infrastructure projects, projects in mid-migration, and/or never fully decommissioned systems, lack of redundancy for key systems, and ongoing outages for users. In addition to the overspending, the years of technical debt had reached a point where the overall system stability was impacting the entire organization's opportunity to grow and sustain.

## APPROACH

To address these challenges, we first had to identify all infrastructure components and systems, as well as all the projects that were in flight, to determine the as-is state of the infrastructure. This process allowed us to understand the current state and determine the state of the project, the remaining work, and if they are still relevant. The next step required us to meet with all the vendors to understand the contractual and business relationships and evaluate each vendor's strategic alignment with the organization.

The final step was documenting the current state and developing a strategic "roadmap" that spanned over a three (3) year period. This included prioritization of all the projects/work, including some "low-hanging fruit."



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**MARK GROSSKOPF**  
Owner & CEO  
New Resources Consulting

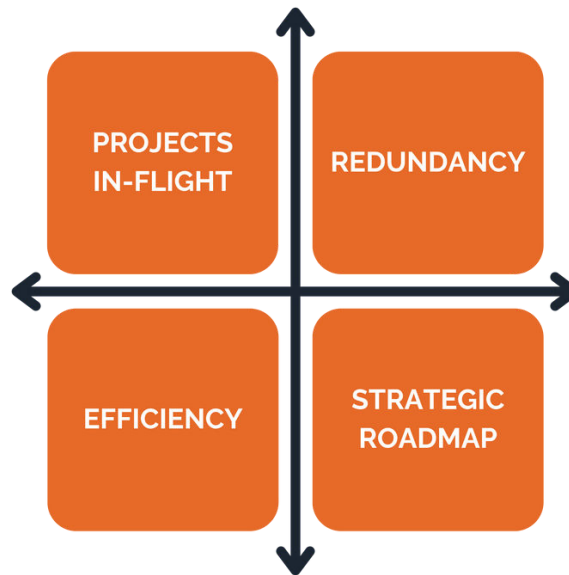
# AREAS OF FOCUS

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The team focused on several areas:

- 1) Projects in-flight and systems from previous projects with systems that needed to be decommissioned.
- 2) Identification of systems that needed redundancy.
- 3) Efficiency and cost savings opportunities due to improper vendor management.
- 4) Developing a three (3) year strategic Roadmap to the future.

Using proven Project Management principles, a structured approach was developed to assess/review each focus area, identify quick wins for the organization, and develop a strategic roadmap to stabilize the infrastructure and position the organization for growth.



# RESULTS

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While measuring all the results with specific dollars was not always possible, the team made significant strides in a three-month period of time to shore up the infrastructure. The team consisted of individuals from all areas of Information Technology and was led by an interim Director of Infrastructure who worked closely with the CIO and the team members to move rapidly and make changes.

- **Efficiency:** In reviewing the data storage usage, the team identified that due to some projects, several of the databases were replicated multiple times; the team was able to clean up the storage with an annual cost savings of \$400K +.
- **Projects In-flight:** Projects in progress were evaluated and either shut down or completed, including decommissioning legacy hardware, which resulted in cost savings and efficiency.
- **Redundancy:** Several outages have proved that the expected redundancy didn't exist as planned. The team identified these systems and ensured redundancy, which resulted in high availability of the systems.
- **Strategic Roadmap:** While managing the tactical challenges and opportunities, the team worked together to build a three (3) year strategic Information Technology Roadmap tied to the organization's goals and objectives. This allowed the CIO to present the current state to the Board and the roadmap to the desired state.