



## Podcast Transcript

# Risk Never Sleeps

## Episode 59

### Lee Milligan

**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 have Lee Milligan, Senior Vice President and CIO of SimonMed Imaging, on with us. Welcome, Lee.

**Lee Milligan:** Good to see you Ed, happy to be on the show.

**Ed Gaudet:** Yeah. Excellent. So you've got a great background. Obviously, you've done a lot of work in healthcare over the years. Tell us about your current role and your organization. The current organization you're part of.

**Lee Milligan:** So that's recently changed. I'm not sure if you and I connected on this or not. I recently left my last organization at SimonMed, and I'm now actually launched a small consulting company called Asbury Health Tech Partners. Oh, focused primarily on optimizing the technology that's in place and really creating a pathway forward for how health systems can consolidate the many different things that are on their plate. So the example, one of the big projects I'm working on now with the health system in the West is consolidating their imaging. They've got 18 different PACs. That's not an exaggeration. And many of them are very antiquated, but folks are used to the workflows associated with their scenario.

**Lee Milligan (cont'd):** And so getting everybody on board, identifying stakeholders, creating a RACI chart, understanding the workflows that are documented, and then crafting out kind of a pathway forward that makes sense for the organization. That's more of a unified approach to imaging. That's one of the areas that I'm working on.

**Ed Gaudet:** I love that. So how long have you been doing this, this new job?

**Lee Milligan:** Uh, it's fairly recent, so started about two months ago.

**Ed Gaudet:** And tell us about the name. How did you come up with the name?

**Lee Milligan:** So that's actually the name of the grammar school that I went to in Erie, Pennsylvania. And I'll tell you just briefly, I get the Reader's Digest version. It was the greatest grammar school it had right next to it, the Asbury Sanctuary, which was basically a woods. Um, and so when I was in grammar school, twice a week, they would take us for hikes in the woods. And to this day, I spent a lot of time outdoors doing a lot of hiking. And I attribute most of that to my time at Asbury.

**Ed Gaudet:** You took the path less traveled.

**Lee Milligan:** Yeah. You had to work in poetry there. So yeah, that's right, that's right.

**Ed Gaudet:** Well, when I think of Asbury, I think of Bruce Springsteen. So yes.

**Lee Milligan:** Yes. And I'm a fan also but for a different name.

**Ed Gaudet:** Okay, good, good. Well, we'll get to music in a bit, so. And that's great. You get to go into these new places, and you get to sort of look at all these challenges and construct strategies. And I'm sure a lot of change and transformation goes into that. How is it different being on the other side?

**Lee Milligan:** I think one of the advantages I have going into these situations is my medical background. So I practiced medicine for a long time and it was the real deal, right, in the trenches in the emergency department for many years, a board-certified, residency-trained ER physician from UCLA. And so I did it. I did it for a long time. So when we come into these conversations, it's not like just the consultants coming in and saying, hey, you should do things differently. I can have very honest conversations with arguably the most prickly stakeholders at the table.

**Ed Gaudet:** Not arguably. Well, they have they have a mission, and they don't want anything to get in the way of the mission. So, technology gets in the way.

**Lee Milligan:** And the technology folks who are bringing me in, frankly, they're grateful that they have somebody, I think, who can have that difficult conversation, because when they're talking about change, they're putting their own scenario at risk, and they know that. And so having somebody can come in, have those conversations and kind of be that buffer, while at the same time kind of mapping out a reasonable pathway forward that usually involves choices with upsides and downsides to each of those choices, I think is really helpful for them.

**Ed Gaudet:** I remember when I was at Imprivata, I was coming into healthcare for the first time, and we're sitting at this table with a bunch of CIOs, and I get to ask the stupid question. So I asked about how does the clinician talk about single sign-on. And they kind of laughed, and they rolled their eyes. And I'm like, well, what's so funny? Oh, they talk about saving clicks. And I was just like, the light bulb went off in my head. I'm like, oh, that's brilliant. Saving clicks. That's. Yeah. So it's such a practical. It's very practical. It's a different language and being able to bridge those two worlds must be really important and beneficial for you.

**Lee Milligan:** Yeah, huge value to the folks that I've been interacting with. I kind of knew what the back of my head, but it's really come to fruition as I've been taking on these projects.

**Ed Gaudet:** Great, great. How did you get into healthcare?



**Lee Milligan:** So that goes back quite a bit. My history is a little bit funky. So I wasn't your typical pre-med guy. I came out of high school with a 2.0 GPA.

**Ed Gaudet:** Whoa.

**Lee Milligan:** And, uh, overachiever. Yes.

**Ed Gaudet:** But you probably had fun like me in high school.

**Lee Milligan:** I was achieving something. It just wasn't.

**Ed Gaudet:** That's right. We're always achieving something.

**Lee Milligan:** And I actually went to college right out of high school and did terrible and basically flunked out. And so I took some time off, and I worked in a variety of jobs. I worked for Beacons Corporation, moving people. I worked at the Gap for a while. I worked for a law firm out of San Diego called Latham and Watkins. I was the mail boy, and eventually I got a job as a summer camp counselor in east of San Diego at a place called Camp Cuyamaca. And that camp has two different types of kids that come up there, sixth-grade kids for their yearly camp. And then there was time dedicated for kids with muscular dystrophy.

**Ed Gaudet:** Oh, wow.

**Lee Milligan:** And I had never been exposed to kids with medical conditions before, and it completely changed my life. And I had one of those almost ethereal aha moments. Yeah, where I realized I wanted to somehow be a part of helping this segment of society get to a better spot. I didn't know exactly in what way or in what fashion, but I just wanted to be part of it. And so I ultimately found my why, and I went back to school. I had to back up in order to go forward.

**Ed Gaudet:** Yeah.

**Lee Milligan:** So, I had to start out with really basic classes. I remember the first quarter; I went back, and I took Math 99, which is basically arithmetic.

**Ed Gaudet:** That's right.

**Lee Milligan:** And then built my way up. And then ultimately, actually, I earned a biology departmental scholarship for the University of Utah, which is very rare to give out one a year. Wow. And I also became a teaching assistant for anatomy. And those two things together really gave me the confidence I think I needed at the time. Yeah, to apply to medical school and to pursue that career.

**Ed Gaudet:** That's a great story. Well, thanks for sharing that. That's really interesting. Yeah, I'm always interested in how people get into the roles they're in or their professions. And it's like similarly, I had a really strange way of getting to what I'm doing today. I would have never written that, would have never thought I'd be doing what I'm doing today. So, yeah, turned out to be an entrepreneur, and I was a writer by trade. So, put those two things together.

**Lee Milligan:** Oh, that's interesting. Yeah.

**Ed Gaudet:** Makes no sense. Right. So. Well, that's great. And you know, when you think about your building, your organization now building your own company, what are your top priorities over the next 24 months?

**Lee Milligan:** I feel strongly about putting the right people at the table and then crafting a culture where everybody feels valued, and it's clear that they contribute significantly to the overall effort. I've been a part of organizations, a part of teams that didn't have that, and it just takes away your motivation to get up in the morning and to move forward. So I feel really strongly about setting the tone where I'm not always going to agree with everybody, but I'm going to hear everybody, and folks who are on my team are going to know they're going to be at least heard, and we're going to have an honest, transparent conversation.

**Lee Milligan (cont'd):** And in my mind, it's an ideaocracy let's have a good, honest conversation. Let's let the best idea float to the top versus politics and the rest of that jazz. So I feel strongly about building strong teams. I also feel that in order to really develop the team and the organization, you have to deliver value consistently. So whether I'm doing a formal consultation with a healthcare company or whether, and this happens a lot, as you might imagine, people just call me up and say, hey, I'd love to pick your brain on this topic. Can we talk? And I routinely share time with folks because we're all trying to make this place better, right? Right. So I think the combination of building strong teams, having a good workflow in place, and then ultimately being good at sharing your thoughts and ideas with others, really helps you get to the right spot.

**Ed Gaudet:** Yeah, I love that you mentioned ideas. Sort of the concept of a meritocracy, which I love. And transparency is so critical as you build cultures without transparency, it's so hard to have a strong foundation. It's so important. Are you hiring right now as you build out your organization or?

**Lee Milligan:** I've got four people on board right now. So it's a small team. We're doing primarily project management around the types of things I like I mentioned before. And so, as the number of projects increase, I will definitely be hiring.

**Ed Gaudet:** That's great. That's terrific. It's always interesting to talk to another entrepreneur because there's so many things, I'm sure, that are in your head at once. I know I, I go to sleep, and I dream about problems. I'm trying to solve the job, the company, the culture, etc.. What keeps you up at night?

**Lee Milligan:** I would say two things come to the top. The first is cybersecurity. You know you can't be a CIO or have been a CIO and not constantly think about who is going to enter in a way you hadn't thought of, right? Or maybe a way you did think of, but you weren't guarding the gate. And so I'm constantly thinking about how our bad actors thinking through how to strategize on this. And I've taken an approach with the systems I've been CIO at where I can't afford to throw billions and billions of dollars at this problem.

**Lee Milligan (cont'd):** So my goal really is to try to be not tempting to an outside bad actor. And you don't have to be faster than the bear. It's got to be faster. The next guy getting chased by the bear. Right. So I'm always trying to get our system in a position where if I'm a bad actor, I'm looking at a bunch of health systems or companies to attack. Gosh, that one looks like they're pretty well fortified. I'm not gonna waste my time.

**Ed Gaudet:** Mhm.

**Lee Milligan:** And so that is top of mind. The second definitely comes back to the concept of focusing on the patient. I feel like with all the technology that has been rolled out over the last, let's say, 15 years, what has been forgotten or has at least been only gratuitously mentioned has been the patient. And I have friends and family who've been who've been patients even recently and universally, the experience within healthcare is poor for patients.

**Ed Gaudet:** But poor and getting worse. It seems like.

**Lee Milligan:** Yes.

**Ed Gaudet:** I've experienced the same thing. It's what's going on like. I've never seen it like this.

**Lee Milligan:** Exactly. It's so clunky. It's so disjointed, it's so disconnected. Doctor A doesn't know what Doctor B said. Doctor A and Doctor B are fighting with one another over what to do in the patient's, the middle person between those two.

**Ed Gaudet:** Yeah.

**Lee Milligan:** You know you can't get your medical records. The radiologist who is trying to just read a CT scan to give a reasonable answer can't get the comparison image from six months ago, right. So they can give an actual reasonable read. I mean, the list goes on and on and on.

**Lee Milligan (cont'd):** And I think my personal opinion on this is that the complexity of this is so complex that we've missed an opportunity to cohesively and collectively pull together a general framework that we can all agree upon and at least have that basic framework in place. I feel like we've allowed too many kind of independent standards organizations to kind of thrive and do their thing without really saying, okay, let's all come to the table. It's going to be one ten volt, you're going to plug it in the wall, and it's going to be horizontal or vertical. And we're going to be clear on that. And we're all going to use the same thing. Okay. Yeah. Yeah.

**Ed Gaudet:** Let's go back to the basics. Let's consider the blocking and tackling. They used to work. Why have we made it so complex for people?

**Lee Milligan:** Yeah.

**Ed Gaudet:** Which is really, really interesting. I hope 2024 will bring that to the industry because certainly, we could use it.

**Lee Milligan:** I think the systems or the companies that are able to do that to some small degree and showcase the revenue value to having done that, will be the ones that will be successful.

**Ed Gaudet:** Yeah.

**Lee Milligan:** I think the ones that are automating, you know, in the beginning, it was all about can we do this?

**Ed Gaudet:** Yeah.

**Lee Milligan:** And now we should be asking should we do this? And frequently, along any workflow you're talking about, a fraction or a portion of it should be automated. And it's probably a fraction or portion of it where there should be a human being.

**Ed Gaudet:** Mhm.





**Lee Milligan:** And so being able to step back and say what's automatable if that's a word and what really what should include a human being. I mean, the example I would give is you only have to get caught in a phone tree one time where the nine choices they give you, none of which apply to your situation, and they don't give you zero talk to the operator as an option. That's right. That's another.

**Ed Gaudet:** Like yeah, that's.

**Lee Milligan:** I'm sorry guys.

**Ed Gaudet:** Exactly, exactly. Oh, that's so frustrating. True. You just want to talk to can I just option here out of here or out of this circular health. No. Great point. And how do you think about Amazon in all of this?

**Lee Milligan:** I think Amazon's a great company. I think they can do a lot of interesting things. I think they have experimented with various elements of healthcare delivery, and I think they brought the wrong people to the table. Frankly, I think honestly, you need a clinician who actually also understands technology to be at the forefront of leading these things. And instead, we're getting one of two things. You're either going a clinician who really does not understand technology on any level, or you get a technician who doesn't understand the clinical side. But in order to be effective, you really need that person who understands both sides of the coin to lead the effort. And I think when they eventually do that and they will, I believe, come to that conclusion, then I think the world's their oyster.

**Ed Gaudet:** Yeah. And so what do you think they acquire? Maybe a large provider or a medium-sized provider and build from there?

**Lee Milligan:** I think it starts with leadership. I think they need to bring in individual leaders who have that experience. There's probably two dozen MD CIOs across the country. Honestly, I think that's what they need to bring in. Bring in a Chris Longhurst, bring in a Michael Pfeiffer, bring in Mark Wiseman, bring in some of these guys who have seen both sides of this, understand the technology well, but are authentic in their understanding of how to deliver healthcare, pragmatic and open to how to do it better.

**Ed Gaudet:** Yeah, and that's great. Great point. Tough couple of years with the pandemic. Yeah. Looking back this year what do you personally and professionally most proud of?

**Lee Milligan:** So with the last time I was with we had when I walked into the organization, there was a significant amount of unplanned downtime within the organization, and it was due to 18 different things. It wasn't like you could just point to one thing, but primarily there wasn't a clear roadmap for how to do standard work within the organization. And so after making some adjustments to the team and trying to get the right team on board and creating the culture we were talking about before, which, by the way, started with creating a daily stand-up.

**Ed Gaudet:** I love that agile.

**Lee Milligan:** Oh man, the daily stand-up was so critical because it forced people to talk. And frequently when teams are not performing well, they tend to silo.

**Ed Gaudet:** That's right.

**Lee Milligan:** And information hoard. And so getting folks to talk was key. And I had just three elements of that in place. The first was I would literally go around and ask each person, are there any fires in your domain? We would go from domain to domain to domain. And once that was done, I had a Kanban board. And a Kanban board was for non-project work that we were needed to do right. And each lane was a separate lane. And so we would go through the Kanban board. And then lastly I would ask everybody again, one by one, anything for I would call it round table, anything for round table. Mhm.

**Lee Milligan (cont'd):** And that gave folks a chance to first of all raise the flag if there is a fire. Number two, clarify any ongoing work that needed to be clarified beyond projects. And number three, share things with their peers that needed to be shared. And what it did is it took away the ability to say, I don't have an opportunity to share, because every day you're at the table, we're talking. So, you know, that piece was really huge. But ultimately, between making improvements in hardware, making some upgrade changes, changing our standard workflow, one of the big things we put in place was I consider best in class change advisory board so that any new changes to the production environment had to go through this very rigorous process. And I we put in place policies and procedures and even scripting for how to vote on it. So it was very formal. And what ultimately happened was we had a lot of downtime hours. We had an excess of 80 unplanned downtime hours in the months when I first got there. And in my last few months, we were down to zero.

**Ed Gaudet:** Wow. That's terrific.

**Lee Milligan:** Yeah. It was. I'm definitely most proud of that. And the team did a fantastic job. They really pulled together.

**Ed Gaudet:** And have you checked back? Are they still maintaining that level or?

**Lee Milligan:** I don't have numbers. I've had some folks call me, and we've had some conversations since then. But yeah, as I was leaving, it was definitely a good spot.

**Ed Gaudet:** Yeah. That's great. That's awesome. Outside of healthcare, outside of IT, what would you be doing if you weren't doing this job? What are you most passionate about?

**Lee Milligan:** Well, I do a lot of things outside of work, so we've got my wife and I had us. My wife's a PA, a physician assistant, and we have four kids, three of which go to University of Oregon.

**Ed Gaudet:** Oh, wow.

**Lee Milligan:** And then our youngest is, uh, sophomore in high school. Okay. So, I spent a lot of time interacting with the kids. And so we talk about academics, talk about the classes, try to support them in that, try to do some tutoring where I can with the kids. But we spent a lot of time outdoors as well. My wife and I hike quite a bit. I also ride; this will sound strange coming from an ER doc, but I ride motorcycles,

**Ed Gaudet:** I love it. So what do you have?

**Lee Milligan:** You know, not a big deal; I just, I have a class 300, which is kind of an on-off road. And then I have a Kawasaki Vulcan 650.

**Ed Gaudet:** Oh, nice. The Vulcan.

**Lee Milligan:** Yeah, it's a fun little bike to cruise around town. So I like to ride motorcycles quite a bit.

**Ed Gaudet:** Last motorcycle I was on, it was, uh, I was on an Indian chief, and I was heading up to, uh, Joshua Tree Park. And, uh, if, you know, um, Coachella, the area in California where they hold that and so. Oh, yeah, you're literally as you're approaching the turn to head up. I think it's Route Ten. In the distance, you see this beautiful mountain range and these windmills that are basically up on the mountain range. And I remember going to myself, wow, that's a weird place to put the windmills. And all of a sudden, you take the turn. It's it's like being in a tornado. The crosswinds.

**Lee Milligan:** Oh, really?

**Ed Gaudet:** Yeah. We had to stop. We got off, and we went back to the place. We rented the bikes, and the guy was like, oh, yeah, I was waiting for you to call. Usually, we have to send out a truck like a, you know, to bring you back the bikes. And I literally leaped across the counter at him like, why did you let us go out there? Are you insane? Like it was probably the worst drive in my life. I was scared to death.

**Lee Milligan:** I know that road, and I know that wind. It is unbelievable.

**Ed Gaudet:** It is awful. I'm surprised it didn't crash. Like. Yeah, I was out there with a buddy. We were on a three-day music fest that they held. It wasn't Coachella, but it was great. Three days, Stones, Bob Dylan, Neil Young, The Who. Yeah, Roger Waters, it was. Fantastic. That's awesome.

**Lee Milligan:** But so to answer your question, what would I be doing if I wasn't doing this? If I was outside of medicine and outside of technology, I would open a coffee shop.

**Ed Gaudet:** Huh? A coffee shop. It was at the Bob Dylan reference.

**Lee Milligan:** But it would have automation in place, but it would also have the human element in place and would have the best damn coffee on the planet.

**Ed Gaudet:** I love coffee; I drink a lot of coffee. I'd be at your coffee shop.

**Lee Milligan:** There you go.

**Ed Gaudet:** Yeah, yeah. Excellent. So, go back in time. What would you tell your 20-year-old self?

**Lee Milligan:** You know, in my case, I did a lot of things in a really atypical fashion. And ultimately, I think it led to a, in my case, a richer view of the world. Um, even I look back at when I was working for that law firm as a mailboy.

**Ed Gaudet:** Character building.

**Lee Milligan:** That. And also I had a really good manager, and she let me make a whole bunch of changes to how mail was delivered in, this is a big law firm. This is two stories of a very large office building in downtown San Diego, and I was able to put in place a whole bunch of changes that actually improved the efficiency of the delivery of mail.



**Ed Gaudet:** Your first transformation project.

**Lee Milligan:** Yeah.

**Ed Gaudet:** Yeah. It's awesome. That's great.

**Lee Milligan:** You know. I've drawn from that ever since those kinds of things. So honestly, I think I would say just figure it out.

**Ed Gaudet:** Yeah. Let's figure it out. That's good.

**Lee Milligan:** You'll figure it out.

**Ed Gaudet:** Yeah. I told you the riskiest thing I've ever done. What's the riskiest thing you've ever done?

**Lee Milligan:** Riskiest thing I ever did. Separate from clinical medicine. So, within the technology space, I would say when I took over as CIO for the Asante health system, that was a pretty big risk. That was a pretty big jump. I was CMIO and CMIO is only one letter difference.

**Ed Gaudet:** It's a world of difference.

**Lee Milligan:** But there's no comparison between CMIO and CIO.

**Ed Gaudet:** That's right.

**Lee Milligan:** And so that was arguably pretty risky. I had a fantastic CEO at the time who really believed in me, and at the time I actually negotiated before I said yes, I negotiated for two things I negotiated for I needed a financial person that I wanted to hire, not full-time, but X number of hours a week who could help me make sense of the numbers and also present the numbers in a way that could tell a story because I knew if I couldn't tell a story, I couldn't get approval. And so I wanted to work backward into that and have somebody who could help me do that. And he agreed to the first one. The second one was I asked for a CIO coach. I didn't need it forever, but I thought the first few months, man, it would be great to have a CIO coach. And he misunderstood. He thought I wanted an executive coach. And I said, frankly, you know, I've been doing this executive stuff for a while. I don't need an executive coach. I now present in front of the board. I know how to frame things up for folks. I know how to navigate the crazy politics. I'm fine with that. But I need somebody who has actually been in the CIO saddle before. It helped me navigate this, and he agreed to that as well. And that proved to be key in the success that we enjoyed at Asante, because for two reasons. One, I could run things past them, and if I got it wrong, he could tell me. But the second thing was a lot of the ideas, frankly, most of the ideas were exactly on target.

**Ed Gaudet:** Mhm.

**Lee Milligan:** But I knew they would be controversial with my staff or with the organization. But when I ran it past the CIO coach, he could give me his feedback, and at that time, I could walk in with a level of confidence about this pathway that I never would have had had I not had the opportunity to share that with the coach first. So it ended up being a really important element.

**Ed Gaudet:** That's great, I see. I thought you were going to say something about scaling Zion or Angels Walk or Angels Landing. I forget what the uh.

**Lee Milligan:** Oh yeah, I've done a fair amount of that as well. This summer, I was in Spain with my daughter, who's 18, and then my son, who's now 20. What's that?

**Ed Gaudet:** Did you do the walk, the, uh.

**Lee Milligan:** Camino? Yeah. No, I didn't do the Camino, but I took the bullet train from Madrid down to Valencia. And then south of Valencia. There's a little area down there that has some great climbing on the cliffs overlooking the Mediterranean. And my son and my daughter and I got in some very precarious scenarios. At one point she said, I think we're going to die, dad. And I said, okay, just one step at a time, one handhold at a time. We're going to get this. And we made our way out. So maybe that's the most scary thing I've done.

**Ed Gaudet:** That's cool. Oh, scary and cool to save time. Yeah, that must have been picturesque. And like, you know, the beauty and the the fear at the same time.

**Lee Milligan:** Yeah, yeah. Mixed emotions.

**Ed Gaudet:** Speaking of islands, you're on a desert island. What's the top five albums or movies you'd bring with you?

**Lee Milligan:** Oh, wow. This one's easy for me because I love music and I love movies.

**Ed Gaudet:** Me too. Awesome.

**Lee Milligan:** So movie-wise, it would be. There's three that come to mind. The natural.

**Ed Gaudet:** Oh, good. Good pic.

**Lee Milligan:** Oldie but a goodie.

**Ed Gaudet:** Yeah, it's a good one.

**Lee Milligan:** Rocky 2. Not 1.

**Ed Gaudet:** Wow. Okay.



**Lee Milligan:** Yeah.

**Ed Gaudet:** Interesting.

**Lee Milligan:** And Field of Dreams.

**Ed Gaudet:** Wow. Very common themes across the three.

**Lee Milligan:** Yeah. Yeah, definitely.

**Ed Gaudet:** Field of dreams is phenomenal. What a great movie that is.

**Lee Milligan:** And then in terms of albums, I would say Peter Gabriel, So.

**Ed Gaudet:** I think it's just like anniversary. Was it this year, was it 50th or 40th anniversary or something? Yeah, that's yeah.

**Lee Milligan:** U2, Joshua Tree.

**Ed Gaudet:** Great album.

**Lee Milligan:** I just saw them, by the way, perform Achtung Baby in the Sphere.

**Ed Gaudet:** At the sphere. You were there at the sphere? I was there.

**Lee Milligan:** I had. You're gonna hate this. I had the best seats in the house, and they were actually really cheap because I was not organized. Yeah, I waited till the last minute. My wife thought I bought them. I thought she bought them. And then I said, hey, you got the tickets? And she goes, I thought you had the tickets. So I scrambled when I Ticketmaster and these tickets that were 1500 bucks a pop, at that point, we're down to 275. Wow. And so I snagged them and it turned out they were the best seats in the house. We got lucky.

**Ed Gaudet:** Is it like a couple of weeks ago or like, four weeks ago?

**Lee Milligan:** Yeah, it was like it was maybe four weeks ago.

**Ed Gaudet:** Yeah. A good friend of mine was there. The two. She posted it all on Facebook. I'm like, this looks awesome.

**Lee Milligan:** Yeah. It was right before they were preparing for the race. Was the Formula One race.

**Ed Gaudet:** Yeah, yeah.

**Lee Milligan:** Or Grand Prix I can't remember. I don't follow racing so I don't know. But that was a mess. Las Vegas Boulevard was an absolute mess.

**Ed Gaudet:** Um, well that sounds like a good show. Any other bands or any other albums?

**Lee Milligan:** I think anything by Def Leppard.

**Ed Gaudet:** We have a good taste. That's why I was probing. Yeah. What else is behind that? The curtain.

**Lee Milligan:** Oh, the other big one would be, um, Don Henley. I'm a big Don Henley fan,

**Ed Gaudet:** Don Henley. Oh, Eagles too, or.

**Lee Milligan:** Yeah, I love the Eagles too. I mean, Don Henley is got a little bit odd in his later years, but some of his music was just ridiculous. It was so good. He had just he had honed his skills with the Eagles and then took it to the next step.

**Ed Gaudet:** Yeah, really great story.



**Lee Milligan:** Boys of Summer. Like Forget About.

**Ed Gaudet:** Summer is a great song.

**Lee Milligan:** So good.

**Ed Gaudet:** Yeah, I always forget like which songs were Don Henley songs or which ones were the Eagles songs. Because yeah, when he.

**Lee Milligan:** He's got a song called A Month of Sundays and it comes right after a song called Sunset Grill, or actually right before Sunset Grill.

**Ed Gaudet:** Yeah.

**Lee Milligan:** On the I think it's Building the Perfect Beast album.

**Ed Gaudet:** I'll check that out.

**Lee Milligan:** Man. Really good.

**Ed Gaudet:** You like country?

**Lee Milligan:** I like some check out a cowboy. It's a pretty good one.

**Ed Gaudet:** Check out Zac Brian, do you know him, Zac Brian?

**Lee Milligan:** What's his name?

**Ed Gaudet:** Zac Brian. He's new.

**Lee Milligan:** Zac. Brian. Okay. Yeah.



**Ed Gaudet:** He's like my kids feed me with new songs, new music.

**Lee Milligan:** I love that when they do that.

**Ed Gaudet:** I do too. Like Noah Khan is another one I just learned about. And Noah Khan is amazing. It's like this generation's Bob Dylan if you will.

**Lee Milligan:** Oh, wow.

**Ed Gaudet:** Yeah.

**Lee Milligan:** Wow. Okay, I'll check him out. Thanks.

**Ed Gaudet:** All right. Great. So we're just about wrapping up. We went a little long, but any advice to folks that are starting their career in IT or maybe cybersecurity?

**Lee Milligan:** Yeah, I would say for both I think it's critically important to understand the underlying business that you are attempting to augment with your technology or your cybersecurity. So it's critically important to understand what problems the operators are attempting to solve, and then be a partner with them in attempting to solve that historically. And I think this low hanging fruit, right, because I think historically, cybersecurity folks in particular have a reputation for focusing on cybersecurity at the expense of the business. And I think there is a portion of cybersecurity folks, analysts and CISOs alike, who really understand the business and are attempting to augment the business in a safe fashion. And they partner and they provide choices to folks. So I think if you can be seen as someone with that intelligence where you really understand the business and you're looking to augment it with the security or the technology, and you need their help in order to be able to get it right. Boy, you will be seen as somebody who stands out in the crowd.

**Ed Gaudet:** Excellent, excellent. We've been talking to Lee Milligan today. This is Ed Gaudet from the Risk Never Sleeps Podcast. And remember, 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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