



“We built a service catalog with permissions and automation for 500 items, each with 50 variables, in about three months.”

This ServiceNow case study is based on an interview with Vijo Menon, systems consultant and IT process architect with Broward Health.



Highlights

Breaking down barriers between clinical and business in healthcare

Organization

Broward Health

Business

Healthcare

Headquarters

Florida, USA

Geographies

Florida

Modern ITSM Software

Change

Incident

Asset

CMDB

Service catalog

Discovery

Runbook automation

Integrations for Lawson and BigFix

Implementation Timeline

Approximately 6 months

Staying Ahead of the Trends in Healthcare IT

The healthcare industry is experiencing a steady stream of disruptive but transformational changes as a result of reform and associated regulations. The requests for change will continue to come until healthcare experiences a paradigm shift in patient safety, quality outcomes, pay for performance and risk sharing. Each of these facets of health care reform creates new challenges within the IT department as we attempt to support and enable our customers and stakeholders. The rising expectations of how healthcare IT responds to the business enablement of an enterprise makes the role of IT incredibly challenging.

As agents of change, IT leaders must deliver value-added solutions through the amalgamation of technology, people and process. A key success factor is consistent service delivery with an integrated approach to governance, information and technology. When your IT team is tasked with supporting the fifth largest public healthcare Integrated Delivery Network (IDN) in the nation, the team must go beyond the usual IT tasks in the enablement of doctors, pharmacists, nurses and other healthcare professionals to do their job more efficiently.

I'll explain how we're getting there.

Service Delivery

For clinical trends and initiatives like “meaningful use,” which is the use of certified electronic health record (EHR) technology to achieve health and efficiency goals, you must have a strong support structure. But if you have no strategy for consistent service delivery with an integrated governance framework and strong tools for incidents, requests and change, then dealing with the disruptive change requests and process improvement initiatives doesn't leave time to create such a strategy.

The first effort we undertook to execute our strategy was to transition our help desk to service desk. We incorporated best practices using Six Sigma and Information Technology Infrastructure Library (ITIL). Our First Contact Resolution (FCR) was below the industry standard and we did not have a process for managing unscheduled downtime.

That was when we decided that FrontRange Heat and ITSM Change would not support our ITSM strategy in the long run, and we started looking for new solutions. We wanted integrated ITSM processes on a single platform with operational automation. Our licensing structure with FrontRange did not support this and changing the licensing structure still did not give us the advantage we were looking for.

FrontRange had just introduced their SaaS ITSM solutions and there were incentives to continue with FrontRange. I had to justify the switch to another vendor, so we engaged Gartner and IDC for their perspective, and I also had two consulting companies give me feedback about the market.

The ServiceNow approach was different from that of other vendors. A point-of-view instance was built on the same day and it was all about knowing the product and aligning our strategy with the solution – no hard sell and no ‘if you do this, we will do this’. ServiceNow collaborated with us in getting the buy-in from the stakeholders, which took a long time. ServiceNow was with us throughout this process.

All this required a paradigm shift in the way we managed our service delivery, especially in the change and incident management. At the core of this transformation was a significant cultural change, enabled through executive sponsorship.

As Ronaldo Montmann, director of technical services, says, “ServiceNow offered the best practices as defined by ITIL and we could adopt governance standards as required by the industry. It became imperative to our success that we train everyone in IT on ITIL. Today, the senior management is all ITIL v3-certified and others had one-day training. There is a significant improvement in the way we manage change today. ServiceNow has allowed us to architect a process that conforms to our audit requirements.”

Clinicians Using The Service Catalog

We wanted to extend the functionality of service catalog, to go beyond the traditional IT service catalog and request fulfillment of provisioning users, ordering a phone, etc. We built a service catalog with 500 service items to support clinician request fulfillment, including Pharmacy, Nursing, Radiology and other ancillary services. Access is restricted based on roles and business rules, and approvals are all automated.

As Tony Ruiz, director of IT, says, “The extent of catalog items covers the entire spectrum of clinical service requests. There is now a seamless interface with the clinical staff and our business units. The clinical staff can now devote their

time to better customer service and projects, rather than working on ad hoc requests. We can now generate business intelligence for the volume and type of catalog requests. This gives us a reference point for further operational automation. It is win-win proposition for us.”

We built this service catalog in about three months, and it was easy because we started with one standardized workflow and configured it around 50 variable sets. It has an Amazon-like interface so that clinicians can order and see the status of their requests. I think the biggest contribution of ServiceNow is that we’ve been able to take it far beyond typical industry usage because we had a good design and architecture, and because the tool gives us the flexibility to design what we need.

Even with the complexity of 40 to 50 workflows behind these items, we were able to automate and tailor everything to our needs. Broward Health was among the very first hospitals to extend service catalog to the clinical side.

The potential for service catalog has attracted attention from non-IT departments and it is just a matter of time until we develop catalog for burgeoning non-IT needs. We are now working on building a service catalog for Print Shop and automating their delivery process. We’ve had a request for an app for badge access to various departments. We plan to automate the Facilities department.

Asset Management, CMDB and Integration to Tem And Lawson

Our ecosystem supports both legacy and state-of-the-art technology assets. Our assets are widely distributed; some of them are in house, some belong to our vendors and some are co-located. We support more than 400 applications, and more than 8000 Broward Health employees rely on IT to take care of their computing needs. Our computing environment consists of more than 10,000 workstations, about 800

“Our integration of ServiceNow with Big Fix has given us very mature asset management capabilities.”

physical servers and just as many virtual servers. We also support clinical devices such as handhelds, computers on wheels and scanners.

Through the ServiceNow CMDB we can see our own devices in addition to the devices managed by our outside vendors; this CMDB makes us more efficient and informed in our change and incident management activities. We're starting to bring in other medical scanners, and we realize we can track them from day one and develop business intelligence to manage lifecycle and quality.

One of our biggest tasks is discovering, managing and administering workstations and physical servers, and we use IBM Tivoli Endpoint Manager (TEM), an agent-based systems management tool built on BigFix technology.

We were probably the first customer to integrate Tivoli Endpoint Manager (TEM) with ServiceNow. The tenacious collaboration between our network engineer Troy Nitroy and ServiceNow engineer Michael Brown has made this possible. As a result, we are building automated reboot schedules with specific instructions for over 600 servers.

We are now working on integrating Lawson ERP and all of its warranty information to ServiceNow, and that plus BigFix adds up to very mature asset management. Getting our data into one place will lead to better business intelligence. We'll know when a PC was put into service and when it needs to be decommissioned. IT will be able to tell a business unit the amount to budget for a year and the probable lifetime of its machines so that it can plan for depreciation.

Biggest Benefits And Cost Savings

Now that we're a few months into our implementation, we can step back and see the changes:

- **Infrastructure** – With our IT tool, we no longer spend time and money

provisioning test, development and production servers just for incident management and their modules such as Messaging, Knowledge, Business automation and Change. Our infrastructure costs are much lower now, and we're rolling the savings back into ServiceNow development, especially for ServiceNow Discovery and Runbook Automation.

- **Audits** – In our environment we're audited annually, and change management with ServiceNow makes a big difference. Now that we can see and track our changes, we can perform post-implementation review on what happened after a given change was implemented. With a single system of record, we know our entire work effort because we can see all of our tasks, communicate with users and document all test results. We didn't have that ability before.
- **IT Visibility** – I used to tell our CIO, "I can't believe we do so much work and nobody knows about it." Request management needed improvement, because users would phone or shoot us email, or sometimes just send a photo and say, "Fix this." We didn't have a good record of service, and reporting was not efficient. Now we can quantify the amount of work we do for any department, whether for IT or clinical staff. This business intelligence will lead to further automation.
- **Maturity** – During the last five years we've been able to meet our SLAs 90 percent of the time for priority-1 incidents. We've taken our process maturity to a much higher level and our work is paying off for IT.

It has been an exciting year for us. We were nominated by Healthcare IT News among the four hospital IT departments to watch for 2013. We were also ranked as the 12th best IT place to work. Deploying ServiceNow is also an accomplishment this year.

"We are now working on integrating Lawson ERP and all of its warranty information to ServiceNow, and that plus BigFix adds up to very mature asset management."



www.servicenow.com

©2013 ServiceNow, Inc. All rights reserved. Specifications subject to change without notice. ServiceNow and the ServiceNow logo are trademarks of ServiceNow, Inc. All other trademarks used or mentioned herein belong to their respective owners.

