knowledge17

Intermountain® Healthcare

WORK at LIGHTSPEED

5 Strategies *from* Intermountain Healthcare's Major Incident Management (MIM) Playbook

A Peek into Creating IT Engagement

Will Young
IT Service Manager
Intermountain Healthcare

Desi DosSantos
Principal Solution Architect and CoFounder
xMatters

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servicenow

Speaker Introduction



Name: Desi DosSantos

Title: Principal Solution Architect and CoFounder

Function: Solution Architect

Company: xMatters Inc

Experience: 35 years in Data Center Management, Automation and Communications Solutions

Expertise: DevOps, Automation, Communications, ITSM

Desi is recognized as an industry pioneer in automation and communications solutions. Over a 35-year career, he has successfully implemented large-scale automation initiatives at Bank of America, ROLM Communications, Siemens Business Communications, and IBM San Jose.

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Speaker Introduction



Name: Will Young

Title: IT Service Manager

Function: IT Ops

Company: Intermountain Healthcare

Experience: 5 years at Intermountain Healthcare: Incident, Major Incident, Asset, CMDB, PMO, Desktop

Previous: *US Army, National Park Service, Calvin Klein, HP*

Expertise: Process Development, Service Operations, DevOps

Achievements: ServiceNow Certified System Admin, Utah ServiceNow User Group (SNUG) Leader, ITIL Intermediate Certifications

Current Projects: Custom Apps, Communication Unification, Service Discovery and Mapping

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Intermountain Healthcare

Healing for life®

INDUSTRY
Healthcare and Insurance

MARKET FOCUS
Healthcare
Not-for-profit, Utah and Idaho

COMPANY-WIDE INITIATIVES: Cost efficiency, supply chain standardization, Quality/Continuous improvement, Regulatory Compliance, TeleHealth, EMR System (iCentra) deployment

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About Intermountain Healthcare

Not-for-profit health system based in Salt Lake City, Utah



22
Hospitals

185
Clinics

1400
Multi-specialty Physicians

40,000
Employees

Intermountain® Healthcare



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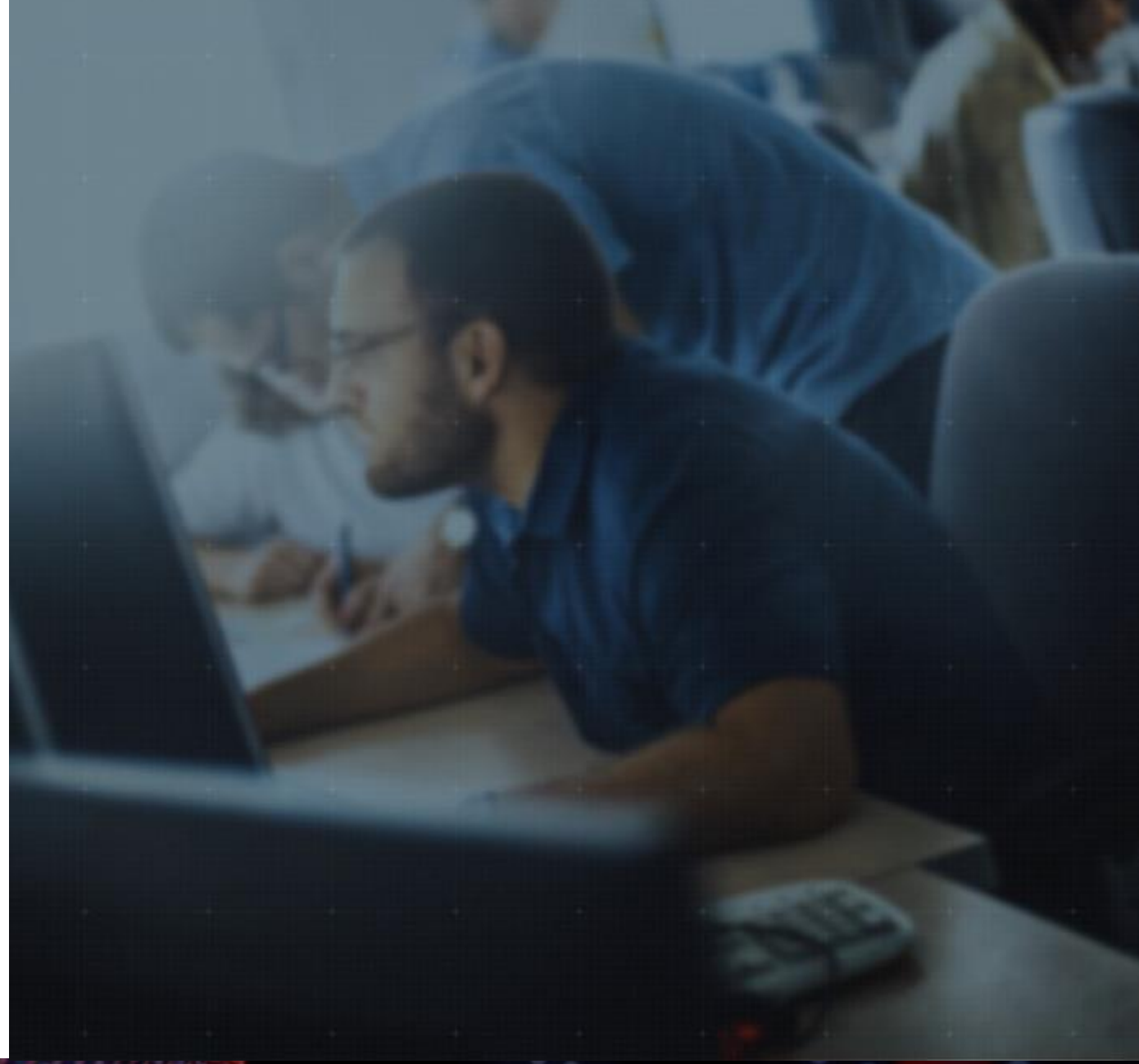
Team Structure

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Team Structure

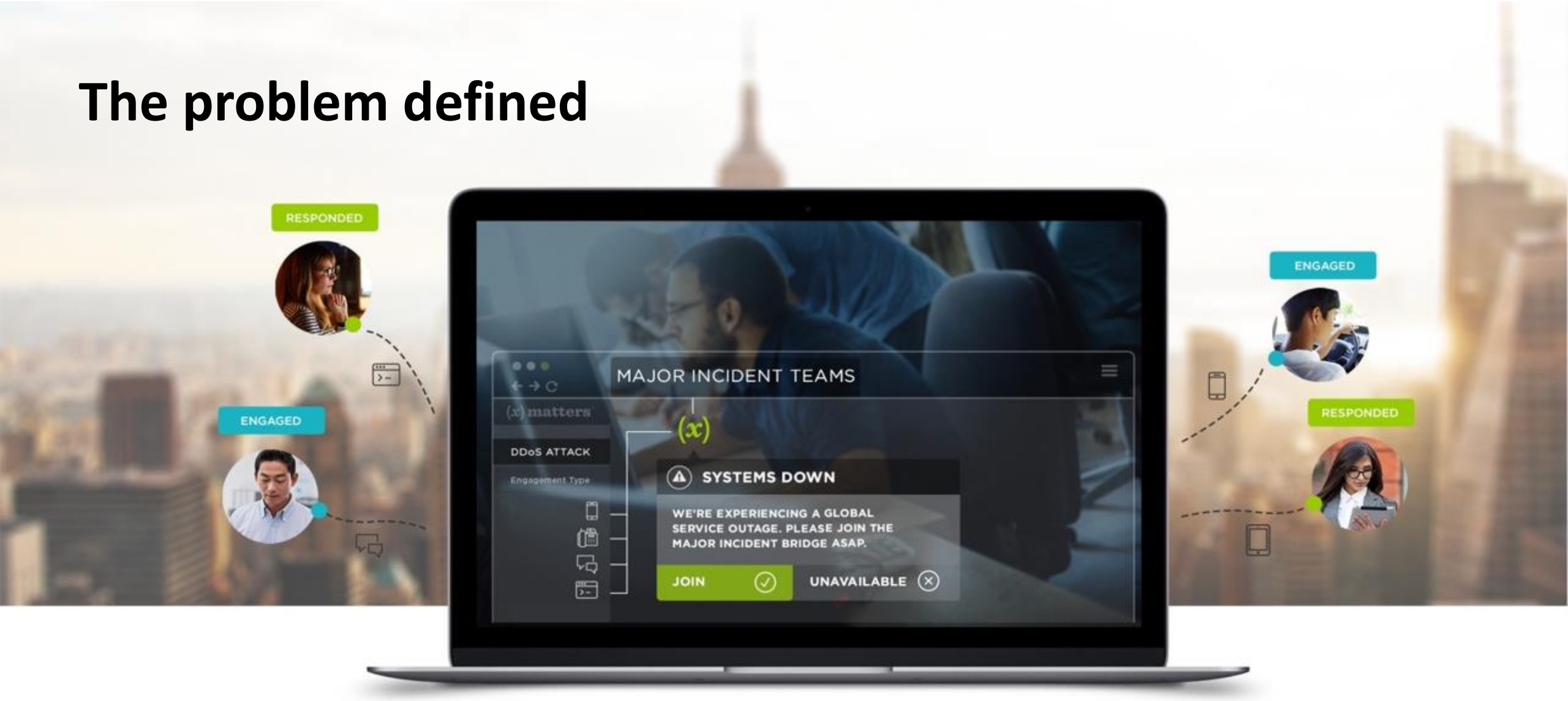
- **Information Systems**
  - **Users:** 1,500 users, 450 groups
  - **Devices:** 100,000 CMDB entries
  - **Records:** 3,500 RITM, 45k INC, 150k alerts per month

- **Service Management**
  - **Staff:** 7 Process, 7 DevOps, 2 Managers
  - **Process Areas:** Incident, Request, Change, Asset, CMDB, Knowledge, SLA, Project, xMatters, SDLC/Enhancement, Custom Apps



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The problem defined



- Too many notifications = engagement was unclear

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5 Strategies from Intermountain Healthcare's MIM Playbook:

A Peek into Creating IT Engagement



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1

Dynamically Target Users to Improve Response



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What Technicians Don’t Like

- Being woken up
- Irrelevant messages
- Continuous alerts
- Inability to manage alerts



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“IS Alerts”

Business Challenge:

- Reach the right people
- Integrate with LDAP/HR
- Give technicians more control over alerts
- Increase engagement



Solution implemented:

xMatters

- Already in use for incident process
- Integrated with user data sources
- Subscription-based alerts by region and service

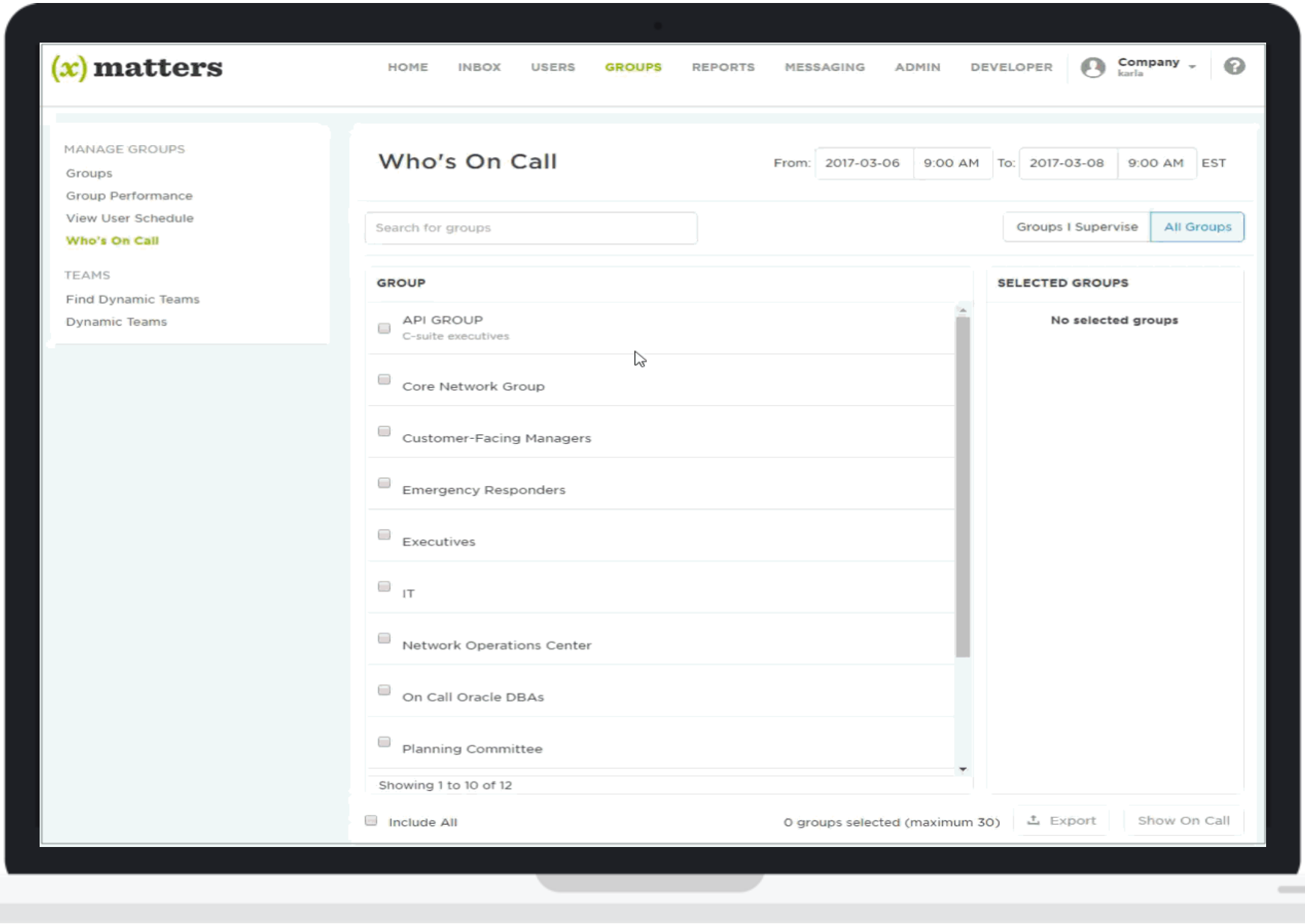
Business Benefits:

- Decreased response time
- Increased data security – LDAP integration
- Additional information immediately available

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“IS Alerts”

- Reach the right people/right time
- Integrated with LDAP/HR data to ensure data security
- Give technicians more control over alerts
- Increase technician engagement by reducing notification fatigue



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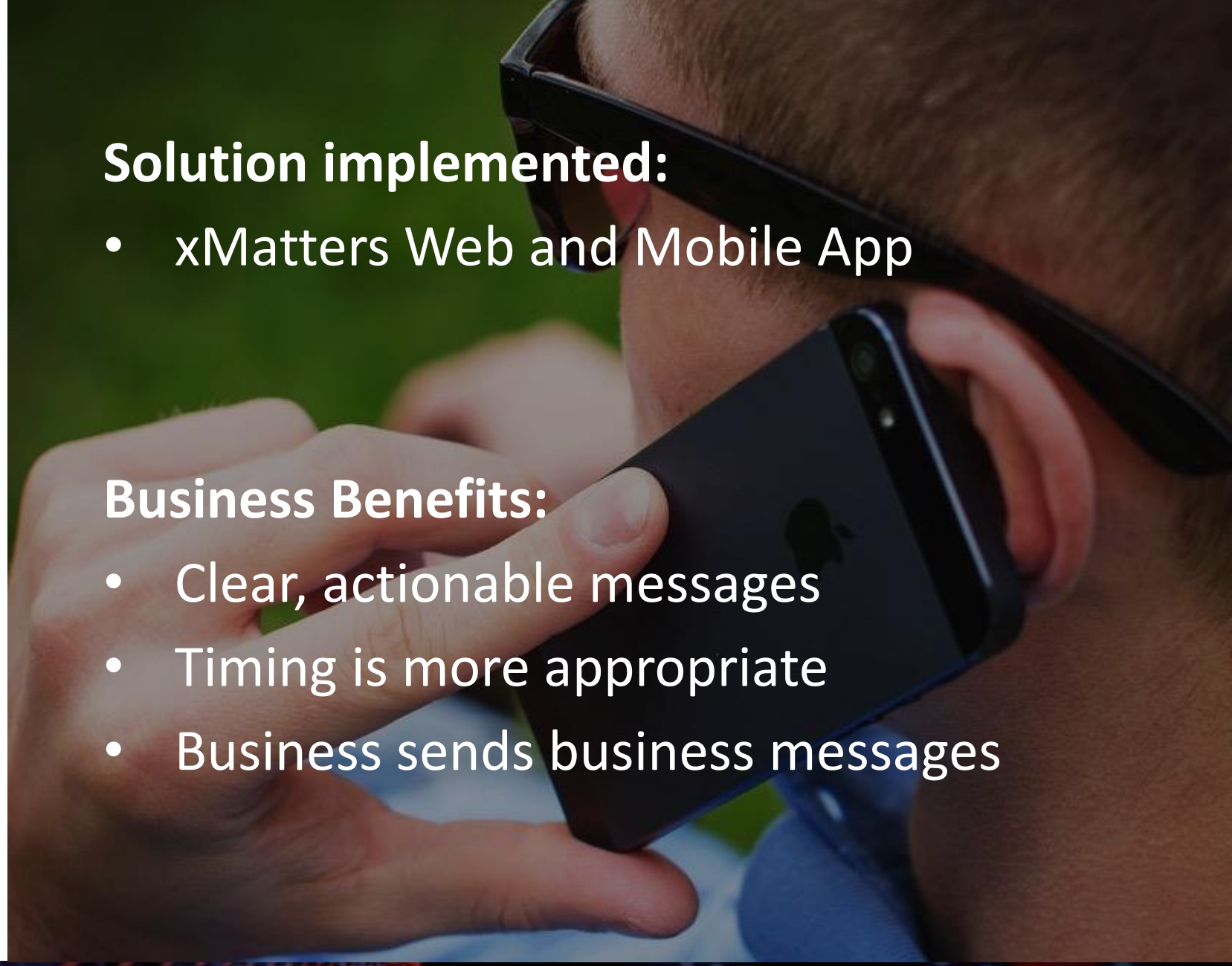
Separate IT and Business Communications



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“Business Alerts”

- **Business Challenge:**
- IS alerts are too technical
- IS Alerts are not timed to the business
- Not all business alerts are IS-related



Solution implemented:

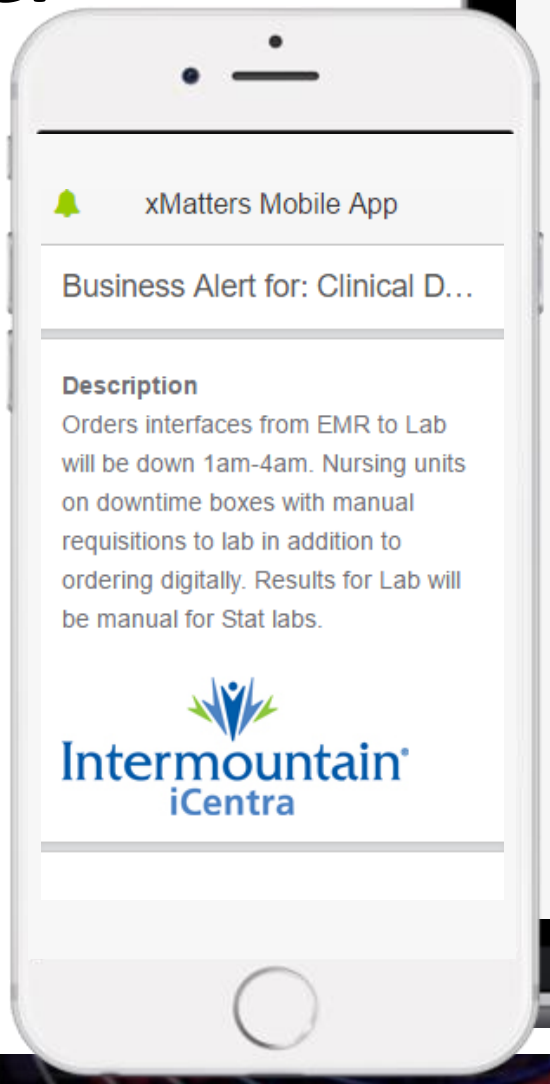
- xMatters Web and Mobile App

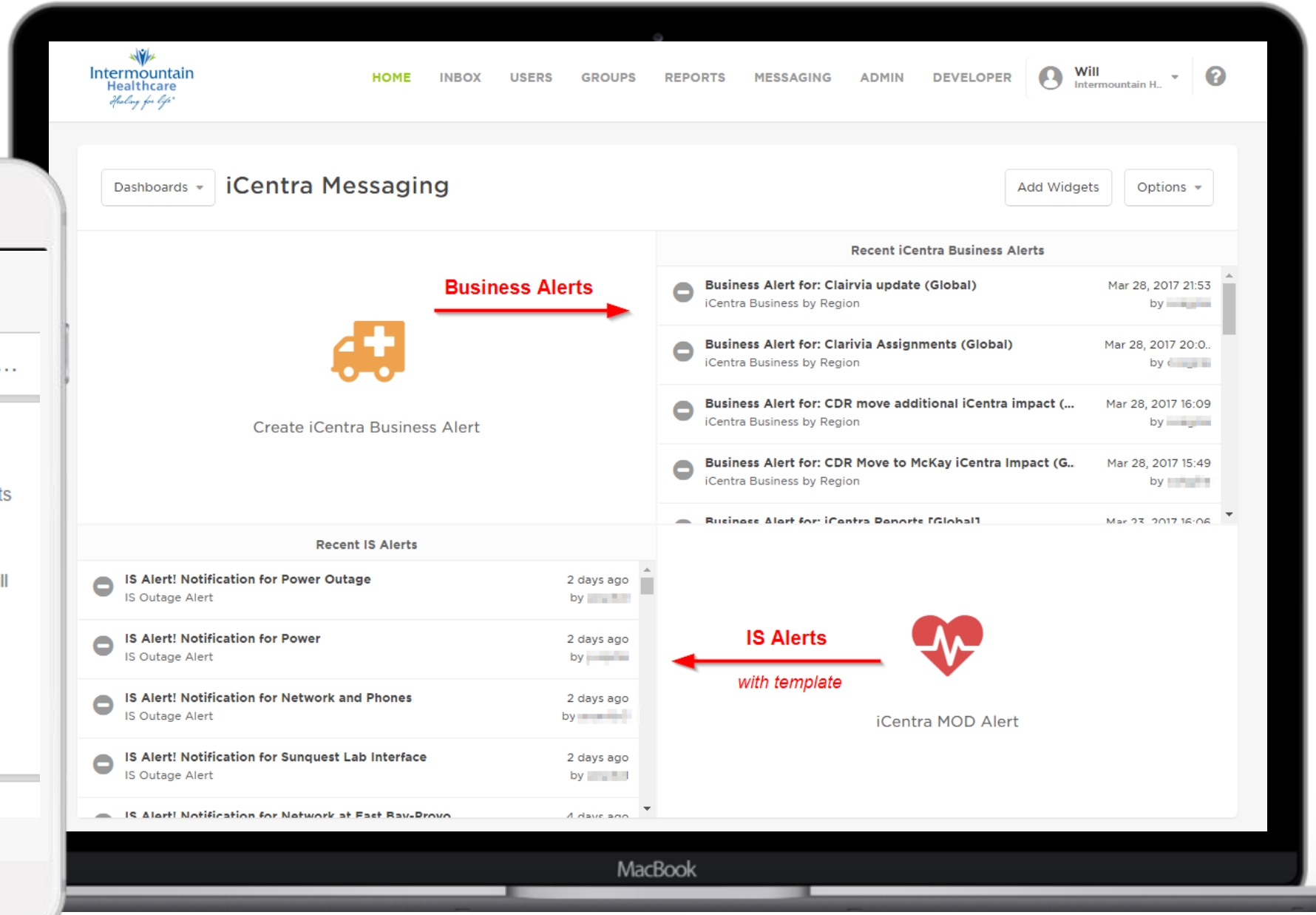
Business Benefits:

- Clear, actionable messages
- Timing is more appropriate
- Business sends business messages

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Communication Center





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3

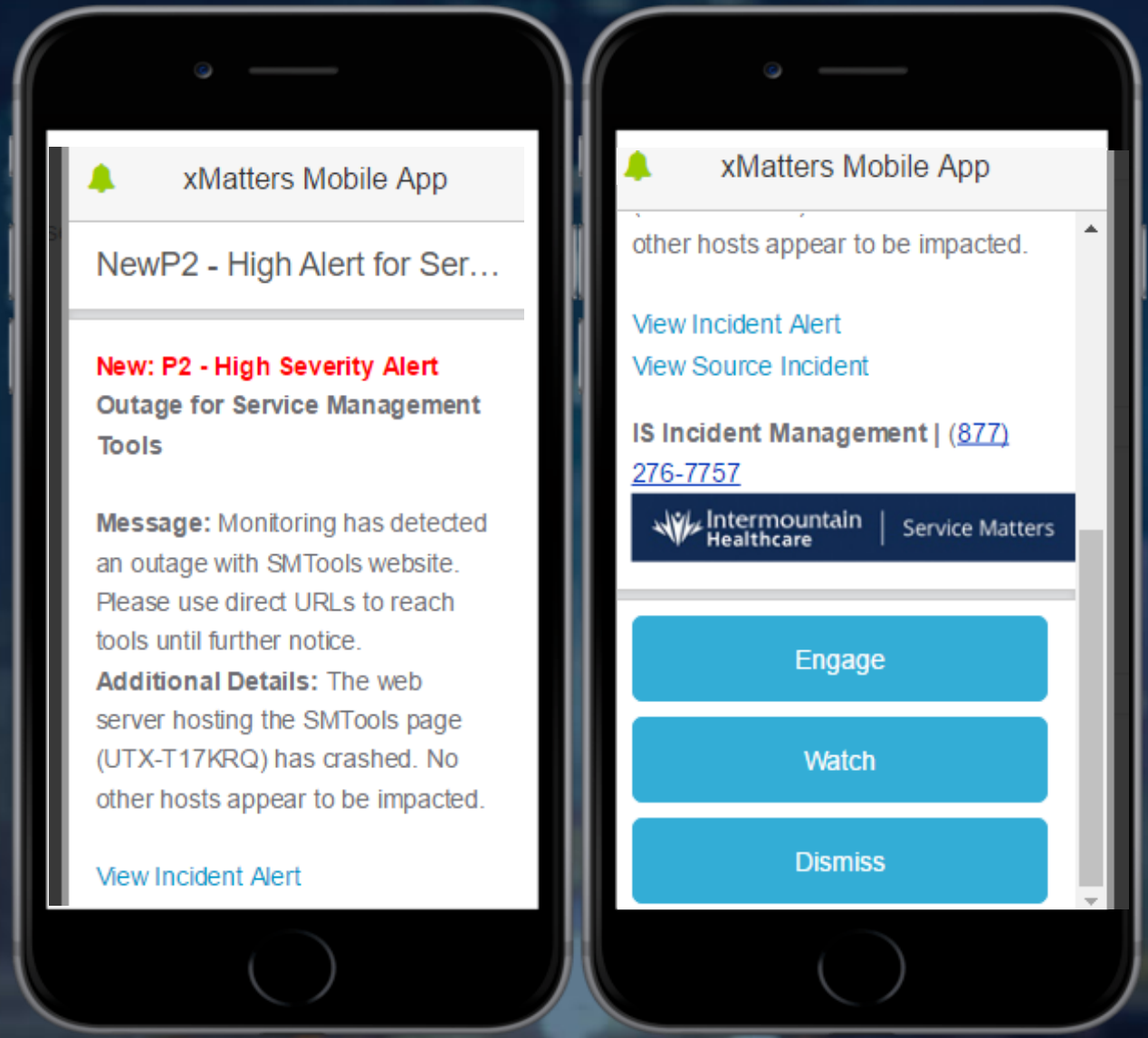
Turn Notifications into Conversations



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Mobile Communications

- Engage
- Watch
- Dismiss



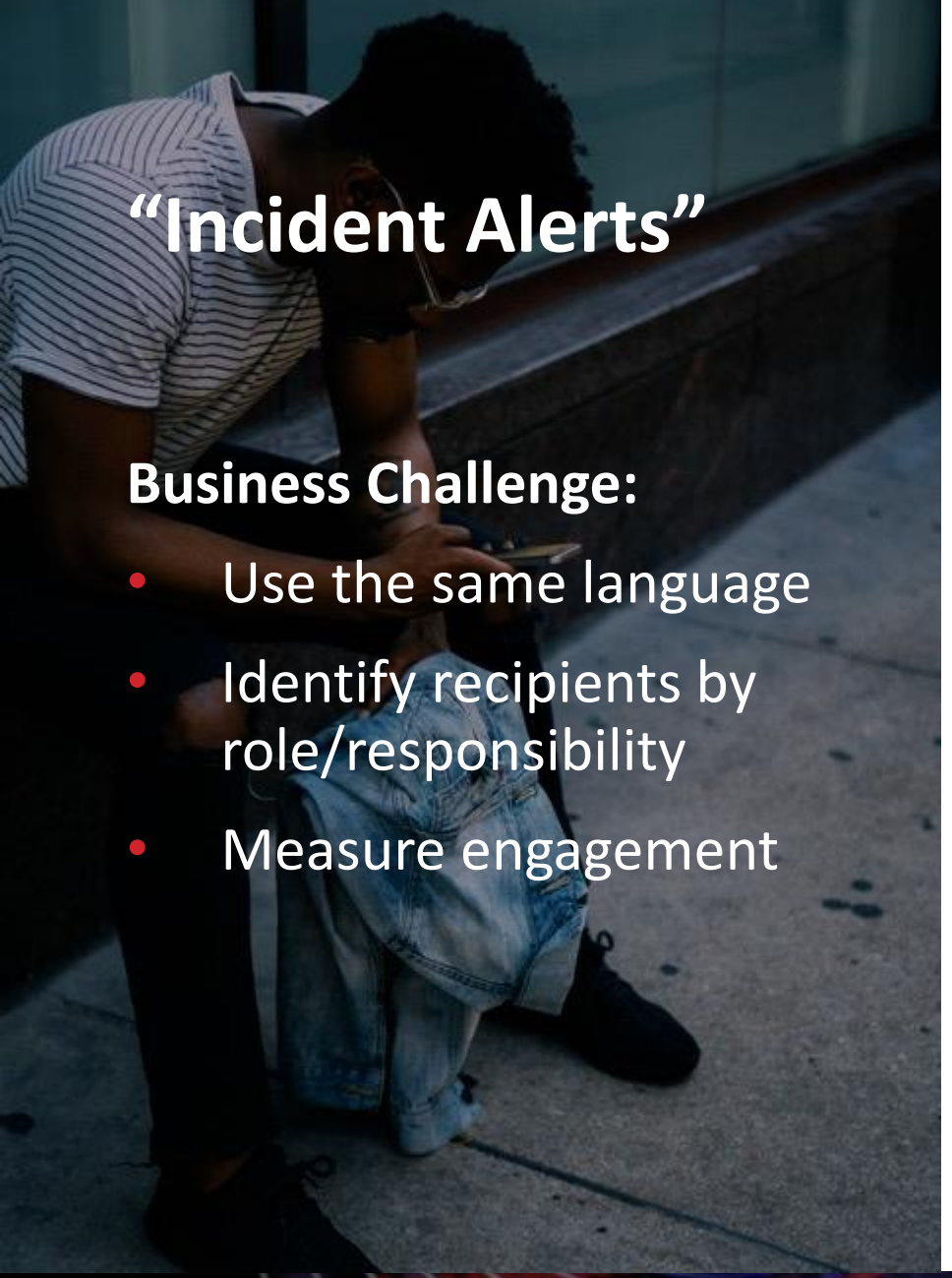
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4

Visibility Creates Accountability



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“Incident Alerts”

Business Challenge:

- Use the same language
- Identify recipients by role/responsibility
- Measure engagement

Solution implemented:

ServiceNow Incident Alert Module

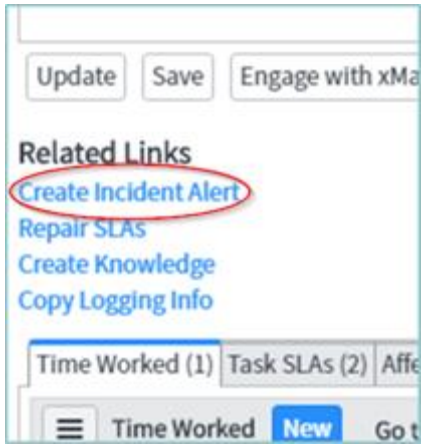
- Integrated with incident process and data
- Rule-based identification of recipients
- Two-way integration with xMatters

Business Benefits:

- Clear timeline and lifecycle of events
- Group-based notifications
- Individual responses are recorded

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Incident Alerts



IA0001104

Update | Save | Delete

Number	IA0001104	Severity	3 - Important
* Source incident	INC0880499	State	In Progress
Source CI	Webapp[redacted]	Incident Manager	Will Young
* Event type	Outage	Created by	[redacted]
* Business/Service impact	No	Location	
Estimated disruption time	Days 00 Hours 00 00 00		

Activity | Details | Post Incident Review

Opened	04-25-2017 12:35:11	Resolved	
Opened by	Will Young	Resolved by	
Actual disruption time	Days 00 Hours 00 00 00		

* Description

The web server hosting the SMTools page (UTX-T17KRQ) has crashed. No other hosts appear to be impacted.

Background

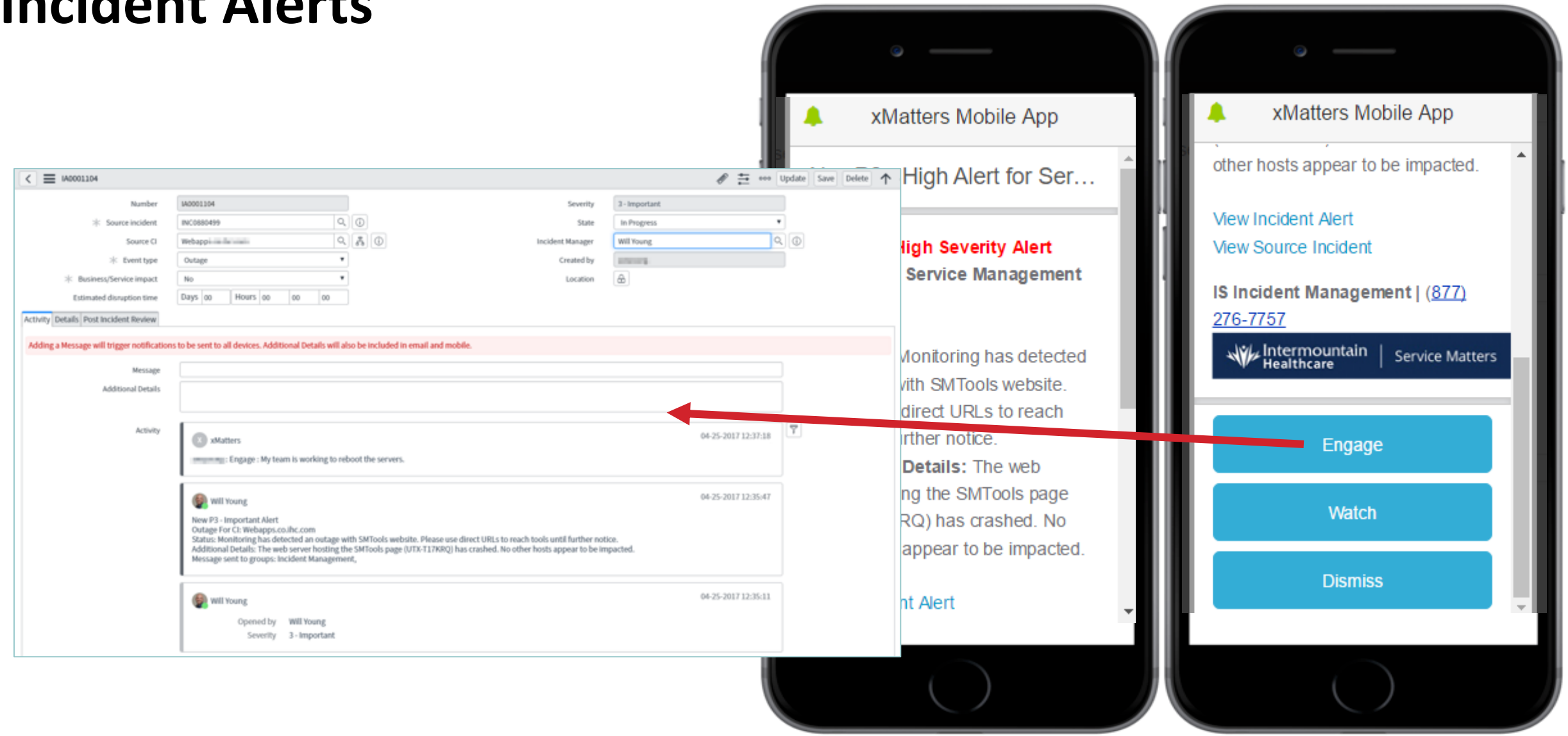
Source Incident Details

Number: INC0880499
Caller: A Alexander
Configuration item: Webapp[redacted]
Duration:
Opened: 2017-04-25 18:31:58
Opened by: Will Young
Resolved:
Short description:Monitoring has detected an outage with SMTools website. Please use direct URLs to reach tools until further notice.

Update | Save | Delete

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Incident Alerts



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Decrease Engagement Time by Leveraging Team Leadership



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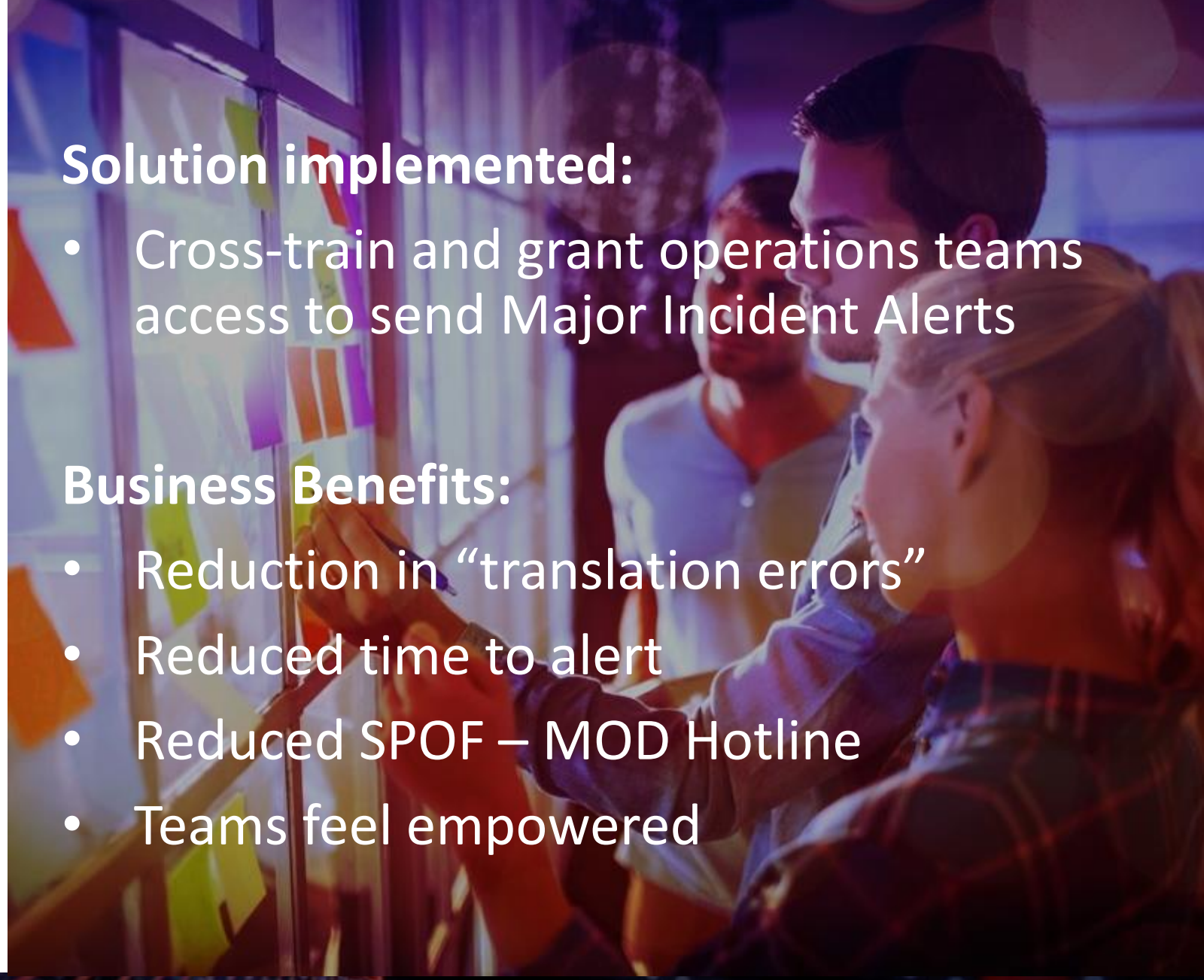
Do More with Less



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Do More With Less

- **Business Challenge:**
- Only 7 SM Process Staff for all ITIL process
- Only 1 Incident Manager



Solution implemented:

- Cross-train and grant operations teams access to send Major Incident Alerts

Business Benefits:

- Reduction in “translation errors”
- Reduced time to alert
- Reduced SPOF – MOD Hotline
- Teams feel empowered

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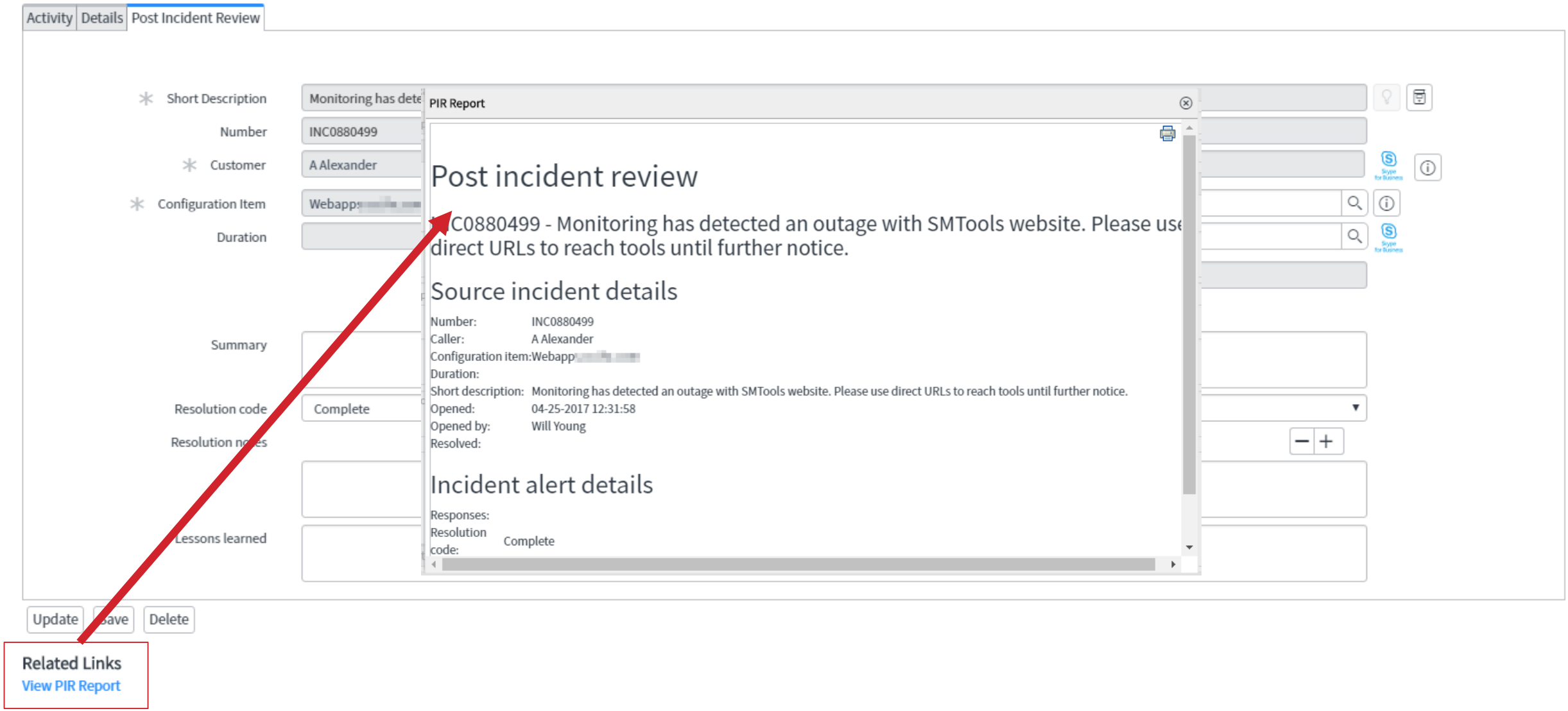
6
(BONUS)

Making After-Action Reporting Part of the Process



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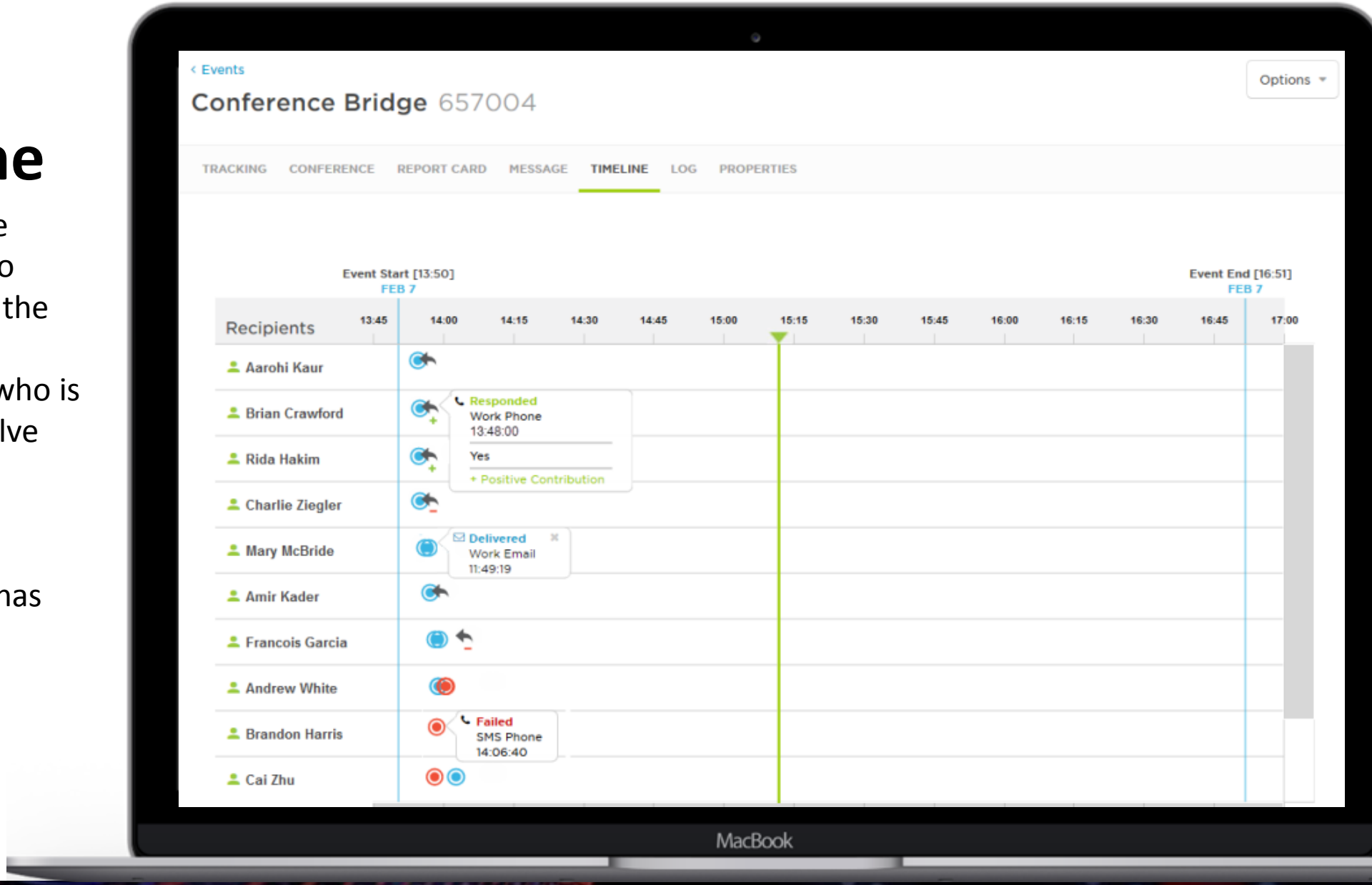
Incident Alert Module



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Event Timeline

- You can use the timeline during an active event to quickly gain insight into the way an incident is progressing and to see who is actively working to resolve the issue.
- You can also review the timeline after an event has completed to make improvements to your incident management process.



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Top Takeaways – Playbook in Review

Intermountain Healthcare
Healing for life

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Dynamically Target Users to Improve Response

2

Separate IT and Business Communications

3

Turn Notifications into Conversations

4

Visibility Creates Accountability

5

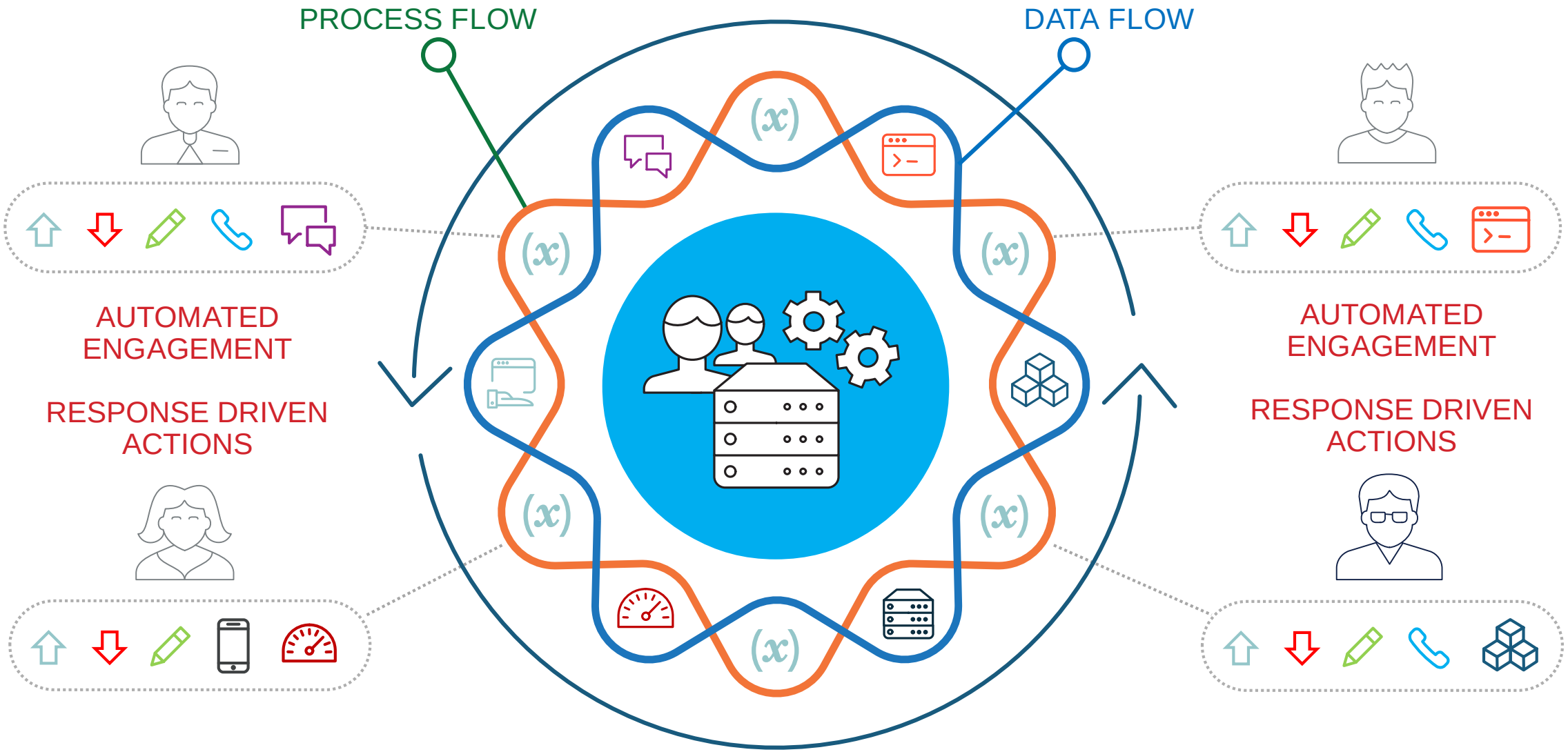
Decrease Engagement Time by Leveraging Team Leadership

6

Making After-Action Reporting Part of the Process

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Improve Collaboration and Communication Across Tools & Teams



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Q & A

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Take the Survey

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

Thank You

Will Young

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Desi DosSantos

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