"Chance favors the prepared mind."

- LOUIS PASTEUR

"We cannot solve problems by using the same kind of thinking we used when we created them."

- Albert Einstein

Cavanaugh Consulting Group (CCG)

CCG provides strategic information technology management consulting services to the health care industry. Two former PricewaterhouseCoopers consulting partners and a long-time colleague formed CCG. Our clients benefit from the extraordinary knowledge and know-how of the CCG team, thereby reducing the risk inherent in major IT projects and enjoying a rewarding consulting experience.

CCG attributes include:

• Collectively we have worked for over 1,000 health care organizations.

• Among us, we have consulted with all of the hospitals listed on the US News and World Report Best Hospital Honor Role.

• We are organized on a knowledge model, not a leverage model; therefore, we have no junior staff. CCG's principals are our consultants and they average 30 or more years of health care experience.

• Many of us were Big 5 consulting partners or senior managers.

• Most of us were CIO's of hospital groups or academic medical centers.

• We are very client focused; we are a private self-funded firm; and we are not growth motivated. In fact, we neither solicit nor accept employment applications.

• We do not develop, sell or resell software products.

CCG Services

• ARRA/HITECH Readiness Services

• Network and Infrastructure Planning

• CPOE and EHR System Consulting

• Creation and Updating of IT Strategic Plans

• Management Retreats and IT Trends Presentations

• Vendor Selection Assistance

• Contract Negotiation Support

• IT Executive Project Management Services

• IT Operational Assessments and Benchmarking

• IT Outsourcing Evaluation and Oversight

• Decision Support System Services

• Behavioral Health System Consulting

• Client Relationship Improvement Projects

• Strategic Market Analyses

• Business Planning Services

• Acquisition/Investment Due Diligence

• Unified Communications Services

Corporate Office

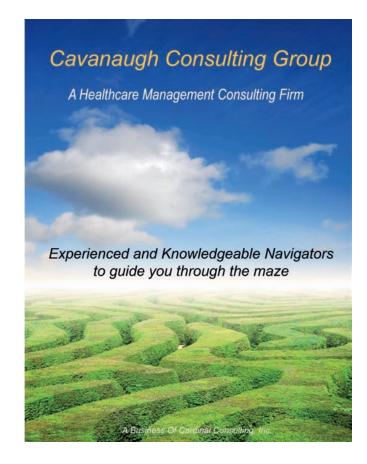14060 King Road, Homer Glen, IL 60491

Founding Principals

Frank Cavanaugh
Chicago: 708-267-8584

Everett Hines
New York City: 201-788-1631

Samuel Schultz II Ph.D.
Port Austin, MI: 989-768-0074

Cavanaugh Consulting Group
A Healthcare Management Consulting Firm

Experienced and Knowledgeable Navigators to guide you through the maze

A Business Of Cardinal Consulting, Inc.

CONSULTING SERVICES BROCHURE

• IT Planning
• IT Project Readiness Assessment
• Executive Project Management

Cavanaugh
Consulting Group
CavanaughConsulting.org

IN PRINCIPAL US CITIES
(708) 645-1235

CONSULTING SERVICES

Success in today's environment requires health care organizations to effectively integrate long-range business goals with predictable and affordable information technology investments.

Ours is a participative team approach. We incorporate client staff, as well as appropriate vendor personnel, as significant and integral members of an engagement team. Our approach features experienced consultants, proven methodologies, automated tools, and consensus development.

Our IT Planning Services include:

• Development of IT Mission and Vision

• Creation or Updating of IT Strategic Plans

• Assessment of Technology Delivery Alternatives, including Outsourcing options

• Development and Conduct of Effectiveness Surveys

• Development of Tactical Plans, Annual Budgets and IT Organizational Design

• Development of System Requirements, Vendor Selection, and Contract Negotiations

• Third-Party Review of IT Plans and Benchmarking of IT Cost and Strategy

• Creation of IT Network and Telephony Plans

Many health care organizations experience difficulty with embracing change. A major key to success is the ability to recognize and overcome organizational impediments which will limit achievement of full benefits of new technology. The consultant must not only report findings, but also provide implementable recommendations. We assess technology projects using the following six measures:

• **Skill** – Are the required technical, user and executive skills included in the project?

• **Commitment** – Are the users, management and IT, committed to the success of the project, or are some "waiting to see" or actively opposed?

• **Resources** – Are the required resources available to the project when needed? To how many projects is key staff simultaneously committed?

• **Technology** – Are the hardware, software, network and deployment requirements appropriately addressed?

• **Process Change** – Is there an accepted methodology to address policy and procedure changes during the implementation?

• **Benefit** – Are there specific (and quantified where possible) benefit expectations? If not, the measure of success will be general contentment.

It is our experience that when there is a significant weakness in any one of the measures, the project risks overrun in time or budget. When two elements are weak, the project has a substantial risk of not meeting objectives. If three or more measures are substantially weak, the project will probably not be rated a success, even if the installation is completed.

Implementation involves more than installation. Our implementation oversight services focus on achieving a smooth transition through effective project management, training, and communication. Our approach features:

• A well-defined project organization and reporting relationships among CCG staff, the project team(s) and client management at all levels.

• Proven guidelines for status reporting, management review and change management.

• Act as a "Problem Solver" when unexpected system or personnel problems appear (they almost always do!).

• Senior level consultants who have worked with complex health systems and have experienced differing approaches.

The benefit of our approach is a predictable project that allows management control of timing and customization while providing end users the opportunity to integrate the new capabilities into business operations.

We can also function in an advisory oversight role. The client, vendor, and other consultants may staff the project. The value we offer is in bringing focused experience at an executive level to a critical project. Our effort can range from full time as the executive project manager to monthly attendance at key project meetings.