Implementing Service Management at a Large Academic Medical Center

HEALTHCARE SERVICES
SERVICENOW LIFE CYCLE SERVICES

Customer Success Stories
TEKsystems Global Services®
Executive Summary
TEKsystems created a service management organization at a large academic medical center; this involved organizational change management, process design and implementation of ServiceNow modules.

Quick Facts
Client
- **Industry:** Healthcare Services
- **Revenue:** Approximately $1.7 billion
- **Employees:** More than 10,000 total faculty, staff and volunteers
- **Geographic Presence:** Northeastern U.S.

Objectives
- Stand up a service management organization (SMO) that enables the client to deliver services in a consistent, transparent and collaborative manner
- Establish service accountability by enabling the client to define, manage and measure services
- Design and implement a ServiceNow solution that aligns with the client’s ITSM strategy

Challenges
- Establish an enterprise shared service model for an organization that operates in silos
- Build a foundational service management structure that will introduce documented processes, dedicated process owners, governance and process integration into the organization
- Optimize efficiencies of day-to-day operations to enable client management to focus on more strategic activities

Results
- Leveraged ServiceNow to stand up a formalized SMO at the client
- Enabled the client to focus on high-value IT services they provision to support the business
- Established processes to measure service success, define all elements of each service and assign accountability for the operation and performance of each service

Technologies Supported
- ServiceNow Core Instance
- ServiceNow Configuration Management Database (CMDB)
- ServiceNow Discovery
- ServiceNow Service Level Management
- ServiceNow ServiceWatch
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Client Profile
The client is a leading university health center located in the Northeast. TEKsystems has partnered with this health and medical services provider since 2011.

Industry Landscape
As the healthcare industry grows increasingly more complex due to legislation around technology and the evolution of IT, healthcare providers feel pressure to not only comply with regulations but also deliver innovative solutions that enhance the patient experience. For example, electronic medical records are designed to securely maintain and manage accurate health records, reduce potential medical errors, eliminate loss of patient files and empower patients and their families to make informed decisions around their healthcare.

Innovations in healthcare IT help medical organizations remain progressive and ultimately provide modern and enhanced service delivery to their patients. For providers, and even organizations outside of healthcare, finding ways to measure technology investments is crucial. Seeing a return on investments can allow organizations to not only improve services to their patients or end customers, but also pinpoint how much it costs to provide the services and how to optimize them.

Situation
A large academic medical center engaged TEKsystems to help build out a foundational service management program. We provided IT Service Management (ITSM) and organizational change management (OCM) expertise in the development of the client’s service management office and IT service strategy. During this initial engagement, TEKsystems outlined an approach for the client to be more service oriented. Through our assessment, we developed an IT service strategy charter that aligned with and drove their vision and mission and supported their main business partners—education, academic research, clinical and medical.

We provided the client with a roadmap for implementing the ITSM strategy that would help maximize operational efficiencies and optimize the IT function’s business value. The client was pleased with our initial assessment and requested TEKsystems’ support for the actual implementation. The implementation would enable the alignment of ITSM processes (e.g., incident management, change management, configuration management and service level management) to support true IT services throughout the entire life cycle.

Implementation of an SMO was important to improving a few key areas of the organization:

Streamlining operations
Within the client, there was no shared enterprise service model—rather, the organization operated in silos. They did not have back-up support for most IT roles, and the tools did not meet the needs of the business. Overall, there was a lack of transparency and accountability.
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Formalizing service management
There was no service management, or a foundation to build a program, in order to enable consistency and accountability across the organization. This meant a lack of project governance as well as process documentation, published standards and policies. There were no dedicated process owners.

Optimizing efficiencies
A shared services model would help increase efficiencies. Without an SMO, the client could not offer its users self-service and service automation. There was limited visibility into business costs because there was no way of measuring services. Additionally, client management was tied up in day-to-day operations and unable to dedicate themselves to more strategic priorities.

Solution
Leveraging ServiceNow, a software-as-a-service (SaaS) service management platform, TEKsystems would perform this alignment and implementation over the course of six months. Our approach to ITSM and OCM implementation would encompass planning, process design, build, transition and go-live. Our proposed solution would involve three main phases:

Phase 1: SMO implementation
Building an organization focused on managing true IT services would provide tremendous value to the client. But before TEKsystems could perform an SMO implementation, we would need to understand the client landscape as it pertains to service management. What are their business needs? What is the business impact of service downtime?

Phase 2: OCM implementation
Because there is always risk involved when changing processes that impact many people in the organization, change management is a critical element to any implementation. Parallel to our initial assessment and service strategy development for the client, TEKsystems would wrap OCM around IT Service Management as we continued to support the client in their service management efforts. TEKsystems would assess the difference between old-state and new-state behaviors. Through our OCM implementation, we would provide the ability to drive the behaviors required for a successful SMO. TEKsystems would facilitate the adoption of new behaviors, roles and expectations. Through a collaborative effort between TEKsystems’ ITSM and OCM practices, the client would gain the ability to leverage change management across all organizational initiatives.

Phase 3: Tool alignment
The client selected ServiceNow as the best service management platform for their organization. TEKsystems would identify the appropriate modules within ServiceNow that would satisfy the client’s needs. Once we identify the right assets, we would apply client credentials to the actual systems and facilitate process and service automation. The client would gain the ability to accurately
measure mapped services. Tool alignment would also involve change collision detection of assets. For example, User 1 submits a change request to the server for anatomic pathology. At the same time, User 2 submits a change request that is part of the same service requested by User 1. Change collision detection will mitigate the risk of duplicate work for overlapping service change requests.

Ultimately, the client chose TEKsystems over any other provider. We made a compelling and persuasive case as to how to correctly implement ServiceNow. TEKsystems realized that there were numerous potential methods in which this implementation could be done poorly or wrong. The client appreciated this insight, knowing that doing it right the first time would eliminate rework, which would save them time and money over the long term.

Results

Over a six-month period, TEKsystems successfully optimized a change management module within ServiceNow, implemented Configuration Management Database (CMDB) in ServiceNow and implemented ServiceWatch, mapping services into the CMDB. With this support, the client is able to focus on four high-value IT services they provision to support the business. In addition, the client now has processes in place to effectively manage each service, measure their performance and assess risk/impact. The client is also able to define all elements of each service and assign accountability for the operation and performance of each service.

Scaling based on the client’s ongoing needs, our team comprised a delivery manager, ITSM practice architect, OCM and ITIL experts, technical writer, and ServiceNow and Java developers. The following chart provides a timeline of activities performed:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Month</th>
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<tbody>
<tr>
<td>Design service asset and configuration management (SACM) process for service mapping</td>
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<tr>
<td>Update change process and insert SACM hook</td>
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<tr>
<td>Service design coordination process</td>
<td></td>
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<tr>
<td>Service level management process (key performance indicators and critical success factors)</td>
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<tr>
<td>Service mapping for initial four core services</td>
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<tr>
<td>Service owner role assignment/training</td>
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<tr>
<td>Business relationship manager role alignment process and training</td>
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<tr>
<td>Design steering intake process</td>
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<tr>
<td>Conduct initial service reviews</td>
<td></td>
</tr>
<tr>
<td>OCM activity</td>
<td></td>
</tr>
<tr>
<td>ITSM tool alignment</td>
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Notably, this implementation was risky from an OCM standpoint. The implementation meant changing processes and performing activities more efficiently and effectively. This includes new behaviors, roles and expectations. Because of this, TEKsystems integrated an OCM approach into our solution. This included "table top" training sessions on process and the value in which this approach brings. The primary OCM driver was sponsorship engagement and alignment. Additional enabling functions included a communication workbook and OCM toolkit for service owners.

With our support from the initial assessment to this implementation, the client was able to realize several key benefits:

- **Improved maturity** of IT organization and services, including proactive approach to continual service improvement
- **Increased transparency and visibility** into business goals
- **Optimized efficiency** of these services through automated solutions to help reduce costs and increase competitiveness
- **Increased consistency and standardization** of processes, terms, language and methods to enable a clear understanding and alignment of services with customer needs
- **Strengthened business relationships and the value of IT** by demonstrating a measurable business value of IT investments and ways to remain competitive

**Key Success Factors**

**ServiceNow expertise**

TEKsystems offers ServiceNow Life Cycle Services, a practice dedicated to helping clients through every stage of their ServiceNow journey. We also have specialized ITSM, OCM and education expertise, lending the client well-rounded insight and perspective across these competencies.

Leveraging our comprehensive practice knowledge, we were able to implement a service management framework utilizing industry best practices. Our service-based solution was customized to meet the needs of the client while also balancing people and technology to help the client achieve optimal business outcomes.

**Past experience**

The client required a partner that understood their organizational goals and culture. Given that TEKsystems supported the initial assessment, we had a strong understanding of the client’s environment, pain points and service management goals. We also were able to provide organizational change management support in alignment with the client culture; this enabled the client to promote adoption and create sustainability in change. This experience, paired with our ITSM and OCM expertise and experience, well-prepared us to understand the complexities of the client’s unique environment and deliver to their needs.

**Partnership**

TEKsystems was a true services partner to the client. We were transparent and maintained open lines of communication throughout the engagement, and adhered to their needs. In addition, our ability to consistently deliver high-quality support enabled us to build a strong partnership where the client knew we were committed to helping them achieve success. Our team on the ground had maintained cohesiveness and established complete trust, particularly with our primary client stakeholder—whom we worked with on our initial assessment. Because of this, we were able to elevate perceptions; instead of being thought of as a vendor, we have matured into a true business partner.
About TEKsystems®

People are at the heart of every successful business initiative. At TEKsystems, we understand people. Every year we deploy over 80,000 IT professionals at 6,000 client sites across North America, Europe and Asia. Our deep insights into IT human capital management enable us to help our clients achieve their business goals - while optimizing their IT workforce strategies. We provide IT staffing solutions, IT talent management expertise and IT services to help our clients plan, build and run their critical business initiatives. Through our range of quality-focused delivery models, we meet our clients where they are, and take them where they want to go, the way they want to get there.

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