



10ª edição



BEM VINDOS

Welcome



IT Service Management



ITIL impact on Healthcare Services

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Who am I?



- Head of Service Delivery
- 39 years working in IT
- 14 years in Scottish Health Service
- ITIL V2 Examiner for ISEB and APMG
- Vice Chair of itSMF UK Qualifications Committee
- Contributing author
- Reviewer of many ITIL books





Familiar Issues



Manage Governance and Compliance

Reduce Operational Risk

Reduce Cost of operation

Improve Service Quality

Reduce Complexity of IT

Reduce Burden on Overworked IT Workforce

Run IT More like a Business



Healthcare issues



- Sharing of patient information to improve healthcare
- Consolidation of working practices across ICT
- Improving clinical relationships
- Improving the image of ICT throughout the Trust



But.



- Many Organisations do not have a cohesive Strategy to address these issues.
- Remember ITIL is NOT a strategy
 - Will provide a sound framework for a Strategy
 - Can be viewed as a logical approach to address these issues



Why ITIL?



- Best Practice Framework
- Preparing the groundwork for future business/service demands
- Develop and embed a service culture
- Adopt and Adapt
- Develop a Common language and a Common approach across the organisation
- Alignment of IT services to the objectives the healthcare business



Why ITIL?



Quote:

“Good progress has been made in many areas including digitised imaging replacing X-rays, online patient referrals, electronic transfers of records when patients change GPs and a broadband network linking acute hospitals, GP surgeries and community services.” - *Tuesday 28 April 2009 11:03 UK Department of Health*



Challenges



- ICT's previous experiences
- Day job
- Culture
- Immature reporting capabilities
- "In-House" Best practice



"Toto, I've a feeling we're not in Kansas anymore."

Dorothy, in the Wizard of OZ



Questions



- Is it cost effective to start introducing / improving Service Management based upon ITIL during a period when our focus is on reducing budgets and cutting costs?
- How can you justify the investments in improvements when “customer” projects are being delayed?



Some Background



- Keeping the status quo takes around 80% of the IT budget
- Applying Service Management principles can achieve a 20-40% reduction in effort required for on-going operations
- Research & Case Studies can link ITIL with Strategic gains in Customer Service Quality, Accuracy & Efficiency, Reduced Risk, and the easing of the Compliance management burden
- Although CIO's / Chief Officers are under tremendous pressure to act on all these issues, many find it hard to justify an activity such as ITIL implementation.

Using ITIL for Quality Gains and Cost Reduction



- ITIL assists IT Management develop consistent processes & procedures across technical 'silos'
- ITIL will:
 - Help relieve the workload of overworked IT staff
 - Reduce costs
 - Increase Customer Satisfaction, etc, etc
- However, a clear, documented value, business case and estimated return on investment will be required to fund any initiative



Efficiency Gains



- Overall efficiency gain of 30% by the application of ITIL.
- Specific gains include:
 - Incident Management and Desk Support: 40.5%
 - Managing and Supporting Servers: 30.9%
 - Change Management: 28.4%
 - Managing and maintaining network infrastructure: 23.1%
 - Maintaining Configuration Database: 22.8%
 - Managing Applications: 10%
 - Problem Management: 9.4%
 - Service Level Management: 8.5%
 - Average number of network devices controlled per FTE up 57%
 - Average reduction in headcount growth: 12.2%

IDC Research



Cost Reduction



- A \$500m saving from Proctor and Gamble, as well as a 6-8% reduction in operating costs and a 15-20% reduction in technology personnel. *IT Service Management Summit, Boston 2002*
- Recent studies show that an IT Service Organisation could achieve up to 48% cost reduction by applying IT Service Management principles. *Microsoft ITForum Conference in Copenhagen, Denmark, November 2004*
- Ontario Justice embraced ITIL in 1999 and **created a virtual help/service desk that cut support costs by 40%.**



Quality Improvements



- Hospital Corporation of America measured ITIL success and cost savings on the **repeatable and consistent delivery of IT services**, directly related to the infrequency of network/computing outages.
- An ITIL program at Capital One resulted in a **30% reduction** in systems crashes and software-distribution errors, and a **92% reduction in “business-critical” incidents within a two year period**
- IT Service Management delivers Governance of your IT through implementing measureable performance and conformance measures and controls



Quality Improvements



- Most organisations are seriously over provisioning IT because they cannot measure current service delivery in any meaningful way*
- Most Organisations fail to align to business requirements because they are only capable of delivering a 'one size fits all service' typically in a Master Service Level Agreement'
- IT Service Management will enforce 'fit for purpose' Service Quality

* Concluded from over 100 IT Service Management Assessments



Quality Improvements



- Service Quality is the overwhelming driver for ITIL implementations
- However:
 - 81% of Organisations adopting ITIL gave 'staff resistance' as the biggest risk of failure. *Pink Elephant*
 - 60% reported lack of knowledge and experience in process based 'methodologies'. *Forrester*

ITIL is not a technology change, it is an organisational transformation



The Key



- Start small – quick wins for stability
- Focus on pain points
- Look for biggest return on investment
- Improvement does not need to be all or nothing – it does have to be well managed
- Good communication
 - Senior Level Officer
 - Process Owner / Manager
 - Business



Actual Case Study



Key success messages:

Prior to the SMP pilot, not all fault calls were being logged by Pathology with the ICT Service Desk. As a result of our (ICT) request for Pathology staff to log all fault calls with the ICT Service Desk (since the pilot) the number of logged fault calls has increased significantly as detailed below.

01/01–28/02	31/03/06	30/04/06	31/05/06
20.00	16.00	23.00	55.00



Business Relationship



“We had not had any SLA meetings since we went live with the new system, so the recent meetings have been particularly useful in discussing issues and defining everybody’s responsibilities. We are now including the ICT in the loop by sending them an e-mail when there are any problems with the pathology systems which we fix ourselves or get the supplier to fix.

The documents will detail fault severity, fix times and escalation procedures so hopefully we will be able to identify problems earlier, get them fixed quicker and also have a log of the problems when we attend service review meetings with the supplier.

I think that these meetings have been very useful and well worth the time spent on them. Although we have had had quite a few meetings in a fairly short space of time to set up this SLA, this will now change and we will meet every 4 to 6 months in future.”

Pathology Manager Barts and The London NHS Trust



Future Generic Benefits



- Business relationships continue to improve across the organisation
- CAB meetings occur regularly - clearer understanding of the risk of change – communication
- Greater control of service provision
- Improving profile of IS across the business
- Realistic Performance Targets put in place for SLM
- Processes will be seen as second nature throughout IS
- MI & KPIs put in place and measured
- Exact toolset requirements understood
- Individuals empowered and take ownership



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OBRIGADO
Thank you