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**DRIVING SERVICE MANAGEMENT FORWARD**

## Transformation, Transparency, and Accountability: A Case Study on Changing the Way We Deliver IT Services

Eddie Vidal

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### Agenda

Who is Memorial?

Value of ITSM tool to MHS

Scope

Transformation

Transparency & Reporting

Accountability

Improvements & Changes

Training

Communication plan

Lessons Learned

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## About Memorial



- Most Wired for 10 years
  - Most Wired Advanced 2017
- Modern Healthcare Magazine – Best Places to Work in Healthcare 8 out of the last 9 years

Since March 2017 Go Live

- 96,481 Incidents
- 100,741 Phone Calls
- 35,685 Requests

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## Challenges Prior to Implementation

- All incidents are coming through our Service Desk?
- We are able to measure success?
- There are predefined service levels?
- All teams use RightNow to manage incidents?
- We are able to scale inside and out of MHS?
- Perceived delays with Service Desk?
- Lack of visibility/status for Incidents and Requests?

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# Goals for ITSM Tool Project

- Adopt an ITIL best practice approach across all of IT
- Establish a common and efficient approach to deliver stable and reliable IT Services to the business customer
- Replace our current system with an integrated solution that will help us better manage our processes and service our customers
- Have all IT teams use ITSM tool to track ALL incidents and requests



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## Value

- How did we sell the value to our end users and IT support teams?
- Visiting end users and participated in their team meetings
- WIIFM

### Benefits of a new IT Service Management tool

- ✓ Increased value - quality, cost and consistency of IT support services
- 📊 Improved quality of information for management analysis
- 🔍 Improved decision-making based on timely and accurate management information
- 📁 Common repository for IT Service Management data
- 📈 Improved reporting of performance and thresholds – facilitating timely analysis and recommendations
- ⚙️ Report on the effect of changes and releases on the environment. customers and IT support
- 😊 Improve and respond to customer needs based on results



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# Value

- Knowledge Articles
- What is this?
- It's in the way, can we move it down to the bottom of the form?
- Can we remove it?

Incident Recording and Categorization

Resolution & Closure

Knowledge Articles

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## Seeking Leadership Support

PRIORITY	Description	Max Time to Respond	Max Time to Resolve
1	Critical	30 minutes	4 hours
2	High	30 minutes	1 day
3	Medium	4 hours *	3 days *
4	Low	24 hours *	5 days *

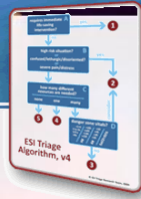
\* Business Hours – Week days (7 am to 5 pm)

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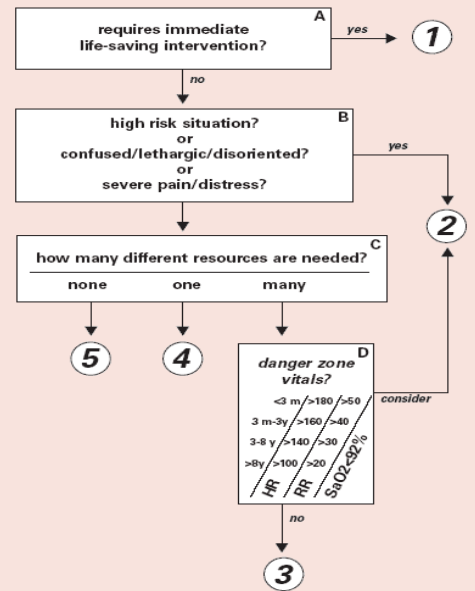
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## Welcome to the Emergency Severity Index (ESI)



Level	Name	Description	Examples
1	Resuscitation	Immediate, life-saving intervention required without delay	Cardiac arrest Massive bleeding
2	Emergent	High risk of deterioration, or signs of a time-critical problem	Cardiac-related chest pain Asthma attack
3	Urgent	Stable, with multiple types of resources needed to investigate or treat (such as lab tests plus X-ray imaging)	Abdominal pain High fever with cough
4	Less Urgent	Stable, with only one type of resource anticipated (such as only an X-ray, or only sutures)	Simple laceration Pain on urination
5	Nonurgent	Stable, with no resources anticipated except oral or topical medications, or prescriptions	Rash Prescription refill



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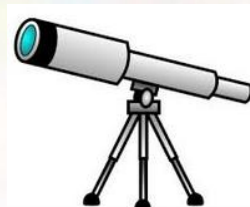
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## Scope

### Scope – Phase 1

- Replace ITSM tool
- Splitting Incidents and Request
- Replace Knowledge Base
- Service Catalog
- New Service Portal
- Reporting and Dashboards
- Service Levels
- Change Management
- CMDB
- Asset Management
- Problem Management (IRC/RCA)



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# Scope – did we bite off more than we can chew?

## Scope – Phase 1

- Replace ITSM tool
- Splitting Incidents and Request
- Replace Knowledgebase
- Service Catalog
- New Service Portal
- Reporting and Dashboards
- ~~Service Levels~~
- ~~Change Management~~
- ~~CMDB~~
- ~~Asset Management~~
- ~~Problem Management (IRC/RCA)~~



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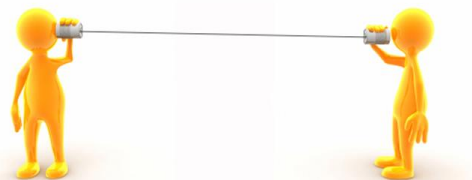
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## Scope detour

- Instead of moving forward with future phases we focused on the following:
  - Received user feedback
  - Focused on User Experience
  - Adapted and made changes to meet the needs of our customers



## Customer Feedback



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# ServiceNow Get Access

## Benefits/ changes:

- Easier for the user to find the Access related catalog items that were under the “Service Catalog”.
- The 6 most requested items display on the top of the screen. These were selected based on reports ran in ServiceNow.
- **ALL** other Access related items display below in **alphabetical order**.
- The user can use the Quick Link side menu to see the layout for Business, Clinical or General Systems access.
- The Service Catalog will contain Hardware, Software and Services.



### Get Help

Something is Broken, Report or Fix an Issue.



### Get Access

Request Access for Applications and Systems



### Service Catalog

Order Hardware, Software and Services



### Password Reset

Reset your Network Password.



### Knowledge Base

Search, rate articles and submit feedback.

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## Transformation – what did we try to solve?

- Did we set expectations too high?
- What has changed?
- What hasn't changed?
- What do we expect to change in the future and how easy/difficult will it be?



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# Transparency

- Hospital dashboards for VP and Sr. Mgmt
- Go live dashboard
- Sharing Incident and Request metrics weekly



Assignment group	Incident state						Count
	New	In Progress	On Hold - Awaiting Problem Resolution	On Hold - Awaiting Caller	On Hold - Awaiting Evidence	Awaiting Vendor	
Business Intelligence Reporting	11						11
CCRT	10	1					11
Corporate Compliance	1						1
Device Integration	2					1	4
Digisonics	1	2					3
ECM Accounts Payable	11	1					12
Epic ADT	2	4					6
Epic Ambulatory	30	10	2	8		2	54
Epic Ambulatory MU/PQRS	1						1
Epic ASAP		1					1
Count	979	228	40	107	20	33	1,407



# Transparency

Do you want to know how your team(s) are doing updating incidents?

ServiceNow has been live for one month! It's time to start monitoring our incidents in order to meet the Service Level Targets we agreed on. (see table below, knowledge base document is [KB0013440](#))

In order to help you monitor the incidents in your assignment group, we will be sharing a pivot table that contains **Incidents older than 7 days** on a weekly basis.

To monitor your groups work:

1. Click on the link to view the report in [pivot table](#) format. Ensure you are logged into ServiceNow, if not, you may receive this error: **Cannot generate report: No matching records**
2. Look for your assignment group and select the number in the count column to display a bar chart of all open incidents older than 7 days.
3. Below the bar chart you have different options to group your teams incidents: Open, Updated and Assigned to
4. Click on the bar to obtain a detailed list of open incidents in that time frame
5. Update or resolve your teams incidents to meet our targeted service levels as indicated in table below

This is a critical step in our Service Management transformation to become the leading IT Healthcare provider.

Response & Resolution Times			
Depending on the priority assigned to the incident, the service level target is assigned a timeframe			
PRIORITY	Description	Max Time to Respond	Max Time to Resolve
1	Critical	30 minutes	4 hours
2	High	30 minutes	1 day
3	Medium	4 hours*	3 days*
4	Low	24 hours*	5 days*

\* Business Hours – Week days (7 am to 5 pm)

Service Level Targets (SLTs)



If you have any questions please contact us at [mhaibenicenow@mts.net](mailto:mhaibenicenow@mts.net)

- What we did
- What happened
- How we adapted
- What we are going to do



# Transparency & Reporting

Date	# of Calls	Calls Answered	Calls Abandoned	Abandon Rate	ASA	Avg Talk Time	Service Level
12/20/2016	1307	578	251	19.20%	0:01:48	0:03:48	29.77%

- Received over 1000, why? + calls due to what?
- Was there an email or IRC to communicate issues?

Table Legend				
Column Name	Column Definitions	Good	Yellow	Red
Answered within SL	A percentage of calls answered within 60 seconds.	> 75%	74.9% - 71.25%	< 71.25%
Abandonment rate	Unanswered calls divided by calls offered depicted as a percentage.	< 8%	8.1% - 8.4%	> 8.4%
Average Speed to Answer (ASA)	How fast an agent answers a call, once offered.	< 60 secs	60.1 secs - 62.9 secs	> 63 secs
Average Talk Time (ATT)	Average duration of a call once it is connected between the customer and agent.	< 5 mins	5.1 mins - 5.25 mins	> 5.25 mins

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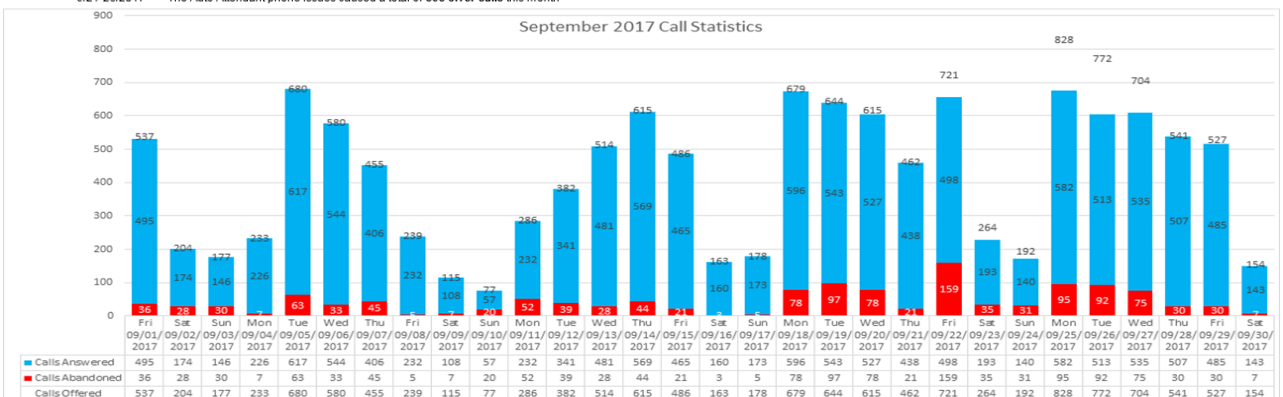
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## Monthly Phone Report

Call Statistics								Ticket Statistics	
Date	Monthly Average FTE Deficiency	Calls Offered	Calls Answered	Calls Abandoned	Answered within SL < 60 sec	Abandonment rate	ASA mm:ss	ATT mm:ss	Tickets assigned to other areas
September 2017	1	13024	11126	1294	74.11%	9.83%	0:54	4:08	1841
Goals	0	-	-	-	> 75%	< 8%	< 60 secs	< 5 mins	> 65%

These are some notable events that occurred this month:

9/01/2017 3:40AM - 7:00A, IRC Event Network dropped at MRH (INC0113864)  
 9/09-12/2017 Hurricane Irma  
 9/14/2017 4:00AM-7:30AM IRC Event- DDC Server Room Overheated causing multiple applications to crash (INC0118953)  
 9/22/2017 12:00AM-11:59PM Service Desk Call Center issues, after CVP Cutover CR # 23438 (INC0124072)  
 9/26/2017 10:30AM-11:30AM Service Desk experiencing Auto Attendant issues causing dead air calls, and 167 Error Calls (INC0125459)  
 9/21-28/2017 The Auto Attendant phone issues caused a total of 595 error calls this month



# Building Accountability - Incident vs Request

Why do you open an Incident?

- A. It's easier than opening a request
- B. To bypass the approval process
- C. Don't know the difference between Incident and Request
- D. Something is broken
- E. Other



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## Process Improvements

- Release Management
- Test Management
- Auto assignment of incidents and requests
- Computer Telephony Integration with ITSM tool for Service Desk
- Secondary and additional approvals for requests
- Reporting



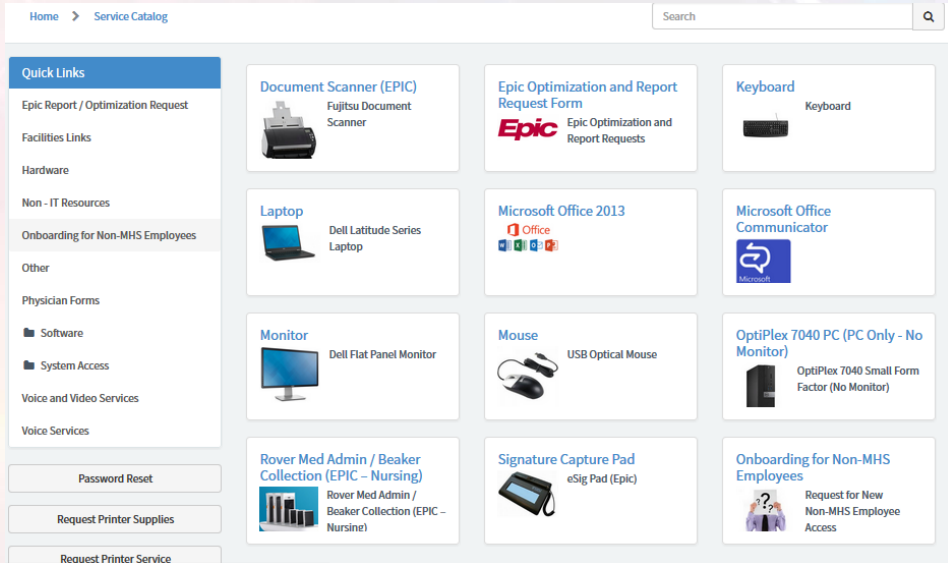
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# Self Service



# Training

- Videos
- E-Learning
- Flyers
- Reference Guides
- ITIL Fulfiller classes
- Lunch & Learn for ITIL Fulfillers
- Q & A Sessions



# Communication plan

1. Flyers
2. Email
3. Cookies and Learn
4. Intranet
5. Team meetings
6. Tip Sheets
7. FAQ's
8. Countdown Clock



Learn how IT is changing the way we provide support

service**now**

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Benefits of a new IT Service Management tool provides

All your service incidents/issues and requests for IT will be in a single location

Robust self-service capability, with the ability to see a list of available services anywhere, anytime.

Track the progress of each item, and view the history of items you have requested in the past with your own device

Amazon like use friendly catalog shopping experience to save you time

Expanded knowledge base for self-help

Capabilities to expand outside of IT to support HR and Facility business functions

A modern design and intuitive navigation

What is different?  
This new tool will allow IT to continually measure our IT service delivery to improve the experience.  
All your service incidents/issues and requests for IT will be in a single place for you to manage.  
An self-service capability, with an expanded knowledge base for self-help and a list of available services, and the ability to request assistance.  
Full visibility into the state of all your service incidents/issues and request points for each item. You will be able to track the progress of the history of items you have requested in the past.  
AMET  
IT will be able to call IT the same number.  
Incidents will be tracked from the time of service that IT is aware of.  
Regarding the ServiceNow implementation, contact the HDI IT ServiceNow team at 800-441-2222.

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Intranet

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# How can you help?

- Support the ServiceNow transformation
- Communicate to your team
- Collaboration among IT Teams
- Create expectations to better manage your team
- Recognize great performance
- Better manage the customer experience



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## Lessons Learned

- Obtain the right people in advance – Focus Groups
  - Include more decision makers and users of your product
- Network with your peers in your industry to hear their success and lessons learned. Do your research
- Gather and document requirements and stay as much as possible with OOB workflows
- OOB solutions may not always work for your organization
- Find the correct balance between your current process and how the tool works

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## Eddie Vidal



- 25 years experience in Healthcare, Hospitality, Travel and Higher Education
- International Keynote Speaker
- HDI Hall of Fame – Inaugural Class of 2016
- 2014 itSMF President's Award
- 12 Time HDI & Fusion Track Chair & Speaker
- HDI Strategic Advisory Board Member
- Founder and President Emeritus of South Florida HDI Local Chapter
- ITIL V3 Foundations, OSA and HDI Support Center Manager Certified
- itSMF Monthly Podcast Producer and Host
- Podcast co-host for [www.theauthenticast.com](http://www.theauthenticast.com)
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Questions?



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***Thank you for attending this session.***

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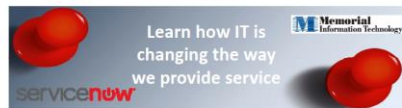
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# Appendix

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## Communication Examples



The MHS team is pleased to announce our new IT Service Management solution for Memorial Healthcare System replacing our current Help Desk ticketing system and the current HELP Portal.

The service will be available for use in early March. At that time, we will provide you with more information and a link to ServiceNow.

### WHAT IS DIFFERENT?

This new tool will allow IT to continually measure our IT service delivery to improve the ultimate customer experience.

**Centralized:** All your service incidents/issues and requests for IT will be in a single location, making it easier for you to manage.

**Self-Service:** A robust self-service capability, with an expanded knowledge base for self-help, the ability to see a list of available services, and the ability to request assistance anywhere, anytime.

**Visibility:** Increased visibility into the state of all your service incidents/issues and requests, and the IT contact point for each item. You will be able to track the progress of each item, and view the history of items you have requested in the past.

### WHAT IS THE SAME?

**Contact Info:** You will still be able to call IT for assistance, using the same number.

**Hours:** Service hours and locations will remain unchanged.

**Services:** The range of services that IT offers will remain the same.

If you have questions regarding the ServiceNow implementation, contact the MHS IT ServiceNow team at [mhsit@service-now.com](mailto:mhsit@service-now.com).

Regards,  
MHS IT Team



Introducing NEW IT Service Management System – **ServiceNow**  
**ServiceNow** replaces Help Desk ticketing system & HELP Portal

**Be Prepared!!!**

**Watch short 3 - minute video**

Click [here](#) to view ServiceNow video

### Learn how to:

- Enter your incidents & requests from the **NEW ServiceNow** Portal.
- Track the current progress of each issue or item you have requested.

**ServiceNow** has a simple "Amazon-like" look & feel



Questions regarding the **ServiceNow** implementation?  
Contact MHS IT ServiceNow team at [mhsit@service-now.com](mailto:mhsit@service-now.com) or click [here](#) to go to our website.

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