

HEALTHCARE IT MANAGED SERVICES CASE STUDY

Four MSPs in five years. One infrastructure assessment that finally gave Valley ENT control.

One of Arizona's largest ENT practices ended years of IT instability after a Focus infrastructure and security assessment surfaced hidden risks — and put executive leadership back in control of their own systems.



Valley ENT is one of Arizona's largest ENT practices, with more than 60 providers and 276 users operating across 15+ locations. It's a clinical organization — not a PE-backed group — which means budgets are finite, downtime is not acceptable, and every IT decision has a direct line to patient care.

Over five years, Valley ENT had cycled through four managed service providers. Each transition left behind a new layer of unfinished work: aging infrastructure that never got upgraded, cloud migration projects that started and stalled, and reporting that never gave CEO Greg Robinson a clear picture of what was actually running in his own systems. By the time Greg brought in Focus, a mission-critical server hadn't been touched in over 900 days. The cloud migration that was supposed to modernize the environment had quietly been abandoned. And Greg didn't fully know the extent of any of it.

“ This isn't a PE-backed group with a blank check. We're a clinical organization that can't afford downtime. ”

GREG ROBINSON

CEO | Valley ENT

Organization: Valley ENT

Specialty: Otolaryngology (ENT)

Size: 60+ providers, 276+ users

Location: Arizona (15+ locations)

EHR/PM System: eClinical Works

Focus Service: Managed IT /
Infrastructure Assessment

Challenge: 4 MSPs in 5 years, aging systems, stalled cloud migration, no executive visibility

Result: Hidden risks surfaced, executive visibility restored, stable IT partnership established

The challenge

What five years of MSP turnover actually costs a clinical organization

There's a specific kind of frustration that builds when you've hired four different IT vendors and none of them delivered. It's not just the money and the wasted time. It's that you stop trusting what you're being told. You don't know if a project is actually progressing or just being managed on paper. You don't know what risks are accumulating while you wait. And for a practice CEO — someone responsible for clinical operations, staff, and patient care — operating with that kind of uncertainty is not sustainable.

That's where Greg Robinson was. Valley ENT had capable clinical teams and a growing footprint across Arizona. What they didn't have was an IT environment they could trust, or a vendor who told them the truth about it.

What had to be solved

- **No visibility for leadership.** Greg had no regular reporting, no dashboards, and no clear picture of project status. He was leading a 60-provider organization without knowing what his own infrastructure looked like — or what risks had been allowed to grow.

- **Aging, neglected systems.** A mission-critical server hadn't been reviewed in over 900 days. Legacy systems ran unsupported software. Infrastructure had aged in place while four different vendors rotated through without addressing it.
- **An abandoned cloud migration.** A cloud migration initiative had been started and quietly dropped — no documentation, no handoff, no path forward. Valley ENT was left mid-transition with no accountability from the vendor who walked away.
- **No follow-through, no continuity.** Every MSP transition meant starting over: re-explaining the environment, losing institutional knowledge, and watching new promises replace old ones. Trust had eroded completely.

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I've taken a little more active involvement because I wanted to make sure Focus had my support. Now I know a lot more than I did before.

GREG ROBINSON

CEO | Valley ENT

How we approached it

An honest assessment. Engineers on the ground. A team that showed up.

Before recommending anything or promising anything, Focus started with what Valley ENT needed most: a clear picture of reality. The infrastructure and security assessment documented what was running, what was at risk, and what needed to happen in what order — giving Greg the first honest accounting of his own environment in years.

Then Focus did something the previous four vendors hadn't: they showed up in person. Engineers deployed locally in Arizona. Senior leadership embedded on-site through the critical transition window. This wasn't remote support via ticket. It was a team physically present and accountable — which, after years of vendors who said what they would do and then didn't, was itself a differentiator.

From there, we followed a clear path

- **Full infrastructure and security assessment.** A comprehensive review of all servers, systems, software versions, and security posture — producing the first honest inventory Greg had seen in years, with risks prioritized and a clear path forward.
- **On-site engineering presence.** Focus engineers deployed to Arizona and worked in person through the transition, giving staff direct access to support and giving leadership direct visibility into progress.
- **Executive-level reporting and communication.** Regular dashboards replaced years of silence. Greg received clear status on every active project, including Windows 11 upgrade progress — the kind of reporting that lets a CEO actually lead IT decisions rather than chase them.
- **Direct collaboration with the CEO.** Focus worked with Greg directly, ensuring he understood what was happening in his environment and had the information to make decisions — not just to approve invoices.

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John said, 'I'll post up and be there as long as you need me.' And he was.

GREG ROBINSON

CEO | Valley ENT

What we built together

From not knowing what was in his environment to actively leading IT decisions

Before the assessment, Greg Robinson was leading a 60-provider clinical organization without a clear picture of his own infrastructure. He didn't know which servers were at risk, whether the cloud migration would ever finish, or what his current vendor was actually working on. He was managing IT at arm's length — and it wasn't working.

After the assessment and Focus's engagement, that changed. Greg now receives regular reporting and dashboards. He knows the status of every active project. He has a prioritized list of what was found, what was fixed, and what's still in progress. And perhaps most tellingly: he became more actively involved in IT decisions — not because he had to chase information, but because Focus gave him the tools and the partnership to actually engage.

Metric	Result
MSPs before Focus	4 in 5 years
Server last reviewed before assessment	900+ days
Infrastructure risks identified	Multiple — previously undisclosed
Cloud migration status pre-Focus	Stalled / abandoned
Executive visibility post-assessment	Fully restored
Ongoing IT partnership	Active — engineers embedded on-site

Tired of IT vendors who don't follow through?

Start with an assessment, not a sales pitch. If you're leading a healthcare practice and you don't have a clear picture of what's running in your infrastructure, you're carrying risk you can't quantify. That's where most of our engagements begin: not with a contract, but with an honest look at what's actually there.

Focus works exclusively in healthcare. We know the systems, the stakes, and what it costs when a vendor overpromises and disappears. If you've been through that — or you're trying to avoid it — let's start with a conversation about what an infrastructure assessment looks like for a practice your size.

