

## HEALTHCARE – ITIL Case Study

### BUSINESS CHALLENGE

Healthcare organizations are making significant investments in increasingly complex IT infrastructure and support services. However, as New York's world-renowned university hospital soon realized, maintaining IT service delivery and support is demanding in a growing environment. The hospital, whose commitment to quality care has earned it status as a healthcare leader, contacted **Service Delivery Solutions (SDS)** in an effort to align their IT organization with the industry best practice framework—the Information Technology Infrastructure Library (ITIL.) The goal was to align this initiative or Change Program, with the launch of a new Incident, Problem, Configuration and Change Management tool to be used throughout their organization.

### ENGAGING STAKEHOLDERS FROM THE BEGINNING

To gain an understanding of the level of comfort with the *Change Program*, **SDS** began by meeting all key stakeholders—including senior management, IT employees, and consultants. Labeled as the program 'kick-off,' the meetings were designed to get a feel for commitment to the program, individual management styles, and overall knowledge of IT service management. The kick-off provided direction on engaging each process owner, and maximize **SDS'** time and efficiency implementing the program. As stakeholders were expected to change day-to-day routines and the way they deliver services, the kick-off meeting also helped overcome resistance to change by enabling process owners become familiar with the **SDS** approach; encouraging questions about ITIL; and gain comfort with the initiative overall.

### LEVERAGING THE SDS BASELINE PROCESS

When it comes to processes there are always three sides to the story: the first is the way the process is documented on paper; the second is what the people following the process actually think the process is; and the third being what they actually do when following the process. To gain a broad insight of how the IT Service providers actually perform their daily operations, **SDS** gathered and analyzed information from all three sides: **SDS** collected and reviewed existing process documentation and metric-based reports, surveyed and interviewed each process owner, and then conducted real-time observation of each process at work..

The comprehensive research, part of the Baseline Process™ and a key step in **SDS'** Process Improvement services, generated a 'baseline' document that helped **SDS** develop practical recommendations for process enhancement and allowed process owners to see the direct benefits of implementing ITIL standards.

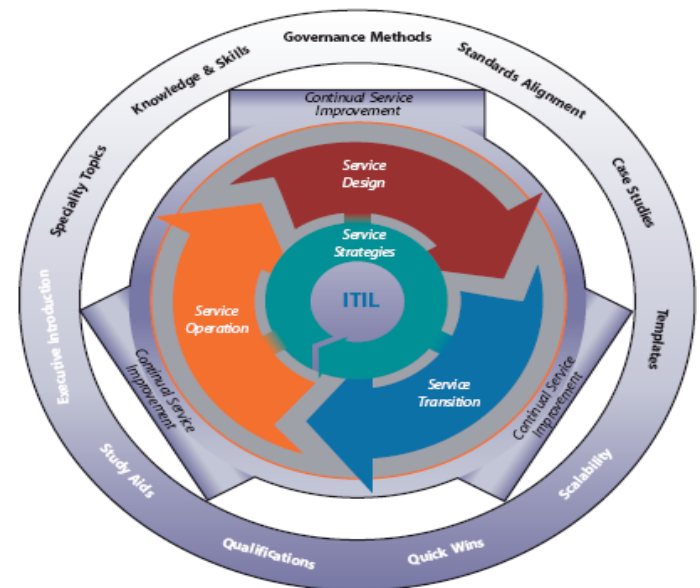
### EVALUATING VARIATION BETWEEN BASELINE AND ITIL BENCHMARKS

**SDS** compared the 'baseline' data against the ITIL best practice framework to generate a GAP analysis. The GAP analysis detailed current processes in use, how they varied with process documents, the degree of deviation with best practices, and recommended actions. **SDS'** presented the GAP analysis to Senior Management, and later reviewed the report with each process owner.

### CREATIVELY MOTIVATING STAKEHOLDERS—THE SDS TOUCH

Conscious of the need to deliver specific, actionable recommendations from several different perspectives, so that all stakeholders, regardless of function, recognize benefits of the change program, **SDS** set up Technical Action Groups (TAGS.) With guidance from **SDS**, the process owners held biweekly meetings for each discipline, where TAG members were presented with proposed process changes and asked for input and ideas. This way, **SDS** gained buy-in for the changes from the entire IT community, and made the community an active part of the change program. TAG forums were also used to educate the IT community on ITIL and the reason behind the changes..

Once the TAG meetings took shape, **SDS** adopted a mentor role, guiding process owners and assisting in answering questions from the IT community. Going beyond mere mentoring, **SDS** not only created initial process documentation that could be updated as needed by process owners, but also demonstrated to process owners and management how to institute *continual process improvement* to ensure service quality remains at the highest standards, no matter the challenges.



### SPRING BOARDING SUCCESS WITH QUANTIFIABLE IMPROVEMENTS

Implementing ITIL is not just about examining and revising processes: rather it is about change—changing the way people work, changing the culture to a service oriented one, changing behaviors across an entire organization, and changing the focus to one that aligns with the business needs. **SDS'** comparison of service metrics and customer satisfaction before and after the adoption of ITIL benchmarks shows a vast improvement in service quality.