knowledge17

WORK at LIGHTSPEED™

Not Just Better Healthcare, *Now* a Better Healthcare Experience

How Technology Is Transforming Scripps Health

LOUIS RONZITTI
PROJECT MANAGER
Scripps Health

JAMES HIGGINS
APPLICATION SUPPORT ANALYST
Scripps Health

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servicenow

Agenda

- Process, Process, Process > Tool
- StartNow – a hybrid (Agile and Waterfall) implementation
- Little gear that could – why it was critical to our success

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Speaker Introduction



NAME: Louis Ronzitti

TITLE: Project Manager

FUNCTION: Service Delivery

COMPANY: Scripps Health

EXPERIENCE: 10 years in Project Management, 20 years in Information Services

EXPERTISE: Service Management, Compliance, Security

ACHIEVEMENTS: 1st Release: Incident, Problem, Change, Request, Service Portal, Knowledge, CMDB

CURRENT PROJECTS: 2nd Release Management, GRC, and Reporting Analytics

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Speaker Introduction



NAME: James Higgins

TITLE: Application Support Analyst

FUNCTION: Service Delivery

COMPANY: Scripps Health

EXPERIENCE: 17 years in Service Delivery, 13 years in Information Services

EXPERTISE: Service Management, Compliance, Security, Identity and Access Management

ACHIEVEMENTS: 1st Release: Incident, Problem, Change, Request, Service Portal, Knowledge, CMDB

CURRENT PROJECTS: 2nd Release: Release Management, GRC, Reporting Analytics, Discovery, Service Mapping

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My Company

NAME: Scripps Health

INDUSTRY: Healthcare

MARKET FOCUS: Scripps is a private, nonprofit, integrated health system in San Diego, California committed to providing the highest quality care to you and your family

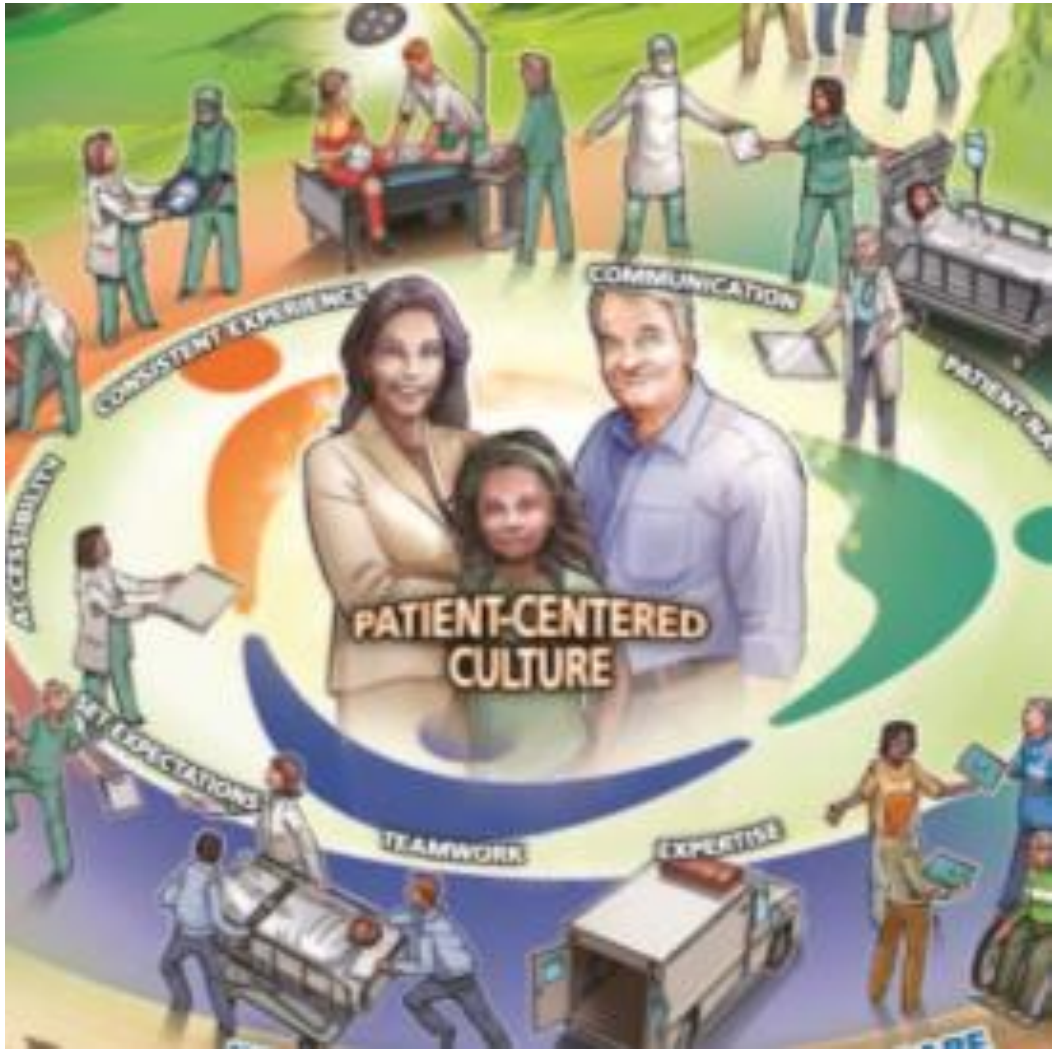
COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Patient Care, Medical Services, Wellness

COMPANY-WIDE INITIATIVES: Electronic Health Record (EHR) System, Prebys Cardiovascular Institute, Scripps Women's Heart Center Opens in San Diego, Scripps is First in West to Use New Robotic Spine Surgery Technology

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Healthcare Excellence

- Industry trends
  - Costs of Care Competing with Quality of Care
  - Increasing Regulatory Compliance and Security Demands
- Corporate transformations
  - Centricity EMR to Epic EHR
  - Service Delivery with ServiceNow
  - Value by Design
- Drivers and goals
  - Keep IT Simple
  - Use Out-of-Box (OOB) Approach
  - Leverage IS Services Life Cycle
  - Follow ‘One Scripps’ approach
  - Use Agile and Value by Design
  - Build on ITIL framework



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Session Overview



Objectives

- How to prepare, persuade, and obtain buy-in
- Staying the course despite the challenges
- Strategy and tactics to get you where you want to go



What You Will Learn

- Service Portal (Helsinki)
- ITIL Classification
- Enterprise CMDB
- Edge Encryption

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Challenges and Goals

- Service Desk (January 2017)



Incident, Request, Problem, Change
Knowledge, Asset/Configuration, CMDB

- Relocation (January 2017)



Scripps Business Services Move

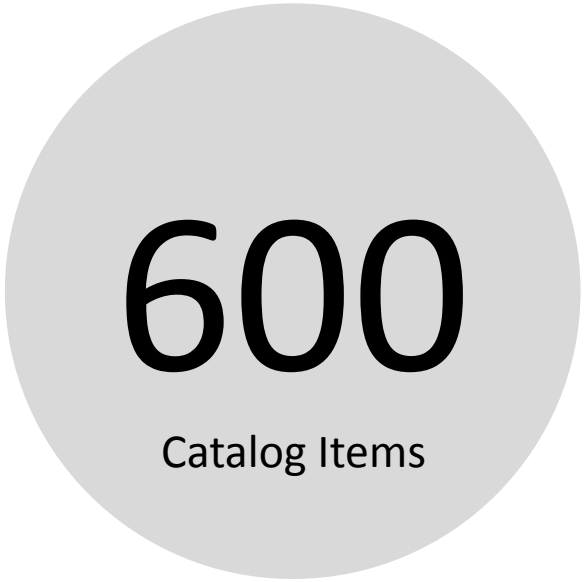
- New EHR (April 2017)



Replace Existing EMR

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Value Outcomes



40 Order Guides/10 SRs



50 Known Errors



20 Service Offerings

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Solution Approach

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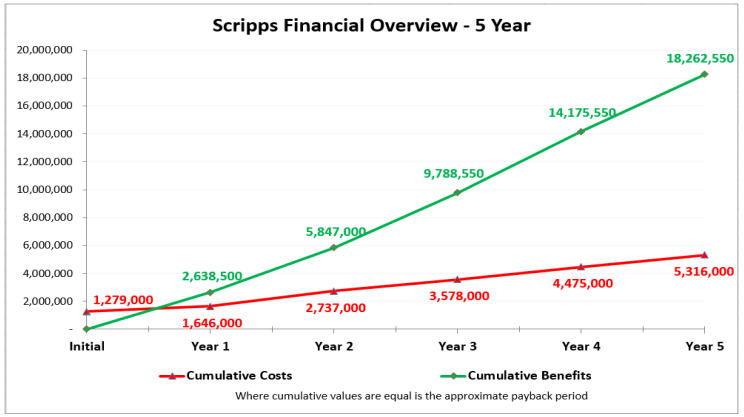
Approach

- Voice of the Customer (VOC)
- Road Map (3 year)
- Working Groups (Value by Design)
- Vendor Bake-Off (Gartner Leaders)
- Return on Investment (Selection)
- StartNow® (Hybrid Approach)

Our Implementation







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Approach

- Voice of the Customer (VOC)
- Road Map (3 years)
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- Vendor Bake-Off (Gartner Leaders)
- Return on Investment (Selection)
- StartNow® (Hybrid Approach)



"No usable Knowledge base"

"Incident categorization is ill defined"

"Hard to find anything"

"Lot of Fix Opportunities"

"System not intuitive"



"Hard to add information"

"Relies on humans, not automation"

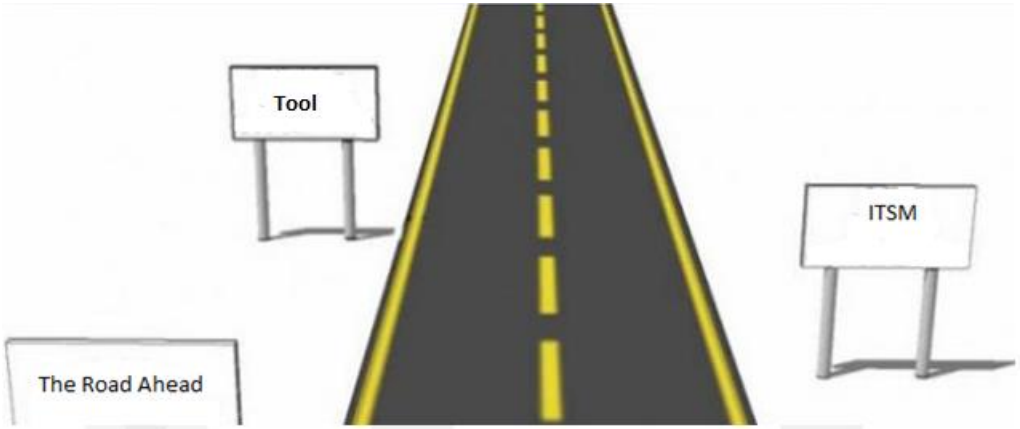
"Not built for user comfort"

"Confusing navigation"

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Approach

- Voice of the Customer (VOC)
- Road Map (3 years)
- Working Groups (Value by Design)
- Vendor Bake-Off (Magic Quadrant)
- Return on Investment (Selection)
- StartNow® (Hybrid Approach)



Release 1 – 3 (FY16 / FY17) – INC, PRB, CHG, REL, KNW, Asset/Configuration, CMDB, GRC

Release 4 – 6 (FY18 / FY19) – Discovery, Service Watch, Event Management, Licensing, Project Portfolio Suite, Marketing

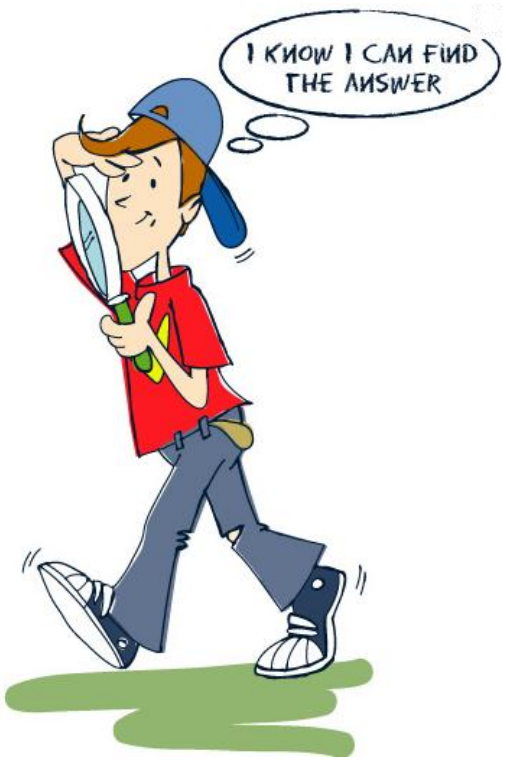
Release 7 – 9 (FY20 / FY21) – Orchestration, Vendor Management

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Approach

- Voice of the Customer (VOC)
- Road Map (3 years)
- Working Groups (Value by Design)
- Vendor Bake-Off (Gartner Leaders)
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- StartNow® (Hybrid Approach)





Working Groups → Workshops →

RELEASE 1 (focus):
Incident Management
Request Fulfillment
Problem Management
Change Management
Release Management
Service Catalog

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Approach

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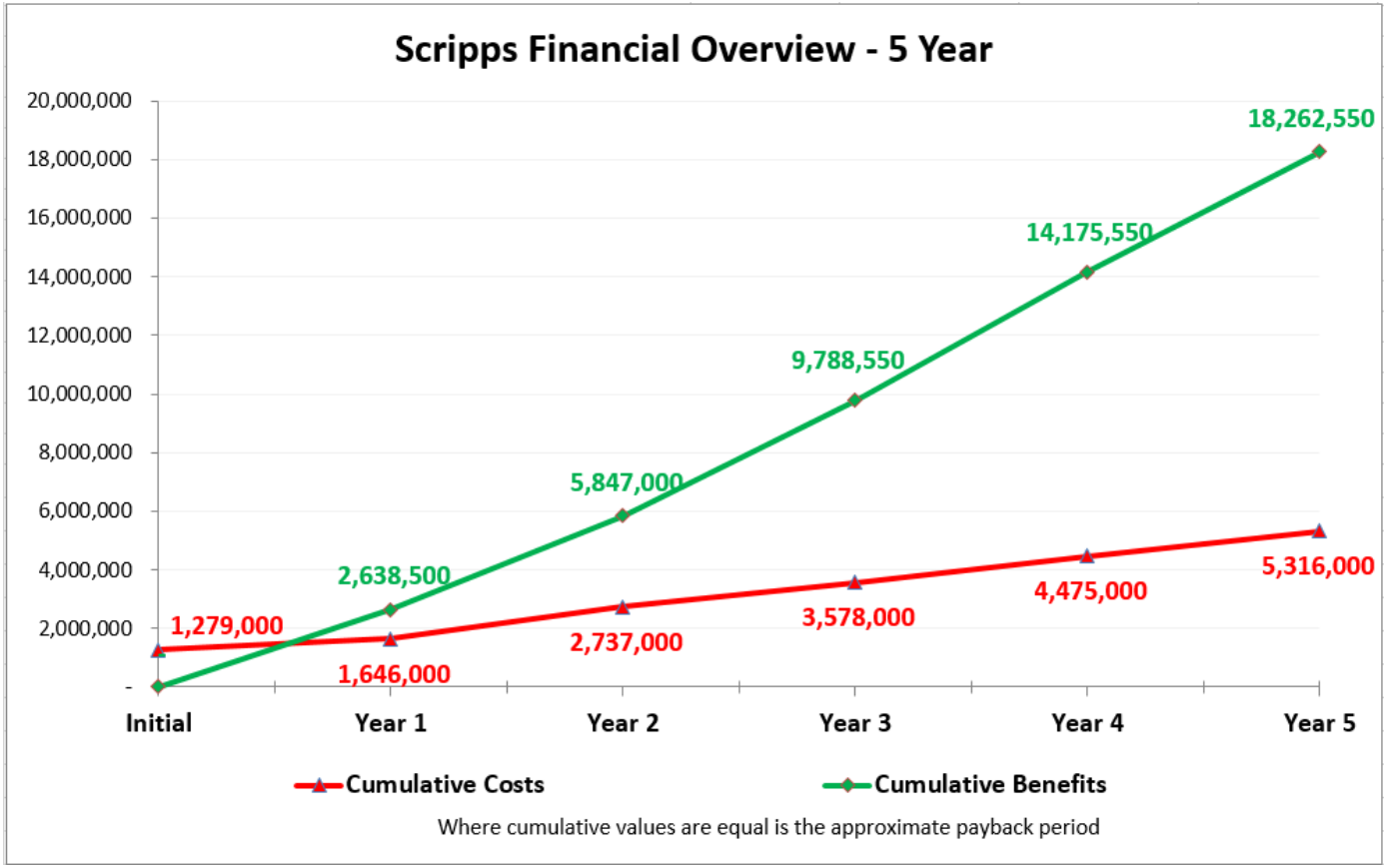
All Sessions

#	Session	Average Evaluation Rating (%)	Rating Summary: Percentage of Total "Exceeds"	Rating Summary: Percentage of Total "Meets"	Rating Summary: Percentage of Total "Below"	Rating Summary: Percentage of Total "Exceeds"or "Meets"	Rating Summary: Meets Current & Future Needs? (Y/N)	Evaluation Summary: Surveys Taken	Evaluation Summary: Total Attendance
1	ServiceNow							59	105
2	Remedy							62	101
	Totals							**121**	

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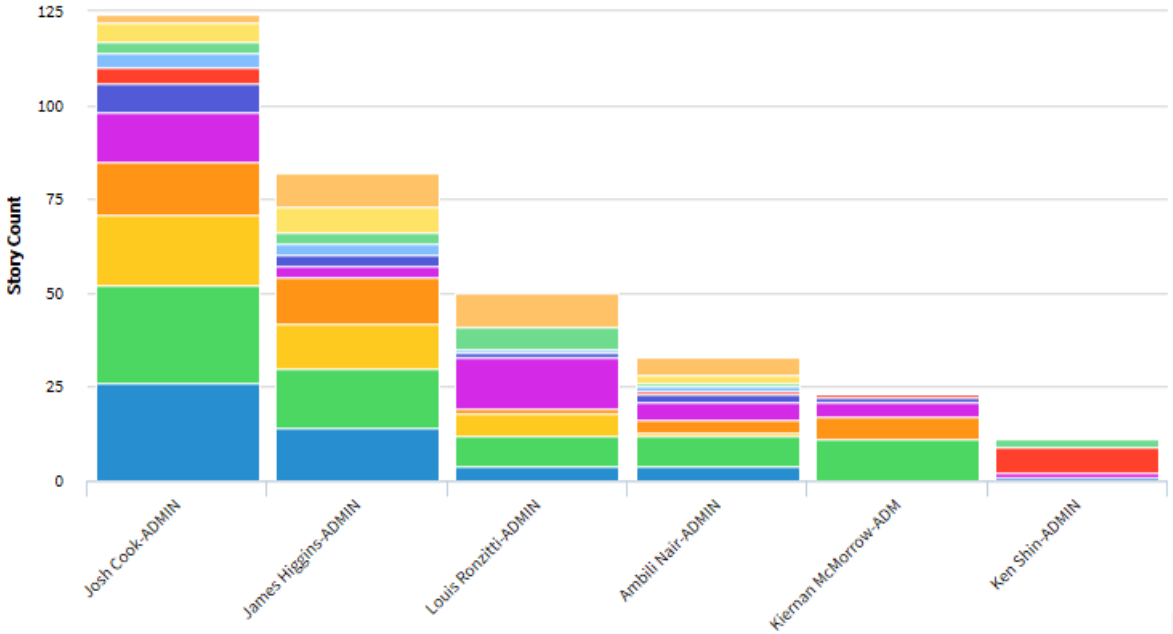


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Approach

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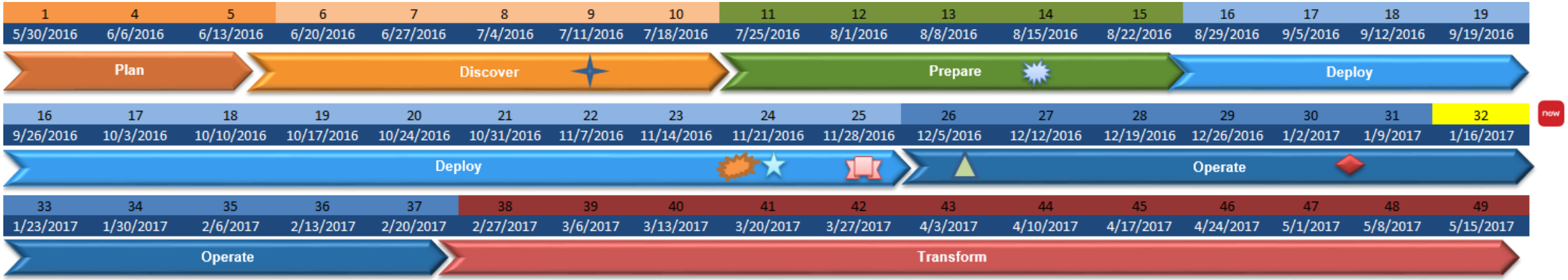
300 stories – 1000 points – 6 developers – 4 months

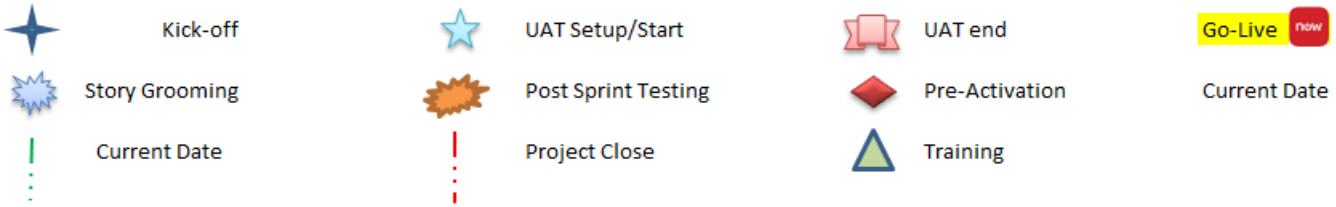


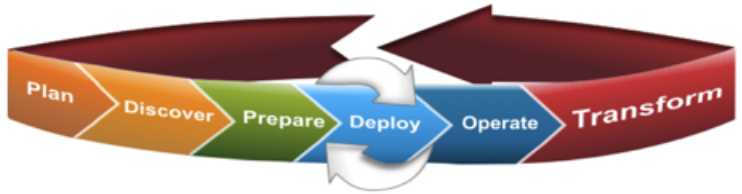
	Name	Predecessor	State	Percent complete	Planned start date	Planned end date	Planned duration
	StartNow Scripps ITSM Phase 1 Release 1		Closed Complete	100%	2016-06-06	2017-02-10	179 Days 14 Minutes
1	PLAN		Closed Complete	100%	2016-06-06	2016-07-13	28 Days
2	DISCOVER		Closed Complete	100%	2016-06-20	2016-08-05	35 Days
3	PREPARE		Closed Complete	100%	2016-06-06	2016-11-29	126 Days 7 Hours 35 Minutes
4	DEPLOY		Closed Complete	100%	2016-08-29	2017-01-13	100 Days
5	OPERATE		Closed Complete	100%	2016-11-21	2017-02-10	59 Days 14 Minutes
6	Phase 1 Release 1 Closeout	5.5fs+0	Closed Complete	100%	2017-01-27	2017-01-27	0 Seconds

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Solution – Timeline









Initiation
- Scope
- Approach
- Cadence
- Provisioning
- Methodology
- Communications
- Kickoff

Requirements
- Best Practices
- Workshops
- Requirements Workshops
- Design Workshops

Plattform Configuration
- LDAP / SSO
- Code Promotion
- Sprint Planning
- Servers (MID/Encrypt)
- Load User Records
- Welcome Page (logo)
- Calendars

Application Configuration
- Fields, Forms, Views, Dashboards
- Homepages
- Notifications
- Relationships
- Reports
- Integrations

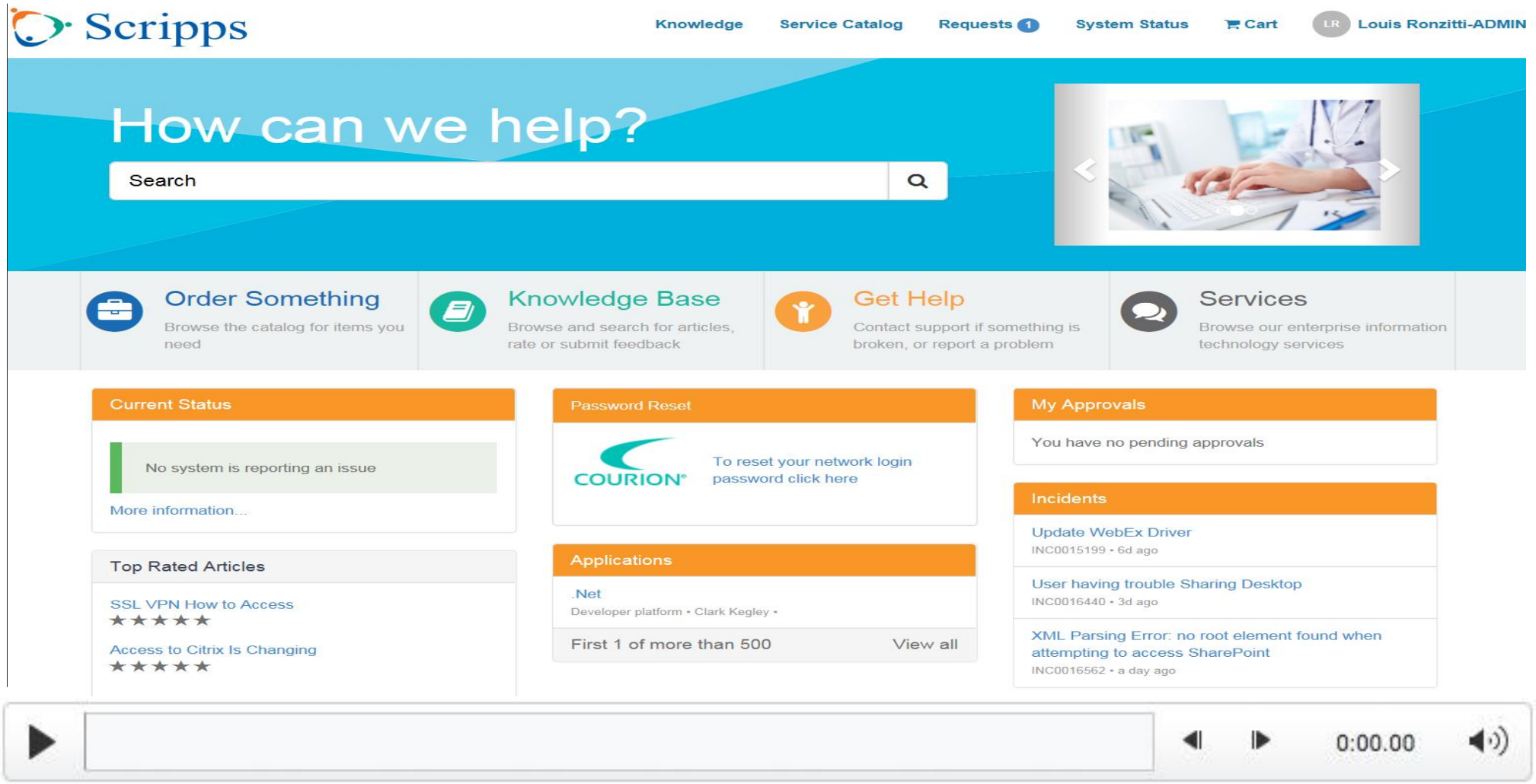
Transition to Operations
- Testing (UAT)
- Training
- Go-Live
- Post Go-Live

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Solution Demo

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Demo



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Value Outcomes

	Before	After
Categorization	Very complex from IT perspective	Simple from customer perspective
Customer Call Back (CCB)	Lack of accountability	Formal SLAs w/ customer interaction
Request Fulfillment	Incidents only	Incidents, Requests, Problems, Changes

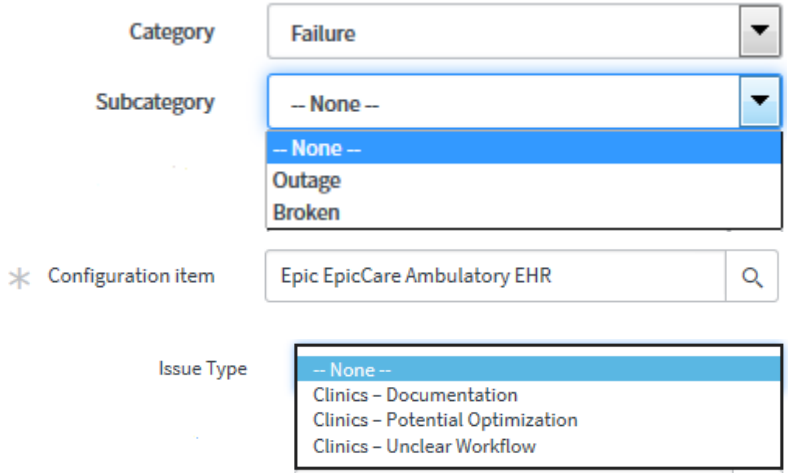
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Value Outcome



Complex

Simple Categorization

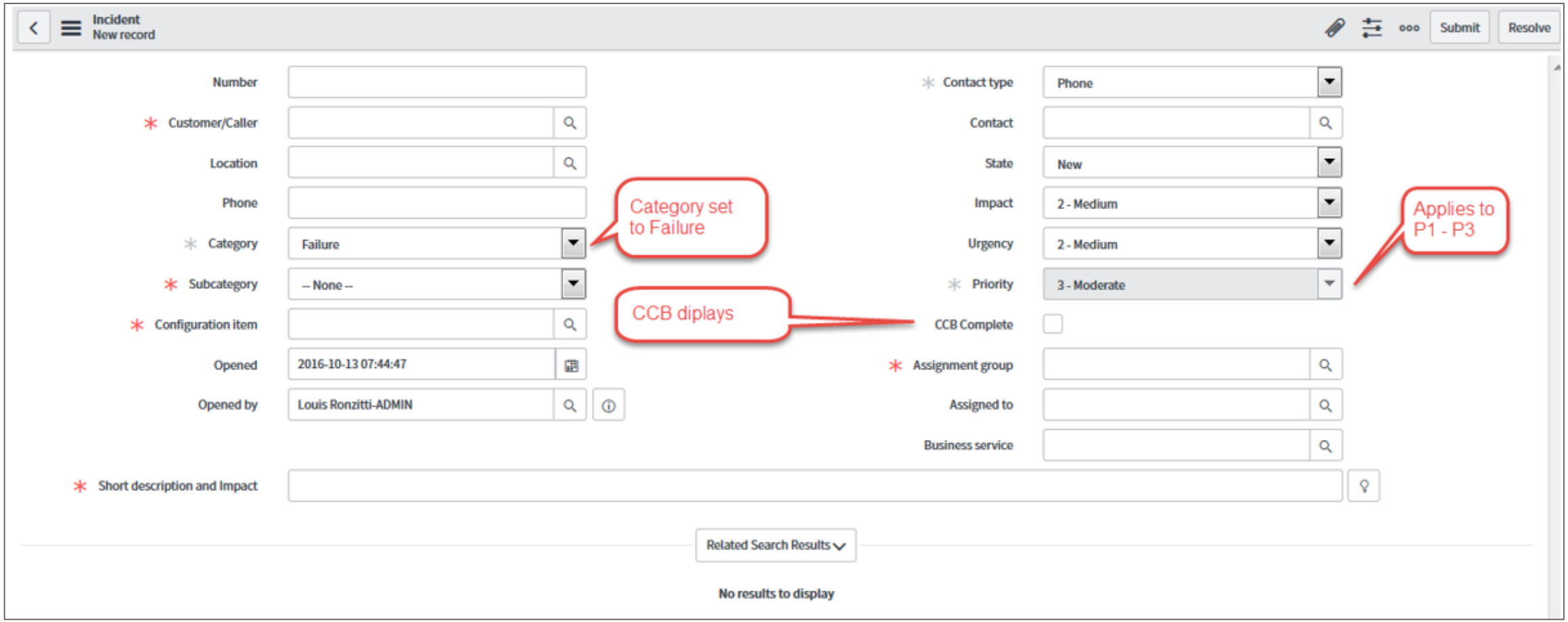


Command Center	Inquiry / Help	Failure	SIRT
Access / Security	Information /	Outage	Malware
Break / Fix	Assistance	Broken	Spam / Phishing
Training	Education / Training		Stolen / Lost Badges
Optimization	Password Reset		Lost Device
Workflow	Account Unlock		Unauthorized Access
			Unauthorized Software
			Unauthorized Hardware
			Biomed

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Value Outcome

30 minutes to call customer



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Value Outcome

Service Request Discovery

Actions by Email

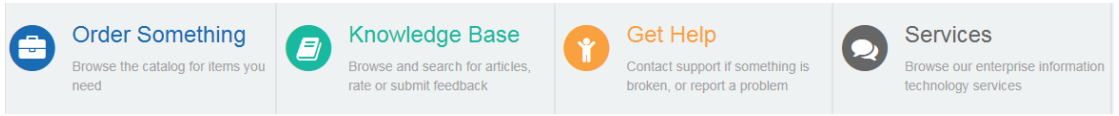
Shoulder Tapping

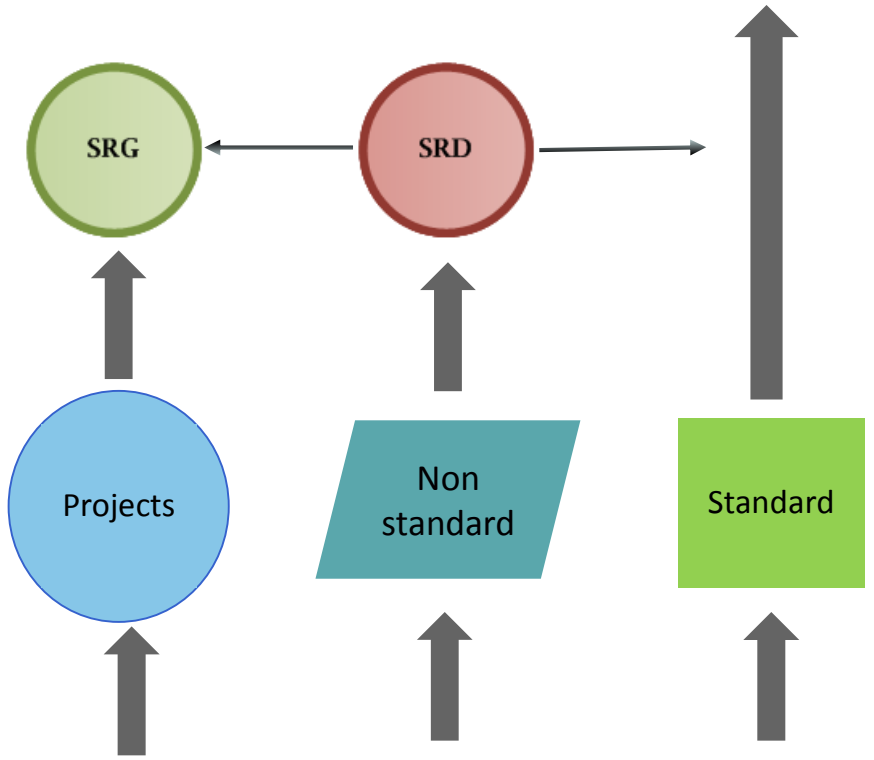
Languishing

(Valley of Death)

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No ownership





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Lessons Learned

1. Contracts – Start as early as possible
2. Portal – Be sure to have the skill set
3. Edge Encryption – Understand the limits
4. Fun – Plan ahead for team activities

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Our Next Steps

- Reporting Analytics
- Discovery
- ServiceWatch™
- Event Management
- Project Portfolio Suite
- Human Resources/Marketing
- Licensing
- Vendor Management
- Biomed
- Orchestration

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Top Takeaways

1

Process First

2

Steering Committee with Executive Sponsorship

3

Partner with Business

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Q & A

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Scripps Health

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Thank You

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Project Manager

Scripps Health

James Higgins

Application Support Analyst

Scripps Health

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