knowledge17

WORK at LIGHTSPEED™

HMS End-to-End Process Automation

DEBBIE BALMOS
SR. DIRECTOR, IT SUPPORT
HMS

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servicenow

Agenda

- About Me
- About HMS
- Challenges to overcome
- Solution
- Timeline
- Business Partner and IT Leadership Results
- Demo
- Lessons Learned
- Takeaways
- Q&A

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Speaker Introduction



NAME: Debbie Balmos

TITLE: Sr. Director, IT Support

FUNCTION: Service Desk, Desktop Support, Change Management, Release Management, ServiceNow

COMPANY: HMS

EXPERIENCE: 20+ years in IT, 18 years in a management role and 4.5 years at HMS

EXPERTISE: Support, Change Management

ACHIEVEMENTS: Transformed IT Support, Created Structured Change Management Process, Implemented ServiceNow, Automated IT End-to End Process

CURRENT PROJECTS: Tuning multiple ServiceNow offerings

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My Company



NAME: HMS

INDUSTRY: Healthcare, Data Analytics

MARKET FOCUS: HMS provides the broadest range of cost containment solutions in healthcare to help payers and at-risk providers improve performance.

- HMS saves our customers (Health Plans, State and Federal Government) billions of dollars a year in overpayment recoveries and billions more through the prevention of improper payments – targeting fraud, waste, and abuse; inappropriate claims; and ineligible claimants. We have one out of every three Americans under contact and strive to make the healthcare system better for everyone
- If you would like more information about HMS, please go to https://www.hms.com

COMPANY-WIDE INITIATIVES: Cost efficiency, Reduce Ink to Green, Maintain auditable IT processes in ServiceNow, Need to use Project Management in all Medium and Large Demands

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Session Overview



Objectives

- To see how HMS is using the ServiceNow Idea, Demand, Project Management, Time Tracking and Change applications to automate IT Lifecycle processes



What You Will Learn

- Even if you do not have an ITLC to automate, pieces and parts can be applied for different needs
- Key factors to consider when deciding to do a project of this size
- How a project like this can reach and transform the landscape of how IT partners with the business

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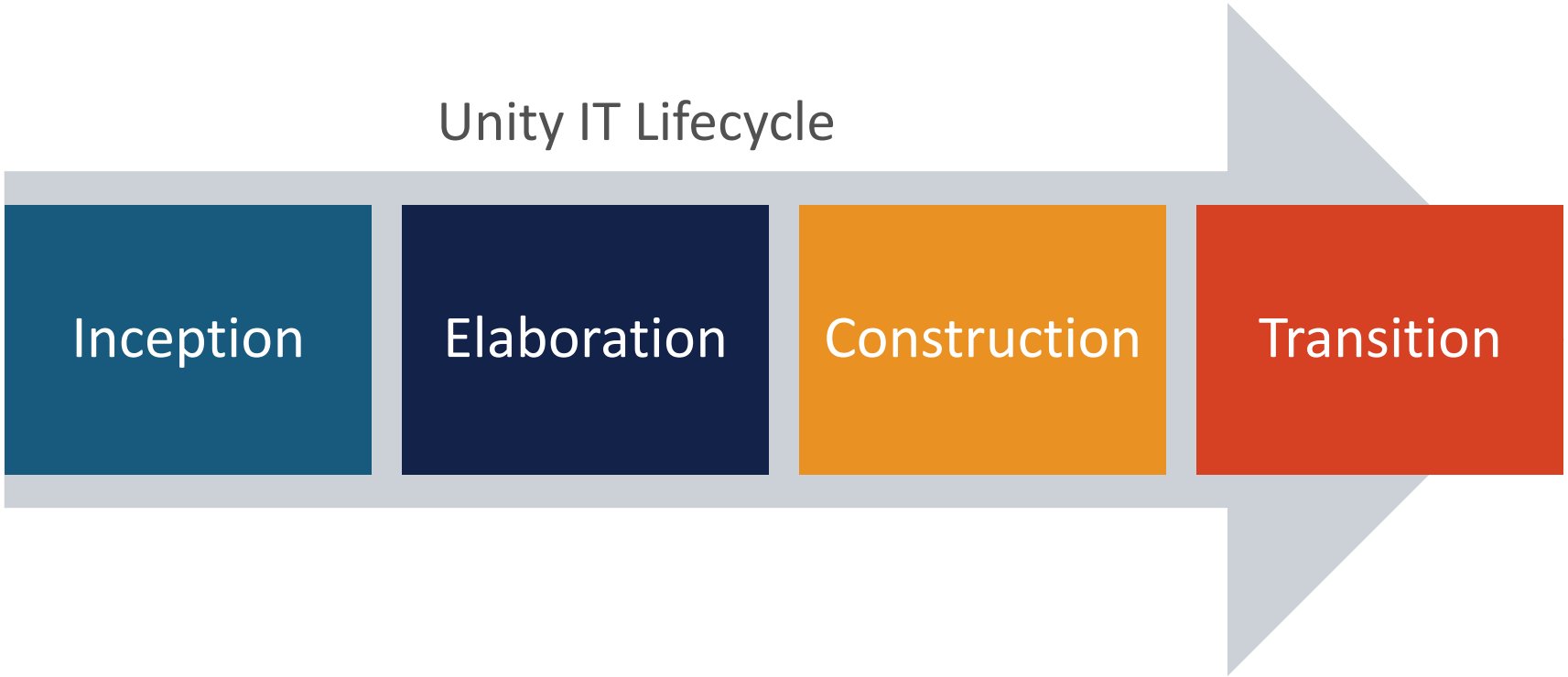
Challenges and Goals

- Challenges
  - Working in multiple systems
  - Lack of transparency from IT to business partners
  - Business partners not involved at a high enough level in IT resource allocation
  - Not all IT teams following a uniform process for IT project delivery
- Goals
  - Partner with business to provide governance around demands being approved and how they are prioritized and how IT resources are allocated
  - Reduce the amount of tools used to manage IT projects
  - All IT staff will follow a unified IT delivery methodology (Unity) for all medium and large demands

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Solution at a Glance – Unity Lifecycle Automation

Use ServiceNow to automate the IT Life Cycle to provide consistency and involve our business partners in the governance and selection of work to be completed by IT



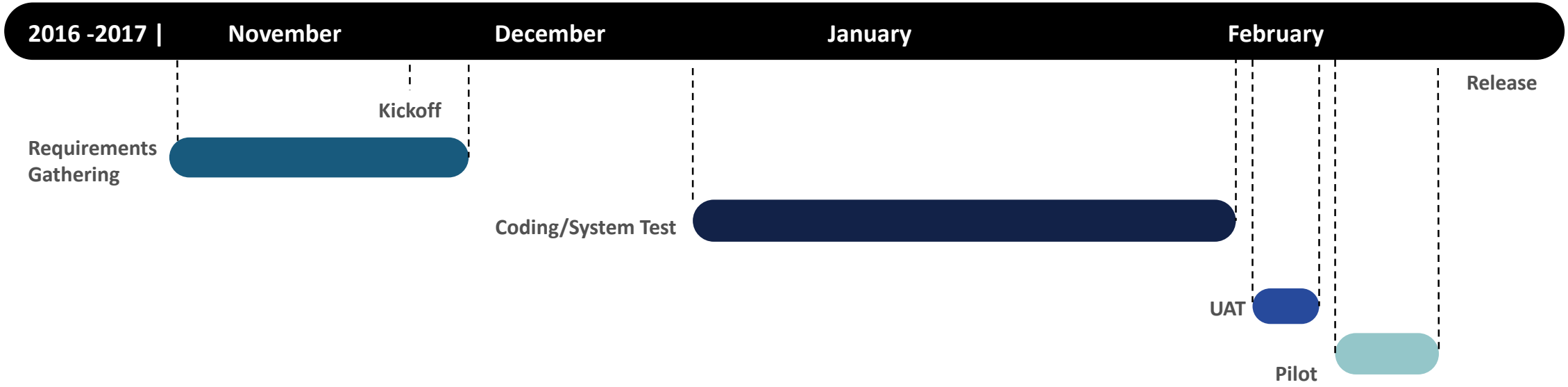
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Solution – Automate Unity IT Lifecycle

Inception	Elaboration	Construction	Transition
• Idea • Demand • Screening • Approval • Prioritization	• Project Management Module • Small Effort • Integration with VersionOne for Development • Rescreening	• Coding/Provisioning • Modification of Requirements • Testing	• Change Management • Release Management • CMDB • Survey

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Solution Timeline



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Live Demo

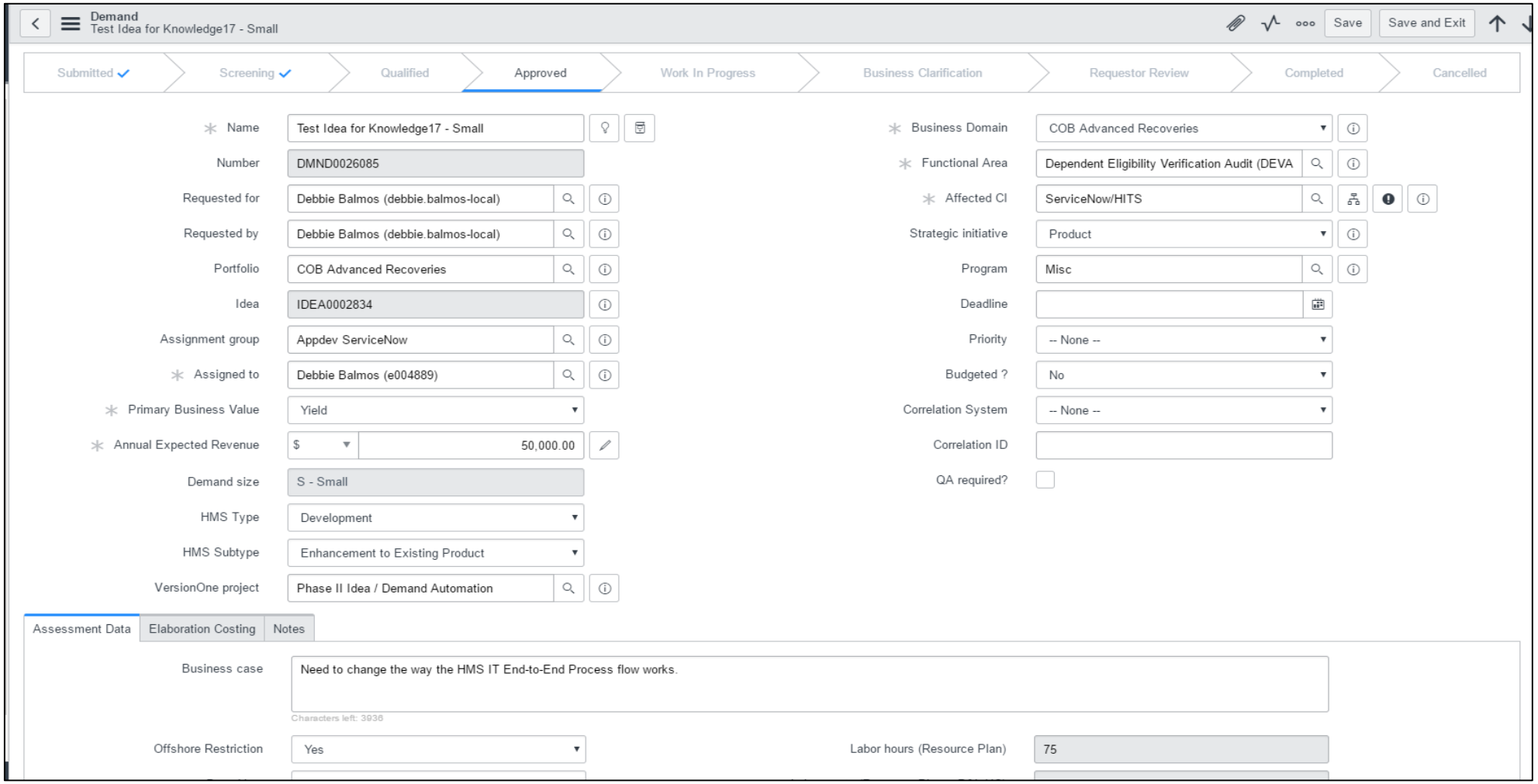
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Business Partner and IT Leadership Results

- Business partners have now jumped in and are wanting to do more reviews of what is being submitted to IT and putting their own governance in place to review before it even makes it that far – better transparency has definitely been achieved
- Common terminology is now ingrained in both IT and the business – the words “ServiceNow” and “Demand” are commonly heard all over the organization
- IT is tracking time and doing so at a more granular level which is driving some resource planning and our business partners are actively engaged
- IT staff holding each other and our business partners more accountable for making sure the process is followed and that all work is being documented through Ideas, Incidents or Service Requests

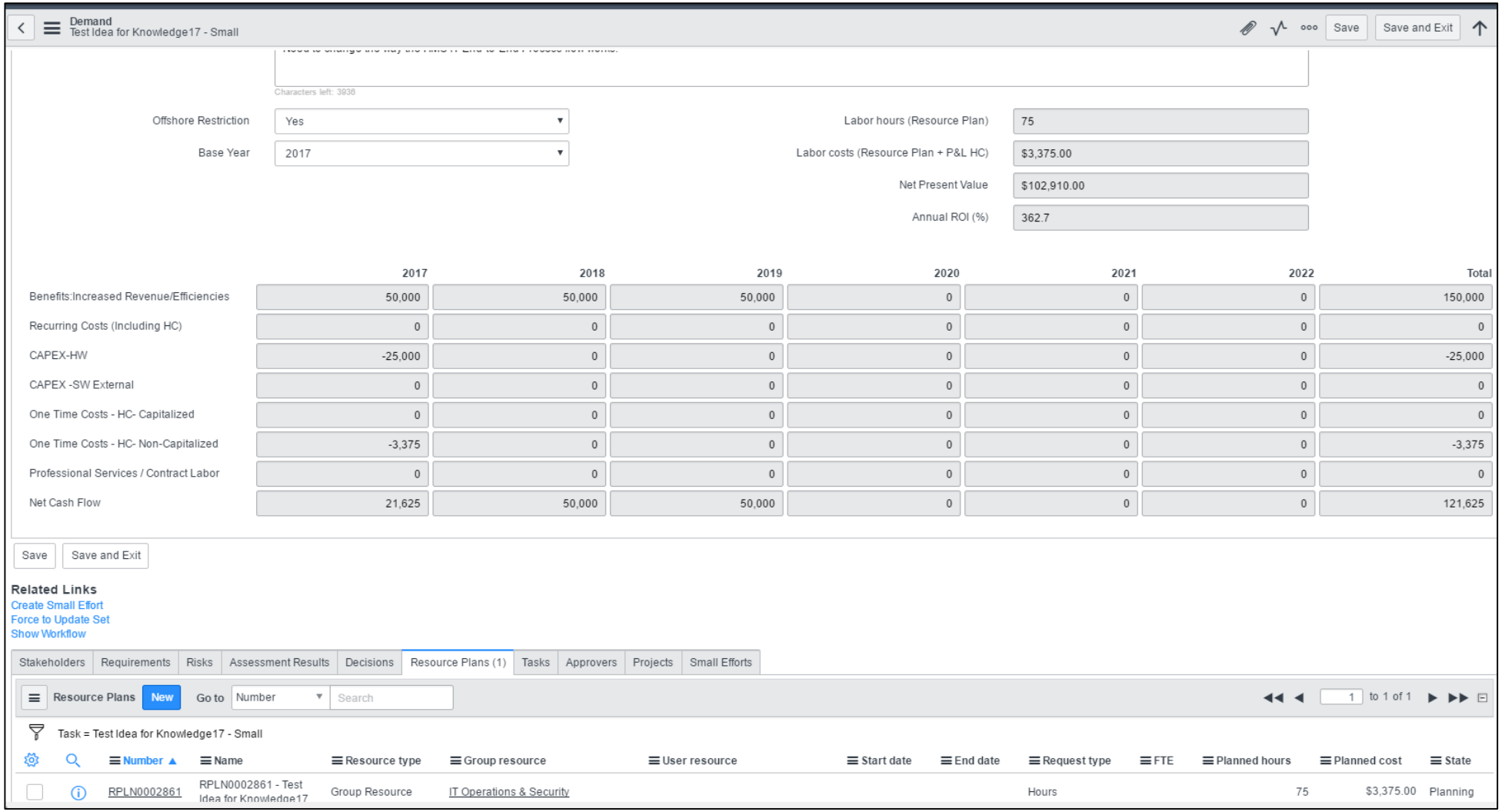
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Plan B Screenshots – Demand Form



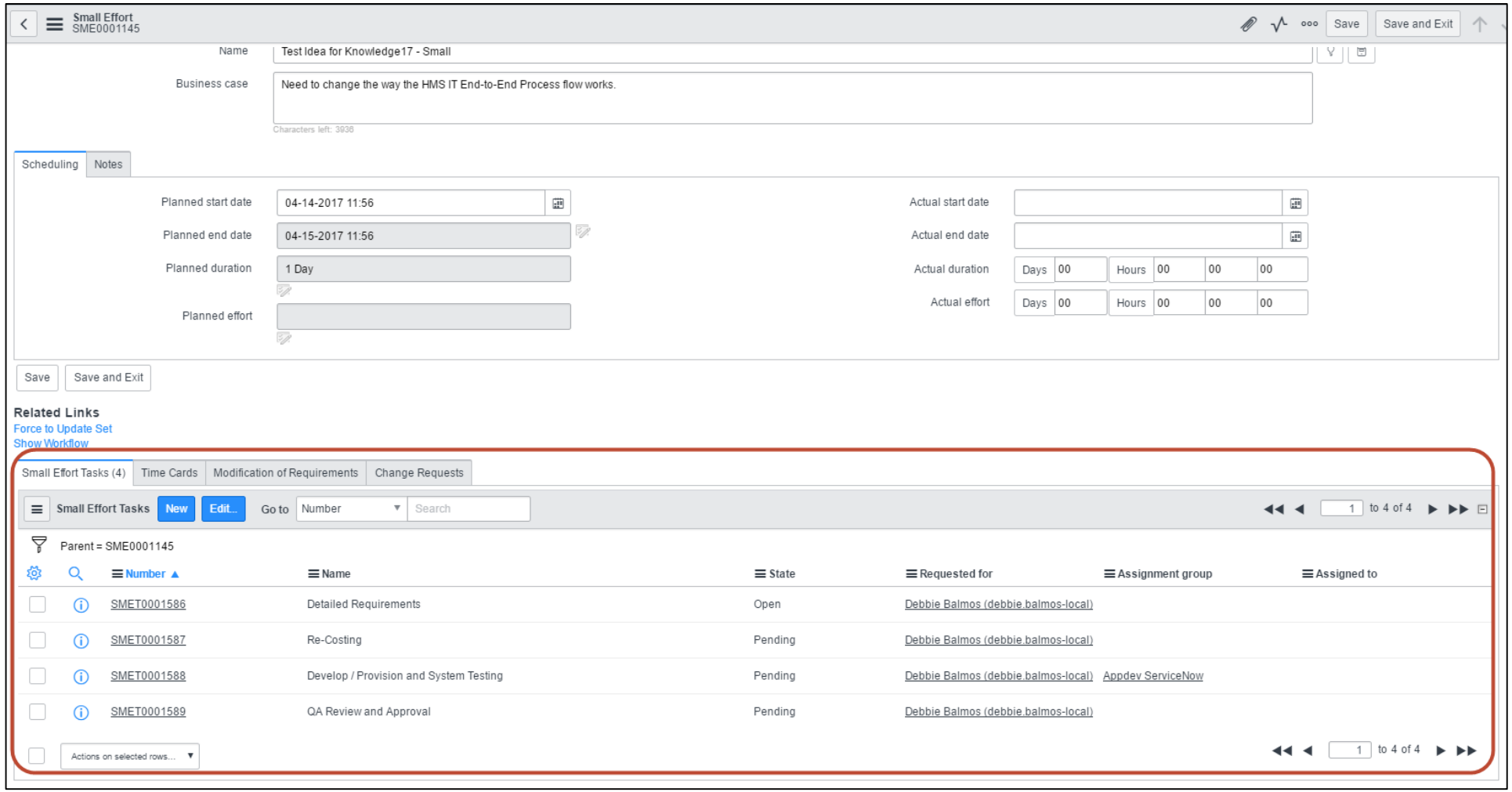
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Plan B Screenshots – Demand Form



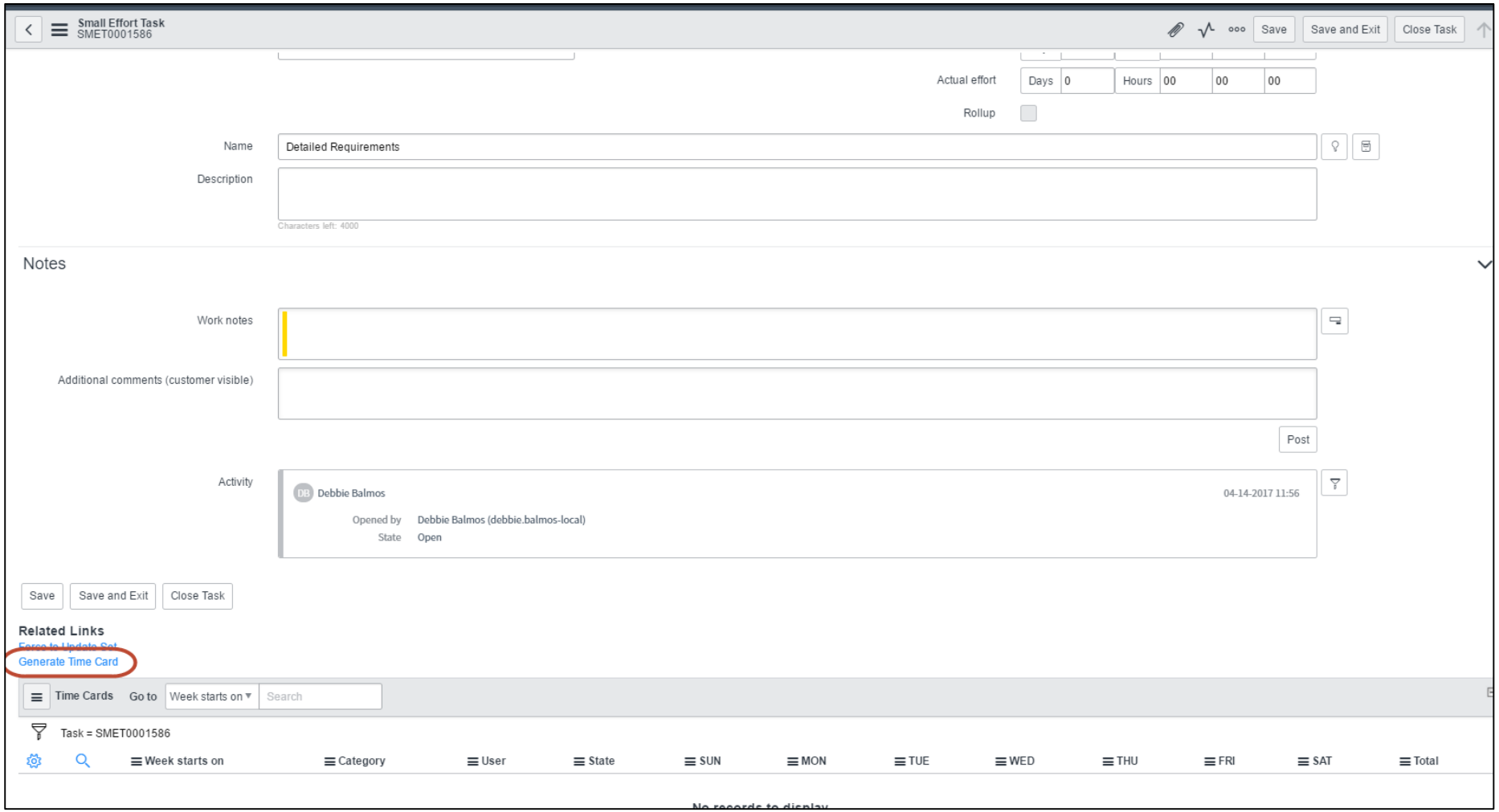
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Plan B Screenshots – Small Effort



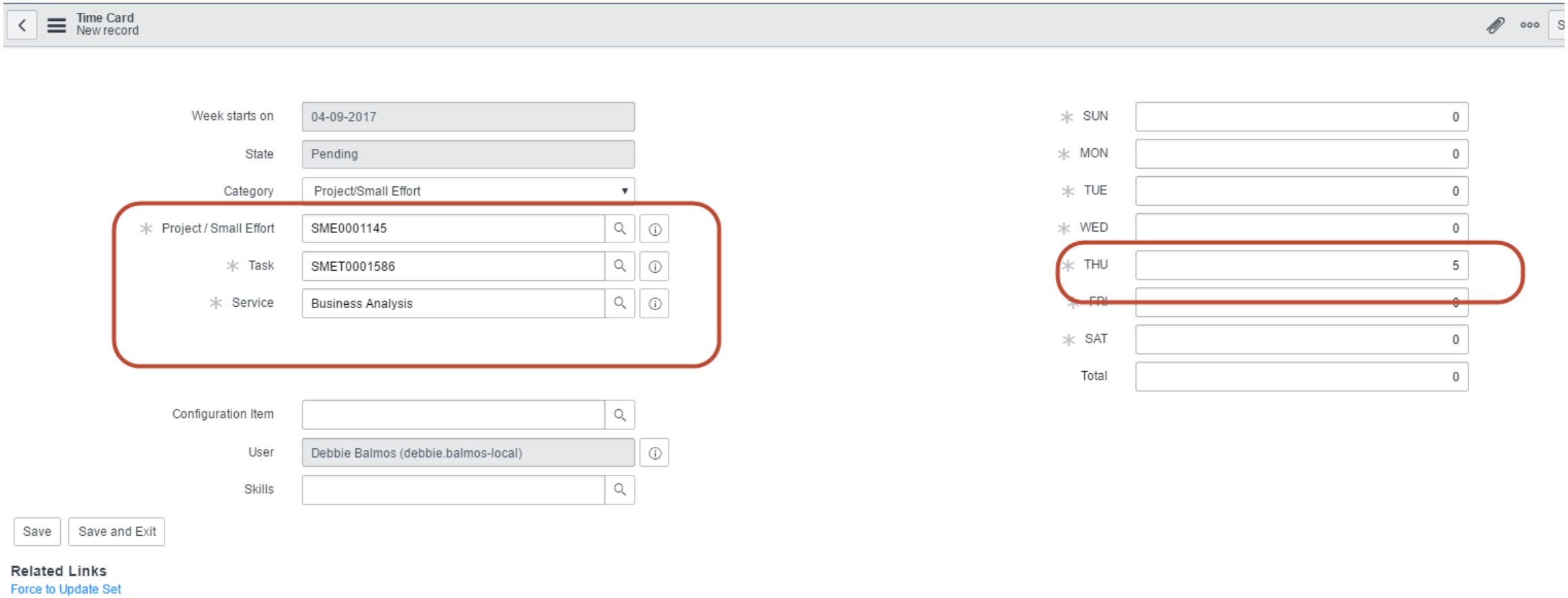
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Plan B Screenshots – Small Effort Task Generate Time Card



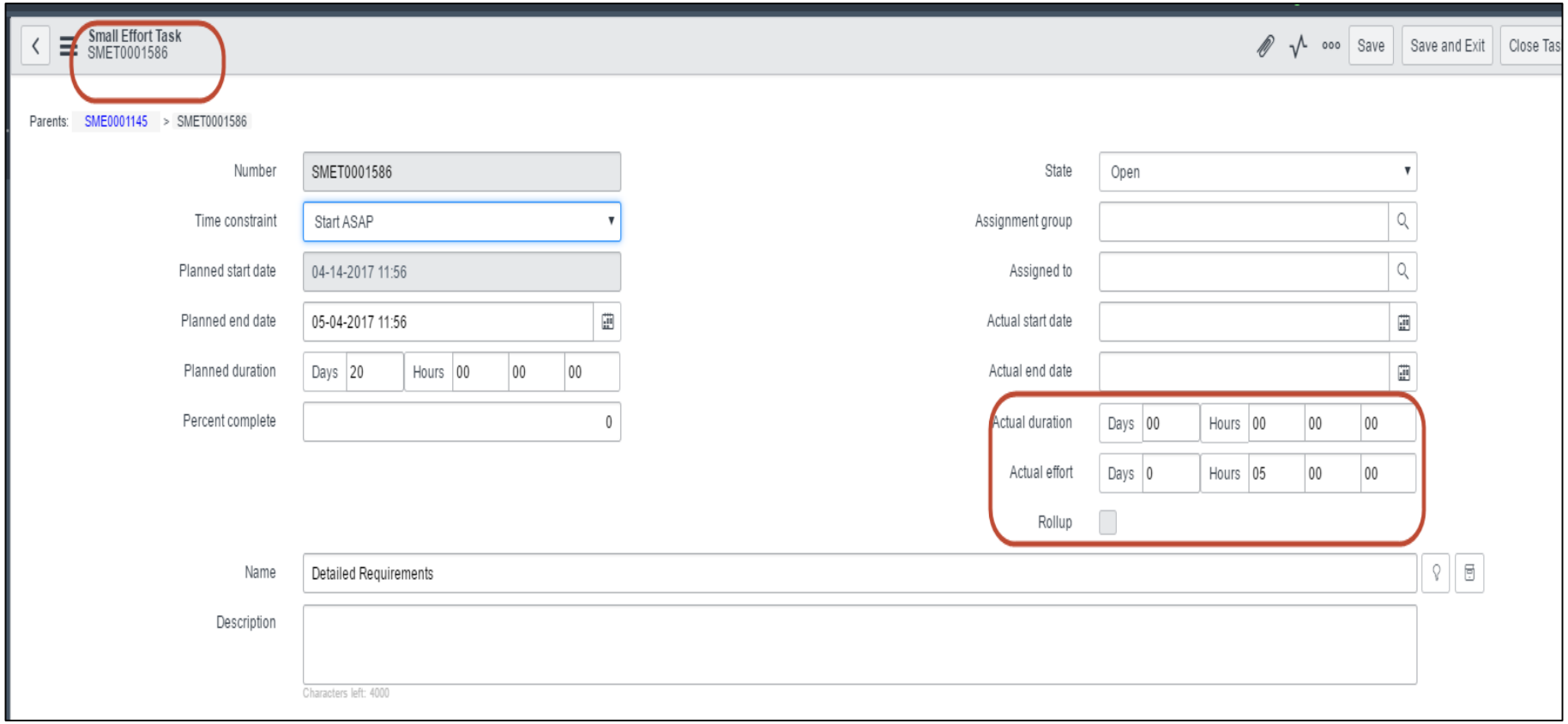
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Plan B Screenshots – Small Effort Task Time Card



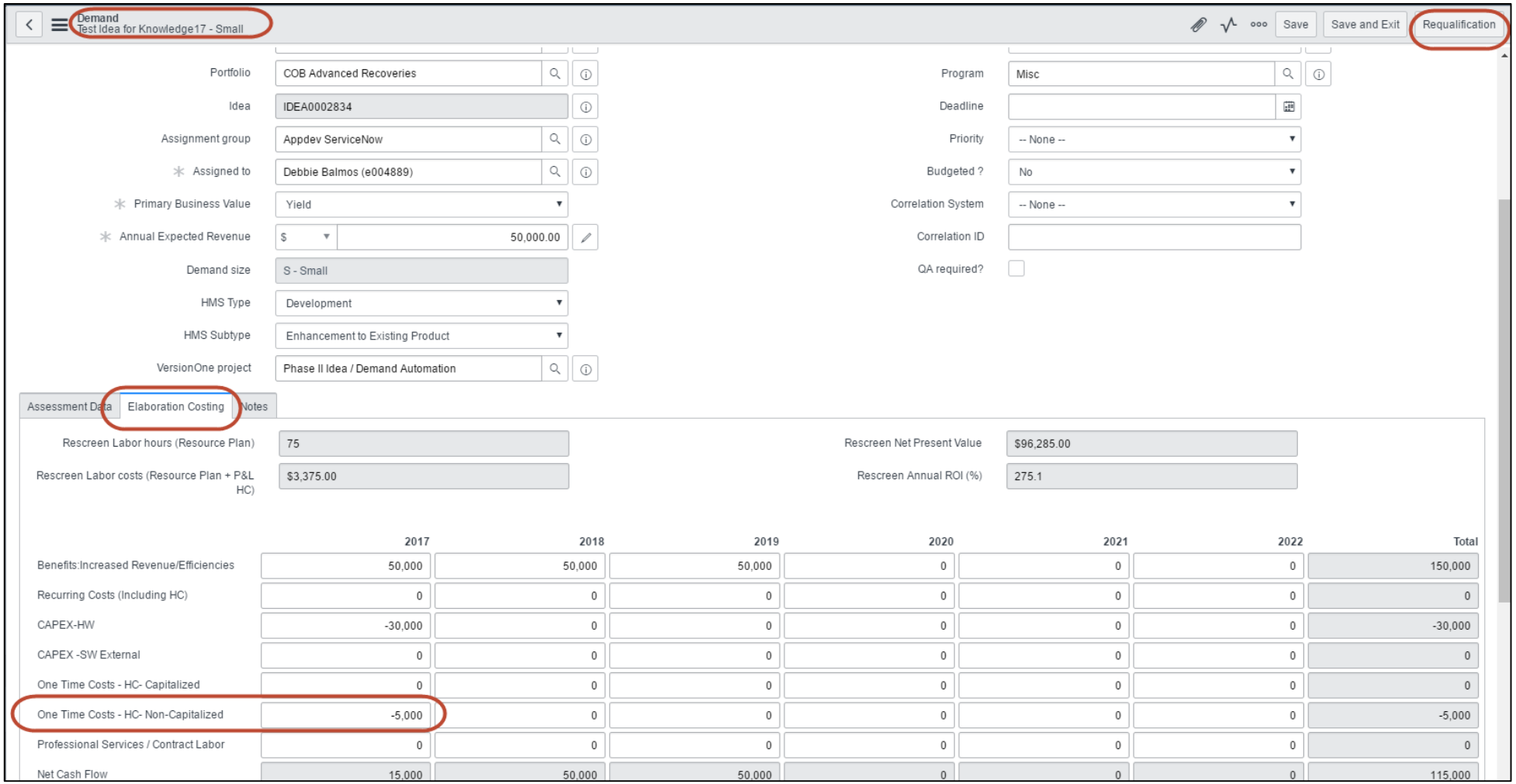
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Plan B Screenshots – Small Effort Actual Hours from Time Card



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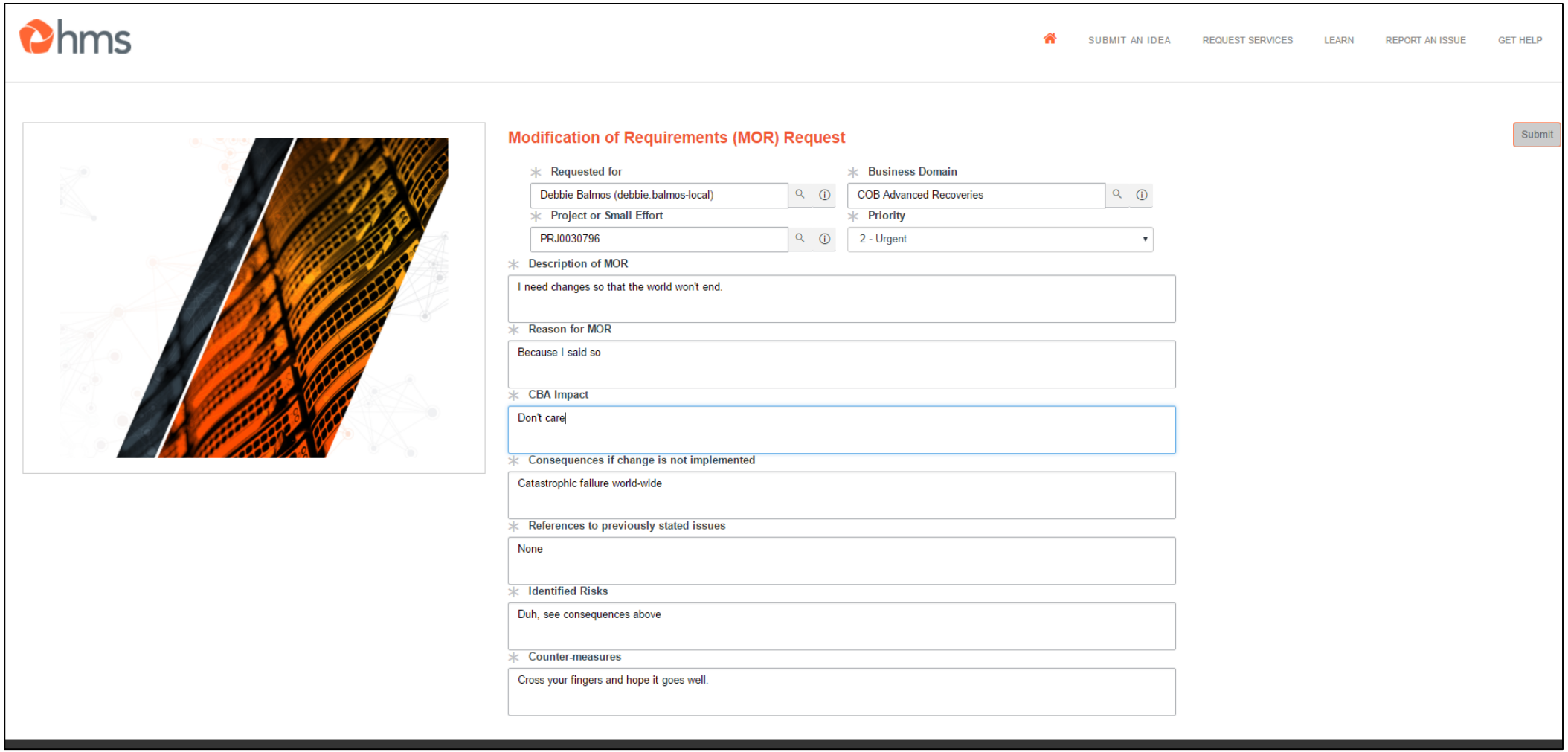
Plan B Screenshots - ReScreen



	2017	2018	2019	2020	2021	2022	Total
Benefits:Increased Revenue/Efficiencies	50,000	50,000	50,000	0	0	0	150,000
Recurring Costs (Including HC)	0	0	0	0	0	0	0
CAPEX-HW	-30,000	0	0	0	0	0	-30,000
CAPEX -SW External	0	0	0	0	0	0	0
One Time Costs - HC- Capitalized	0	0	0	0	0	0	0
One Time Costs - HC- Non-Capitalized	-5,000	0	0	0	0	0	-5,000
Professional Services / Contract Labor	0	0	0	0	0	0	0
Net Cash Flow	15,000	50,000	50,000	0	0	0	115,000

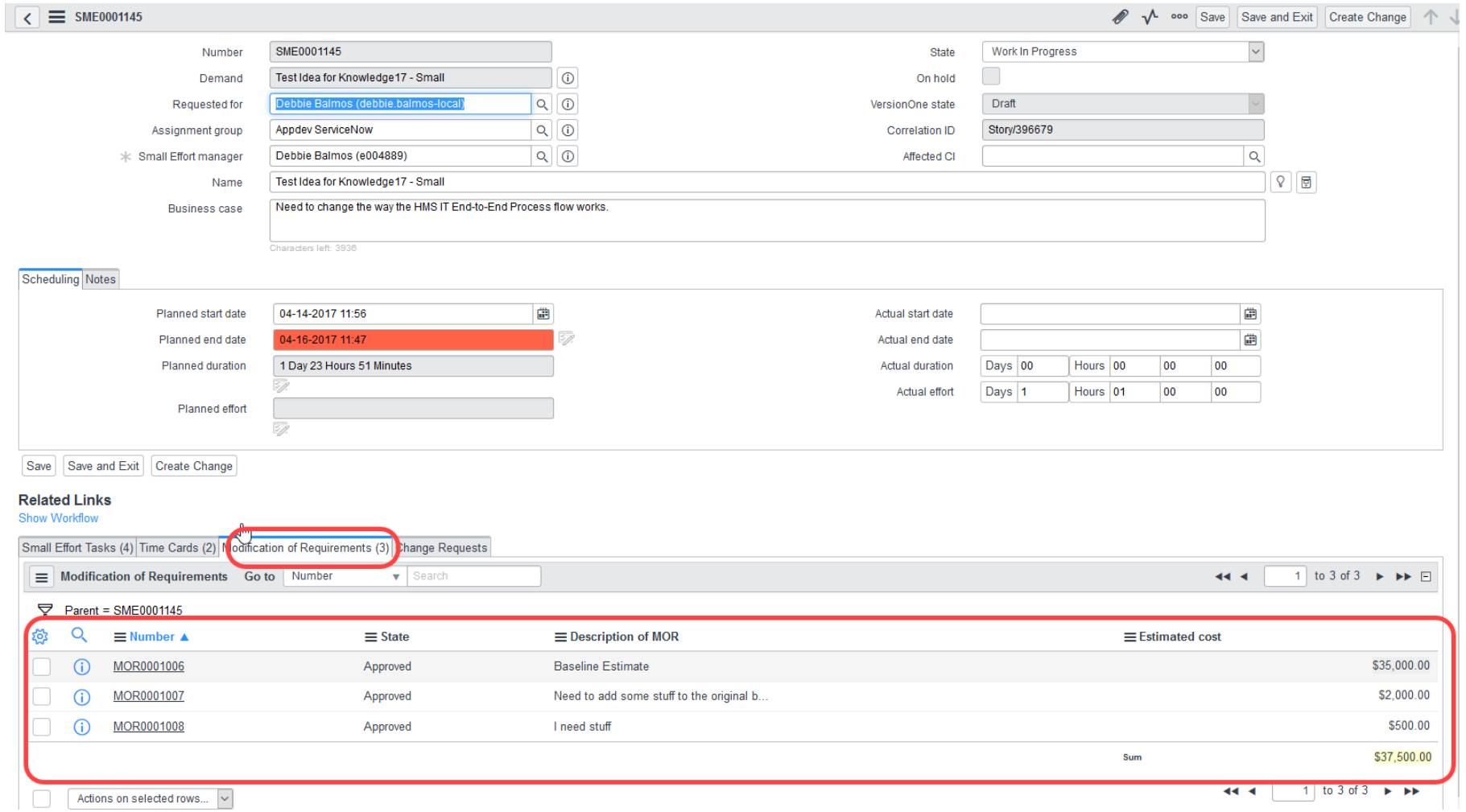
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Plan B Screenshots – Modification of Requirements



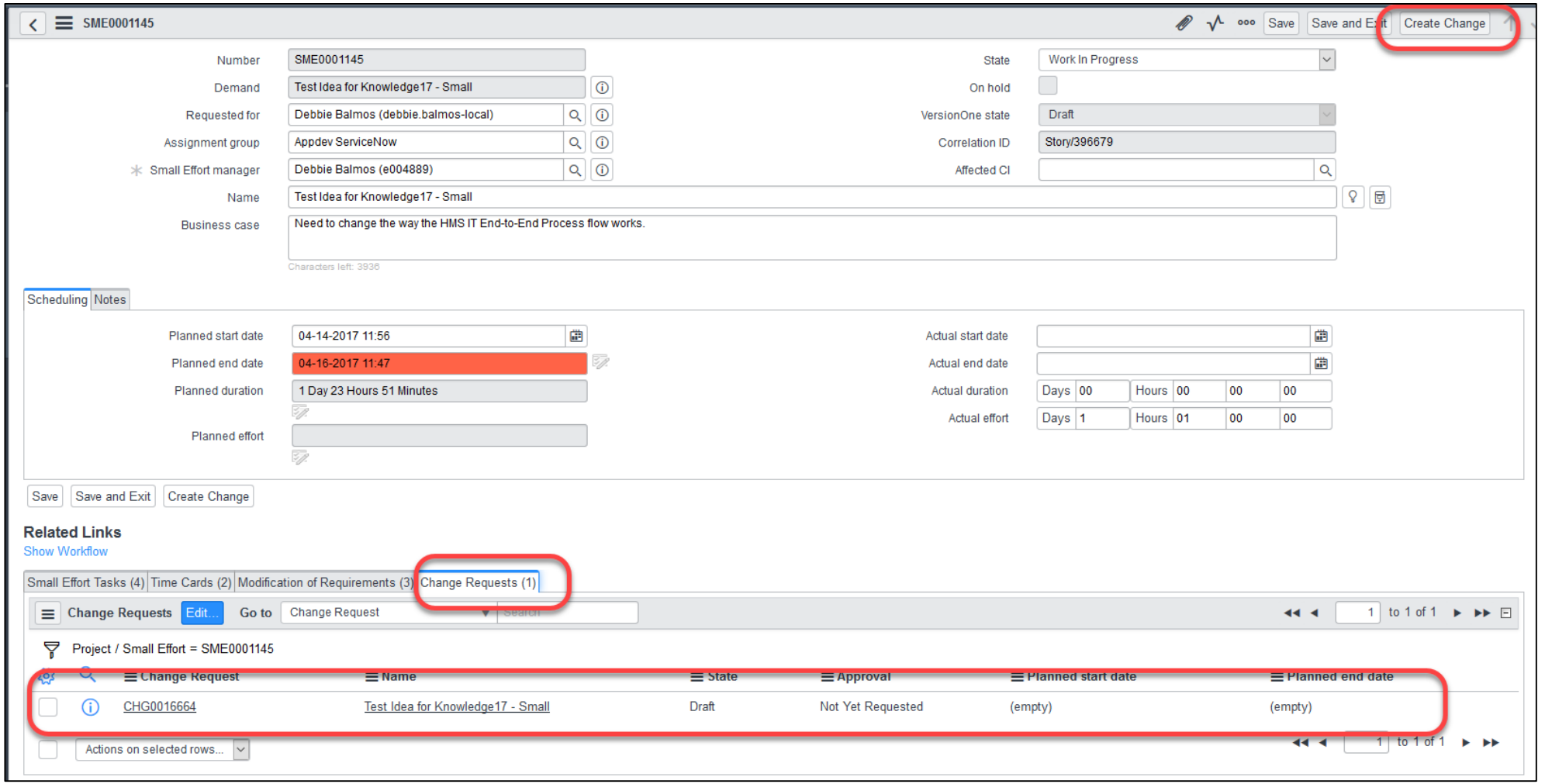
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Plan B Screenshots – Modification of Requirements (MOR)



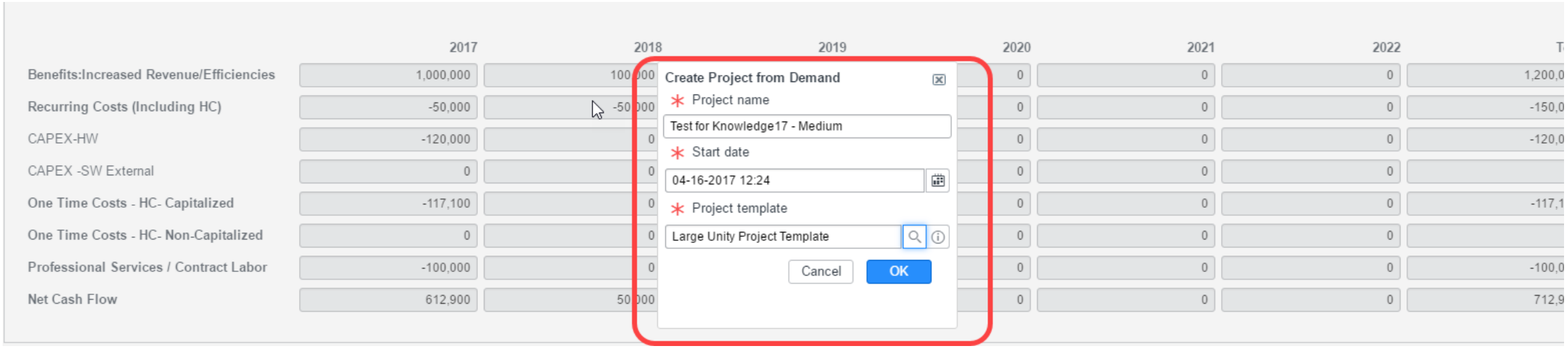
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Plan B Screenshots – Change Request



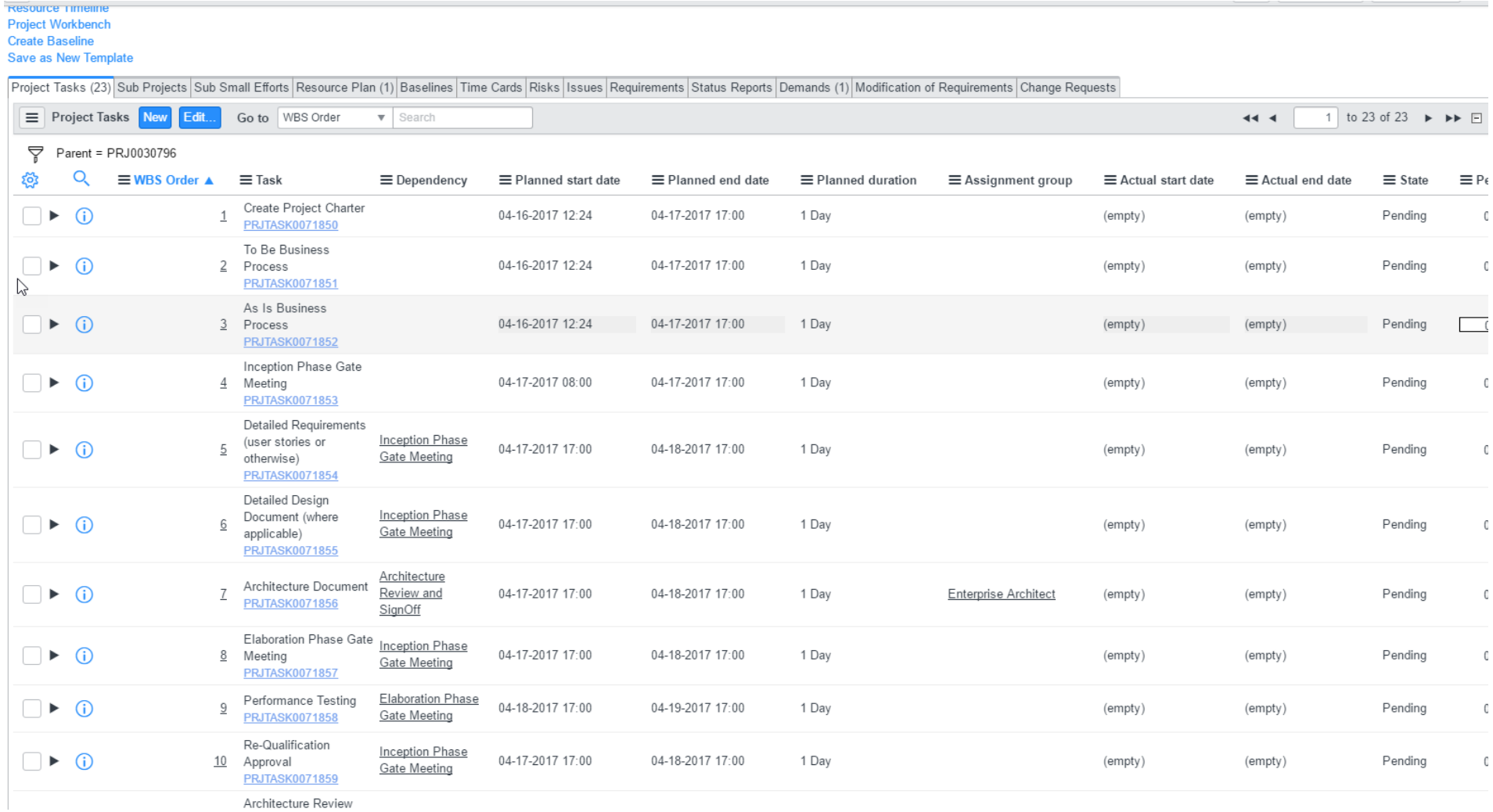
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Plan B Screenshots – Medium/Large Project



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Plan B Screenshots – Medium/Large Project



Resource Timeline
Project Workbench
Create Baseline
Save as New Template

Project Tasks (23) | Sub Projects | Sub Small Efforts | Resource Plan (1) | Baselines | Time Cards | Risks | Issues | Requirements | Status Reports | Demands (1) | Modification of Requirements | Change Requests

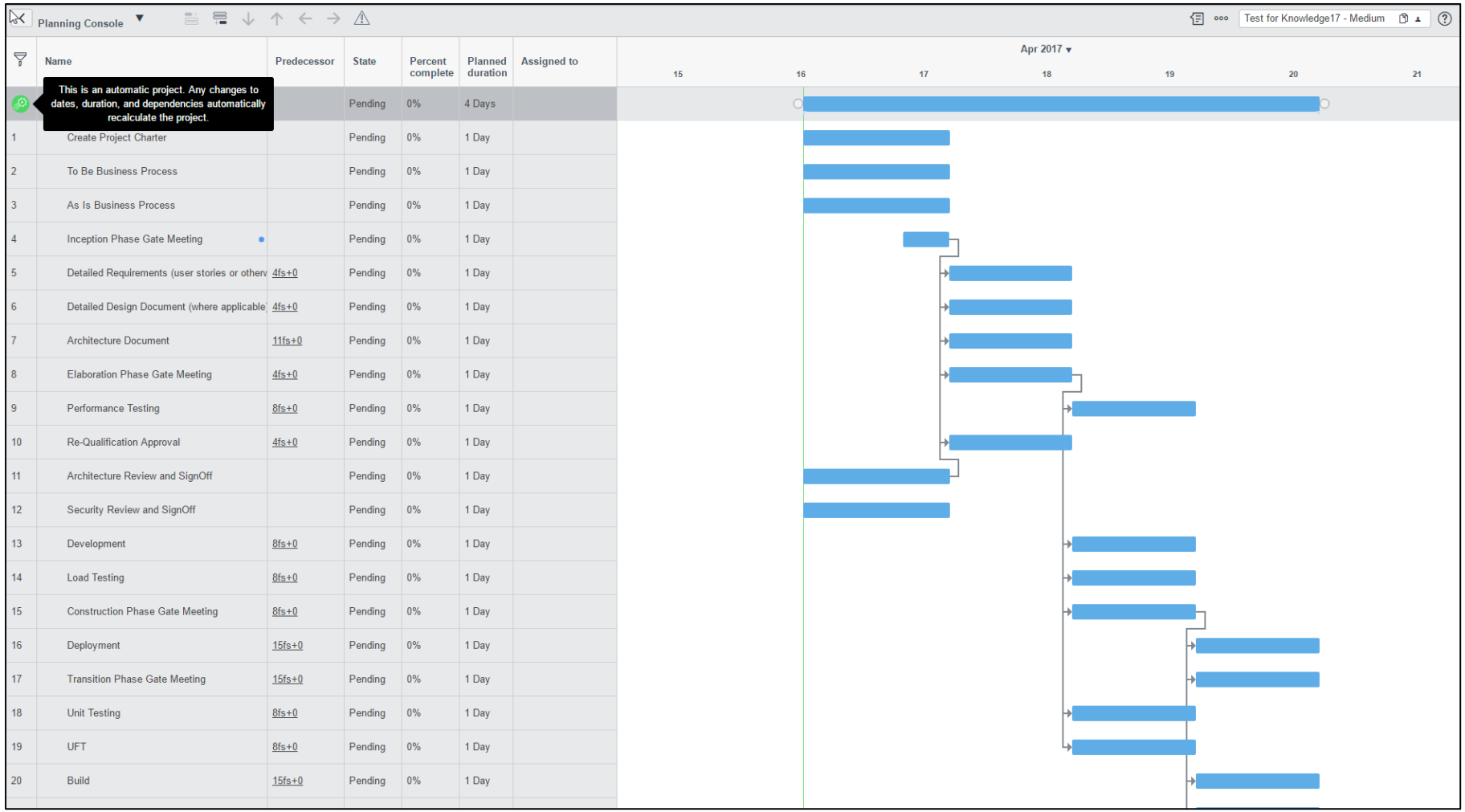
Project Tasks | New | Edit... | Go to | WBS Order | Search | 1 to 23 of 23

Parent = PRJ0030796

WBS Order ▲	Task	Dependency	Planned start date	Planned end date	Planned duration	Assignment group	Actual start date	Actual end date	State	Pe
1	Create Project Charter PRJTASK0071850		04-16-2017 12:24	04-17-2017 17:00	1 Day		(empty)	(empty)	Pending	
2	To Be Business Process PRJTASK0071851		04-16-2017 12:24	04-17-2017 17:00	1 Day		(empty)	(empty)	Pending	
3	As Is Business Process PRJTASK0071852		04-16-2017 12:24	04-17-2017 17:00	1 Day		(empty)	(empty)	Pending	
4	Inception Phase Gate Meeting PRJTASK0071853		04-17-2017 08:00	04-17-2017 17:00	1 Day		(empty)	(empty)	Pending	
5	Detailed Requirements (user stories or otherwise) PRJTASK0071854	Inception Phase Gate Meeting	04-17-2017 17:00	04-18-2017 17:00	1 Day		(empty)	(empty)	Pending	
6	Detailed Design Document (where applicable) PRJTASK0071855	Inception Phase Gate Meeting	04-17-2017 17:00	04-18-2017 17:00	1 Day		(empty)	(empty)	Pending	
7	Architecture Document PRJTASK0071856	Architecture Review and SignOff	04-17-2017 17:00	04-18-2017 17:00	1 Day	Enterprise Architect	(empty)	(empty)	Pending	
8	Elaboration Phase Gate Meeting PRJTASK0071857	Inception Phase Gate Meeting	04-17-2017 17:00	04-18-2017 17:00	1 Day		(empty)	(empty)	Pending	
9	Performance Testing PRJTASK0071858	Elaboration Phase Gate Meeting	04-18-2017 17:00	04-19-2017 17:00	1 Day		(empty)	(empty)	Pending	
10	Re-Qualification Approval PRJTASK0071859	Inception Phase Gate Meeting	04-17-2017 17:00	04-18-2017 17:00	1 Day		(empty)	(empty)	Pending	
	Architecture Review									

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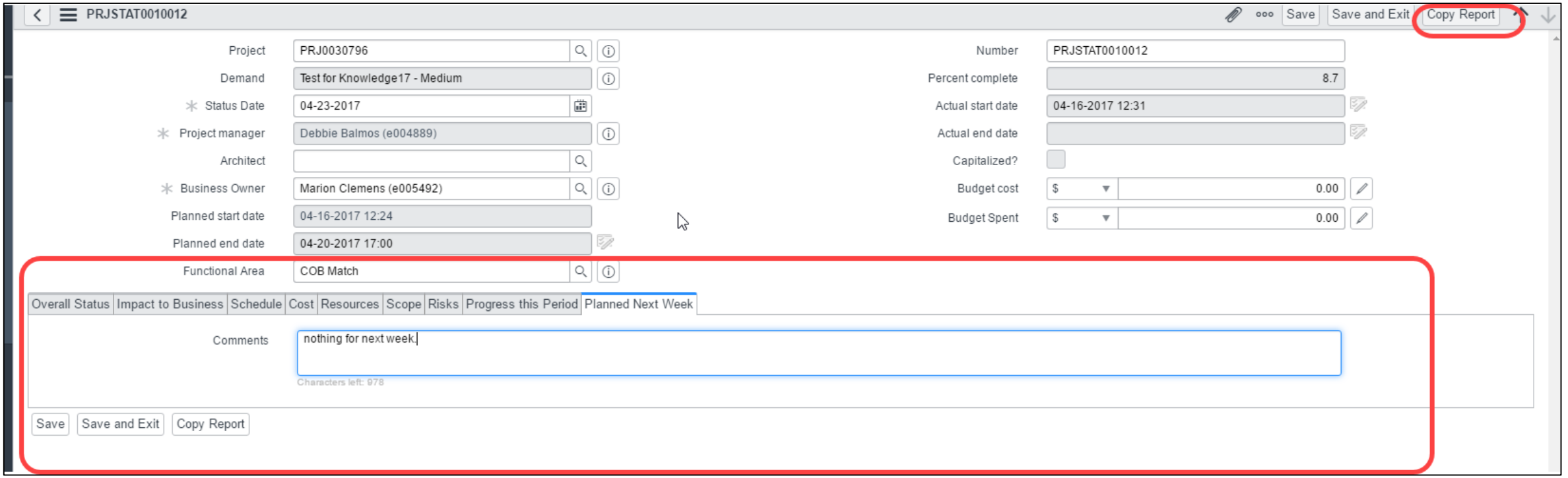
Plan B Screenshots – Medium/Large Project



	Name	Predecessor	State	Percent complete	Planned duration	Assigned to
			Pending	0%	4 Days	
1	Create Project Charter		Pending	0%	1 Day	
2	To Be Business Process		Pending	0%	1 Day	
3	As Is Business Process		Pending	0%	1 Day	
4	Inception Phase Gate Meeting		Pending	0%	1 Day	
5	Detailed Requirements (user stories or otherv	4fs+0	Pending	0%	1 Day	
6	Detailed Design Document (where applicable)	4fs+0	Pending	0%	1 Day	
7	Architecture Document	11fs+0	Pending	0%	1 Day	
8	Elaboration Phase Gate Meeting	4fs+0	Pending	0%	1 Day	
9	Performance Testing	8fs+0	Pending	0%	1 Day	
10	Re-Qualification Approval	4fs+0	Pending	0%	1 Day	
11	Architecture Review and SignOff		Pending	0%	1 Day	
12	Security Review and SignOff		Pending	0%	1 Day	
13	Development	8fs+0	Pending	0%	1 Day	
14	Load Testing	8fs+0	Pending	0%	1 Day	
15	Construction Phase Gate Meeting	8fs+0	Pending	0%	1 Day	
16	Deployment	15fs+0	Pending	0%	1 Day	
17	Transition Phase Gate Meeting	15fs+0	Pending	0%	1 Day	
18	Unit Testing	8fs+0	Pending	0%	1 Day	
19	UFT	8fs+0	Pending	0%	1 Day	
20	Build	15fs+0	Pending	0%	1 Day	

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Plan B Screenshots – Status Report



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Lessons Learned

1. Don’t wait too long to implement
2. Make sure existing tool/process is evaluated thoroughly before designing your new processes
3. Be sure to think about others who will need access to see and report on items they did not create
4. No release will ever be perfect

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Top Takeaways

1

For large culture changes, make sure to have Leadership buy-in and support

2

Communicate, Communicate, Communicate and yes…..Communicate More….AND it still won't be enough!

3

A bad process automated is still a bad process

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Q & A

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Thank You

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