knowledge17

WORK at LIGHTSPEED™

Managing Your Managed Service Provider Relationships

KEVIN DAILEY
TECHNOLOGY MANAGER
Mayo Clinic

KASEY PORTER
SERVICE DELIVERY MANAGER
Mayo Clinic

RYAN PROSS
SENIOR SYSTEMS ANALYST
Mayo Clinic

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servicenow

Speaker Introduction



NAME: Kevin Dailey

TITLE: Technology Manager

FUNCTION: IT, EHR Support (Process/Infrastructure) & Service Management

COMPANY: Mayo Clinic

EXPERIENCE: 21 years in IT, 2.5 years as Knowledge Management process owner

EXPERTISE: Software testing, EHR support, Knowledge Management, Quality Improvement & Lean

ACHIEVEMENTS: IT Knowledge Management “Process Owner” for Mayo Clinic. Twelve years supporting Electronic Health Records. Reduced manual software testing efforts by 24%. QI instructor

OUTSIDE INTERESTS: Ornithology, collecting vinyl records, and travel program points hoarding

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Speaker Introduction



NAME: Kasey Porter

TITLE: Service Delivery Manager

FUNCTION: IT, EHR Support (Workflow & Config) & Service Management

COMPANY: Mayo Clinic

EXPERIENCE: 31 years at Mayo Clinic, 22 years in IT

EXPERTISE: Process, automation of patient health record. Orders, Documentation, Scheduling

ACHIEVEMENTS: Opened Florida site in 1986. Implemented paper to EHR efforts, first Computerized Physician Order Entry (CPOE) effort in Florida. Implemented latest EHR in Arizona

OUTSIDE INTERESTS: Quilting and quilt design *"When life hands you scraps, make a quilt!"*

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Speaker Introduction



NAME: Ryan Pross

TITLE: Senior Systems Analyst

FUNCTION: IT, Service Desk Operations & Service Management

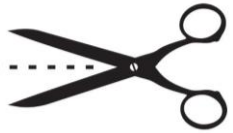
COMPANY: Mayo Clinic

EXPERIENCE: 17 years in IT, 6 years in ITIL, 3 years in ServiceNow® adoption

EXPERTISE: Incident Management, Service Desk Operations

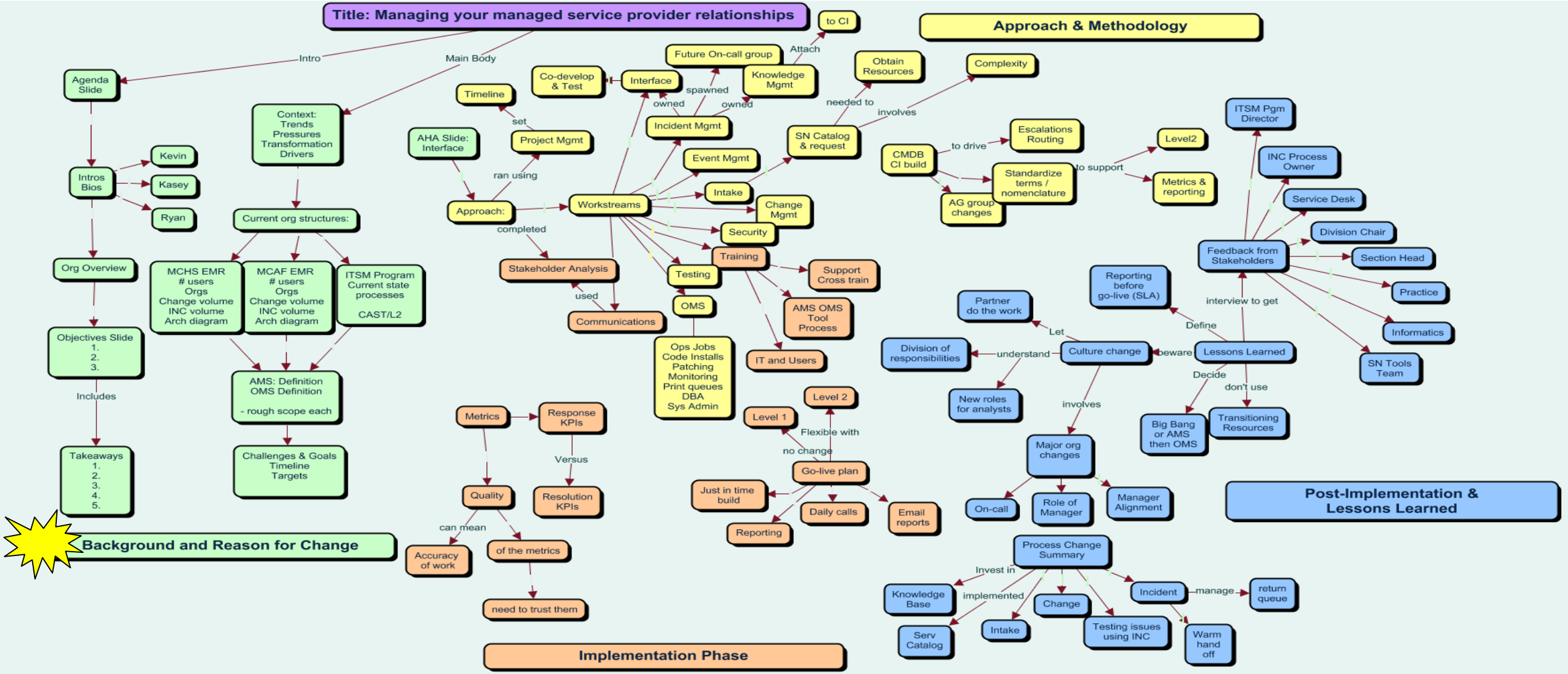
ACHIEVEMENTS: IT Incident Management “Process Manager”. Implementation of ServiceNow® at Mayo Clinic. Established Level 2 IT support model as a shared service

OUTSIDE INTERESTS: Riding motorcycles and manicuring the lawn



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Agenda (aka the Vulcan Mind Meld)



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Session Overview

Objectives

- Shift EHR support to vended managed services
- Maintain current service levels
- Use existing processes and tools (i.e. ServiceNow®)

What You Will Learn

- Our approach & key lessons
- Challenges integrating ITIL processes across organizations
- Internal constraints and “cultural impact”



Mayo Clinic, Scottsdale Campus, Arizona

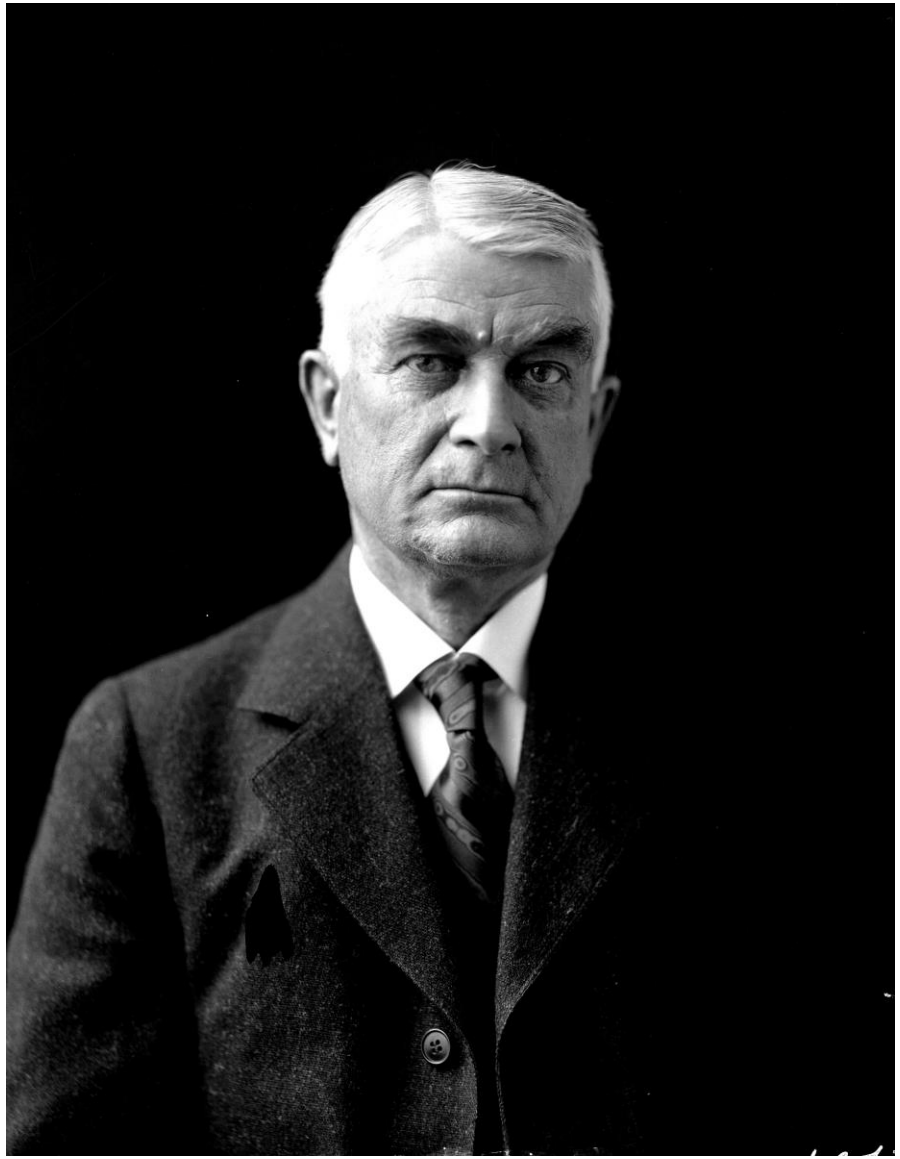


Mayo Clinic, Jacksonville, Florida

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“The best interest of the patient is the only interest to be considered, and in order that the sick may have the benefit of advancing knowledge, a union of forces is necessary.”

- William J. Mayo, M.D.



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Who We Are - Mayo Clinic



NAME: Mayo Clinic

INDUSTRY: Healthcare

MARKET FOCUS: The Mayo Clinic mission is to inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research

Mayo Clinic by the numbers:

- Cared for 1.3M people in 140 countries (2015)
- 64K employees
- U.S. News & World Report (2016-17)
  - #1 Hospital in United States
  - #1 Hospital in Arizona
  - #1 Hospital in Minnesota
  - #1 Hospital in Florida

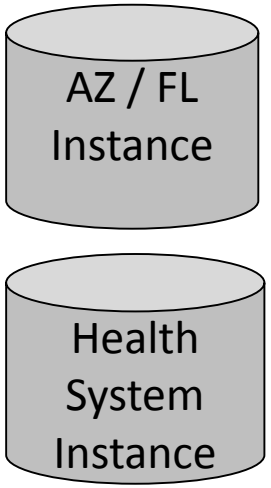
"We will never be done with change. We must continually evolve both our practices and our business processes to help us provide the highest possible value to our patients."

-John Noseworthy, M.D., CEO Mayo Clinic

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Our EHR Usage by the Numbers (2016)

	# Clinics # Hospital	DB Size	Logins & Concurrent Users	Orders	Inbound Transactions	Outbound Transactions	System Uptime
Arizona / Florida	16 clinics 2 hospitals	16TB	8 million Avg: 4,400 Max: 6,374	48 million	41 million	78 million	99.915%
Health System (MN, WI, IA)	103 clinics 18 hospitals	24TB	11 million Avg: 6,100 Max: 9,620	45 million	21 million	169 million	99.383%





Mayo Clinic campus, Jacksonville, Florida

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Catalysts for Change



Healthcare industry system / IT demands

- Critical system use: anesthetized / ICU patients



Competitive pressures

- ~$1.5B project, will replace over 300 legacy applications

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Transforming IT, Supporting Mayo Clinic

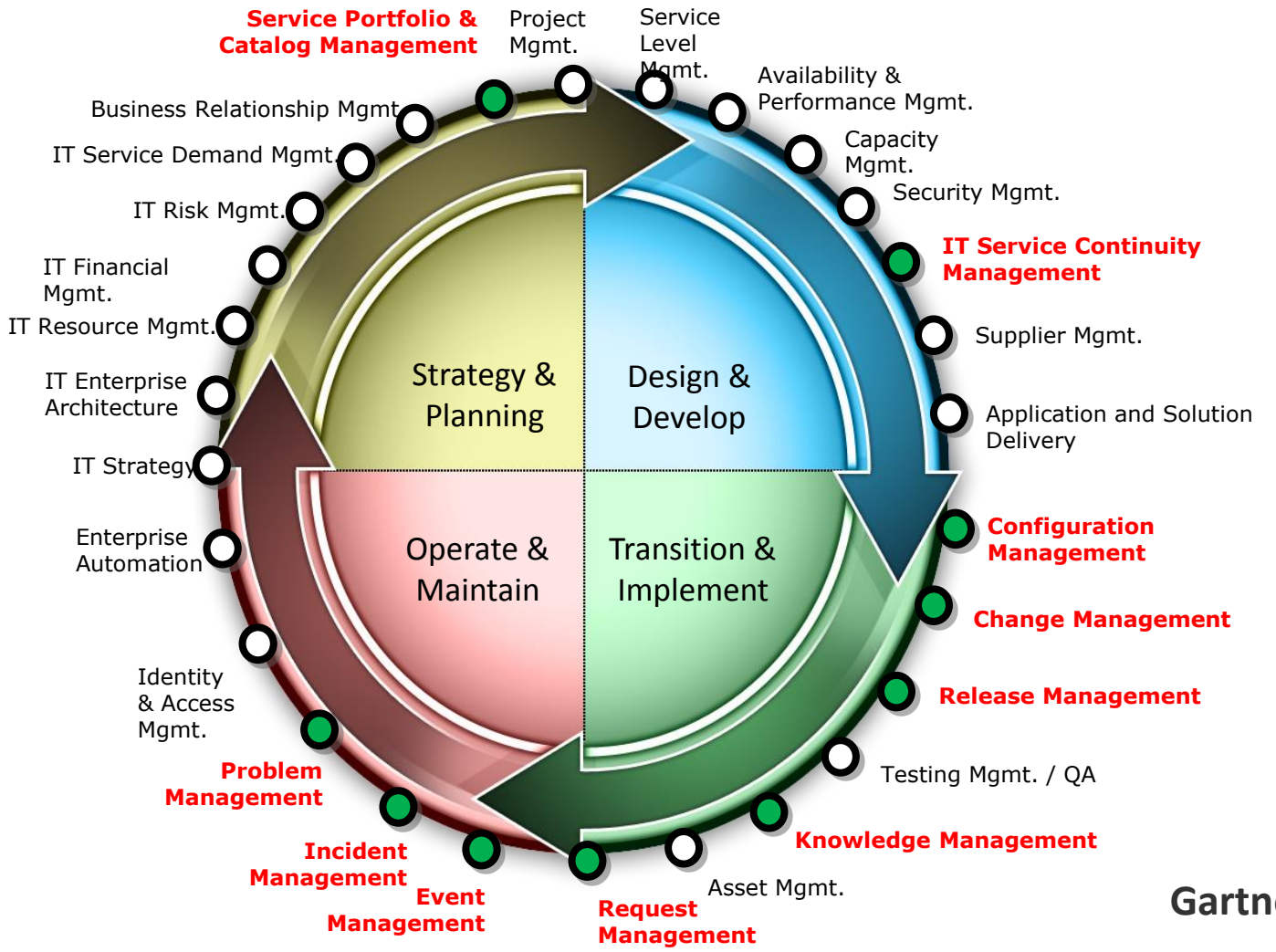
Corporate transformations and goals

- IT Transformation: ServiceNow®/ ITSM & ALM

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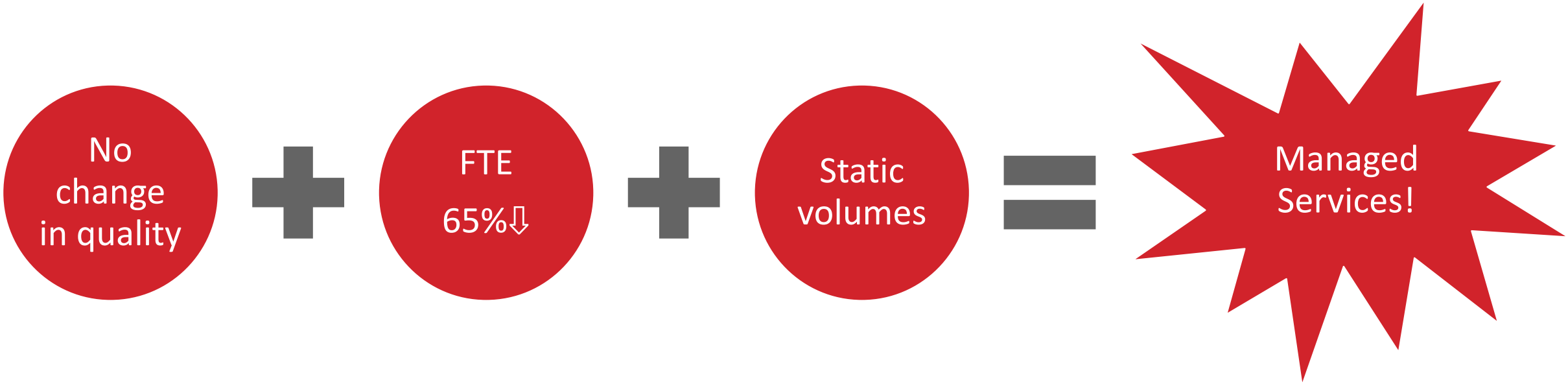
Mayo Clinic's IT Transformation – Service Management



Gartner

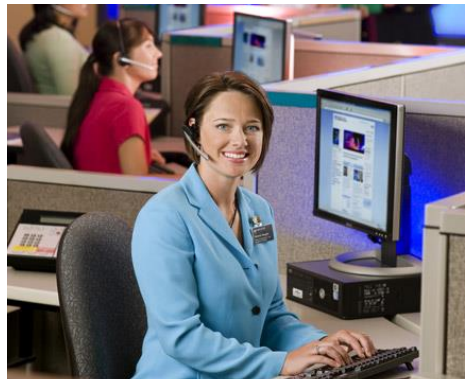
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Equation at a Glance



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What are Our Managed Services?



Application Managed Services (AMS)

- Incident Management (Level 2-4)
- Design, build, implement new work
- Event Management / Monitoring
- Preventive checks and support

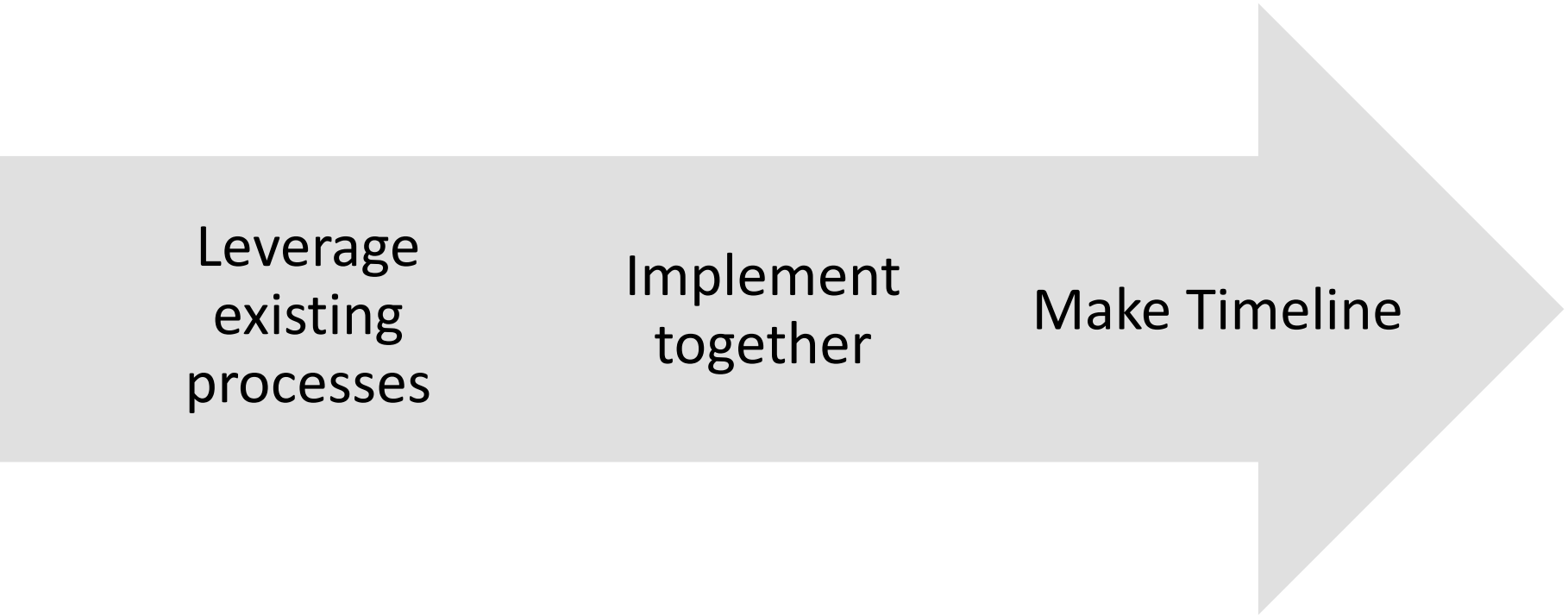


Operations Managed Services (OMS)

- Engineering and infrastructure layers
- Software deployment and patching
- OS and Database management

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Goals and Challenges



Lack of resources

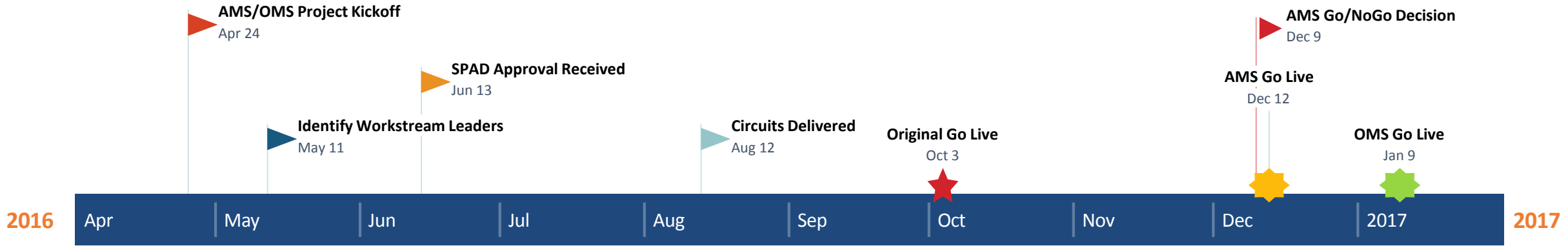
Security constraints

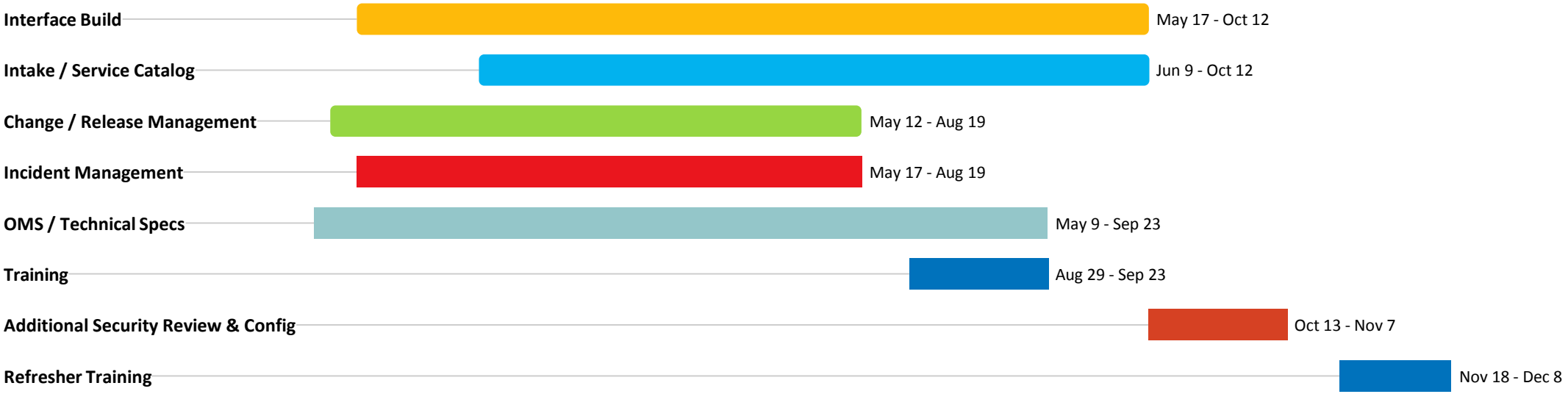
AMS & OMS are different

2 instances = double the work

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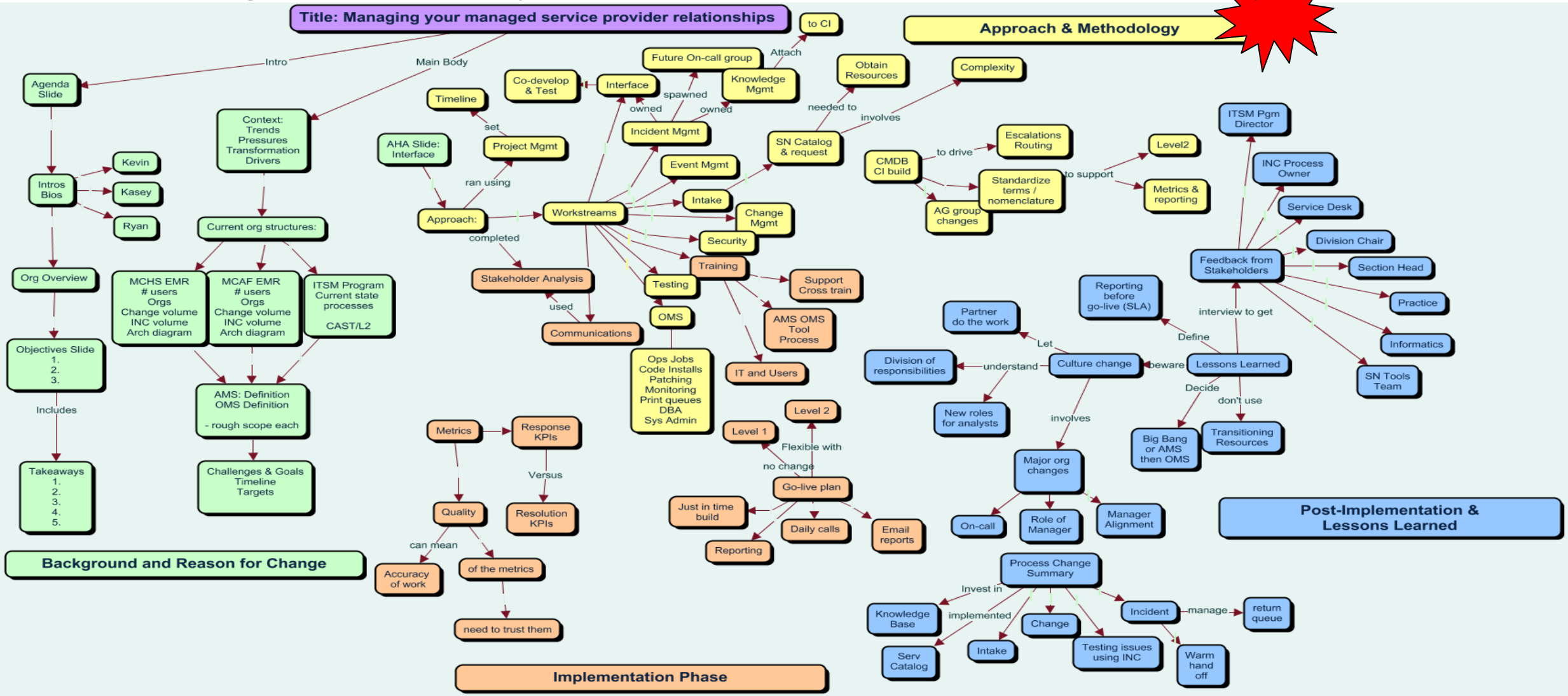
Our Timeline





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Continuing the Journey…



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Our Approach / Methodology

Employed

- Project Management
- Workstreams

Engaged

- Operational Support Readiness
- Workflow SME
- AMS Vendor

Developed

- ServiceNow® interface



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The Workstream Wheel

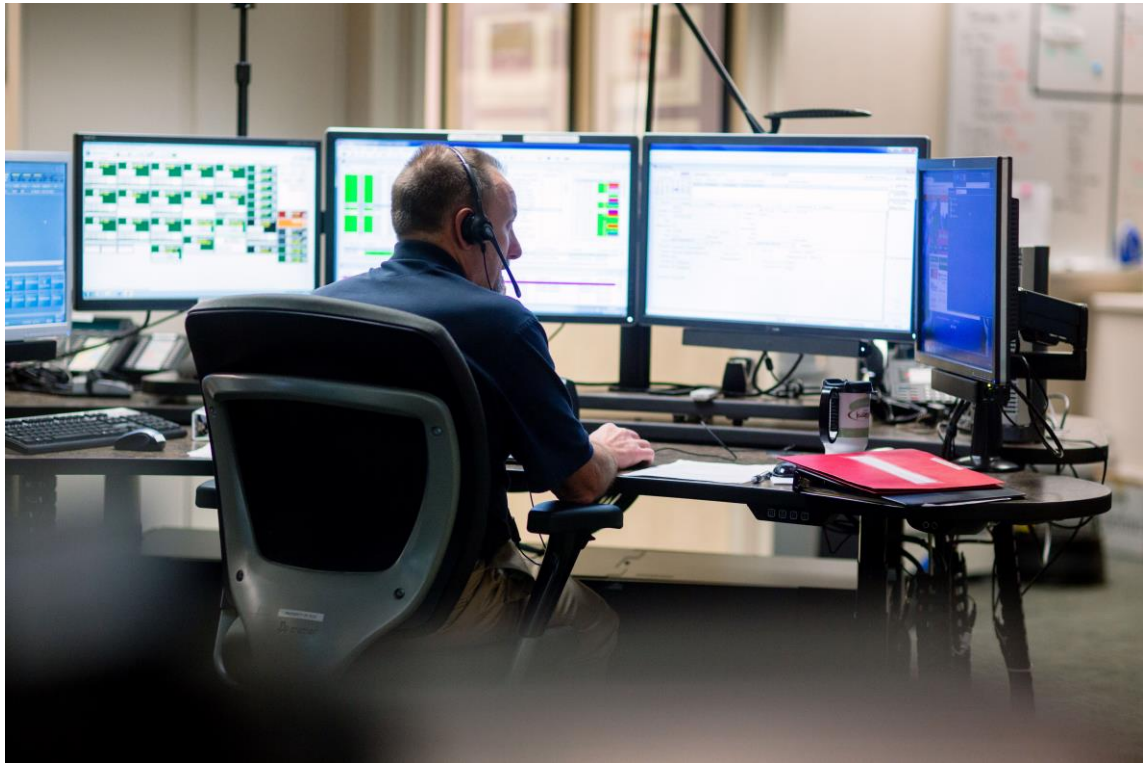




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Incident & Change Management Workstreams

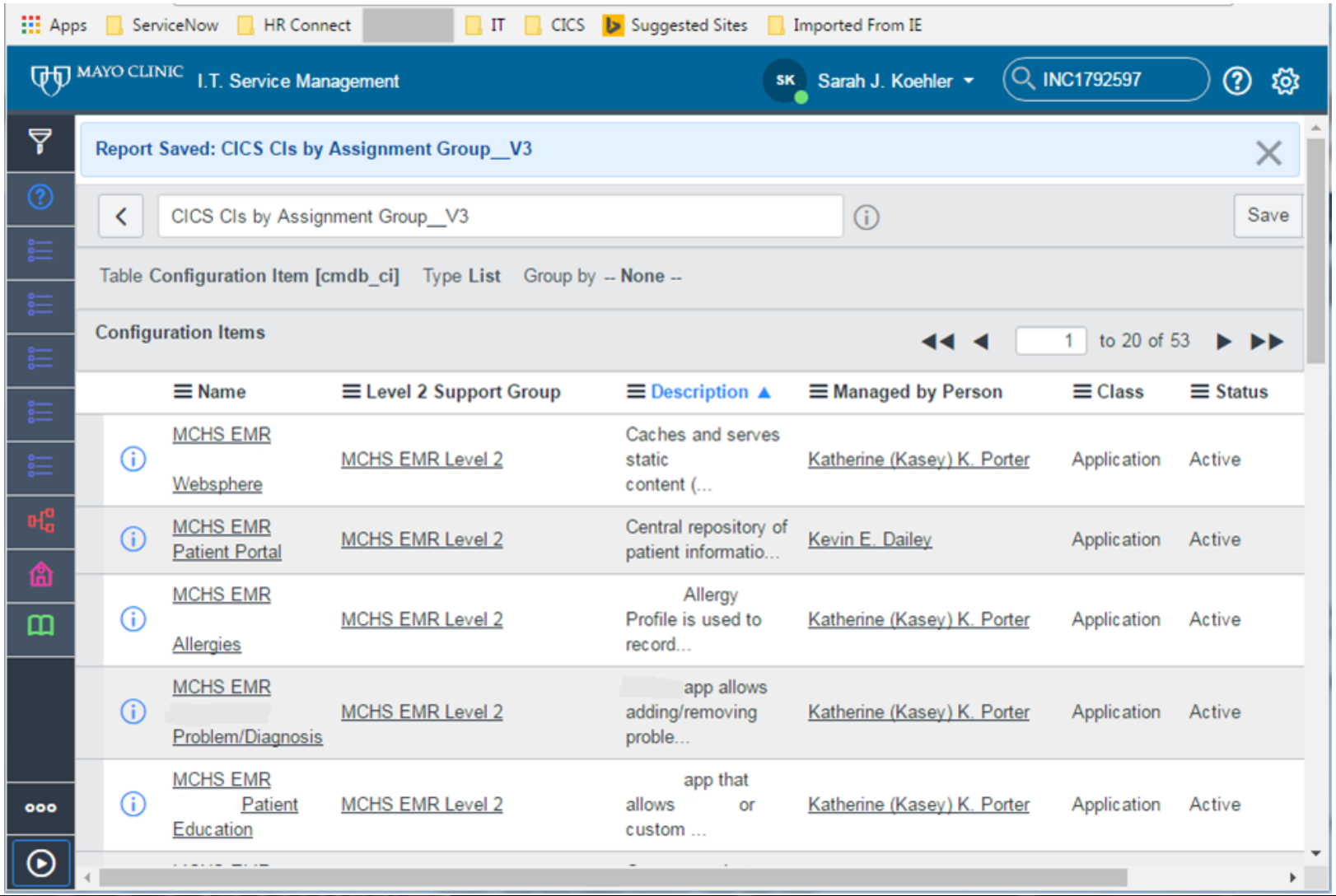
- Incident Management
  - ServiceNow® to vendor bi-directional interface
- Change Management
  - ServiceNow® Catalog & Request Fulfillment
- Operational Support Readiness (OSR)



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Configuration Item Build & Design

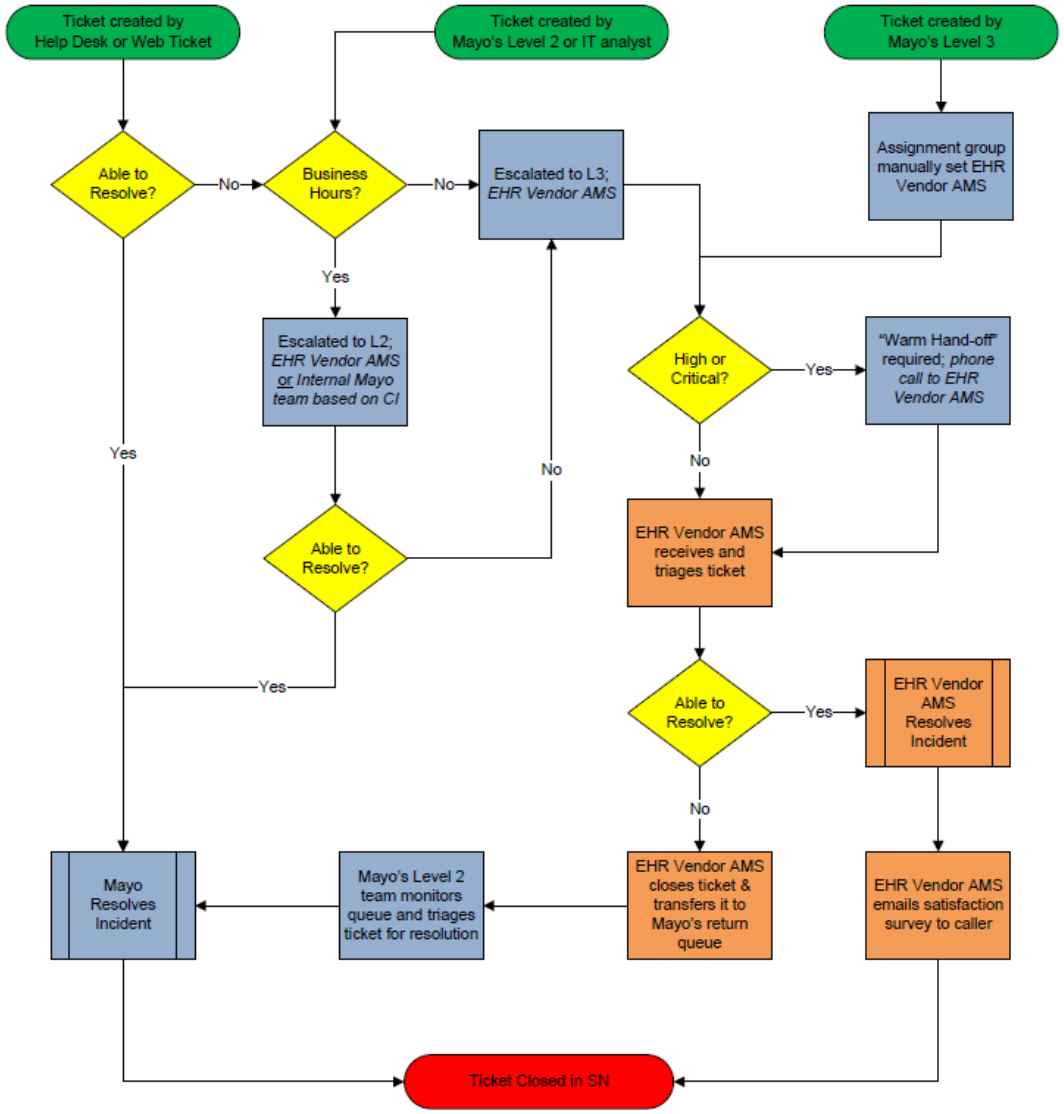
- CMDB CI Build
  - Application class
  - Standard nomenclature encouraged, not required
  - Phased to reduce impact
- Assignment Group changes
  - Driven by staff transitions



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Incident Management Process

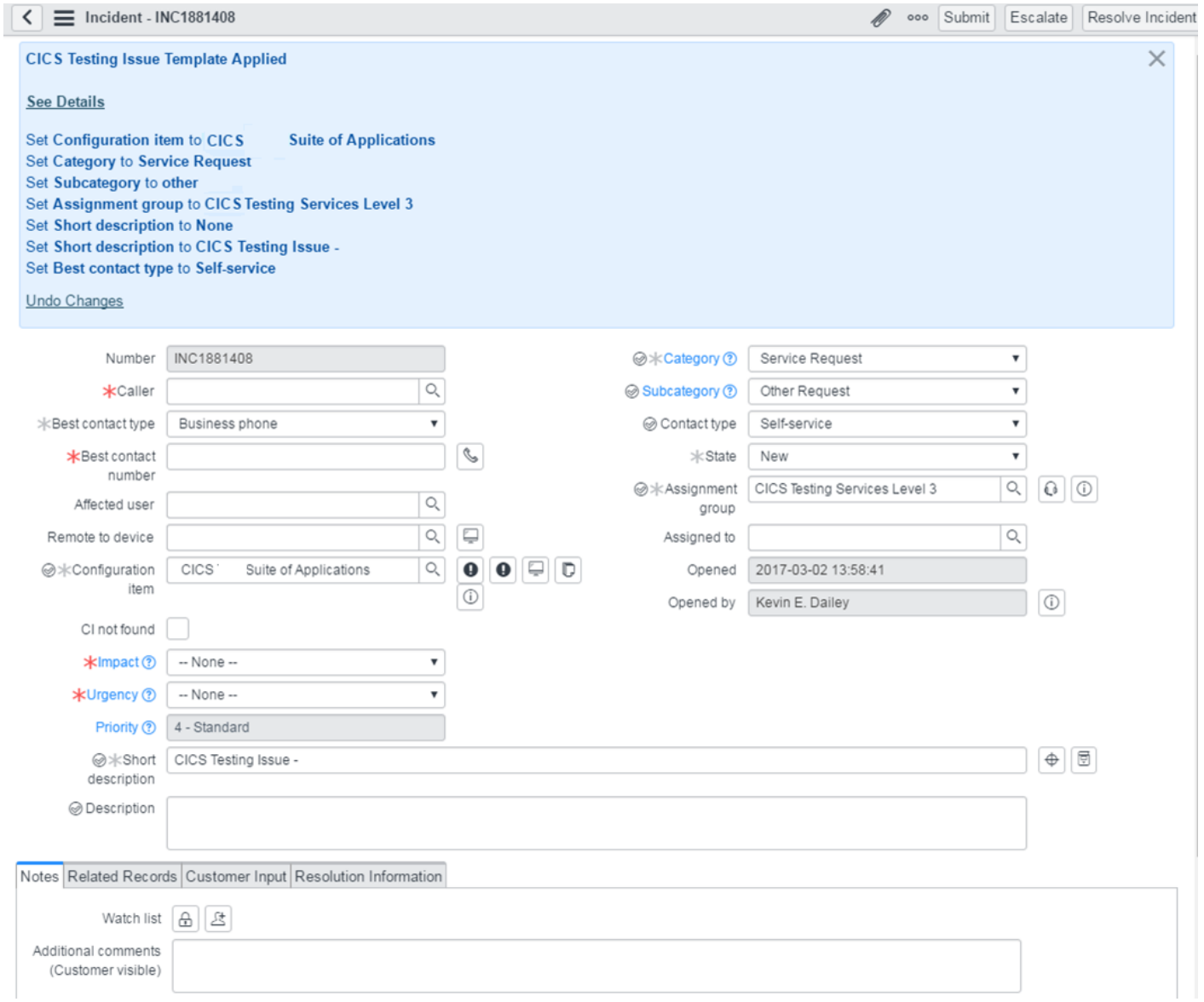
- Knowledge Management
  - 654 Kbase articles reviewed and published
  - Mapped to Configuration Items (CI)
- Escalation path(s)
  - CI & Rules driven (time of day, etc.)
- Assignment Groups
  - Vendor-returned Incidents & Tasks



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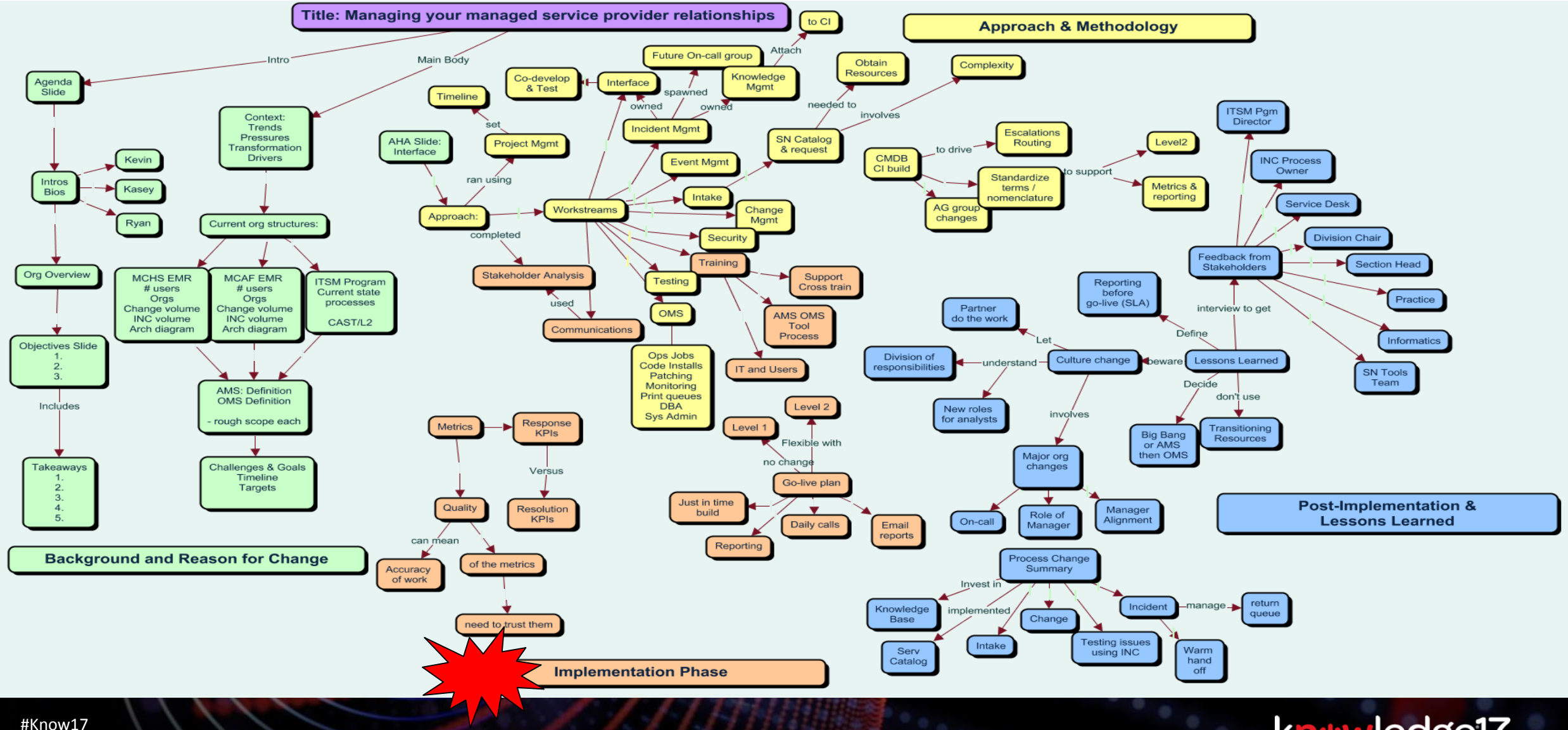
Testing & Security

- Security
  - Auditing vendor access
  - Private network connection
  - SSAE-16 and SOC 1 & 2 type 2 reports
- Software Testing
  - We retain testing
  - Use INC form for testing issues(!)



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Implementation



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Training, Training, and More Training



Process Training

- Help Desk, Level 2 & 3, partner/customer





ServiceNow® Training

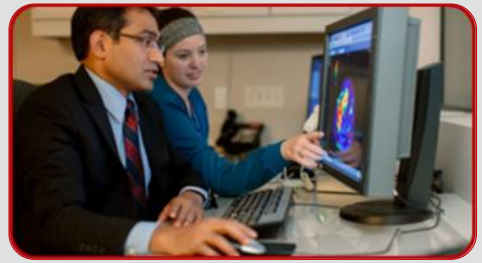
- Change Management
- Use of ServiceNow® Tasks





New on-call structure

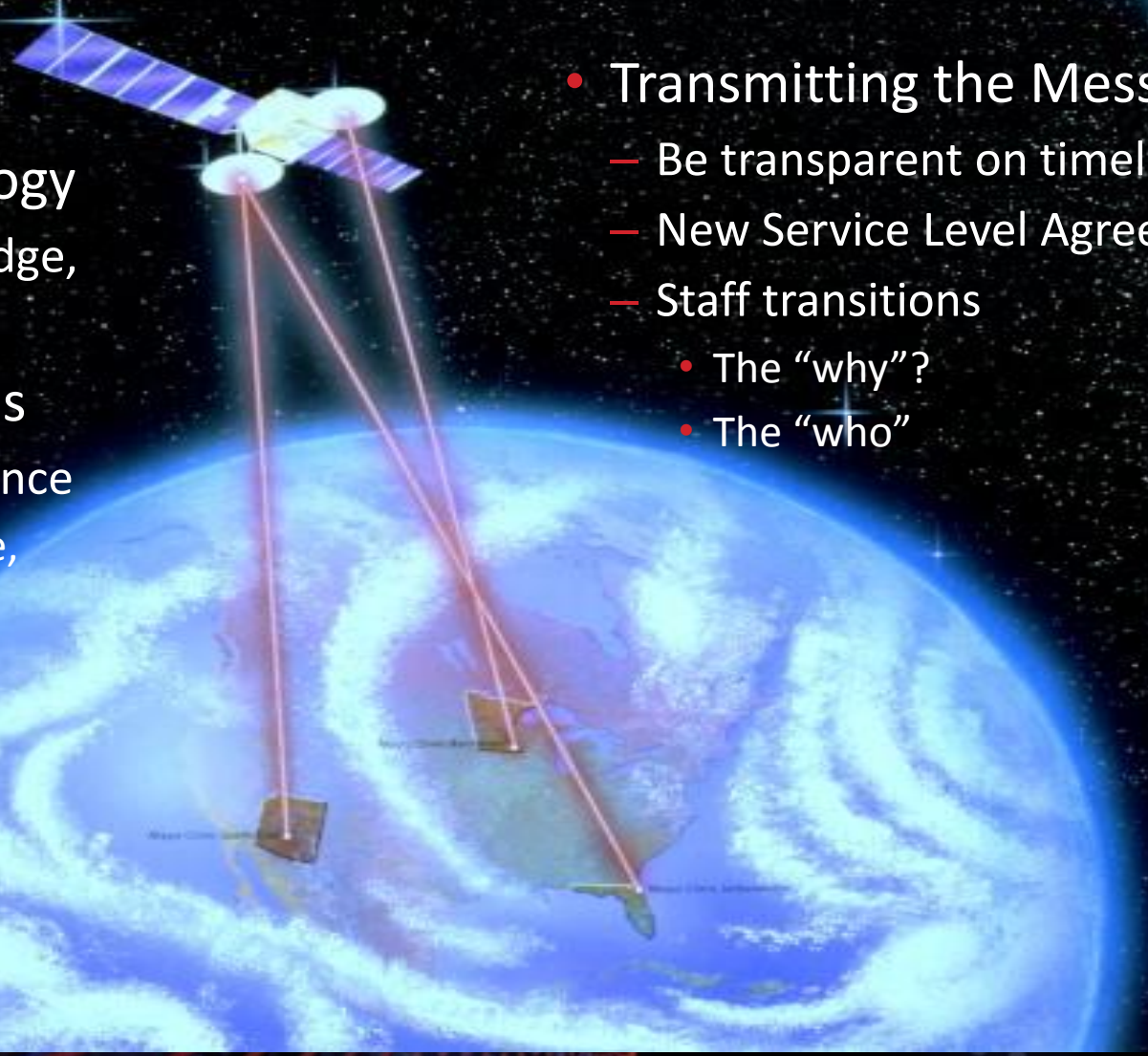
- Cross-training
- New roles & responsibilities



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Communications

- Stakeholder analysis
- Use of ADKAR methodology
  - Awareness, Desire, Knowledge, Ability, Reinforcement
- Targeted communications
  - Tailor message to the audience
    - IT staff, Leadership, Practice, Executives, Allied Health



- Transmitting the Message
  - Be transparent on timelines
  - New Service Level Agreements (SLAs)
  - Staff transitions
    - The “why”?
    - The “who”

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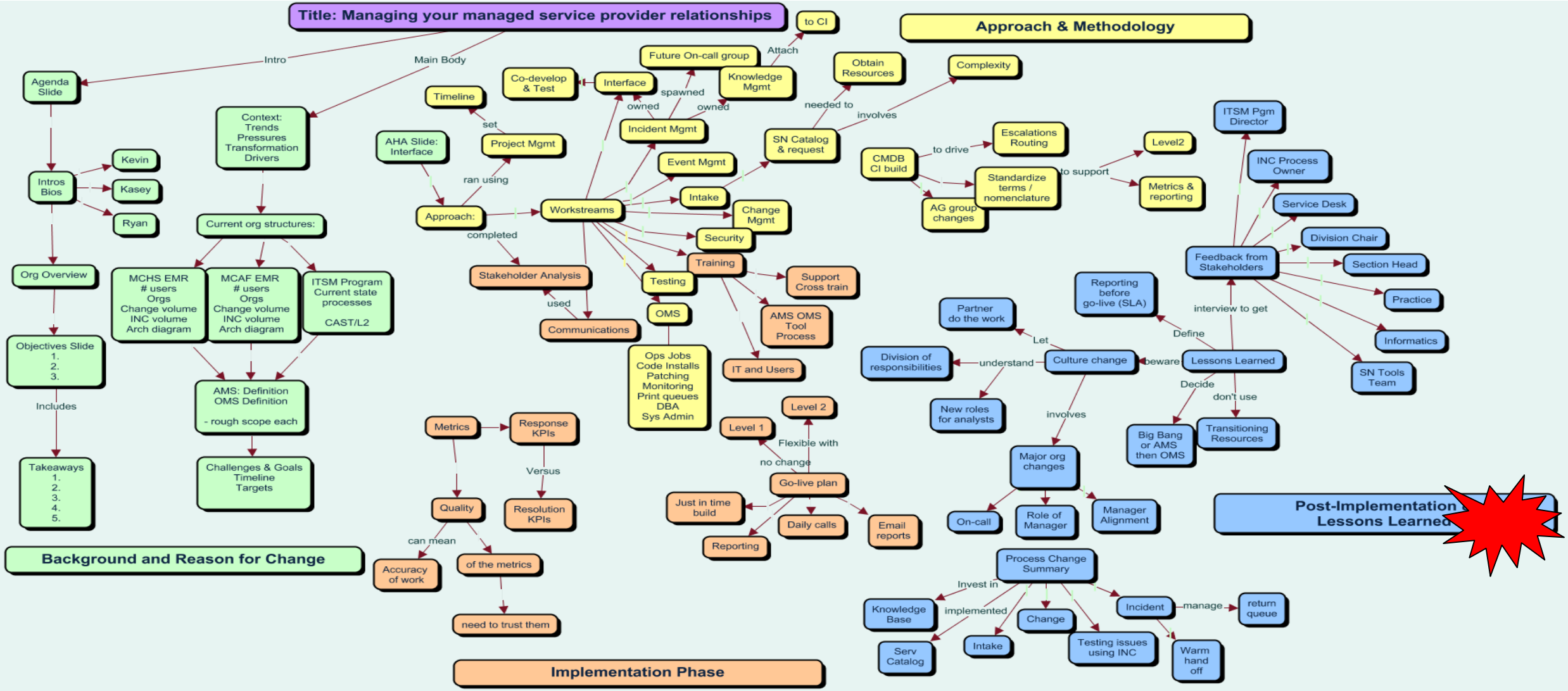
Implementation

- “Trust the tool”
- Just in time build (morning of)
  - New Configuration Items
  - New Assignment Groups
  - Escalation Rules
- Daily calls - Essential



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Homestretch



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Lessons Learned



Know your baseline



The “Human Side”



ServiceNow® notifications

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Culture ~~Shock~~ Change



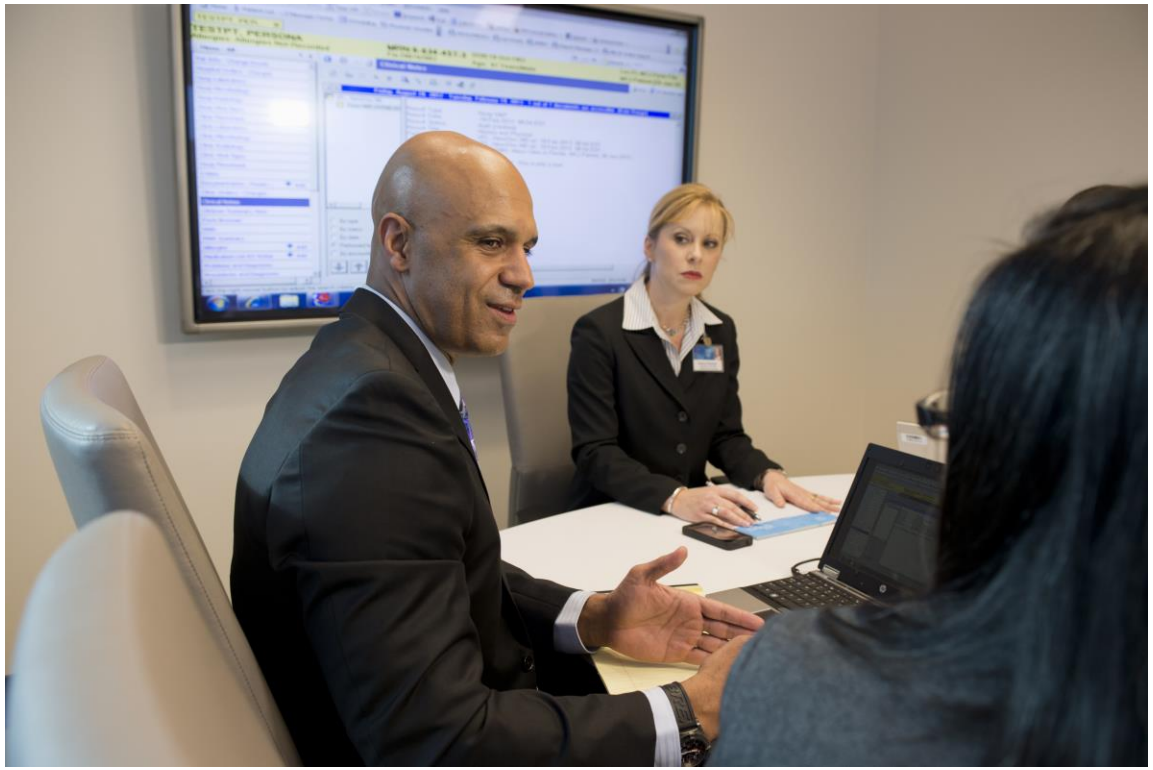
Dr. Charles H. Mayo & Dr. William J. Mayo

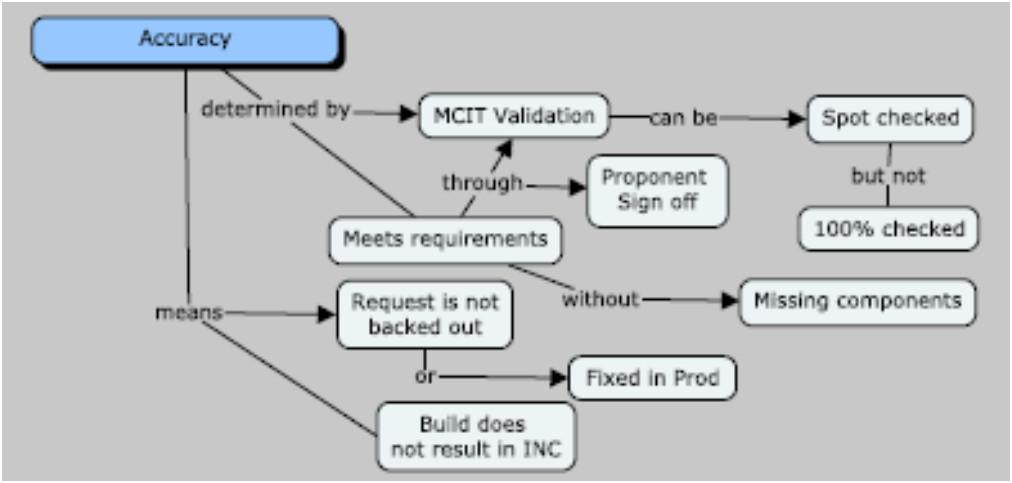
- Let partner do the work
- Staff moving to new places
- Loss of tribal knowledge
- On-call structures
- Management layer changes

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Reporting and Control

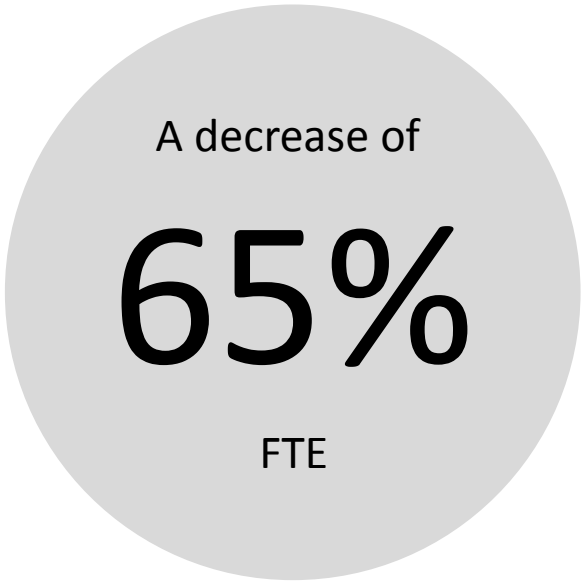
- Define prior to go-live
- Accuracy of work
- Quality – what does it mean?





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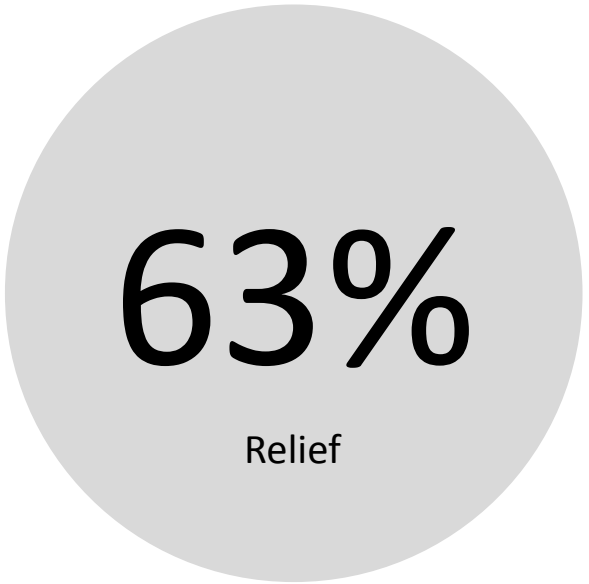
Value Outcomes



FTE Reallocation



Uptime



L3 INC resolved by AMS

No degradation in performance after the implementation.

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The Road Ahead

- Process maturity
- Quality assessment – on-going
- Continue to maintain systems at same performance levels



- Celebrate success
- Enjoy our nights and weekends

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Top Takeaways

1

Define and agree on KPIs before go-live…

…and be willing to adjust yours.

2

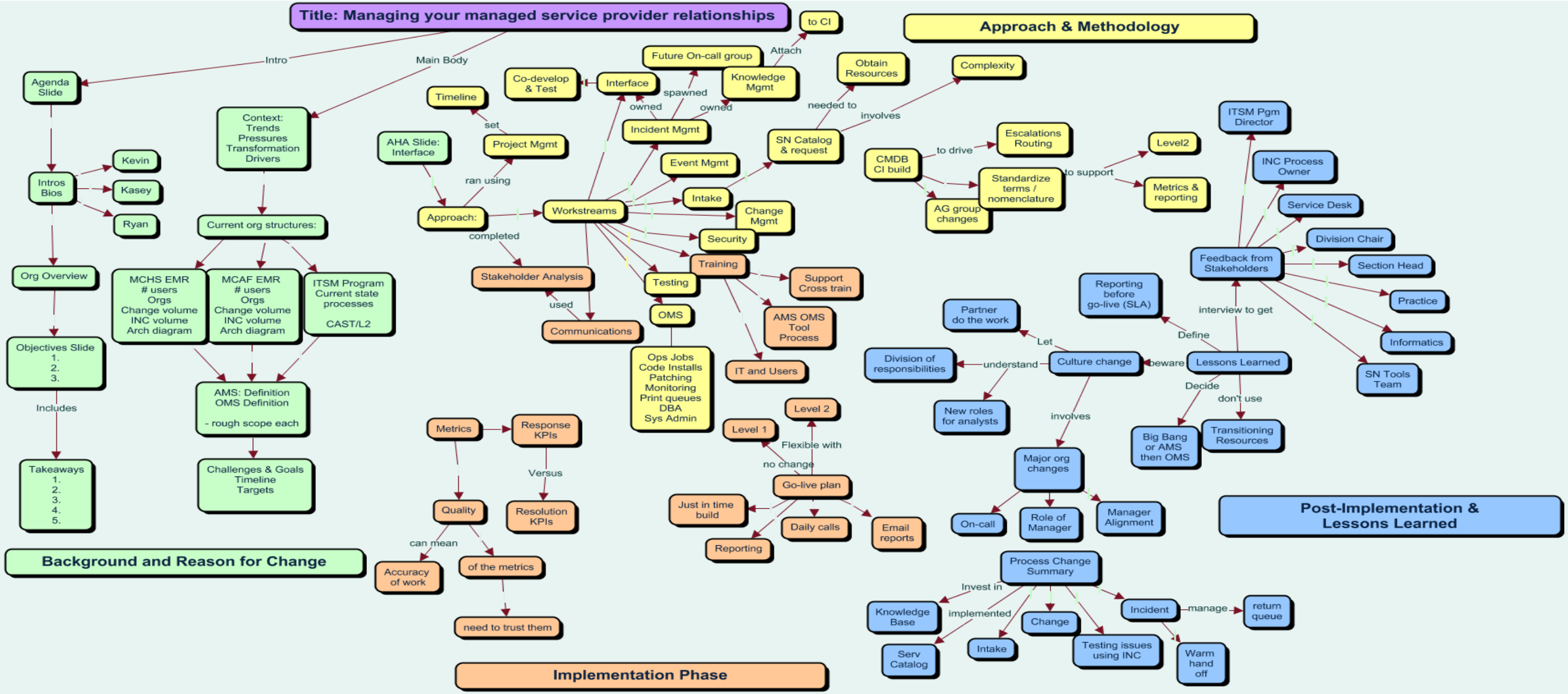
Culture change is even harder than you think and can prepare for.

3

ITIL alignment isn't necessarily 1:1

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We Made It!



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Q & A

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Thank You

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Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Kevin Dailey

Technology Manager

Mayo Clinic

Kasey Porter

Service Delivery Manager

Mayo Clinic

Ryan Pross

Senior Systems Analyst

Mayo Clinic

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