



Service Management Implementation: Successes and Challenges

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About HealthPartners

HealthPartners at a glance

Founded in 1957, HealthPartners is the largest consumer governed non-profit health care organization in the nation providing health care services, health plan financing and administration, research and medical education

About 10,000 physicians, dentists and staff in 70 locations in the Twin Cities, St. Cloud, Duluth and western Wisconsin



About HealthPartners

Companies within HealthPartners:

- Health Plan
- Medical and Dental Group
- Regions Hospital
- Regions Foundation
- Institute for Medical Education
- Health Improvement

About HealthPartners' IT Department

- About 350 full-time IT employees in three different IT areas
 - Infrastructure
 - Care Delivery Applications
 - Health Plan Applications
- Lots of regulatory requirements



Why Implement ITIL?

- Known framework
- Partner with our business/promote growth
- Align with the mission. “Our mission is to improve the health of our members, our patients and the community.”
- Control costs
- Stabilize environments
- Ensure compliance

Get Buy-In Upfront

- Find an evangelist who is well-respected
- Awareness sessions
- Gap Assessment
- Training classes
- Cost benefit analysis – this was our first challenge!
- Didn't call it ITIL!

Service Management Implementation (SMI) Message

- SMI is an information technology process implementation based on industry best-practices and a tool implementation to support those processes
- The goal is to incorporate IT industry best practices for Service Management into our IS&T organization
- Align it with our Dimensions – People, Health, Experience and Stewardship



Processes Implemented in Nine Months

- Incident Management/Service Desk
- Change Management
- Configuration Management
- Problem Management



Selecting a Project Team

No adds to staff

- Project Sponsor – Sr. Leadership Team
- Project Director – Left after a few months
- Project Manager – Left after two months
- One consultant
- Process Team – Two people for four processes!
- Tools Team
- SMEs – 12 people from different IT areas

SMI Overview

- Process
 - Subject Matter Experts were engaged in process design to ensure our processes would result in:
 - Clearly documented process scope, roles and procedures
 - Procedures and workflows were supported within the tool

SMI Overview

- Tool
 - HP Service Desk
 - Alignability Process Model

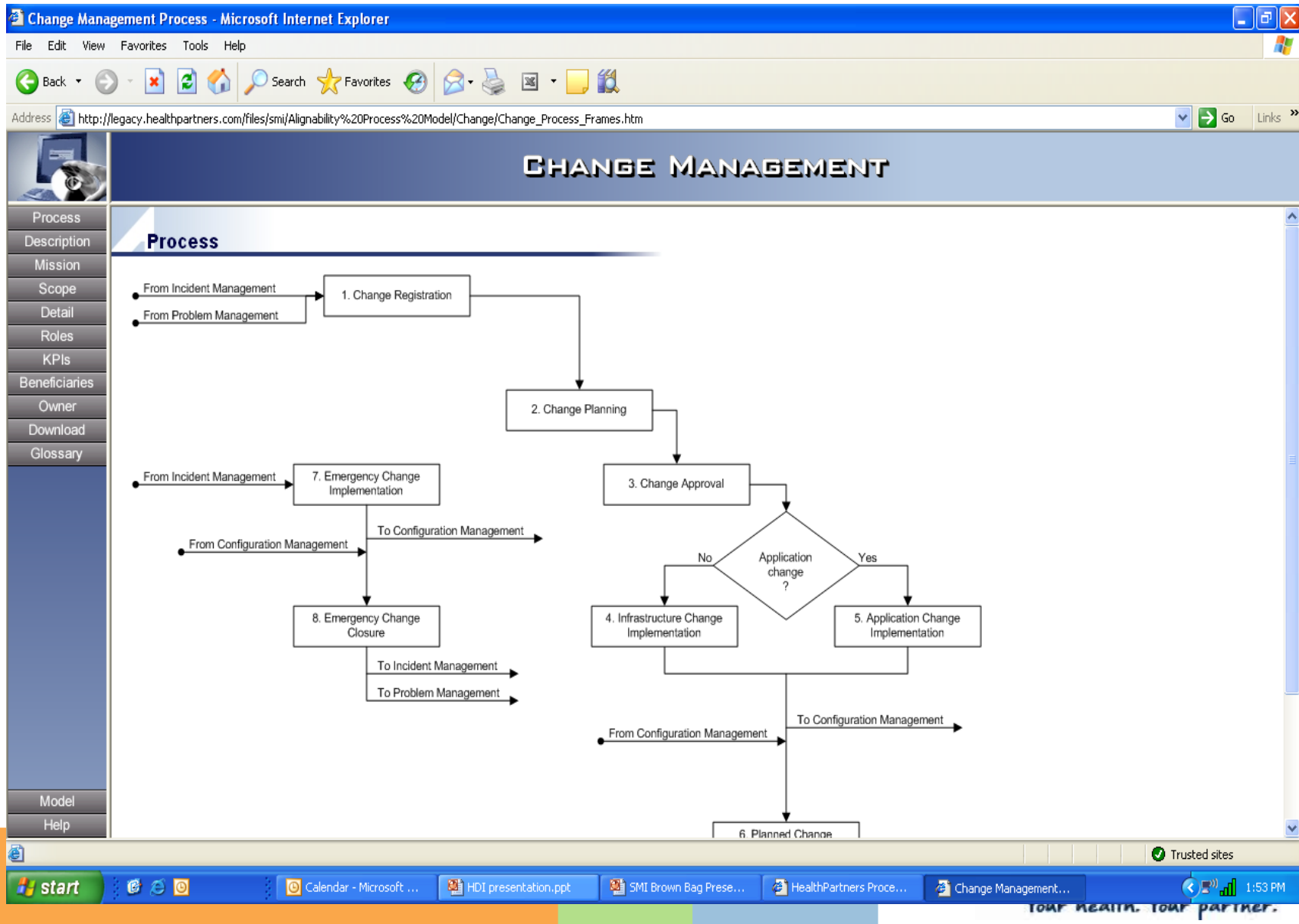


Outcomes for each process

- Verify process best practices
- Create policies
- Identify roles
- Align process with procedures
- Generate process flows



HealthPartners Process Model



Incident Management/Service Desk Successes

- Already pretty mature 24 x 7 Support Center
- Didn't migrate data from old tool
- Support Center outage coordinators looking for process integration



Incident Management/Services Desk Challenges

- New tool was more generic
- Understanding differences in terminology (support requests)
- Crabby 2nd level support
- Relationships between the other processes
 - Changes that cause incidents
 - Known errors

Change Management Successes

- An engaged CAB – rotation in membership in some application areas
- Risk and Impact calculator
- Better compliancy
- Incidents are down!



Change Management Challenges

- Culture – role of CAB
- Understanding standard changes
- Urgent changes are too high
 - Educating business partners
- Definition of a change (downtime, functionality, CMDB update)
- Understanding compliance standards

Change Management Challenges (cont.)

- Relating incidents to changes
- How to find unapproved changes



Configuration Management Successes

- Every change asks for CMDB update
- Relate the incidents, changes and problems to the actual CI
- Many areas already had their data



Configuration Management Challenges

- CIs are not related within the services
- Don't have enough defined services
- Too many versions of applications
- Lacking a process owner

Problem Management Successes

- Problems are documented in the tool
 - Helps leadership understand work in queue
 - Helps set priority between fixing and developing
- Sr. Leaders sign off on dead-ends



Problem Management Challenges

- Lack of root cause understanding
- Resources/costs to fix things once and for all
- Trending incidents
- Started with only major incidents
- We've had three process owners



Overall Project Reflections

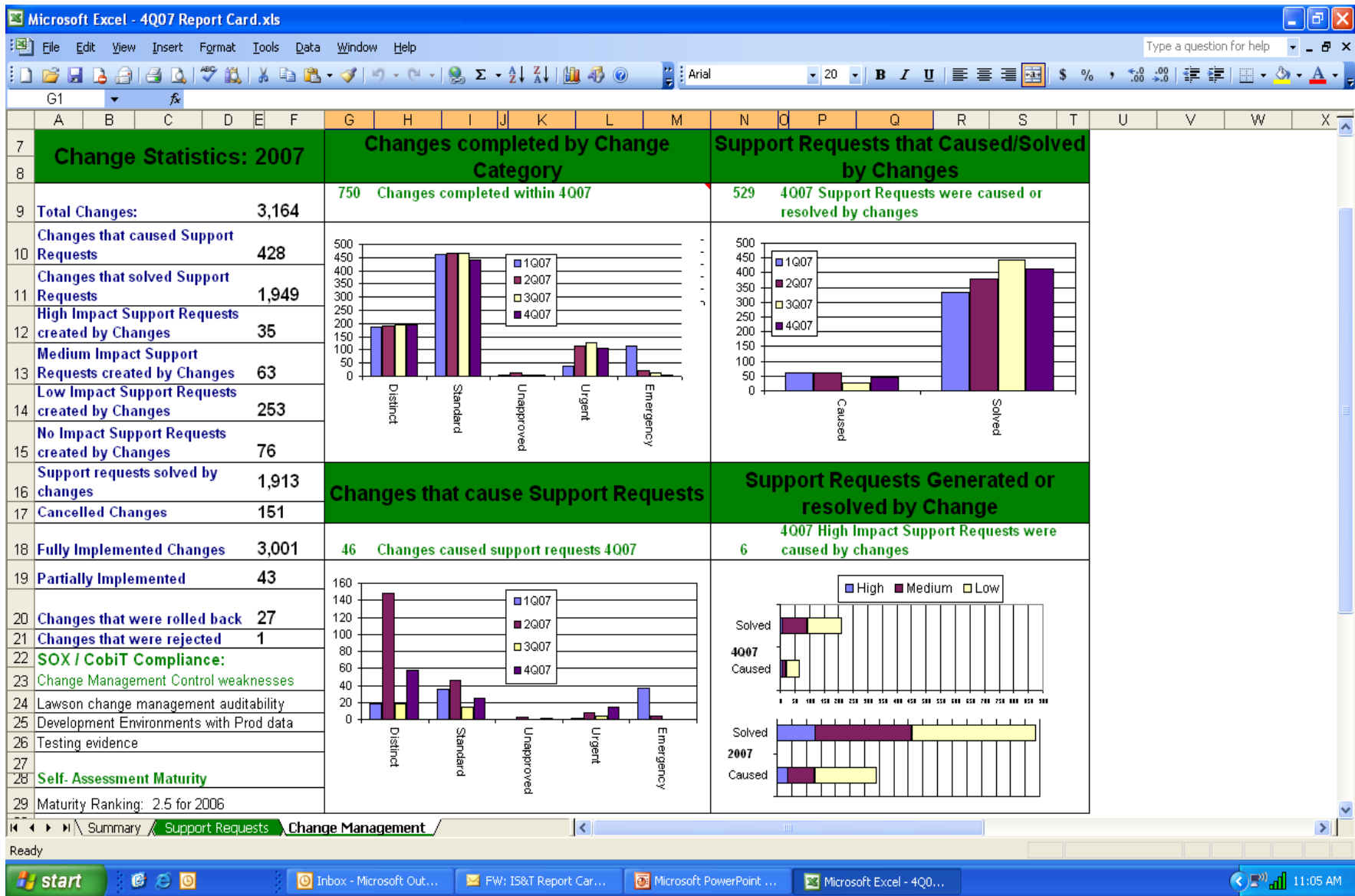
- Don't under-estimate culture issues
- Start with something, even if it's not perfect
 - Understanding relationships between processes is huge
- Engage outside expertise



Overall Project Reflections (cont.)

- We now have a formal SMO (Service Management Operations) area on the org chart
- After roll out, use “real life” examples for areas of opportunity for training
- Take time to understand metrics





Incident Management Metrics - May 2008

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Key Performance Indicators		Answers:	Target:	Warning:	Measurement:
A	Number Of Support Requests	How many Support Requests did we experience?	10,000	15,000	11,234
B	Average Time To Resolve High Impact Incidents	How long does the average high impact incident take to resolve?	90%	85%	43.30%
C	Incident Resolution Rate	How successful are we at resolving incidents per business requirements?	90.0%	80.0%	58.9%
D	Number Of related High Impact Support Requests	How many Support Requests are related to a High Impact Incident?	75	100	84
E	Customer Incident Impact Rate (By Impact level)	How well are we keeping incidents from impacting customers?	0.0%	0.0%	(H): 83
					(M): 506
					(L): 7374
F	Support Request Reopen Rate	How successful are we at permanently resolving Support Requests?	1.0%	2.0%	0.8%
G	Incident Labor Utilization Rate*	How much available labor capacity was spent handling incidents?	N/A	N/A	570.35
H	Incident Management Process Maturity (Self-Assessment)	How well do we execute our Incident Management practices?	2.5	1.5	1.5

* Combined Incident and Problem Utilization rate (from Clarity)



Incident Management Indicators and Definitions

Key Performance Indicators	Calculation:	Data Definition
Number Of Support Requests	A	This is the total number of support requests that are created in a given month.
Average Time To Resolve High Impact Incidents (percentage)	B	Calculation consists of support requests with a priority of P1 & P2
Incident Resolution Rate	C/A	Calculation consists of 'Request for Incident Resolution' tickets based on the generic targets of the priority assignments.
Number Of related High Impact Support Requests	D	Calculation consists of High Impact Support Requests.
Customer Incident Impact Rate	E/A	Calculation consists of support requests with a High, Medium or Low impact divided by total number of support requests.
Support Requests Reopen Rate	F/A	Calculation consists of completed support requests that were re-opened within the month divided by the total number of support requests.
Incident Labor Utilization Rate	G	Based on actual hours posted to Clarity Base Support Plans / Incident and Problem Management task.
Operational Metrics used in the Calculation of KPIs:		
(a)	11,234	Total # support requests
(b)	43.30%	Average Time To Resolve High Impact Support Requests (percentage)
(c)	6632	Number of Incidents Resolved Within Agreed Service Levels
(d)	84	Number of related High Impact Support Requests
(e)	7968	Number of Incidents with Customer Impact
(g)	570.35	Total Available Labor Hours to Work On Incidents

- Thanks for listening.
- Q&A