Podcast Transcript

Risk Never Sleeps
Episode 72
Bob Schlotfelt

Ed Gaudet: Welcome to the Risk Never Sleeps Podcast, in which we learn about the people that are on the front lines, delivering and protecting patient care. I'm Ed Gaudet, the host of our program, and today I am pleased to be joined by Bob Schlotfelt, Executive Director and CISO at Valleywise Health in Phoenix, Arizona. Good day, sir. How are you?

Bob Schlotfelt: I'm doing well, Ed. And you, thank you for letting me participate in this fun party. I've listened to some of previous assets, and it looks like it's going to be a nice ride today.

Ed Gaudet: Oh, good. Excellent. And I took a look at your background. So we've got a lot to talk about. So why don't we start?

Bob Schlotfelt: ... you want to go?

Ed Gaudet: So why don't we start there? Let's, tell us about your current role and your current organization.

Bob Schlotfelt: Current role, I'm, again, Executive Director of IT and the Chief Information Security Officer at Valleywise Hospital. Valleywise is the county hospital for Maricopa County. Maricopa being the largest county in Arizona, and most of Phoenix, including the state capital's here and the state seat is here.

Bob Schlotfelt (cont'd): So we are, by federal designation, the safety net hospital for the county. Some will say that we serve the underserved. So people that wouldn't normally go to a private hospital would come here. We derive a percentage of our revenue from property taxes, real small percentage. So again, we're county government per se, but not exactly because we have our own board of directors that are elected officials, regular board meetings, and CEO and such. So we don't actually attend county business. That's where I am currently.

Ed Gaudet: Excellent. And how did you get into healthcare and IT?

Bob Schlotfelt: Healthcare and IT, I tripped into healthcare many years ago. I, at one point in my career, I was working for Ross Perot at Perot Systems, and I was on an engineering account out in Pasadena, California. Ross had a affinity to train and overtrain his people, especially if they're ex-military officers and me being one of them. So I was a project manager, i was a project coordinator, I was, had all the ideal framework behind me, got my CISSP, so I was the security guy. So I would get pulled into other accounts where they're doing due diligence to bring on new accounts. Now, Perot Systems was big in the healthcare space. And so I was part of the team that brought on Saint Joseph Health out in California. Saint Joseph got acquired by Providence 2 or 3 years ago. So I got my first touch of health care then. When I moved on from Perot, I actually ended up going to Saint Joseph. A couple gaps in there, but ended up at Saint Joseph as a RISO, so a Regional Information Security Officer. So I was responsible for their Texas, New Mexico region. So every, you know, one week to month out to Lubbock, Texas, out of Texas, it's cotton for as far as you can see. I had five hospitals out there, a bunch of medical clinics. So I was the de facto CISO or CSO for them. I also handled physical security so that I got dropped from the title. So I was the RISO for them doing healthcare work there as well as back in corporate. Besides my role as the RISO, I was also responsible for network data loss prevention and the Cybersecurity Security Operations Group within the Saint Joseph umbrella.

Ed Gaudet: And you mentioned military service. Was it Navy or?

Bob Schlotfelt: Navy. Yeah, I was in, came out of college and went straight into the Navy. So I've spent some time there.

Ed Gaudet: Thank you for your service. I was a.

Bob Schlotfelt: Thank you very much.

Ed Gaudet: Army officer.

Bob Schlotfelt: Very good. Yeah. My best friend went to a place up on the Hudson.

Ed Gaudet: Yep. Not an easy ride for sure. So as you look at the next 24 months, what are the top three priorities you have for you?

Bob Schlotfelt: I came on board on Valleywise last July after moving to Phoenix from Southern California. And so the priorities right now that we're looking at is really around re-ramping up the protection model with a hospital system. The doctors and the nurses, especially their day-to-day, is patient care. So try to get it, staying out of their way, but getting in their way to give them some cyber education is kind of the key here. So we're looking at different approaches for cyber awareness and training, we're looking at different ways to approach that hospital systems right now. And as we all know, technology moves faster and faster. I was the first one that kind of shook my head when I have a refrigerator that's got an IoT in it, and I can look at it from my phone. So a lot of hospital devices are web-based and internet-connected. You've heard the term, maybe you've heard the term around a hospital system ... while, which is a workstation on wheels. We got a ton of those running around. And so a lot of our ramp up is to how are we going to better monitor and protect mobile devices, the workstations on wheels, the IoT devices that are running around the hospital system in the middle of, Valleywise is building a new hospital next door to the old one, and we're supposed to move into sometime here in the spring. A lot of moving parts. So on my agenda right now, if you look at my top list, it's going to be better handle on awareness and training IoT devices. And then, like any other hospital system, I can't say any, but most, making sure we're current. I've got a theme with my team around how to present certainty. We need to be 5% certain that we're on the latest version, that we know where everything's at, who's accessing it, what they're doing, and it's a lofty goal out there.

Bob Schlotfelt (cont'd): But at the end of the day, if they can say, Yeah, we're hundred percent certain we know where every device is and who's on it and what their access level is and what version it's running on. I'm going to be a happier camper, and so are they, because it's going to make it easier to run the environment.

Ed Gaudet: Yeah. Patching is so critical, especially these days.

Bob Schlotfelt: Patching and not just patching but keeping devices current. We've all been around long enough, and I know I have been, and looking at your career, you have been too where when you get out of end-of-life cycles with servers, you've got to convince the application people, you've got to upgrade because we've got to go to the next version and we don't get patches for it anymore. We don't get updates. And so we're hanging ourselves out there if we don't keep them current and can move them up. The applications have to move accordingly.

Ed Gaudet: What keeps you up at night?

Bob Schlotfelt: Keeps me up at night is the clinician or the person that is maybe worked too long or too many shifts, that clicks on that ... link, that introduces something into my environment that I don't want. Something stinky and smelly starts running around the hospital besides bedpan, and we got to look out for those. We do a very diligent job with the technologies we have in place, looking for people plugging in USB device. Those are, that's a big one. We block them for the most part, but allow some sort of read access. But again, we've got a pretty good endpoint protection scenario going on. So we're catching most. But those are the ones that keep me up at night. Training on my own staff, my own team. Again, county hospital, we could do better at keeping every courage. I'm fortunate, I've got a small engineering staff that have been around a long time. Most of them are ten years or more with the organization, so they know where, I like to say, where all the bones are buried. But keeping them current because you out, not just health care, but the information technology industry. Cybersecurity moves fast. I got told once that it's a process of doubling every six months. And I'm not kidding. It's, it moves fast. I get calls all the time from vendors about, Hey, we can do this. And I can think about that now too. And then, of course, the latest buzzword we've heard, I don't know, for the last years or so, AI.

Bob Schlotfelt (cont'd): Someone's asked me, What are you gonna do about AI? When I interviewed, one of the interview questions I got was, How are you going to keep us secure? And I said, I can't keep your secure, but I can help us get very resilient. We're all going to be attacked. Everybody's being attacked. We have no choice. You're going to be attacked. It's like your car is going to get rained on someday. You'd have no choice. It's going to get rained on. Now, how you can protect that and keep it resilient? I had this conversation with our CEO about resilience, and I said, We want to be 100% certain, that theme again, that we're backed up well, we're protected well, we know how to find things if we get attacked, we get a ransom attack or some other attack; we can find it, snap it off real quick, lock it out, and go back to work. So resiliency. Security is a different thing. Now you might have complete security than when you've done bug it all because that's the only way you can guarantee that. You'll.

Ed Gaudet: You'll never guarantee it.

Bob Schlotfelt: No. Don't want to try it.

Ed Gaudet: It's unusable.

Bob Schlotfelt: Don't want to try it. Yeah. And any more true with the whole security. And another thing, it's in the news lately, is: the CISOs role in, where does the blame get pointed, and what's my liability? So I'm looking at risk and looking at the risk of the organization not heeding the warning. So how do we approach that as an executive? I need to talk to the C-suite and say, I've explained the risk, I've given you facts and figures or math and sciences, as some like to call it. And I can't do anything except say, No, I quit walk out the door because you're not listening to me. But then that's just being foolish. But how do I approach that and get them to bend a little bit? I know patient care is utmost priority, but look at our data care and look at the care of our systems in the same light. And Oakland could win that battle.

Ed Gaudet: And you mentioned Perot earlier. You've spent time on the financial side of the world. How has that prepared you for health care?

Bob Schlotfelt: I think not just health care, but run through my background quick. I've been in financial services, mutual fund management, pension fund management, automotive. I worked for a big call center company. Can you hear me now? And I think the variety, technologies and variety of data sets that I've worked with, I worked for a large engineering construction firm, I worked for one of the credit agencies in my past. And I had this conversation even last night at a dinner I went to, that data is data, and the guy tried to argue different kinds of data. ... the tools and techniques that us as cyber professionals use to monitor, encrypt, track, protect, it's all the same. If you're going to use, and I don't want to use brand names, if you're using the latest, greatest, endpoint protection tool, whether you're with a healthcare company or an automotive firm or a mutual fund management company, it's the same firm you do business with and that same agent that's being put on your endpoints, your desktops, and the laptops. Not a lot of difference there. So I think the variety of experiences I've had that are just not healthcare have been able to translate well with my colleagues because like you, I've been around a long time, I got a lot of stories, things that have happened, things that go bump in the night, and what'd you do. One of the questions I know you're going to ask me about what's one of the biggest risks I took. And I've been thinking about that one for a while. And it comes from a different industry, but it's something that bring all of those things to bear. I'd like to, I should probably write a book someday if I get a chance to sit down in the beginning of it. I've got, my boss, he hasn't been in my office because I work from home, which is good because I have what I call the Jack Bryan syndrome. I've got a whole pile of post-it notes, all with notes I found that I end up have a big stack of them and working through them.

Ed Gaudet: Isn't it weird we haven't been able to solve the simple task of task management?

Bob Schlotfelt: And I have, you can't see it because it's right here on my wall, I've got a whiteboard that I put some key elements on that I write on there. Fortunately, right now most of them are personal in nature, which are taxes done and blood work, those kind of things. But that, and I'm a handwriting kind of guy. So I have notepads and notebooks. But of late, especially Valleywise, they've taken using OneNote to the next level, and it's become very effective. It's all backed up and it's all recorded, and I could do it from my phone or my. So I'm getting better at the typing part. I'm old school.

Ed Gaudet: So you know, you mentioned AI. What are some of the, what are some of the programs or policies that you've implemented internally at Valleywise to help you deal with the risks?

Bob Schlotfelt: Well, we haven't, because we're a county and we had this conversation with the board about three months ago, they put the word out to us, crawl before you walk, before you run, when it comes to AI, because they're, they don't know what it is. And frankly, nobody really knows what it is. In security world, if you think about the years ago when you had a SIM and you had a correlation engine, and you were looking at all the data that came through and it would go out there, and this is other things that had happened. That was machine learning right there, that was AI. It just come to a different level. Now, I have had conversations with some of the folks on the medical side about, in your view, AI, how could it help you? And some of them are like, if we could use AI to help record sessions and generate patient notes, that we would have to go back and edit rather than write them all. Okay, so you're looking at the dictation feature on Microsoft Word. Okay. That's something common. But I think the hospital system and I would caution even to my colleagues out there in the medical field and healthcare, be cautious with it, because AI is only as good as the data you can put into it. And when it comes to patient care and health care and patient records, you don't want that to go sideways, because I can just see the, I don't know if any AI issues got a court yet, but going to happen.

Ed Gaudet: Most definitely. I was the other day I was in Acrobat, Adobe Acrobat. You've seen this yet or you use Acrobat? They popped up a banner that basically said, Restart to take advantage of the new AI capabilities that are in beta, by the way, and it says it right on the thing. But there's no way to click out of it. There's no way to X out of it. It just keeps coming up.

Bob Schlotfelt: Yeah, I and I've been on other sites. I think LinkedIn is one of them where you want to send somebody notes like, Hey, let AI generate this note. How do you know what I want to say? I've done it before: I clicked on it. Yeah. It's got nothing to do with what I want to say. Maybe I should take all my post-it notes and let AI write my book for me.

Ed Gaudet: There you go.

Bob Schlotfelt: And I'm like, what the heck is this?

Ed Gaudet: So as you think about the last couple of years, 2020, 2021, obviously, what are you most personally or professionally proud of?

Bob Schlotfelt: Most professionally proud of the last organization I was with. And if you look at my LinkedIn and my resume, it's undisclosed because of an NDA. I went there. It was a financial services-type environment. And right when Covid hit. And they had never had anybody working from home. Everybody was in the office. And it was about a 500-600 person shop. All the business, not just IT. So quick, got to celebrate home. And so the process of sending everybody home. And I used to say, We went out and bought a pallet of laptops, which almost did send everybody home. And the idea of people that didn't normally work at home, sending them home. People were clamoring with, how do we manage our staff? How do we keep them secure? They're on their own home internet. And so you think about things that the technology that you have to implement quickly. We are all in-house. We didn't have to deal with that.

Ed Gaudet: VPN licenses.

Bob Schlotfelt: VPN licenses, MFA home internet connections, and our own network. So all those myriad of things popped in. And it was a matter of a few months where we had that laid down pretty quickly. And even at that organization, I reported straight up to the CEO, which is a whole another podcast right there. We had it secured pretty well at that point. We had like anything else, we had some few bumps we had to go through. We had to do some tuning here and there. But for the most part, the staffs were comfortable, productive. Then I started doing some, using our service management tools to determine, Okay, are we getting more work done or less work done? How's that? A lot of people miss the camaraderie. I do. I do because I, even my position at Velleywise, I work from home. We're a tight hospital system. They went home for Covid. It was determined that it's less overhead for the organization. My commuters walk up the stairs from my home here in Glendale. And so the proudest thing I would say is getting that accomplished. At the same time, I was the first CISO they had at the organization.

Bob Schlotfelt (cont'd): So taking the what I would need to do as the chief all the way through to the finish line, where two years past Covid and shots, who get shots, who doesn't get shots; the whole mess. A lot of tracking involved, a lot of training involved. But I think at the end of the day, when you can sit down and throw the board, they're like, This turned out really well. We've got a good top-flight organization thanking me for it. And they didn't want me to move to Arizona, but that was personal. I couldn't live in Arizona and work there because I was in a different state. They wouldn't let me do that. But that was the thing I was probably proudest of, that we got all that accomplished. Had a great team, and I actually got a text from one of my old teammates last night that said we had a consensus, you're the best boss we've ever had.

Ed Gaudet: Man, that's awesome.

Bob Schlotfelt: That maked me cry.

Ed Gaudet: That's what it makes all the difference, doesn't it?

Bob Schlotfelt: Yeah. Well, it's, I've learned from a lot of leaders I've worked for from back in the late '80s, '90s going through. And I say, I've learned a lot. I've learned what to do and what not to do, both directions. But, and I've had some really great leaders that I've learned from. And, you know, Ross Perot said it to us, probably most eloquently, In college, it was called plagiarism; out here, it's best practices. So if it's been done before, do it again and keep doing it because it works better. So we had to do, don't rewrite a document if somebody's done it before, just changed it, re-edit it. You can't get away with that knowledge.

Ed Gaudet: No, you cannot. That's terrific. Outside of your current role, what are you most passionate about? What would you be doing if you weren't doing this?

Bob Schlotfelt: What would I be doing? I think it might, we'll just say advanced years, spend a lot more time with my wife. We were coming up on 24 years. I'd like for her to be retired. 10 years younger than me, but I'd like for her to stop working.

Bob Schlotfelt (cont'd): She stopped when we were, when we moved to Arizona because I'd get the house set up, buy new furniture, a lot of design and decorating stuff that I do that. I got to work. Spend more time with her. I'd like to travel a bit more. I like, I do woodworking, I like working in my garden, in the yard. My son of 33, my wife and I are all without being too conceited, are all accomplished chefs, so we all like to cook. I've got a smoker out back that we do some great things with, and I've got a lot of recipes that I work my magic on. My wife can bake anything she doesn't, she doesn't do sourdough, but she can make some cakes and some things which are just amazing. My son has got, besides being, what is he, a certified Bourbon Steward, which is, I think, my influence from years ago. I was into Scotch, so still in.

Ed Gaudet: Me too. I'm not any longer.

Bob Schlotfelt: I actually founded the Orange County Scotch Club many years ago. But anyway, so all of us have our own.

Ed Gaudet: Wait, we have to stop on the Scotch. Hold on for one second. What type of Scotch?

Bob Schlotfelt: Most people, I introduced them to Scotch. I would go with The Balvenie Doublewood because it's calm and easy on the palate. If you're into Scotch for more than a few months, then I'll go right to Lagavulin.

Ed Gaudet: Lagavulin 25. That was my go-to.

Bob Schlotfelt: Oh my goodness. My family has a castle in Scotland and I love to go visit someday. Never been there. And I told my wife, I said, We go there. I said, We need to spend a couple of weeks because the guy that used to be our Glenfiddich rep. And I was doing the Scotch Club. I got into the bar scene, and the Glenfiddich guy got to know him. He actually moved back to Scotland, and he's got a B&B out there and a touring company, and I said, I want to spend a whole week on Islay. The whole week, hit a ball, spend the whole.

Ed Gaudet: Feel like Oban?

Bob Schlotfelt: Whole day at Oban, a whole day at Lagavulin, a whole day, a whole day, whole day, whole day. And then get up to Glenfiddich and Balvenie and get up to Oban and get up, go up into the Speyside, and I could find a sisal job that would let me work over there. Honey, we're packing the bags. Work for one.

Ed Gaudet: Work for one of the distilleries.

Bob Schlotfelt: Boy, you planted a seed there. Anyway, the Scotch club. I belonged to the LA Scotch Club, but it was too far to drive. And the guy who ran it, Andy, he said, Start your own. And when I ended up, I sold it when my dad took ill. This really isn't part of the podcast, but it can be, I don't care. And I sold it, and I had just short of 500 members. And I never had more than 30 meeting. We'd meet. I go out and purchase 5 or 6 different single malts, look at the tasting notes, give them the stand-up education on it. And then my son, young son at the time, got into the bar business. He's won several awards as a bartender. He's got a, he can pick out a flavor and taste things that I wouldn't even get close to. You've got a note of cinnamon in there and nutmeg and like what?

Ed Gaudet: Cumin.

Bob Schlotfelt: Exactly. But it's made him a very good chef, so.

Ed Gaudet: Well, you mentioned cooking, and have you heard of Nathan Myhrvold and his modernist cuisine books?

Bob Schlotfelt: I have not.

Ed Gaudet: You should check those out. Those are.

Bob Schlotfelt: I have not. I know my son's got a book he wants me to get for him. It's something fat and sugar. It's like the three elements of cooking and so on. It's on Amazon, so I just have to kind of pull the trigger.

Ed Gaudet: These are beautifully produced books on cooking. He used to be the Chief Technology Officer at Microsoft.

Bob Schlotfelt: Nathan, what was his last name?

Ed Gaudet: It's Myhrvold. It's M Y H R V O L D.

Bob Schlotfelt: I'll look it up. Thank you.

Ed Gaudet: All right. I think I've asked you the question already about what you're proud of. But if you could go back in time and talk to your 20-year-old self, what would you tell that person?

Bob Schlotfelt: Oh my goodness, my 20-year-old.

Ed Gaudet: You're 20, you're 20 years old. And you're sitting face-to-face.

Bob Schlotfelt: I was senior in college. So about to be commissioned. 20-year-old self, keep studying. Don't worry about the future. Worry about the present, but keep the future in mind. Except thinking about now that if I thought about, and my dad was good at this, he said, Learn things that you can do now and you can do when your 80. I love to play baseball. He can't play baseball under 80. He taught me at a very young age to play golf. We lived in San Diego and my first course I ever played, first full course of my life was the South Course of Torrey Pines, because we live backed up to it. And so golf and probably, young self, read more; not just read because in our profession IT coming up my time in the service you're reading, it's all tactical manuals. It's all instructions. It's all procedures. It's all. Read more for pleasure because it got to a point where reading equaled sleep unless I was working. I sat down and sat to read something leisurely. I'm working on a book right now. I used to have a book on tape, and now my son bought it to me, the hardcover. So I've got to actually read it.

Ed Gaudet: What's the name of it?

Bob Schlotfelt: Met at Work: The Craft of Baseball by George Will.

Ed Gaudet: Yes of course, yes.

Bob Schlotfelt: He talked and he did profiling for different baseball personalities. The hitter, the pitcher, the fielder, and the manager. Hershiser, Tony Gwynn, Tony LaRussa, and what was the other one? Another one. But just how they approach the game and it's like really well-written book. So I had it on tape for a long time and wore it out because it was read by Bob Costas. I was entertained to listen to. And when you have long commutes, it's easier to listen to a book on tape than read it.

Ed Gaudet: All right. You started to answer the riskiest thing question. But let me ask it again. What is the riskiest thing you've ever done?

Bob Schlotfelt: Riskiest thing I did was, and I was at a big engineering firm in Pasadena, California. I was the Chief, I wasn't, they didn't have a Chief Operation Security, I was the ISO, but also enterprise architect. So I was responsible for a major vendors, the Microsoft's, the Cisco's of the world. And it was a time where we would get, patches would come out, Patch Tuesday like they still do, patches would come out and we'd have a group that would analyze them. And I'm getting up to the risk part in a second here. But then I also had some news feeds I would get, and I saw a news feed about a vulnerability that had been started to be exploited. Microsoft published a vulnerability. It's in our next patch cycle. You have the patch. We got to go through our review process, and usually, we'd get a patch and it'd be a month and testing and then another month before we implement. So decide. And I read this and it was when, I think it was Sasser virus came out way back when, and I went to my boss, I said, We got this issue because the virus is out, it's been announced. It's out there in the, what we would call the dark web. It's out there. People are talking about it. The BlackCat and RSA folks are talking about it. We haven't patched yet. And so we pulled in a few people and they're talking about the cost for us to shut things down and do all the patching over the weekend. I said, The risk is that we're going to, this's going to hit us and we're going to get shut down because it's, it takes over at a root level. And I stood my ground. And I guess my risk was, I'm saying right now we have to do that this weekend. It's Friday.

Bob Schlotfelt (cont'd): This weekend's going to be dedicated to patching all of our servers and get it done. And my bosses. That's a big chance because if it doesn't work, then we can't come up on Monday and it impacts business, which impacts revenue and the whole ripple effect. I said, No, Joe. I said, I'm standing firm on this one. We got to do it. We got to do it. Now, at the time, the company I was with, we were a Perot account, so we were Perot Systems employees but we did all the IT service for this firm. And they didn't really push back; they said, We trust you guys, we got a contract, get it done. So we spent the weekend upgrading all the servers to get all the patching done. I got onto a call on Monday with some of my colleagues from Perot. It was a Monday briefing call for all the people out there and what they called GIS, Global Infrastructure Services. And hey, ... hit with this virus. We're having all these issues. Systems are shutting down all over. And hey, Bob, what are you guys doing out there? I won't say the name of the company. Where are you guys doing? I said, We patched starting on Friday. We're all patched, and we're good right now. And they're like, you know, I just I took the, I took the chance and said, We must do this, and paid off. So the risk was I put my reputation and my career on the line that, Hey, it was no big deal, you made us patch for no big reason. The proof was that a lot of our colleagues were like, How did you guys do it? What was the plan you used? We're being hit right now. So it was a risk. And then success story at the same time.

Ed Gaudet: Paid off. Nicely done.

Bob Schlotfelt: It did.

Ed Gaudet: You seem like you're a man of letters. If you're on a desert island and you could bring either five movies or five albums, what would they be?

Bob Schlotfelt: Five movies or five albums. Bull Durham baseball movie, probably Gettysburg, the movie that was, it was like 5 or 6 part series movie from their albums. Probably pick one of the early Beatles albums, 1 or 2 of them, and then.

Ed Gaudet: Rubber Soul or?

Bob Schlotfelt: Probably not that. Earlier than that. Probably Sergeant Pepper's. That was the, yeah, Sergeant Pepper's was a little bit more diverse in that area. So to listen to that. What other? Not media, I take the Bible. Got to have one of those with you. That's just.

Ed Gaudet: Amen.

Bob Schlotfelt: Every book is in the Bible. Right?

Ed Gaudet: I'm actually watching The Chosen. I don't know if you've seen that series.

Bob Schlotfelt: I haven't seen it yet, but I want to.

Ed Gaudet: Oh, it's fantastic. I'm like glued to the set. My wife's...

Bob Schlotfelt: In the evening, I usually, I don't play video games because I'm on a computer all day. And the last thing I would do is look at a computer. And my wife, we always have time in the evening, but I head out to the patio to have a dram and a cigar and can't have that in the house. Yeah, the shows, I want to get to that one. There's a lot of movies in that same line that I want to see. The Shift, I know that was running around right now.

Ed Gaudet: Yeah, I haven't seen that yet.

Bob Schlotfelt: Yeah. That was a, I want to see that one. But yeah, those would be the movies. I can't think any other movie that I really look go back to. I have an affinity to the two Top Guns because I was stationed at Naval Air Station Miramar when the first Top Gun was filmed.

Ed Gaudet: I love Top Gun. Okay, so we're, you're probably just a few years older than me.

Bob Schlotfelt: I got commissioned in '79, so.

Ed Gaudet: Yeah. So ten years, but pretty close. We're pretty close.

Bob Schlotfelt: Yeah. And my wife is ten years behind.

Ed Gaudet: Top guns are great. That's a great movie.

Bob Schlotfelt: It is. And great soundtrack too. Good soundtrack. And me and some of my brethrens would look at the first one and even the second one and go, Yeah, that would happen.

Ed Gaudet: That's right. The second one. So although it was good to see Val Kilmer on the second one.

Bob Schlotfelt: Yeah, it was. The first one, he looked at the mistakes; now they wouldn't do that. You never have a briefing in an open hangar. It's too noisy. But it's good to the video. I do know that the flyby at the tower, that was the first and only time that's ever happened in Naval Air Station Miramar. They did it for the movie, and that's.

Ed Gaudet: That's it.

Bob Schlotfelt: But don't ever try it as an aviator because, you know.

Ed Gaudet: You would lose everything.

Bob Schlotfelt: You're done.

Ed Gaudet: Yeah. Last question. What advice would you give to folks that are just starting to break into cyber or in health care or?

Bob Schlotfelt: Just starting to break into cyber, learn the network side of the business, because everything is based on the network. Learn on somewhere where you could be an intern as a pentester. So you look all that pentesting results, all that scanning work that's going on. I've got a colleague of mine that he's one of my pentesters I've used for 20 years. He and I met when I was with that credit agency. And so their socks up. Learn the fundamentals. Kind of like baseball.

Bob Schlotfelt (cont'd): Learn to hit the ball, throw the ball, catch the ball. You gotta learn the basics. Some people think you need to learn how to do coding. So learn some of the basic languages the pythons, some of the scripting languages because those will help you. So get on somewhere as an intern, try to, Hey, I'll do this for free just to learn. And then decide at some point where you're track wants to be, because there's analysts and there's engineers. And there will be some that'll tell you that you're an analyst first, then you become an engineer, or you're an engineer, then you become an analyst. But I think they're exclusive because I know some security analysts that can dig into data and find little holes that a good engineer would never find. They wouldn't know what to do with a server. If you put it on their desk and said, Start it up, but would know where the on button is. But they're wizards when it comes to analysis work. Same thing with engineers. You take, Hey, go look at these log records. And they find out; there you go. And that's the analysis part. Or why don't we have a tool that does that? But learn the basics. As you choose the path to be a CISO, I just say turn around and run the other way as fast as you can. No, it's been a good career path. It's had its ups and downs. My dad, when he was still around, and I told him I was getting, he was in it as well, and I told him I was getting exclusively in security. 'Cause he was around on the day when the security guy was somewhere in the back room that nobody ever paid attention to. He goes, Just make sure you are firm with your decisions and have conviction. And when you start selling yourself out, it's time to change careers or change jobs. I've been with companies before where the leader in front of me is, No, we need to do this. I don't care what you say. We need to do it. It's a violation. We'll just do it anyway. Time to resume and move out. I've never been one to like, Okay, I'm going to put you to the wall on this one. You're going to get fired. That doesn't.

Ed Gaudet: Your reputation is all you have at the end of the day.

Bob Schlotfelt: It is. And I've had people ask me, Bob, you've jumped around a lot in your career. But look at everything I've learned.

Ed Gaudet: That's right. Yeah, I've done 11 companies. I think there's, it's funny, my father one day pulled me aside and said, Your mother and I are really concerned about you. You can't hold the job down. And I started laughing. I'm like, you've at the same job for 40-something years.

Bob Schlotfelt: As a CISO, I think if somebody wants to take that track. A guy out of my last shop, I hired him out of another healthcare firm. We weren't in health care, we were in financial services. But he had a service management background and I was looking for a Chief of Staff. I, ..., so I've known and respected, they always had their right-hand man or girl that when they were out there, they know things are working and they can give them the not so desirable tasks that they're going to run and go do it. And that's the same guy that sent me that note about I was the best boss he'd ever had. But with him, I told him, I said, You want to go down the path and be a CISO. Understand that. Make yourself visible. You've got to build a brand. And thank you for inviting me to the podcast. I, like I said, I've listened to many of the others and I had a magazine article done about me, a couple podcasts I've done. You've got to create a brand because you never know when the next opportunity is going to come up, or the next time you're going to need an opportunity to come up. I'm not at a point in my career where I'm done. I've still got the, as my boss said, I still have to feather the nest. So you build a brand. And I would say that with anybody even coming up in the career and build. What is your reputation? Yeah, this guy is a really good coder, or this guy's a really good pen tester. You'll be sought out.

Ed Gaudet: Excellent advice. Thanks so much for your time today.

Bob Schlotfelt: You're welcome.

Ed Gaudet: This is Ed Gaudet from the Risk Never Sleeps Podcast. And if you're on the front lines protecting patient safety and delivering patient care, remember to stay vigilant because Risk Never Sleeps.

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