Position sought
Executive Access Management (IAM) | Governance

Locations
Jonesborough, TN or Nashville, TN
Hybrid/Remote (Preferred),
Open to longer commute for right position

Tom Deaderick
Sr. Director Access Management
HCA Healthcare

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Jonesborough, TN 37659
Tom@TomDeaderick.com
(423) 863-8708

Dear Hiring Manager:

I have **16 professional certifications**, including:

- CISSP (ISC)2
- CISM (Certified Information Security Manager, ISACA)
- CRISC (Certified in Risk and Information Systems Control, ISACA)
- PMP (PMI)
- PMI-ACP (Agile, PMI)
- Professional Scrum Master (Scrum.org)
- Certified Ethical Hacker (CEH)
- ITIL Expert-Level (ITSM)

I am a **goal-oriented**, **self-starting innovator**, **tenaciously pressing forward**, **leading others with my enthusiasm and commitment**. My three most important attributes are:

- a passion for research and learning,
- an understanding of human motivation, and
- a mastery of analytics

I thrive on collaboration and partnership, while being an exceptionally adept individual contributor, with expansive capabilities:

- Business strategy experience - **a visionary winner**
- Project & Program management – **an implementation winner**
- Enthusiastic and engaging presenter/speaker – **a leader**
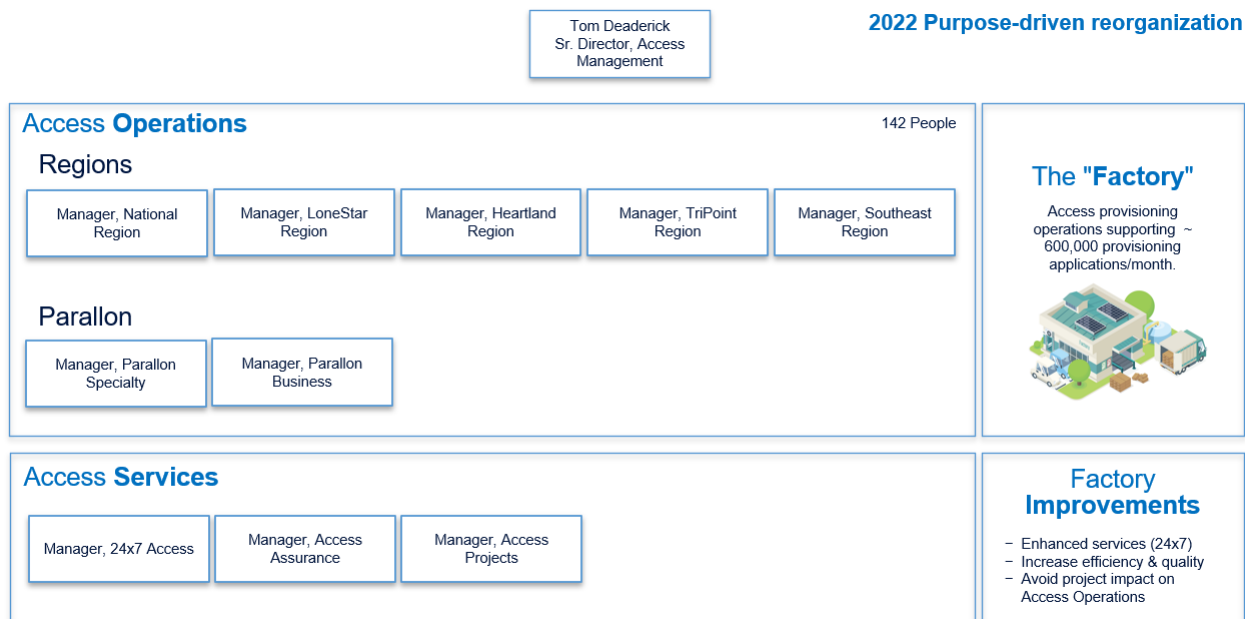
I look forward to speaking with you.

Tom Deaderick

Topics
1. Management of **large-scale** Identity & Access Management (IAM) environment.
2. Exceptional leverage of analytics to overcome business challenges.
3. Certifications and creative works.

1. Management of **large-scale** Identity & Access Management (IAM) environment

- **665 thousand** active identities (employee & non-employee)
- **3 thousand** applications
- **8.9 million** application provisions
- **268 million** application-settings
- **433 thousand** Role IDs (position-based)
- **28 thousand** ABAC IDs (attribute-based)
- **42 million** approver matrix rules

Directs a department of 10 managers and 132 access coordinators since January 6, 2022.

Tom Deaderick
Sr. Director, Access Management

2022 Purpose-driven reorganization

Access **Operations**   142 People

Regions

| Manager, National Region | Manager, LoneStar Region | Manager, Heartland Region | Manager, TriPoint Region | Manager, Southeast Region |

Parallon

| Manager, Parallon Specialty | Manager, Parallon Business |

The **"Factory"**

Access provisioning operations supporting ~ 600,000 provisioning applications/month.

Access **Services**

| Manager, 24x7 Access | Manager, Access Assurance | Manager, Access Projects |

Factory **Improvements**

- Enhanced services (24x7)
- Increase efficiency & quality
- Avoid project impact on Access Operations

Department reorganization

In December 2022, Access Management completed a yearlong reorganization, purposefully allocating the department's resources so that:

- Generalized Access Teams that previously performed daily provisioning, rolebasing, approval routing configuration, afterhours support and access-related projects, became *specialized* teams capable of increased efficiency and service quality.
- Full 24x7 Access support replaced an on-call model, saving $75k annually while improving alignment with hospital needs.
- Impact of acquisition, divestiture, large-scale reorganizations, and application intake on Access Operations teams is minimized (Access Projects Team).
- Day one ready-to-work access (via rolebasing) is driven higher.

Department
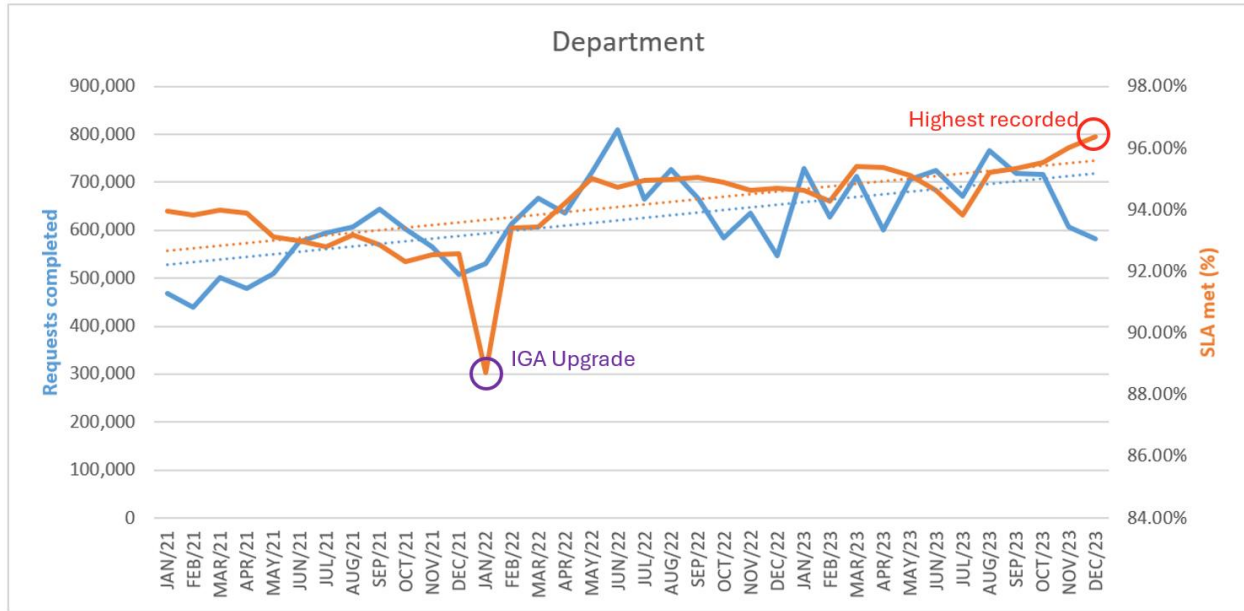
Number of **completed requests** (shown in **blue)** tracks with the left axis.
Requests **provisioned within the SLA** (shown in **orange)** tracks with the right axis.

*While supporting the business' growing number of requests, Access Management **also** improved SLA performance.*

Note: The dip in January 2022 results from a problematic IGA upgrade (performed by another department) that required Access Management teams to work round-the-clock developing workarounds and mitigating customer impact.

Department, Avg hours to close
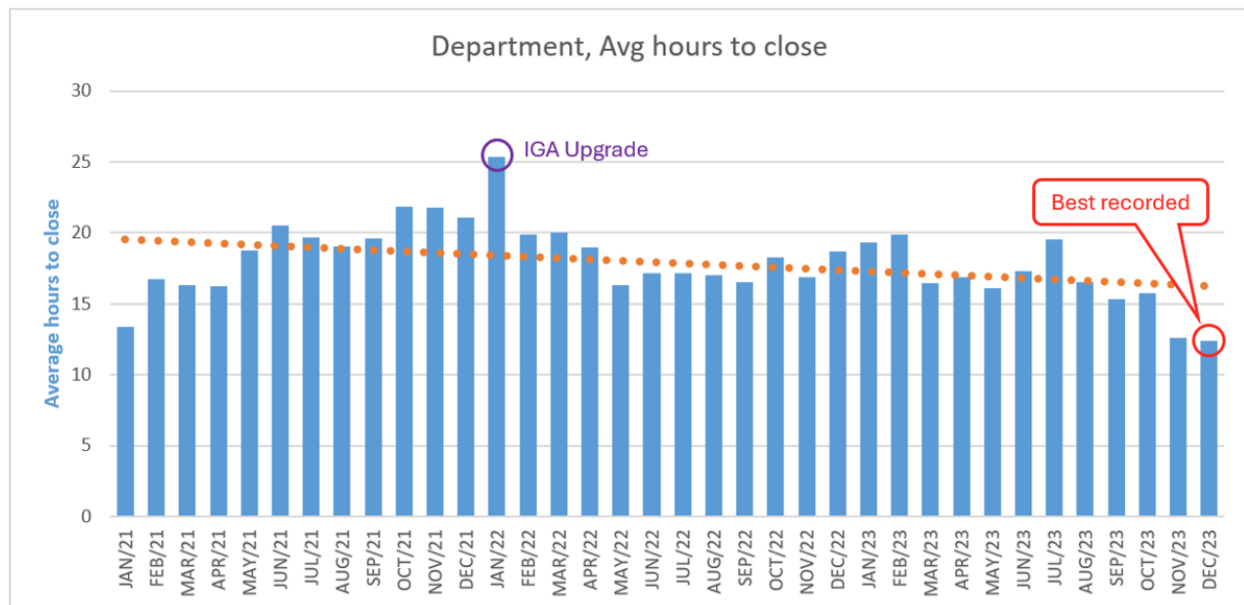
Average hours to close requests also recorded the best recorded metric in December 23.

Hurricanes, nursing strikes and emergency access management
Access management's crucial role is never more visible than during emergencies. Thousands of employees/contractors are redeployed and provisioned in a few days. This is only possible through advance preparation, analytics, and rolebasing.

Deaderick's leadership, project management and analytics capabilities brought emergency access management to a higher level of performance than ever before.

> "Tom spent countless hours working and preparing for the nursing strike out at FWDV, before during and even after the event itself - including during Thanksgiving. He even sacrificed time with his family to ensure the Division had the support they needed to safely take care of patients during this emergency event. We appreciate you and your team's efforts Tom more than you know." – Sean Ruehe, Senior Director of Service Operations

Employee engagement
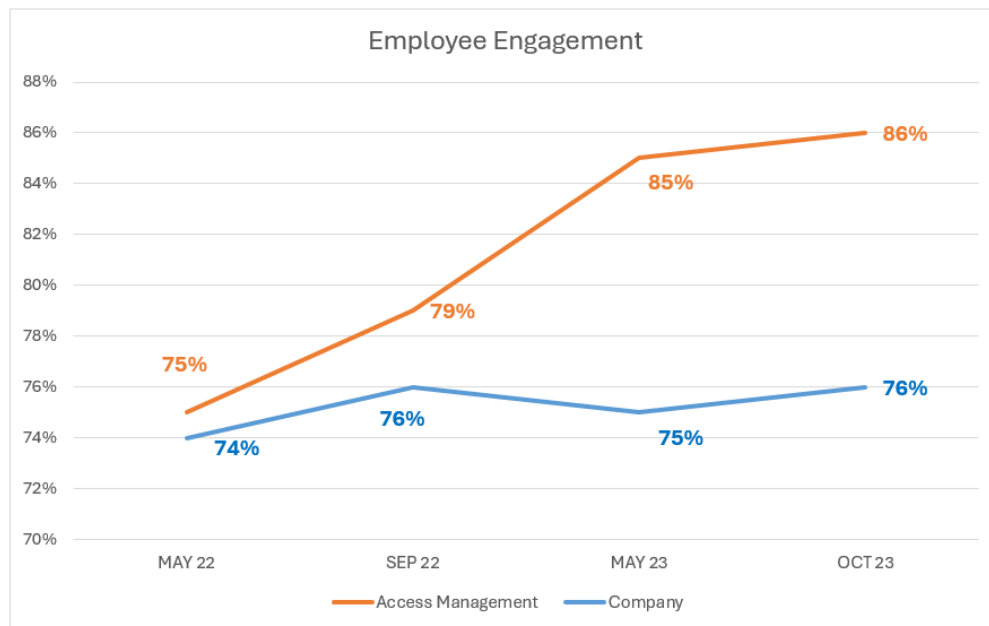
Directing one of the company's largest departments, Deaderick achieved **an employee engagement score that is 10% greater than the company average**. The key elements of this success include:

– Transparency/Trust
– Employee confidence in strategic vision
– Encouragement focus
– Decisive response to issue resolution (people, process & technology)
– Turned around perceptions held by other departments of Access Management's value.

An innovative leader

Employee evaluation tool: Annual evaluations suffer from deficiencies like recency bias (when managers focus on more recent performance). Employees recognize this and may scale back efforts when evaluations are far off. Deaderick developed an employee evaluation tool that enables managers to post observations and rankings at any time during the year with real-time employee rankings across the department.

Cascade promotions: There are four access coordinator levels. When a coordinator leaves the department for another position, the real-time employee rankings identify the highest performing coordinator from the next level below and they are promoted to the vacated level. This process cascades until the remaining vacant position is entry-level. **This transparent and objective process increases trust and establishes that performance is the path to promotion.**

Strategic Involvement (SI) program: Deaderick developed this program in response to an employee engagement survey question, "I am satisfied with my involvement in decisions that affect my work". Employees were taught the **Capabilities Maturity Model** (below) and the **Objectives & Key Results (OKR)** approach created by Intel's Andy Grove. Each team developed a list of ideas and improvements, and then selected their top improvement opportunity (the process repeats annually). Deaderick meets with the teams weekly, reviewing progress and providing coaching and relevant training along the way.

The SI program identifies opportunities that leadership might never target, but that were impactful at the operations level. The SI program was overwhelmingly successful, achieving *an improvement in the next employee engagement survey of eight percent*, as well as improving operational opportunities.

Capability Maturities

	People	Process	Technology
5	— 100% trust & accountability. — Fewer people doing more and better work. — Staff is industry-leading experts.	— Zero defects. — Stable & agile: continually improving process performance (incremental & innovative).	— Industry-leading technology accelerators. — Fully integrated, w/ automated exception detection.
4	— Virtually zero drama. — Love the work & each other, recommend the team to their smartest friends.	— Measured and controlled with metrics. — Processes are refined and adapted. — Negative outcomes approaching zero.	— Tools are being used in main areas to automate management of the process and monitor critical activities and controls.
3	— Low drama; staff is enthusiastic — Victories are often celebrated — Everyone knows organizational objectives.	— Proactive, rather than reactive — All processes are documented & managed. — KPIs exist for all operational units.	— Tools are being used for their basic purposes but may not be integrated. — Reliability is high.
2	— Some are excited about new processes. — A divide between process-oriented & "old guard" emerges.	— Some processes are repeatable & consistent. Process discipline is not rigorous but helps adhere to processes during times of stress.	— Common approaches to tools exist but are based on solutions developed by key individuals.
1	— High stress, drama, blame, finger-pointing. — Resigned to disorganization. — Low autonomy.	— Tribal knowledge with processes driven in an ad hoc, uncontrolled and reactive manner by users or events.	— Some non-standard tools may be in use for the IAM related control. — Reliability is low.

Strategies: Department

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Continual Improvement Plan

People	Process	Technology
— Professional Development focus — Employee Evaluation / Cascade promotion — Objective & fair increase procedure — Recruiting & interview process.	— Agile Access Management pioneered by 24x7 Access Team — Internal Services Agreements (ISAs) for efficient and "family" team collaboration. — User Provisioning Guides (UPGs) — Central procedure library	— Consolidated MEDITECH menu. — Scorecard reporting. — Rolebasing metrics — Analytics training. — SQL library.

1	People	Process	Technology
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Identity & Access Academy: Although employees are encouraged to spend time each week on continual learning, and provided PluralSight licenses, employee engagement responses indicated a need for a training structure that recommended courses for different career pathways within the department. Deaderick created the I&A Academy with recommended tracks for Access Operations, Access Projects, and Access Assurance positions with internally developed and curated external courses recommended for each salary level.

Fiero: Experienced leaders understand the limitations of salary increases, bonuses and promotions in creating highly engaged and enthusiastic workers that are dedicated to increasing their craft. Budgets are finite, and as much as we might hope that a promotion a year ago would create sustained motivation, we understand that it does not.

An achievement economy is limited solely by a leader's **creativity**, **understanding of human motivation** and **mastery of analytics**.

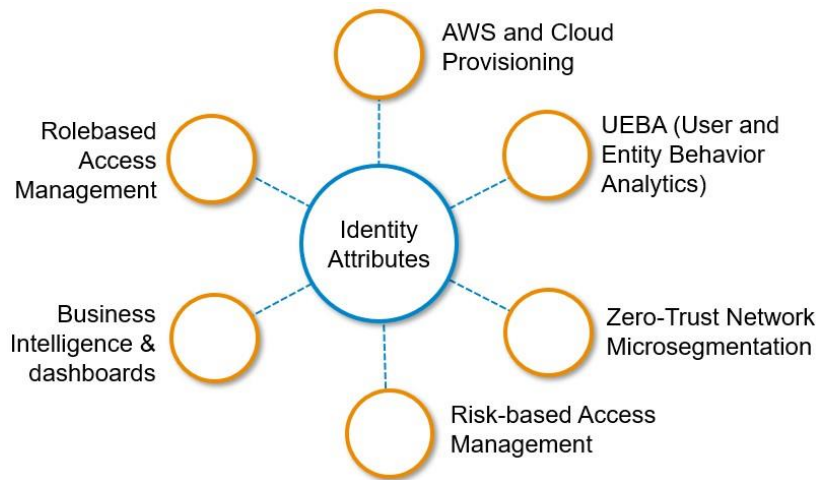Download the Fiero Walkthrough PDF and experiment with the Fiero Concept.

Fiero concept overview and guide (PDF)
Fiero Concept

2. Exceptional leverage of analytics to overcome business challenges

The foundational importance of identity attributes is far-ranging.

Critical business decisions are made with a presumed confidence in the upstream data.

Identity data originates in upstream HRIS, financial systems, and external systems for non-employees.

Deaderick prioritized root cause analysis for any reported *"access issues"* and developed analytics tools for IAM managers and coordinators to simply enter a username and pull data from multiple logs, enabling ground-level root cause determinations.

Deaderick's persistence and tenacity paid off. The *"access issues"* that were attributed to issues with IAM's IGA system and processes, were conclusively proven to arise from upstream data integrity and errors in the HRIS-IGA interfaces.
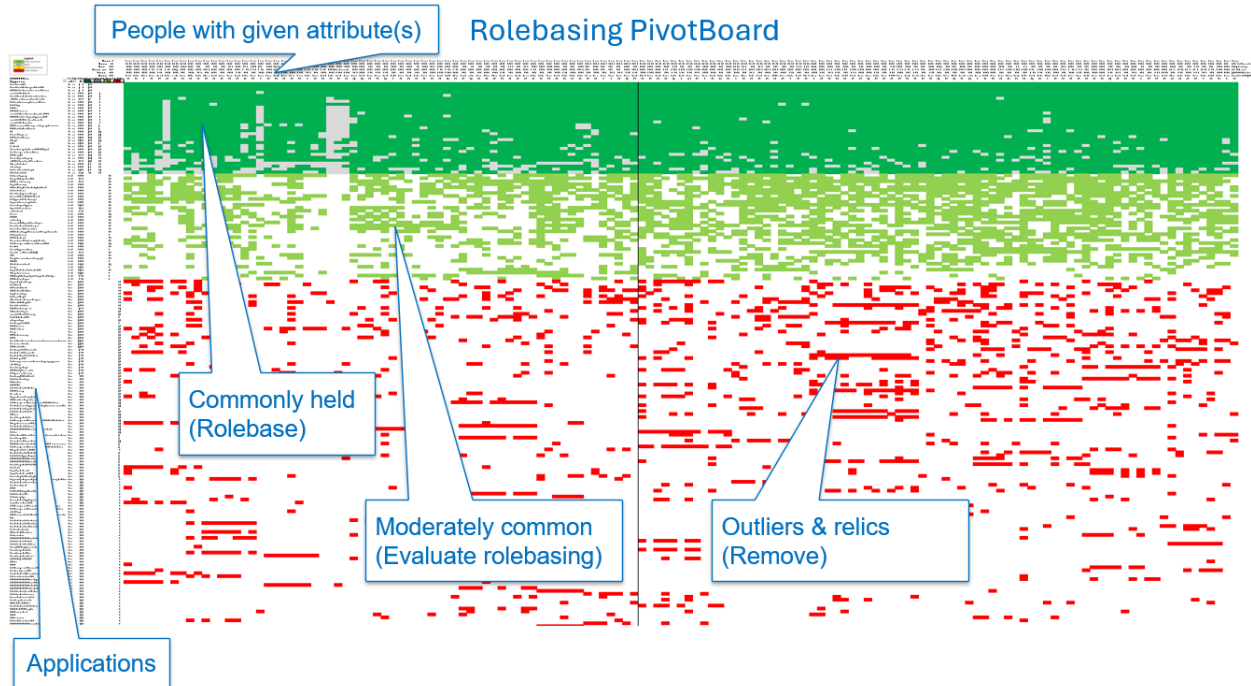
Deaderick proved that these upstream issues produced over 100 thousand identity attribute errors, and leadership acted quickly to prioritize corrections in the upstream HRIS systems and processes.

Deaderick's analytics mastery fosters iterative approaches.
For an IAM leader, hands on analytical ability is crucial, and enables:

Insights into data relationships and upstream data integrity inconsistencies that must be addressed or coded around. When external teams provide analytics, these insights are lost.

Continual iterative improvements that fit the organization's unique business needs. An IAM leader lacking the ability to directly mine data (SQL, BigQuery, Python, etc.) must document requirements for **external** analysts, while an IAM leader with firsthand analytical abilities can develop functional prototypes that prove hypothesis *before* allocating the investment (time and cost) needed to operationalize a new process or tool.

Rolebasing PivotBoard — diagram with labels: People with given attribute(s); Commonly held (Rolebase); Moderately common (Evaluate rolebasing); Outliers & relics (Remove); Applications

Example (above)

Deaderick developed SQL scripts and visualizations that analyze the commonality of applications held by different attribute populations.

- Applications held by 65% of the population should be rolebased.
- Applications held by 30-64% of people are reviewed with managers to determine if rolebasing is appropriate, and if business policies permit rolebasing for the role.
- Applications held by less than 30% of an attribute population are outliers.

Measuring rolebasing progress

Two challenges in rolebasing large populations are:

- Condensing millions of data elements into meaningful and simple metrics
- Combining rolebasing & access management (provisioning focused) objectives

For example, the question below is seemingly straightforward.

Q: What is the state of rolebasing efforts?

Answering this question requires a clear assessment of the less-commonly-held provisions to determine if each attribute population should have an application. Interviewing thousands of managers is not sustainable, especially so given that more applications are enabled weekly.

Fortunately, interviews are unnecessary.

A manager that has requested (or approved, depending on the provisioning model) a provision, has already indicated the provision should be held. Effectively, analysis of currently held provisions is a manager survey that requires no additional time-investment on the part of the manager.

Rolebasing Revealed, The Unified Model of Rolebasing
Created by Tom Deaderick, May 28, 2023

Business Group	Business Group A					Business Group B				
Business Division	DIV A	DIV B	DIV C	DIV D	DIV D	DIV E	DIV F	DIV G	DIV H	DIV I
Positions	3,955	3,402	4,537	4,511	3,017	2,562	3,108	3,005	3,451	2,623
Position/Application Form Combinations	49,393	37,011	48,225	51,361	35,086	49,920	34,287	49,067	42,770	42,242
Base Applications	2,066	2,313	2,255	2,308	1,655	4,494	1,254	1,909	1,977	2,597
01.01 Communications	799	456	425	506	396	433	719	1,173	1,013	542
01.02 Badges	804	725	1,233	441	531	2,046	442	492	712	1,684
01.03 Connectivity	463	1,132	597	1,361	728	2,015	93	244	252	371
Backoffice Applications	11,799	7,449	10,553	11,884	7,306	9,606	6,582	10,541	10,174	8,442
02.02 Administrative Leader	2,635	1,759	2,963	3,391	1,643	2,645	1,173	2,592	2,999	2,462
02.03 Remote Access	1,038	636	1,068	942	742	894	1,242	603	699	570
02.04 Shared folders	2,558	1,197	1,470	1,729	1,174	1,436	783	1,260	1,636	735
02.05 Technology	256	321	521	464	1,072	561	158	452	287	285
02.06 Data	229	95	213	540	195	218	155	554	219	224
Clinical Applications	15,122	10,766	12,682	16,361	12,211	15,811	7,949	13,919	12,139	13,651
03.01 EHR	2,025	1,677	1,976	1,773	1,511	4,895	1,636	3,218	2,876	3,407
EHR Template 1	17	13	7	11	4	8	6	2	10	21
EHR Template 2	0	0	0	0	0	0	0	0	1	0
EHR Template 3	0	5	3	4	3	3	3	4	2	5
EHR Template 4	1	1	1	2	1	1	0	49	565	5
EHR Template 5	14	212	16	11	6	15	14	16	166	9
EHR Template 6	0	0	1	1	0	2	0	2	3	1
EHR Template 7	1	0	2	0	2	2	1	0	1	2
EHR Template 8	9	23	32	17	10	31	15	38	15	48
EHR Template 9	0	2	1	0	0	0	0	1	1	0
EHR Template 10	0	0	0	0	0	0	0	0	0	0

The numbers indicate positions with manually requested provisions, meaning they were not rolebased, and the manager requested them in the IGA.

- Large numbers indicate rolebasing gaps. 565 positions in Division H hold manually requested EHR Template 4 provisions, indicating rolebasing gaps for these positions. Closing these gaps eliminates the need for manual requests for new hires (improving day-one-access).

- Small numbers indicate outliers. Divisions A-F have small numbers of manually requested EHR Template 4 provisions. This template is designed for Divisions G and H and should not be held by other Divisions.
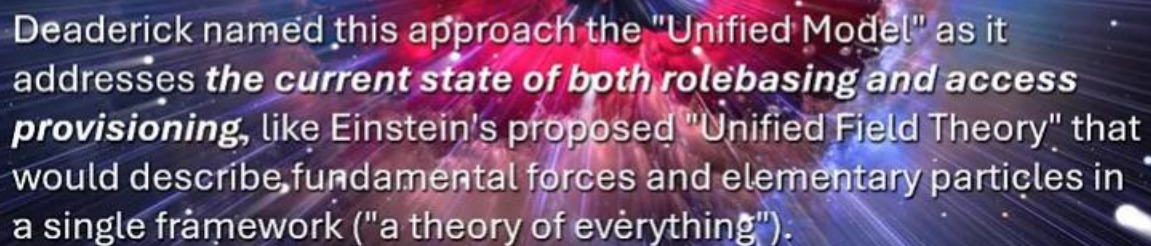
Outliers occur when provisions from a prior role were held past the transition date (often requested by managers) or when managers approved access to provisions that are not appropriate for the subordinate's job duties (exceptions).

Goal is zero

Rolebasing the commonly held provisions drives the metric to zero.

Removing outlier provisions held drives the metric to zero.

When every number in Rolebasing Revealed report is a zero, rolebasing is complete.

Deaderick named this approach the "Unified Model" as it addresses **the current state of both rolebasing and access provisioning**, like Einstein's proposed "Unified Field Theory" that would describe fundamental forces and elementary particles in a single framework ("a theory of everything").

The report is a powerfully simple baseline for measurement of progress and may be run at regular intervals to detect and eliminate gaps due to intake of new positions or provisions.

3. Certifications and creative works

Tom Deaderick
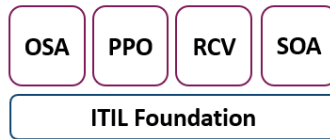## Certifications

INFORMATION SECURITY

Certified Information Systems Security Professional • Certified Ethical Hacker
Certified Information Security Manager

HEALTHCARE

Certified Healthcare Information Security & Privacy Practitioner

PROJECT MANAGEMENT

Project Management Professional • PMI-Agile Certified Professional
Professional Scrum Master

RISK MANAGEMENT

Certified in Risk and Information Systems Control

ITIL Expert

Managing across the lifecycle

| OSA | PPO | RCV | SOA |

ITIL Foundation

INFORMATION TECHNOLOGY

Certifications held by Tom Deaderick

Deaderick has written six science fiction novels and has written and illustrated a children's storybook.

More information: http://TomDeaderick.com