Webinar

Look at Me, I Could Be, Centerfield

Saul Marquez: Yeah. All right. Good morning, everyone. Good morning. We'll give everybody a minute here to to settle into the webinar. Welcome to another webinar of Risky Business. Excited to get things started today. We see folks are still trickling in. Okay. Well, I want to welcome everyone and thank you all for for joining us on the Risky Business Webinar series. This is the third of four webinars all dedicated to to helping health care, risk compliance and security professionals like you grow your career and keep your organization and patients safe. Today's webinar hosts are going to be Dave Harvey, director of risk and Compliance management at Fairview Health Services, as well as Chris Logan, Senior Vice President and Chief Security Officer at Centernet. Just a reminder that today's webinar is being recorded. We invite you to use the Q&A feature on your Zoom Participant screen to submit questions, which we'll address at the end of the webinar. Both the slides and the video recording are going to be made available to you after today's webinar, and if you wish to receive credits for today's session, simply reply to that email with the with the slides and and the recording letting letting us know that and we'll we'll get those to you promptly. Looking forward to having you guys here today. And Chris and Dave, want to turn it over to you.

Chris Logan: Awesome. Thank you, Saul. And thank you, everybody, for joining us this morning to talk about the third part in this series of risky Business, really transforming your careers in health care, cyber security.

Chris Logan (cont'd): I have the privilege to be joined by such an esteemed guest who has gone through this process and is going to share with you not just his journey, but how his organization is really creating a residency for risk assessors and people that are starting in cyber and helping them grow their career path by taking on some things like standardization, additional training and giving them the tools and the power to excel in their career. But first and foremost, let's start with introductions. So I'm Chris Logan, the senior Vice president, chief security officer here at Centernet. I've been with Centernet for a couple of years now. Prior to Centernet, I ran global health care strategy for a small organization called VMware, and I spent over a decade as a health care chief information security officer, as well as a bunch of other things before that. But you already know me. You've you've participated in this series before, so you've seen my face. What I really want to do is turn the floor over to Dave so he can take a moment to introduce himself. Dave, please.

Dave Harvey: Thank you. Appreciate it, Chris. And thank you, everyone, for joining us today. Appreciate you taking time out of your busy day to just hear what we're trying to do here at Fairview Health Services, especially in the risk space. So thank you. Um, basically what my my background has always been in health care at some different level. I started out as a software engineer working in radiology systems. Then I transitioned, working in biomedical or in the medical implantable field. And for the last 14, 15 years, I've been here at Fairview Health Services. And so I've taken a number of different roles to to get me to where I am today, which has been I've appreciated. I started out running all our business systems here. Transitioned into running cardiology systems for Fairview and then moved on to run it audit and then moved to move back into it to take this role and build up our program around it. Risk management. So reason I did that is really as, as I worked in all those different roles, I wanted to learn how executives were thinking about risk and management was very at least somewhat experienced running a lot of projects and systems and the risks that went with projects, but not the the risks that were related to operations in our business. And so that was that was what was really intriguing about this role and building a team in that space. And so hopefully we'll be able to explain some of that today as we go through.

Chris Logan: Fantastic. I appreciate that background, Dave, and I am looking forward to asking you some questions about how you got to this point with your team. But let me share just a little bit about the series, right? So now we're at part three.

Chris Logan (cont'd): We're really talking about career development, what you've done from a program perspective to really empower your risk assessors across your organization. Now, we started this journey two months ago, so we looked at best practices for really managing third party risk assessments, not just with efficiency, but also effectively. And all those webinars are available to you as a as a replay as well as those slides. Last month we looked at really looking at the risk landscape from an enterprise perspective. So not just digital, but what else is outside of that realm that may be an IT risk assessors looking at and how can they explore those skill sets and bring more people to the table to manage enterprise risk? Now, next month we've got a great series lined up. We're going to close it out with part number four, really looking at what's that next generation of governance, risk and compliance? What is the program? Need to look like. How do we ensure success in this space, knowing that governance, risk and compliance in this space of health care can be quite dynamic. But first, let's level set for a second, right? Because if you think about where we're at from a health care industry and what we're being faced with, right, we're really looking at this concept of cyber risk translating or correlating directly to patient safety risk.

Chris Logan: There's no ifs, ands or buts about it of how we've integrated technology and digital into how care is being delivered. But you're facing a confluence of forces as an organization, even as an industry. First and foremost, you're facing acute cyber workforce shortage. There's no ifs, ands or buts about it. How do we find those people to fill those gaps? We're going to talk about that with you today as we also look at it, as we swing across the pendulum, we see things like ransomware increasingly threaten patient care and delivery of patient care. Outages for ransomware aren't isolated to any one single organization or entity. They have a regional impact. So now it's really putting a lot of stress and strain on the health care systems, trying to provide that patient care. Also, we're seeing digital health rapidly expand the attack surface. It's not just about what's in your organization now. It's about those third party vendors, those fourth party vendors, and even where care is being delivered in the home, in the car, in the grocery store. Right. So care doesn't take shape in one location. It's everywhere. And what that's truly doing is fueling this explosion in enterprise risk.

Chris Logan: So how do we start to address and deal with those issues is critical to our satisfying our patients needs and demands. And what we're constantly hearing is that risk is growing faster than what my team is. So if you think about that demand really outstripping the supply, the the complexity of the products and services that we're bringing into our org now and then, how do you monitor it? It's not a simple task. It's an uphill battle.

Chris Logan (cont'd): But I think we have some solutions for you and hopefully we can get to the heart of some of those solutions. Why this is important, though, because risk is not isolated. One single area or instance, right. It has a direct correlation and impact across the entire organization, whether that's in the clinical space, operationally, financially or other types of risk. Thinking about it from a reputational brand damage and continuity and resiliency perspective. So that's great. There's a State of the Union. Let's start to dive into this. How do you build talent? So, Dave, I'm going to ask you a question. You know, you at Fairview, when you're thinking about recruiting and retention, especially with workforce shortages, how are you framing the building and recruiting and retention of that talent within your organization? So what's the problem that we're faced with and how are we starting to solve it?

Dave Harvey: Yeah, certainly. I think you nailed some of the problems that that a lot of industry is facing, but in particular health care. And that's really around how do we secure our patients data. So it's all about that, right? We want to make sure we have great service, but we also need to protect their data because there is so much of it. And so making sure that we've got teams. That really can help with that is my team's goal, right? So our job is to identify that risk where maybe some of the teams aren't familiar with how to get at that, and then to have the staff that's equipped and knowledgeable enough to to dig into to some of these new products, new architectures that's coming through the pipeline and get at the issues so that we can either try and remediate or figure it out how we've structured our department. My colleague and I is I've I've got the risk management compliance governance piece. He's got the technical piece of cyber security. And we both face shortages. Right. If as we've built up this program, it's at times been difficult to staff where every position that we wanted. Right. There's a lot of competition out there for talent and we're not immune to that.

Dave Harvey: And so one of the things when we structured the way we did is we were always intending to bring in talent through my arm of the organization. And there's a few reasons for that, right? So one, we can broaden out their experience. So it isn't so they're not just focused solely on cybersecurity, the technical aspects, but they can get a broad view of our our environment, our organization and how we operate. And so we set it up so that there's more junior folks coming in on my side of the house, especially in the space that we're talking about today, Chris, and that is looking at risk and and and where they come, we get a lot of people applying for jobs, but we really want more junior folks to start into that role and then they're mentored with someone else. So that's that's how we're attacking that piece of it.

Dave Harvey (cont'd): We certainly bring in cybersecurity talent in different roles when it's needed, but I think we're going to talk later how we've transitioned and built up people to assume some of those other roles. So we have a feeder pool coming from the inside.

Chris Logan: No, that's fantastic. And I'm not going to make it easy on you today. By the way, Dave, I'm going to ask you a lot of questions. Right? So think about how you're you're sourcing these candidates. And one of the things that I tend to speak with a lot of folks that are trying to break into cyber somewhere somehow, and they're going and getting degrees and some have experience and some don't. In your hiring structure and methodology, what are you looking for specifically? Because I think there's skills and traits that people bring to the table that they may not realize actually correlate well into building into these types of roles.

Dave Harvey: Absolutely. Yeah. I think it's maybe not always what people would expect, but we've had great success and that is when we're interviewing people, certainly if they've got some cybersecurity background or a degree or a program that they finish that that's that's of interest to us, right? But it isn't the only thing that we're looking for. And in fact, as we've built the program, you know, the thing that that we're most looking for and I hope our managers, you know, my managers are doing the same and they've got the same mindset that I do. And that is as we're bringing in junior people, especially on the risk and compliance side of the house, we want someone who's inquisitive, right? So I don't expect someone to know everything about Fairview. I don't know everything about Fairview. Yeah, but. But what I hope that, that, that we can pull out of interviews and that people would understand is that being inquisitive and trying to understand how something works is the first big step that I want in a person. If they're not asking questions, if they're just accepting responses from our vendors or other teams that we're working with, then we're not we're not doing our job. We need to get past that first layer of the onion, peel that onion deeper and deeper so that we can understand, you know, how this how this product works, how this product works in our environment, all the data that's involved and and a lot of teams, I think a lot of times what happens, Chris, is our teams that we work with, our colleagues are are busy as can be.

Dave Harvey: And that's not new for anybody. Right. But it it certainly is is a huge issue for us in health care. A lot of products coming into health care. And so teams might not always have the time to ask those questions.

Dave Harvey (cont'd): So they have to be able to they're smart but ask questions and not be afraid to continue to ask questions. So once once we have that piece, then it's then it's a communication thing, right? So I'm I want our folks they have to be good communicators. They're going to be with our vendors. Our vendors like you, Chris, are our partners, right? We we partner with people to, to provide services to our patients. And we want good relationships. So that means we're going to have to work through issues to come up if there's there's something that needs to be mitigated. Did we need to kind of personality that maybe all technical folks don't have, but we need to be able to work with vendors. Our teams within operations and in our contracting folks to make sure that everybody's understanding what issues we might be uncovering. So those two are really key skills, asking a lot of questions, not being satisfied with a pat answer, and then being able to communicate and write those issues up so people know what they are. Thos
Chris Logan: No, I appreciate that. And I just remember having a conversation with you beforehand. It's like we're looking for curiosity. People need to be curious about what you're doing and going beyond just what the norm is. And that's a skill set that's not taught with a college degree, right? That's that's something that's really ingrained in the person. It can be learned. Go out and understand it. But I love the way that you frame it, how you're looking for somebody who's willing to throw themselves out there, not only being inquisitive, but also that curiosity factor to really start to dig into the details, because that's where the learning starts to begin, in my opinion. And I know you've seen it because you've done it.

Dave Harvey: Yeah. You know, one other thing I would add that, you know, is we're interviewing people. You know, my my hope and frankly, expectation is that comes across by them asking us questions during the interview. There's a lot of information that people can bring to the table, but I hope that they're challenging us on with questions that that leads us to understand that they're willing to have that. As you you pointed out, curiosity. Am I curious enough to really dig into this role and see what it does, what your organization does, and then, you know, how I could fit into that? That's important in that whole process.

Chris Logan: Yeah, fantastic. Well, let's let's move forward because I understand the profile that you're looking for now that you have these individuals within your organization. I want to explore how do you equip them? How do you get them to do their job to a very efficient and effective level, but at the same time grow their career? Right? Because I think that's incredibly important and the tools behind it are important just as well.

Chris Logan (cont'd): But let me skip to this next slide. Your approach. Now, we've had some conversations. We've taken some nuggets from those conversations. I think we've synthesized these down to key areas or key points to where you've really created a cyber residency for these individuals as they joined your organization. So I'm going to frame up these seven areas and ask you some questions, but I just want to flash this real fast so everybody could see that there's a method behind our madness today. So let's talk about leveraging standardization now within your organization. As you start that cyber residency and you find those right people, how are you getting them to, one, be productive. But to get to that next phase where they're having those communications really starting to get beyond the walls of their comfort zone, to not only interface with your vendors, but with your business?

Dave Harvey: Yeah, certainly. You know, we we've made a pretty quick journey from where we were when I first came over to where we are, and this is exactly where we wanted to be, right? So we started out writing assessments, right? So it really relied heavily on the person who was doing the assessment and. In that. That limited us to who could actually be working in this space. So now with a standardised approach, which is is where we always wanted to be, where I always wanted to be, that that takes some of the onus off the individual having to be an expert in a lot of different areas because our tool and our platform provide them with that standard content, right? That that was huge to us to get to a point where we could bring in more junior people and help them. So when we bring someone in once once we've identified the candidate and you know, we're happy with them, they're here. Then we put them through a training program not only with the tool, because the tool is a huge piece of what we're doing in this space. But but we have them meet with a lot of different teams, including all of the cybersecurity team, because they're going to be working with all of the team, not just my teams, right? So it's one, getting lack of better terms indoctrinated into our our organization who some of the teams are, who some of the players really are.

Dave Harvey: And then we hook them up with a mentor to help them understand that. And then we start walking them through coaching exercises with contracts and products that are coming through, right? So that they learn, you know, one, what's the approach? It's, it's quite well defined on our side of how we do that. But even with that, you know. Chris Right.

Dave Harvey (cont'd): Everything's not defined, right So so now they have a mentor to see how, how everything is supposed to work and what the final outcome should be and go through a series of those before we, you know, cut them loose to do, you know, work on their own and work on their own. It doesn't doesn't necessarily happen just as as themselves. So they they now then would start working on assessments. They bring those assessments back to more senior leader, maybe the manager if there's something really, you know, off, it'll come to me. But the teams handle most of that, so they work within their team and their mentor to to make sure that they're looking at these new products and vendors correctly and they're interpreting the results from our standardization correctly and then dealing with any, you know, corrective action gaps that come through there.

Dave Harvey: So they have a mentor for quite a while and that mentor doesn't leave them, right. We have a principal analyst that sits in this space that once they're off on their own doing all the things I said, working with different teams, working with the vendor, working through those that if they've got issues or concerns, then they can come back to that kind of staggered up leadership, right, to get support. And so that's that's the process we take them through. And then, you know, they'll at that point feel comfortable. They know who who to go to. They know, you know, other leaders, other principals on teams to kind of help them with that and help them with that right up so that we, you know, we get that inherent risk and then we get the residual risk written, written down so that we know where we're at and then we're off and running and then contracting can finish their job and get vendors or products in here. So that's that's the process we follow.

Chris Logan: Yeah, I love it. This concept of idea is that there's guardrails, right? We have these guardrails set up, but they're not solely containing this individual in their ability to go do their job, correct? They give them focus and clarity about what's the end goal we're trying to get to. Oh, and by the way, sometimes you're going to jump the guardrail, man. That's just the way that life works. But they're still there for you to help guide that process and that work. I think that's a fantastic example, you know, and that's one of the things that we're highly focused on as an organization, as we work with the industry, is like, how can we help establish those guardrails and get people focused on what matters most in this process, as opposed to all the additional noise that's out there that could cause complexity in the process?

Dave Harvey: Yeah, I think, you know, the guardrails analogy is a good one, right? We learn in it a lot about project risk, right? As stated earlier. Right. We're talking about a different type of risk here. There might be a risk, but I'm not concerned about schedules and budgets. That's the teams who own these products. Right. We're we're really looking at how does this fit within the organization and does that open us up? You know, your your initial slide of the challenges of cybersecurity, you know, for all all industries, health care in particular, right. Ransomware locking up our data, all of those things, you know, are part of our standardized assessment. And that and that helps that junior person and frankly, helps all of us make sure that we're looking at it from a consistent manner so that we we aren't stepping past those those guardrails very far.

Chris Logan: Fantastic. I appreciate that follow up. You start to talk about you actually teed this one up perfectly with your last comment, talking about this concept of widening the aperture and looking at project risk versus business risk. Right. So you started to tease that out with that very last slide, which is perfect timing as we transition. So now that you have your guardrails established and you're training these individuals. In this residency. How are you getting to think differently about just the risk that this brings to the table from this product and how it impacts business and it projects across the entire organization?

Dave Harvey: Yeah. You know, I think we've, you know, in the last two years in particular, Chris, we've moved the needle past looking at kind of just the basic project risk to business risk. And and we do that a few different ways, right? Is part of that is the way we report that up through the organization, right So we we use obviously different, you know, security committees to express the risk that's coming through. Right. We we share that with the CSO and then we also share this kind of information with the board, right? So we're obviously reporting, you know, metrics and information risk that we see that the organization is taking on with senior leaders, the executive type leader and bringing that forward. So we have those those more junior people, including our leaders on the team, present a lot of that information. Now we're presenting to the board. But but but in the in the organizational context, they're presenting that risk to our leaders because it's they're looking at it from a business perspective, what they need to get done. And we're obviously trying to support that in every way possible. But but that's that's taking that right up, not making it so technical, right? Making sure that the the write up is is not drafted in technical terms, but operational terms and impact that that might hit them long term because we're not looking at at this assessment as just a one and done situation.

Dave Harvey (cont'd): That's what we used to do. We used to have that. We had no time. We had no way, you know, doing custom assessments. We could not continue to assess this vendor as it morphed over time. And health care, right. We use vendors, we stretch them as far as we can go. So having a report that we can then share, you know, the different types of risks and what that looks like in the standard format, you see it on the screen that that's what we're teaching our folks to communicate themselves. So it isn't Dave Harvey that has to be in all those meetings. They can do that directly with our users and our partners.

Chris Logan: No, that's that's awesome. That's. And you're teaching these next slides up just perfectly. By the way, as we look at this process and we roll through, because now if you're looking at it from a business perspective, now you can see those interdependencies. And I think this is something that you made a point on about communication. And one of the skills that you're looking for with an inquisitive mind is how do I now communicate this information? It's not just to the business at this point. There has to be an understanding about what the entire ecosystem in your environment as well as what's the vendor's role there. So share with me just a little bit about how you're you're focusing that team now in this residency on really looking at those types of interdependencies.

Dave Harvey: Yeah, You know, there's it's kind of a triangle shape on on the screen, right We have a huge triangle. Not only do we look at the risk of that product, but but we also look at the risk to privacy. So we have a very good relationship with our privacy department here. We work on almost a daily basis with them. The same with our legal department, right? There's there's certainly aspects we go back and forth. They're they're wanting us and needing us to bring forward any risk that they see in the organization and we deal with it, of course. Right. There's always that aspect. If we we get into some type of cyber security incident that we have that partnership as well. But on a day to day basis, those those are two primary players that that our younger analysts and and team work with. Right and and they are all focused on the business right they know technology plays a huge part of that on the IT side again they take that standardized report that you just saw, that summary of of what this product is. That's part of our contracting process. So we're tied a couple completely within our IT vendor management office as well as our supply chain office, right? So our processes are used on both sides of that equation, right? So we, we are in tune. Everybody within knows that, that we're going to do an assessment and look at that vendor and help them with that contracting process.

Dave Harvey (cont'd): And we are way upstream with that process now. You know teams when say we move the needle, that was one of the needles that we were able to move is that teams are engaging us sooner engaging contracting so that if there is a risk that we have to mitigate, we can we have time to do it.

Dave Harvey: There's times that we can't get them. All right. And we'll assume some risk. But but that's where that real hard engagement happens with the team is with in the business, right? Because they are our colleagues in it. They own that business relationship. They bring us to the table and then help. Have us explain to them what the situation is. And frankly, you know, they'll set us in front of their vendors because it's their partner. And like I said earlier, you know, our vendors are our partners. We we rely on them. We need them. And we want to make sure that we're working through any issues that we see. Because as products come in, you know, we might make make some changes on how it fits within the organization. Vendors have been great to support us in that. But the standardized assessment help us figure out those gaps and keep track of them. And so that's where that's where the team, those analysts are having those conversations with all of these players. And it doesn't have to be upper management Right. don't have to step in. They address those issues and work through the risks with all those teams. And part of that is to have those relationships and then those relationships carry on as those folks move into other roles and in areas in the company.

Chris Logan: Empowering, empowering the individual at that level to be able to step out of their comfort zone and engage the rest of the business and have a dialogue and a conversation, and also removing some of the friction from the process with the standardization. You know, again, I keep saying you're seeing these slides up perfectly because you started talking about getting upstream in the contracting process. And when you've created a framework for delivering assessments that are timely to the business that are understandable, you get more engagement now from those other parts of the organizations, which normally would be the ones giving you the Heisman. Quite honestly, right now they're engaged in the process. So you touched on this a little bit and now we're going to dig I'm going to probe you a little bit deeper about how you've learned to problem solve and how you've gotten in front of this process, especially with the rest of the organization, it with their partners to get included into that contracting process?

Dave Harvey: Absolutely. So, you know, the like I said, the problem is. Right. You know, we're moving a million miles an hour. Right. Technology is changing all the time, constantly, as it should. Right. Love technology have always been part of it. My my working career. But but there's problems that come from that, right? And all of our teams, as they work with vendors, they're looking at capabilities. And we with our enterprise architecture colleagues, you know, look at how that really fits into the organization. So there's there's problems that come up with that process and. And as we've been able to put hooks in the different processes around bringing in different vendors in their products and how they work with the rest of our portfolio. Right. Issues arise, right? And so connecting them, all of our analysts at the entry level and above connecting them with our security architecture team, basically the other other teams pointing out those problems. So we train them to show, okay, if with the standardized approach, if we know if there's low risk, we're not going to have to to to take that to other teams. But where there's more risk, moderate or high risk, then we have to work closely and then articulate what those problems are and how and what we can do about them. So. We basically try and keep a process of that moving forward so that they run run the the conversations and there's pushback. Right. mean, there's, you know, there's always pushback to, hey, this is taking too long. But as we explain what the issue is and kind of the ramifications certainly think the rest of my colleagues within have have you know, you hear it on a constant basis in health care where people get, you know, breached, you know, data gets lost, someone gets in the environment, locks you up, especially ransomware.

Dave Harvey: And our operational partners also see that, right? So they're they're understanding more now of what we're trying to do on their behalf so that none of our systems or processes or where our data gets lost or breached so that that problem is really we're supported by legal and privacy. And then we bring up that third leg of the table to to bring in the risk piece of it. And then we just share that with different committees. So it's it's really a, you know, it's problem management is a hard thing to to kind of document and talk about because, you know, we have some problems every week that we have to bring forward. We've got on the another team for for mine or my team is is is kind of the risk management piece of governance. Right? So the exceptions to any security policies is on another team that resides within me. So we basically then take the problems that we see. If we can't mitigate further, then we take them to that team and work through with our partners. Kind of the the exception process.

Dave Harvey (cont'd): If we if we decide we're going to move forward with something and what that looks like. So that's that's kind of the last phase of our problem management of it is, okay, we've, we've mitigated as far as we can now we need to go to look at an exception process and see if there's anything else we can do. And then it's a matter of then, you know, higher ups in the organization accepting that risk.

Chris Logan: Yeah. No, that's fantastic. And I think the way you're framing this is, again, that's the the empowerment of the people that you're bringing in to conduct this work. They're really not being exposed to parts of the organization and utilizing what you've given them from their residency to make this stuff known through those committees. So they're building upon their career as they're moving through this process because they're being exposed to things that. Let's just say in other organizations they just wouldn't be exposed to. I think that's a very powerful statement to how people can journey through their cyber career here because, you know, normally you just throw it to the wolves like you get promoted. If you weren't trained to get to this point, you're thrown to the wolves. And now what do I do? You're truly creating a group of individuals that are working collaboratively to start to frame those problems and preparing them for their next role. There's something to be said about that, and I think that's something that we really need to reemphasize as we as we look at how we're building that next breed of cyber practitioner.

Dave Harvey: Yeah, my hope, Chris, you know, the way I try to lead the department is to build people who not only think for themselves, but act on their own, right? You know, if there's if they're, you know, we set some high level guardrails and using your words and and we empower them. Right. If if for some reason we make a mistake, we'll fix it. We're going to fix it. We will deal with it. We just we just ask people to let us know, Hey, hey, this happened, okay? We'll go fix it. And in helping them be confident in making decisions with the best interest of the organization and ultimately the best interest of our patients, that's what we're always after. And so we always keep that in mind as we're as we're making decisions and hope our our whole staff feels empowered to think that way.

Chris Logan: No, that's awesome. That's awesome. I want to make sure that we're we're taking the time appropriately. We got a couple more things to get through.

Chris Logan (cont'd): So as we're thinking about this with the guardrails that we've been put in place with the standardization, empowerment, to speak this to the volumes and the masses of people to create a frictionless process, how do you understand how risk changes? And again, I think you hit on this with the previous conversation as well. It's dynamic in nature. So how are you managing in this regard and empowering those individuals to understand where risk is driving change in the organization and the frequency of what that change actually means? Yeah.

Dave Harvey: You know, we we did a really prior to having a standardized tool, your guys's tool, we did a really poor job of assessing that evolution of a product or the vendor in their product in our environment because like I said, right, we've got products that have been in the environment for quite some time and we expect to leverage those products heavily to to invest because at the end of the day, our patients are paying for the things we're doing. And so having having a standardized product has allowed us to do something we couldn't do before, and that is reassess our vendors and products. And so what we've done is we've, we've set, you know, a standard about how what the cadence is going to be when we're reassessing products because we we know that if we only waited until the contract renewal comes up while that product changed a lot during that timeframe. And so what would happen is prior is we would miss a lot of that unless someone just came and told us, hey, you know, I don't know if we should tell you this, but we're changing how we're using this now based on the risk level that we finalized that product and vendor on will tell us what the cadence is going to be.

Dave Harvey: Right. Obviously with sensitive data and where that data resides, it's going to have a higher risk value. So it may be a reassessment every year, it may be every 18 months, it may be every two years. Right. So we're not waiting for our our partners in supply chain and the CMO to tell us, oh, this contract is coming up or we get notified there's an assessment to do. We actually are out in front of that now. And that that's been a huge change for us to to get out in front of that, because I'm telling you that as we all know, the technology is changing fast and our vendors love them great. They're changing their products. And as we push more and more, especially in health care to the cloud, we see more and more evolution within those products and capabilities. And so that helps us and our users, you know, our clinicians, our nurse based, they're creative, they're smart people. They're looking to to extend the use of products to everywhere possible, right. To help our patients. And that's the beauty of I think being in this role is one, we get to see that firsthand.

Dave Harvey: We don't have to just be out at the site. Like when I was in cardiology, I was out there with the physicians and seeing what they're doing with their practice. But in this role, we see those evolutions happening and and in our doctors and nurses are just as concerned about our patient data as we are. So they come to us with ideas and that allows us to go back to that assessment now, update it. And then and now we've got an accurate picture of what that portfolio of systems because we've got a huge portfolio of systems within Fairview and that just keeps evolving. And we need to to be able to report and assess on that. So that's. That has been a great aspect of having the tool in place is one we're reporting on what we have to we assess them more than, Wow, we didn't assess this for five years, right? Because we've had those, you know, in the past and now we've got that. So that that's been a huge I think it's helped everybody, not only us, but operations, our colleagues to to start ingraining more of risk practice in what they're doing. Cyber risk practices.

Chris Logan: Yeah, absolutely. Deeper levels of engagement, right? Absolutely. That's all we could ever ask for and that's what we do. That's fantastic. Now, we talked about deep levels of engagement, making sure standardization. People are out in the organization. They know who your assessors are. How do you communicate it? Like you said, that you had a couple of committees that you work through. How do you start to communicate this stuff up and empower those entry level, junior level analysts to really be empowered, to speak their voice in their mind up to the board of directors. So they understand what the risk is within the organization.

Dave Harvey: Yeah. So, you know, right now what we're really doing is, is at the executive level, we make sure that that they and their, you know, manager come and present this information. Right? So it isn't just Dave Harvey doing it. We want to make sure that our our leaders within it first and foremost are seeing the work that our folks are doing on their behalf, Right. With with their teams. So we we have them present their their findings and ideas to our our leadership team. And then we do that the same. We've got, you know, we just had had some of our folks over looking at our rev cycle, right, and explaining kind of the risk management compliance paradigm, our security awareness program. So we have them give those presentations versus us, right as the director, which is always fun to do, but I love to see them out there because now they're fielding real world questions. They're doing all the work.

Dave Harvey (cont'): I'm not they're getting real questions that we can then follow up and help those departments. And so we go out and do that a lot is share information outside of it. We just got invited to the system compliance committee right. This week. And so, you know, we'll have some of the team out there showing what the department is doing, some of our metrics, not only from this tool but others of what we're doing on behalf of products to keep us compliant. Right. Because that's that's ultimately that that combination of of compliance, privacy, security, and that's what we're doing. So what I've been doing is pushing people out there to give those presentations. They do a fantastic job. It creates, you know, some interest into our program and then we can bring that back with those folks.

Chris Logan: Now, from a career perspective, I'm going to I'm taking a wild left turn. I'm yielding to the left here a little bit. Now, most I don't want to say most organizations, I'm not framing it appropriately, maybe as an entry level analyst, maybe as that junior risk analyst, I may not be afforded that opportunity. What what recommendation would you give to that individual who's trying to grow their career, who may have some roadblocks there to be able to get the opportunity to have that conversation with it? Leadership. And I know this is a this is a wild outside pitch, but you're going to swing at it and hit it.

Dave Harvey: Absolutely. I'm glad. I hope that people would look for those kinds of things and not be afraid or believe that they can't do them right. We. I want people to bring forward ideas and anybody on our team has great ideas, so I want them to bring those ideas forward. I want them to present to us, as is my local management team. And then we're going to certainly bring that up right to the CEO or the chief digital officer or whoever. But but I want them to one. First and foremost, be thinking about things we should do differently. And and they're the ones in the trenches doing that work. I, I encourage everybody and we've had some really great success. We're going to talk about that to bring forward ideas of of how we could do things better and how we can partner with other teams better. Right? I am not afraid to lose people within our team to other teams because if it's better for Fairview, it's better for for all of us on the Fairview side. And so I encourage people one, to to step outside if they're if their career interests have them going somewhere else. Great. We'll help you with that. My only thing is I, I hope I get a chance to help them before they they leave the organization. Right. If they were to leave there. But I will help them and I know my managers will help them bring up those ideas so that they can get the credit for bringing forward those ideas.

Dave Harvey (cont'd): And then we're going to have them lead those forward ideas forward. So that's what we've been trying to do with with our folks and encourage that to bring up ideas. So we have people come to our security leadership team meeting where the leaders are there and have people present there, and it gives them a flavor of starting to to talk in forums that they might not get somewhere else. And then we keep moving them up in those conversations.

Chris Logan: That's awesome. I appreciate you taking a chance and throwing your opinion there because I completely agree with it. And by the way, it ties into the next slide. That was not on purpose, by the way. That was a complete accident. But I think it's incredibly important because I think one of the things that you bring to bear when you empower those folks is this ability to never stop learning. And what you're building there is you're really developing team members as people leaders. And I think that's incredibly important because even though I may not have a team of 7 or 8 people behind me, I still need to be a people leader to influence up. And I need people to really start to think about that in their career trajectory because it's not how big your team is, it's how well you lead up and help people understand what the real problems are in the organization and how to solve them because you've got good ideas. So frame for me what you're doing there at Fairview so that you can actually create those team members, develop them and create people, leaders and coaches.

Dave Harvey: Yeah, You know, I think going back to what we originally looked for is right, that inquisitive, curiosity, questioning person in a very professional way, of course. Right. Not challenging. And sometimes we'll have to challenge, but you can challenge, you know, issues professionally. Right? And and if you need to take something offline and we talk about it, we deal with it. But but having that ability, I think, to persuade in a matrixed environment is huge. Right. And if you don't have. Relationships outside of your own team. At least in this role, you're going to not have a lot of success. So that that that's one of the things that we try and push people to is you do not need Dave Harvey sitting at the table to call the privacy officer and talk about an issue. You know, you can do the same thing with legal. Now sometimes it might help for me to get get you in there but but that's it. You're you're running that show. But but having those conversations can be somewhat daunting sometimes for for maybe junior people. So we help them, you know, prepare for those those opportunities and give them feedback. But it's but it's all about moving up the ladder. I want everybody to move up the ladder.

Dave Harvey (cont'd): I want everybody to move up the ladder. I want someone on my team to take my job because we've prepared them so well and then I'll go do something else, right? I'm I want that for our teammates. So, so you can kind of see on the slide how we we've fashioned that to keep building them, building people up so that they can go and and help Fairview help their career.

Dave Harvey: I want people to have great careers at Fairview and we're going to do everything we can to help them with that. Part of that process is we we try and get them out for get them out of the office. We're remote, but we get them out of the office, get them to seminars. We also. Co coach and encourage them to take certifications. Now we don't. We love certifications if someone's coming in with some, but we also want to build them up on their way, right? We want to give them tools that expand them past my dreams for them, their own dreams, right? So we want to encourage so we help them pay for, you know, tests so that they can take help them with books, those kinds of things. You know, we've got a training budget, but we limit it some. But but we always pay for certification. So people are always taking certifications to expand their skills. And we've had a number of people be able to do that and then work themselves into some other areas. So it's all, you know, principles are top kind of analyst technical spot, you know, people who aspire to that level. Awesome, Great. We're going to help them get to those level and find opportunities, mentor them so that they can see, Hey, here's some feedback to help. Hey, try this next time in that presentation and then then that will help you get to that level. But but one of the things they need to do is have exposure.

Chris Logan: No, I appreciate that. And that's great because I think the next piece of the puzzle. Right. So we've walked through your process with standardization, understanding, business risk, communicating up, giving the ability to go out and and have the opportunity to have that conversation and build their career into more mentorship and people leaders. Yeah. Share with us some success stories because I think that really ties it all together at the end of the day, right?

Dave Harvey: Yeah. You know, I'm I'm especially proud of the three individuals that we've got listed here. You know, they are incredible employees. They're they're talented. They they they have all the attributes that you and I just talked about, Chris, that that incredibly inquisitive nature, that willingness to just kind of keep peeling that onion back and ask questions and take on assignments to kind of further their their repertoire or their toolbox, their career. Right.

Dave Harvey (cont'd): And so earnest, Dan and Eric have been all of those. Eric was the first person I hired. We started with a very small group of people who just frankly did an informational interview with him. And so, you know, he set it up. Someone had recommended that and said, Yeah, I'd love to love to do an intervention or informational interviews with people within the walls of Fairview. I think that's what we should be doing, right? Let's use and leverage and create opportunities for talent within the organization. Eric was one of those folks, right? So he started doing assessments for us and our manual approach. He then helped us, you know, get get set up with our standardized automated approach. He's helped with another risk quantification tool that we stood up and then he actually went over to one of the cybersecurity teams for a while and then he came back and then we assumed vulnerability management on my side, kind of the risk mitigation process.

Dave Harvey: Eric is one of those people who's just a go getter, right? He's extremely talented. He's he he does cybersecurity competitions on the side. He does certifications. And and we just couldn't be happier with, with his progress and all that he's done. He's now a principal within our teams. He runs our vulnerability management practice and and he's just done a phenomenal job in the last nine months of removing vulnerabilities in our environment and putting a real program together with that. So that was Eric, right? He started out informational interview and the minute I interviewed him, I knew, hey, I told him that day, the minute we have a slot open for you, I hope, hope you apply. And so he did. And we hired him. He's just been been, you know, killing it ever since. Dan Dan was a similar scenario. Informational interview recommended by Eric and did the same thing. Just had conversations with him and and very similar background style. Somebody who's, you know, Dan is really willing to get out there and ask questions, still continues to do some some of the work within our assessment space if we get behind. So he helps out with that.

Dave Harvey: But Dan has had that similar progression, though he stayed the full time within my teams. But he started out as a, you know, a junior analyst. He went to Senior rather quickly and now he moved over under Eric into our vulnerability management practice. And going back to what I said earlier, I'm I want people to move around. We we created this structure. So one, people would find things that they're interested in, keep being challenged and then try new things. Dan's one of those examples who's done that perfectly right? He's done exactly what he wanted to do for his career. We've been able to support that. He does the same kinds of things get gets out there and gets certification.

Dave Harvey (cont'd): But he's also one of those people that's that just like Eric presenting to upper management on on what they've had. And so another wonderful opportunity or success story, I believe that Dan has had and we've been able to support him in his career. Earnest is the same thing. He actually came from finance and and came over looking for that same kind of opportunity. And as a finance guy, he knew very well all the vendors and products were having, but he didn't necessarily have that background. So we we were able to help him come alongside him with that.

Dave Harvey: And so he worked heavily within our assessment process, working with vendors, you know, really managing that for that manager, helping get us set up and getting a repeatable process right, because we had to transition from our our old written process, our custom process to our standardized process, which which took a lot of conversation and ensuring that we had buy in to the process. So Earnest was able to do that. He wanted to pursue management, frankly, in his career. And so so I was doing mentorship once a month. We had him run our program, so I'm responsible here at Fairview. So we gave him some of those projects in addition to what he was doing with our assessment program. Now he's come over as a principal analyst on on one of my other teams where he's responsible for for the policy. Um, piece of the arm of our of our team. So we've had great opportunities, I hope, for these individuals and everybody else on the team to move up. There's others on the team that have been able to, to start in this space and then take those tools, those learnings and then move up into other opportunities. And here's three examples of, of how we've tried to apply that.

Chris Logan: That's absolutely fantastic. And I think it's incredibly important to share those success stories and the residency program that you've built at Fairview using those tools to get people in the door and getting them moving on up into the organization is just a phenomenal, you know, kudos to you and the rest of the team there for for actually putting it in place, having faith and confidence in these folks to drive it to completion and see their success, because I think that's the measure of us as leaders. Our success is the success in the people that we bring into the organization. So yeah.

Dave Harvey: I will only be successful if they're successful, right? Sorry. Absolutely.

Chris Logan: Absolutely. We're rounding down. We got a couple of minutes left, so I just want to

Chris Logan (cont'd): synthesize and bring some information back. What we've learned today and what sensenets helping deliver and expanding value within your organization. You know, if you think about your vacancies and turnovers, assessment, throughput skill mix and cyber insurance, how have we benefited not only with the residency program you put in place, but the tooling that you've brought into this mix now?

Dave Harvey: Yeah, certainly. I think you say it right on the screen, right. You know, we have less turnover because people have have a framework to work within instead of having custom assessments all the time. So that that's been a huge piece. And the other thing that I would advocate is as industries changing as as the vendors we use and the products are changing, you know, our standardization is changing right along with them, right? We don't have to retool everybody up so quick. You know, example is artificial intelligence, right? Machine learning, right. So, so those things are in our product so that that helps our team and helps our individuals. Even though we're all, you know, working as fast as we can to understand this space and how it's going to be here. So that that's one aspect of it, right? Throughput, right. We can get things queued up. More of the work now is on the vendor than it is on us, right? So we set up with the tool to to help with that. So it isn't, you know, frankly, we had a lot of escalations, right? We could hardly hire enough staff to do all that we're doing right. And so we been able to to really use one more junior folks to help us in this space but have less people. We could have had a cadre of people doing custom assessments. We'd have always been behind. We were always behind. Frankly, it was always was always getting an escalation. Somebody was upset about something. We don't get those today. Right? So that that has helped us move it along for our partners. That that to me is key, right? Keep moving these things along, understand the risk. But but do it quickly. Right. And support them. So and then basically that reassessment that that's one piece that frankly, you know, we we can cue them up. We can work with the vendors. You know, we've got automated, you know, reminders, you know, to to get things done. And then and then we can then focus on on how the environment is evolving. And that's key for us. So those, those four areas are important.

Chris Logan: Excellent. So I'm going to thank you for sharing your time with us today and and all the wonderful thought provoking information that you gave to us, not only on career development, but also how leaders should be thinking about how they're developing their staffs as well. So thank you for joining us, Dave. I appreciate you. I'm actually going to pause and thank everybody for sticking on with us today as well. And I know there were some questions that came through.

Chris Logan (cont'd): And again, if you have questions and we don't get to them, put them in the Q&A, We'll find a way to get you those answers. But I'm going to turn it back over to Saul for the Q and A section with the last five minutes here.

Saul Marquez: Chris, thank you. And Dave, thank you as well. Fantastic job today. And thanks everybody for joining us. We do have some questions in the Q&A, so why don't we go ahead and start handling those first one here, feeling so strapped in the day to day, looking for the number one thing I should focus on to alleviate some of it.

Speaker4: You know.

Chris Logan: That. I'll tee it up, buddy. Yeah.

Dave Harvey: You know, we. We have lived in this space, right? And, you know, one of the things we like the person who asks the question, right? It's. It's nonstop, right? We have contracts flying through and products flying through at all times. Right. Standardization definitely was a key component to that cog, right? I mean, we like I said, we we couldn't hire enough people to continue to do what we're doing and do a really good job. So standardization, right? Finding a tool, using a tool to do this process was key. And and I'll be honest, it took me a little while. It took us a little while to get to the tool we wanted. We talked to vendors, right? And what is it for our environment? And that that was what was after. Right. Standardization. So that we could then, if wanted to bring in a contractor, I can bring in a contractor or I can use an FTE to, to work in this space. And, you know, we're loading a lot of our old vendors in here, you know, existing vendors so that we can get that. But that that's how we're trying to to get past that. Oh, my goodness, there's so much I can't get to it all. The other thing is we're focusing, you know, people in this space and the rest of it's going to be handled by someone else because this is a priority for me to keep things moving into the organization.

Saul Marquez: Excellent. Thank you, Dave. Really appreciate that. I've got another one here and see some hands up as well. If you want to just use the Q&A feature there and type in your question, that'd be great. And we could we could get your question answered. So thank you for raising your hand. Next question here is best advice to show quick value trying to advance in my organization and would like to stay internal if possible.

Dave Harvey: Yeah, you know, for me, it's in my career I've always had. Partnerships across it. So didn't just partner within my existing team. Was I was curious and I've tried a lot of different roles. Did that in the med device world. So first, best advice is don't be afraid to go try something you're not that good at. You're already in the door. There's needs you can take these the experiences that my team is having and they can apply those to a lot of different roles. So leverage yourself. Sell yourself. Don't, don't, don't cut yourself short. You're valuable. You're already in the door and you've got things to offer the organization outside of the job that you're doing.

Saul Marquez: That's really great advice, Dave. Thank you. We got one a comment here. I wish I could be on on Chris's team. He's so enthusiastic. I love it.

Speaker4: Careful what you wish for.

Saul Marquez: Next one here. How was your experience with Censor.net overall as a tool to help you with vendor risk?

Dave Harvey: Good. I'm really pleased with the tool Right.. There's a learning curve mostly for our partners, right? So we when we decided to move in this direction, we spent a lot of time with our partners, primarily within the application space, but, but vendor management, supply chain, etcetera. Helping them understand that we're moving in this direction, right? You can't just dump it on them, right? They're used to us, you know, being able to just write an assessment if something came up. Moving that work to our vendors and then responding to it. So, so basically we did a lot of legwork with the organization to help them understand that we're going to move to a standardized process and that the outcomes would be better than what we were giving them. Right. Because we played off The fact of you get a lot of escalations. We just can't keep up. And we're we're not able to reassess your products as you move. So we we did that with the organization, all the groups I mentioned. Whenever we could get in with operations, we do the same thing. We have a pharmacy business here. We did that with them and we actually invited them to use the tool as well. So that's how we did it is a lot of upfront work.

Saul Marquez: Outstanding. Thank you for that, Dave. And we got a lot of thank yous in there. So really appreciate everybody jumping on and we're right at time. So want to thank everybody for for joining us today.

Saul Marquez (cont'd): Fantastic work Dave and Chris, really appreciate you guys and the work that you guys do to to to make patient safety more possible. And thank you all for attending today's webinar.

Dave Harvey: Appreciate everybody's time. Thank you.

Chris Logan: Thanks a lot. Have a great day. Take care now.

Dave Harvey: Hopefully that worked out.

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