

## STRATEGIC ORIENTATION

# First 90 Days

**Phase 1 (Days 1–30):** Discovery & Orientation

**Phase 2 (Days 31–60):** Alignment & Prioritization

**Phase 3 (Days 61–90):** Momentum & Proof Points

## PHASE 1 — DISCOVERY & ORIENTATION (DAYS 1–30)

### FOCUS

Map the current support landscape, understand integration complexity, and build relationships with the cross-functional partners who will shape this function's success.

### KEY ACTIONS

- Audit existing support workflows, tooling, and coverage gaps across SaaS, teleradiology, and internal customer groups to establish a baseline
- Shadow live customer interactions and incident handling to understand pain points firsthand rather than from documentation alone
- Map the integration landscape (PACS, RIS, worklist systems) and assess the complexity of customer-facing technical workflows
- Build relationships with Engineering, Product, Clinical Operations, and Customer Success to understand cross-functional dependencies
- Assess the existing on-call and incident management practices, identifying what works and where gaps exist in coverage and escalation

### OUTCOME

A clear, evidence-based assessment of the current support state, shared with the CEO and key stakeholders, with a recommended operating model direction that reflects what the data shows rather than assumptions.

## PHASE 2 — ALIGNMENT & PRIORITIZATION (DAYS 31–60)

### FOCUS

Translate Phase 1 observations into an aligned operating model design, validate priorities with stakeholders, and begin standing up foundational capabilities.

### KEY ACTIONS

- Present the proposed support operating model (follow-the-sun coverage, SLOs, escalation tiers, tooling architecture) and validate with leadership
- Begin hiring and positioning the initial squad members across time zones, with role definitions informed by actual workload patterns observed in Phase 1
- Stand up initial SLOs, on-call rotations, and escalation paths for the highest-priority customer group,

pending validation with the broader team

→ Align with Engineering on the feedback loop between recurring support incidents and permanent product fixes, establishing a shared triage framework

→ Scope the support technology stack (ticketing, observability, automation, self-service) and begin evaluating or configuring tooling

### **OUTCOME**

Shared alignment on the operating model, initial coverage in place for the highest-priority customer segment, and a clear roadmap for scaling across all three customer groups.

## **PHASE 3 — MOMENTUM & PROOF POINTS (DAYS 61–90)**

### **FOCUS**

Demonstrate the model works through measurable early results while establishing the repeatable patterns that will scale beyond the initial 90 days.

### **KEY ACTIONS**

→ Expand follow-the-sun coverage to all three customer groups (SaaS, teleradiology, internal) with structured handoff protocols

→ Implement initial automation and self-service capabilities targeting the highest-volume, lowest-complexity ticket categories for deflection

→ Run the first formal post-incident reviews and close the loop on systemic improvements identified through the support-to-engineering feedback process

→ Deliver the first CEO-level service health report with SLO performance, risk assessment, and evidence-based investment recommendations

→ Establish runbook standards and knowledge management practices that reduce dependency on individual expertise and support sustainable on-call rotations

### **OUTCOME**

Early proof points showing measurable SLO adherence, reduced escalation volume, and a service function that stakeholders view as a reliable operational asset rather than a work-in-progress.

## **WHAT SUCCESS LOOKS LIKE AT DAY 90**

→ Functioning 24/7 follow-the-sun coverage with documented SLOs and measurable response metrics across all customer segments

→ Structured escalation and post-incident review practices producing a visible reduction in recurring incidents

→ A support technology stack and automation foundation that demonstrates scalability without linear headcount growth

→ CEO and leadership confidence in service health reporting, with clear evidence-based narratives on risk and investment priorities

→ Cross-functional teams (Engineering, Product, Clinical Ops) engaging with support as a partner in product reliability rather than a downstream responder

