

Podcast Transcript

Risk Never Sleeps

Episode 46

Terry Grogan

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 joined by a very good friend of mine, Terry Grogan, the VP and CISO at Tower Health. Hi, Terry.

Terry Grogan: Hi. Thanks for having me.

Ed Gaudet: Yeah, good to see you again. We've worked together for a number of years, haven't we?

Terry Grogan: Yes, we have. Yes, we have in a couple of organizations.

Ed Gaudet: In a couple of different organizations, that's right. Are you still working with Imprivata?

Terry Grogan: We are still working with Imprivata, yes.

Ed Gaudet: Yeah, it's a great product, great company.

Terry Grogan: It is a great product.

Ed Gaudet: Yeah. Excellent. Tell us about your current role and Tower Health.



Terry Grogan: Thank you. So I'm the CISO at Tower Health. My primary responsibility is the traditional security, responsibility for the data, the health system. I also have an oversight over infrastructure and technology because they're so tied together, especially on the network side, for example. So I have a lot of oversight over that as well. Tower Health is, started out as a community health system with just Reading Hospital, the flagship. We now have Phoenixville and Pottstown as two other hospitals, a large relationship with Saint Christopher's, which is a children's hospital of Philadelphia, and then quite a number of physician practices around the community. So we provide healthcare in the Berks County area, and I love it. It's close to home for me. It's only a 25-minute drive to work. I work hybrid, I'm on site three days a week and home two days a week, and I enjoy it. People are great, great culture.

Ed Gaudet: Excellent. Yeah, that area is, it's a great area. I've done a number of trips in that area for customers. I've also, did a lot of trips to Gettysburg as a child, too.

Terry Grogan: I love Gettysburg. I go horseback riding there.

Ed Gaudet: Oh, do you?

Terry Grogan: I ride my horse through Gettysburg, through the battlegrounds.

Ed Gaudet: It's amazing, isn't it?

Terry Grogan: It is.

Ed Gaudet: Yeah. Now, as a young lad, I would have much rather gone to Hershey Park, but.

Terry Grogan: I've been there many times as well, so.

Ed Gaudet: No, Gettysburg was great. It was after the fifth time, though, a little old. But enough about Gettysburg. This is about you, not about Gettysburg. You have a really interesting background, which we're going to get to. So tell us how you got into healthcare.

Terry Grogan: So it's interesting. I spent 21 years in the Army, and I was in the Army Veterinary Corps. Now, what I did in the Veterinary Corps was mostly work in slaughterhouses and food plants, A lot of the food side of it, not so much the living animal side, though I did do some of that. I actually took care of the mules at West Point for about a year. I was in the Veterinary Corps, which had nothing to do with healthcare directly or security or IT, but I like the Army. I like the Army, and when it came time to retire, I wanted to do something that was my passion in the Army, which was IT related. I'd gone to college for IT, and back in the 90s, that was a pretty big deal. So I wanted to do IT, and of course, this was, I was retiring in 1998, and if you could spell PC, you could get a job in IT because Y2K was coming. So I wanted to work at a place that gave back to people because I loved the Army because of the service, that's why I was there, and so I wanted to be in healthcare. So I purposely applied to every hospital I could find that had an IT position open. And the CIO that hired me because of a drill, as a drill sergeant, and he needed somebody to whip these brand new PC techs into shape because they were pulling out an old mainframe application that wasn't going to be Y2K compliant. So that started me off on the infrastructure side of IT, which I loved, and then HIPAA came around, and he said, hey, you knew about security in the Army, right? Yeah, you're going to be our security person. All the time, the security, so that's how my career came. The Army got me toward where I was, and healthcare is my passion.

Ed Gaudet: Thank you for your service. And I love the fact that you were a drill sergeant. I also was in the Army for a year, so I have a special place in my heart for the drill sergeant.

Terry Grogan: We had interesting times.

Ed Gaudet: I'll bet. Okay. You also were an interim CISO, which, tell us about that role. That's really you get to see a lot in that role, I bet.

Terry Grogan: Yeah, so I worked in healthcare IT for about 15 years, and then I decided to leave the company I was at, the hospital I was at, and go out on my own. I wanted to expand my horizons. I wanted to work with other healthcare clients. And so I started my own company, met up with another small company, and joined forces. And we did healthcare IT only, at both the CTO role and the CISO role. I got to work in a number of health systems. In fact, that's where I first met you.



Terry Grogan (cont'd): I was an interim CISO at a hospital in the northeast. And so it's interesting being the interim CISO, you get to walk in, have the weight of what's going on and the hope that you're going to fix all of it, and you get to see all the different ways people are handling things. And in healthcare, we all do exactly the same thing slightly differently. We are all doing the same things and often with the same vendors. So there's good and bad about that. So you get to look really smart because you learned what didn't work at the last place you were at. So interim CISO was nice, I never had anybody treat me differently with that. I always liked trying to make sure folks knew that I was there for them, and it wasn't a, oh, that's not part of the scope of my contract. It was, now I'm here to help you. I'm going to treat me like an employee. You don't have to pay my benefits.

Ed Gaudet: Yeah. I think also too, that shared mission. We have transfers. Regardless of who you are when you come into healthcare.

Terry Grogan: Absolutely.

Ed Gaudet: Which is pretty important. As you think about 2023, we're getting ready to exit and go into 2024, what are the top three priorities that are on your list?

Terry Grogan: Probably the same ones on everybody else. For sure, third-party risk management is probably my largest. Again, to continue the relationship with you, I needed to understand the confusion, what was coming in and what was the risk I had coming in. So we've already gone down that path very successfully with the Censinet product. I know this isn't about Censinet, but that absolutely helped to start that foundation. I'm carrying that further forward this year by looking at account management for vendors. That is another open problem. When you look at the third-party risk for business email compromise and vendor account compromise, I need to not have vendors on my network, or I need to manage them a different way. So that's one of my largest. My second largest out of there is really around my disaster recovery planning. It's not where it should be. I like other health systems especially, still digging out from COVID 2020 have a lot of technology debt that I've got to deal with, and so I have a lot higher risk there.

Terry Grogan (cont'd): And what does disaster look like for me? And containment efforts, especially, if the disaster is caused by maliciousness. So those are really where my largest focuses are right now.

Ed Gaudet: Yeah, we did the cybersecurity benchmarking survey, and we uncovered that many folks really needed to look at their respond and recover area with a nest. It was definitely deficient across the industry, so it's good to hear that you're spending resources there. You did mention the pandemic. How do you think we're doing as an industry so far over the last couple of years?

Terry Grogan: I think that a lot of health systems have adopted and changed processes to really help them be more efficient ... pandemic. I think it's still a struggle, and that's a problem, with what's going on. We have three major problems there with folks who are still trying to struggle with a shortage of staff. The great exit, still there, is a shortage of staff, and that's even on my side, and everybody wants to work hybrid or 100% remote. And so how do you deal with that? And so there's still some challenges there. Financially, we're still digging out. People have been pushing that rock down the road for payments, now they've got to figure out when do I start doing the things I've been putting off and what's the most important, which goes back to the legacy. So what they were doing better, I think we've gotten creative. We've learned to be a little more flexible with changing processes and assessing what's really important.

Ed Gaudet: Right.

Terry Grogan: If we don't get hit really heavily this year with a large recurrence of the pandemic, I think you're going to see 2024 being, most of us being closer to where we were pre-pandemic.

Ed Gaudet: Oh, really? That's great.

Terry Grogan: You're going to see a lot of us there or close to it, definitely seeing the other side of that.

Ed Gaudet: Yeah, the research would indicate that the margins are starting to come back, which is good news for everybody, obviously. What are you most proud of personally over the last couple of years?

Terry Grogan: So I think for me personally, over the last couple of years, it's been how much I've been able to help some of the organizations I've been in. I chose to leave consulting and going back to being an employee because I actually missed that, and there was a great opportunity where I'm hearing saying a lot in me, and that's what I like, I like helping. I helped one institution out of a pretty bad cybersecurity event, and that was a major. I felt really good about how we recovered from that and how we made that happen. So I'd like the ability that I had to share with others. I've also taken on a role as a mentor for ISACA for a group called SheLeadsTech, which is trying to get and attract others, and while it's predominantly female, SheLeadsTech, it really isn't all female, to get younger folks that come into this, into cybersecurity as well as I do, just the shortage that we have in the cybersecurity industry.

Ed Gaudet: Yeah, it's hit cyber pretty hard, especially in healthcare. It's a challenge for sure. Outside of healthcare and outside of cyber, what would you be doing? What are you most passionate about?

Terry Grogan: So for me, it's my horse, right? So now, there's two horses, one's retiring and one's just coming on board. So I do a lot of showing with my horses. I do a lot of Western kind of stuff, if you would. It's dressage. It's like you see on TV, but it's a western flavor to it, and I trail ride. So my horses are really, really my biggest passion. My second is underwater photography. So I scuba dive and I do underwater photography, and so I'm really proud of the pictures I take.

Ed Gaudet: Oh, do you have them on a website or?

Terry Grogan: I do, I do, I do post some of them on our website and I'm pretty happy. I'm pretty proud of those pictures. I enjoy that a lot.

Ed Gaudet: Have you swam with the sharks?

Terry Grogan: Absolutely. Oh, absolutely. One of my favorite trips was the Galapagos Islands. I went actually swimming with whale sharks, 42-foot-long creatures, amazing day.

Ed Gaudet: Very cool. Wow, okay. If you could go back in time, what would you tell your 20-year-old self?

Terry Grogan: I would tell my 20-year-old self to understand that everybody actually, at the end of the day, wants to do the right thing. So one of the things that when I was younger, I had challenges like a chess game, what's the opponent going to do? The opponent, what am I going to do? Let me think three steps ahead. And I read a book called Crucial Conversations years ago, that really talked about, at the root of everything, people want to do the right thing. And I'm not talking about hackers. I'm talking about the normal people you interact with on a day-to-day basis. And if you look for where the common ground is, find your thing where the two of you agree and work from there. And I find that helps me the most today in my job, the thing that helps me the most in getting leadership to understand security and changes, because now it's not going to be convenient or easy to do something or whatever. When we're on opposite sides, figure out where we're common first and work up from there. And that's what I would tell my, don't play a chess match. Find where you're at a common theme, and work together.

Ed Gaudet: I love that. That is unique advice on this show, so that's awesome. Did you play chess when you were young?

Terry Grogan: I did, I did, and I still do.

Ed Gaudet: I did too.

Terry Grogan: Not nearly as much, but I loved it. I still love chess, you still have an opponent across the chessboard.

Ed Gaudet: Have you downloaded the chess? Any of the chess games on your phone?

Terry Grogan: Oh I have, that's been a while, but yes.

Ed Gaudet: Yeah, yeah. Me too. Pretty cool. So that's great. What? I think we had a question here about music too. Did you get that question in advance?

Terry Grogan: Yes, I've got a question around. ... What, if I could only have three, either movies or music, what would they be?

Ed Gaudet: Yeah. On the desert island, right?

Terry Grogan: On the desert island, yeah. That would have been survival books, ... my own. But why would you have anything else? If I'm on a desert island, why would I have any book that wasn't?

Ed Gaudet: Exactly, ten steps to surviving on a Desert Island.

Terry Grogan: Treating your own wounds. Oh, my God, those would be my books on a desert island, right?

Ed Gaudet: Living with yourself alone. That's right, Wilson.

Terry Grogan: When it was music, it was music or movies like, like, oh, that's interesting. And I thought, what are the ones that if it's a snowy day and I don't want to do anything, what am I watching over and over again? And so, because those would be the ones I would take. So for me, interestingly enough, it would be The Sound of Music. That's a great movie. I love it, it makes me feel good. The Rocky Horror Picture Show.

Ed Gaudet: Oh, the time warp. Let's do the time warp again.

Terry Grogan: Let's do the time warp. Oh, my goodness gracious. I've probably seen this thing 20 times.



Ed Gaudet: Throwing toast. I think I've seen you in the theater throwing toast.

Terry Grogan: No, I was never one of the one throwing toast. And then, actually, Mamma Mia! Which again, so sort of all my movies are musicals. Those are all feel good to do over again. That's really, those are the kinds of things I like. Yeah.

Ed Gaudet: How about music then? Let's go to music.

Terry Grogan: Queen. Come on, Queen.

Ed Gaudet: Nice.

Terry Grogan: Queen. Of course, my era is the Beatles as well, but Queen is probably, Queen and the Eagles are probably the two up there for me.

Ed Gaudet: I was watching Queen Live at Wembley this weekend. Oh.

Terry Grogan: It was.

Ed Gaudet: So good. Yeah, I went to Live Aid too, in Philadelphia.

Terry Grogan: Oh yes. Oh, you lucky thing.

Ed Gaudet: Oh yeah. I don't remember much, but I was there.

Terry Grogan: Yes, yeah. So I just went to Woodstock.

Ed Gaudet: Oh yeah. Yeah. That was my, yeah, I just got out of boot camp, actually. Yeah, that's a good time. Okay, those are good. Eagles are good. Unless you're The Big Lebowski. I don't think he likes the Eagles too much, I think.



Terry Grogan: No, I don't think he does.

Ed Gaudet: But Queen, who doesn't like Queen?

Terry Grogan: Who doesn't like Queen? Exactly.

Ed Gaudet: Excellent, all right. So if you, I loved your early advice to folks thinking about the profession. What other advice could you give to folks that may be coming out of school, or maybe just going into school and are interested in healthcare in cyber?

Terry Grogan: Yeah. So what I try and tell folks is, if you're young and just coming out of school or you're in your last year and you're looking for an internship, don't immediately jump into an internship in cybersecurity. You can do that, and you'll probably be put in some sock somewhere. And no disparaging socks, I'm glad they exist, don't get me wrong. But if you really want to learn and you want to grow, take a job in infrastructure, PC tech, or desktop person, or an intern, because you can't be a good cyber security person if you actually don't understand what it is you're protecting and how it works.

Ed Gaudet: That's great.

Terry Grogan: So you'll learn a lot more if you take that. And people are always looking for interns on the desktop side and account management, helpdesk, what have you, you'll learn so much more for groundwork. It'll make your cyber so much better.

Ed Gaudet: Yeah, this may sound like a selfish plug, but I also think that risk analyst role is so interesting because you get to see so many things, plus you get to interface with the business.

Terry Grogan: Yes, that's another great aspect, absolutely, because you get to see the bigger picture, not the detail, so that when you're down in the weeds, you understand how it's impacting everything.



Ed Gaudet: Exactly, exactly. Excellent. Yeah, no, this has been terrific. We've caught up. It's been good to catch up with you, and obviously, and have you on the program, so I really appreciate your time. This is Ed Gaudet from the Risk Never Sleeps Podcast. And if you're on the front lines protecting patient safety and care, remember to stay vigilant because risk never sleeps.



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