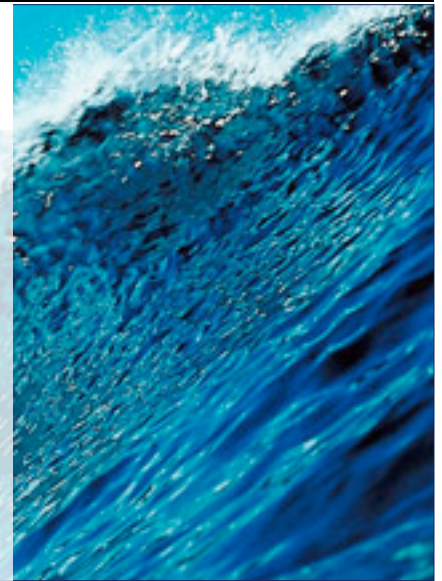




# OhioHealth

*“In 2003 we tried a second ITSM product and after about a year and a half and millions of dollars we had absolutely nothing to show for it.” – Garrick Vance, OhioHealth Corporation, process manager*



The OhioHealth Corporation case study is based on an interview with Garrick Vance, OhioHealth Corporation, process manager.

## A little about OhioHealth Corporation

OhioHealth Corporation is comprised of about 17 hospitals and 23 health and surgery centers and we service just about half of the state of Ohio. We were recognized by Fortune Magazine as one of the 100 best companies to work for in 2007 and 2008. Our Dublin Methodist hospital recently won several awards for their IT organization. They are a complete paperless environment and a flagships for us as we evolve IT.

Our revenue was \$1.83 billion in 2007. There are about 14,000 associates, 2,000 staffed beds and we’ve had 325,000 emergency visits over the years. A fun fact I found when I was doing some research, we do about 16 million pounds of laundry annually here.

## The OhioHealth IT organization

We are working toward more customer focus and want to move from being a cost center to being a business partner that gets a seat at the OhioHealth business decision-making table.

We have kind of a standard hierarchy here where the CIO reports up to the CFO. In IT we have about 285 full-time employees and around 325 total headcount. All managers have accountability and we have ITIL process managers. We also have a centralized service desk with a mix of level one, two and three support.

We are adopting an incremental improvement versus delayed perfection mentality where a good plan today is worth a better plan tomorrow.

## OhioHealth KPI analysis

To give you an idea of where we were a few years ago it is good to examine a few of our KPIs. First we tracked average incident resolution time across critical, high and medium priority incidents. Then we looked at how often we actually met agreed upon incident resolution service levels. Our goal was 90% service level attainment

### **Making waves:**

OhioHealth does about 16 million pounds of laundry annually

### **Organization:**

OhioHealth Corporation

### **Business:**

Healthcare

### **Headquarters:**

Columbus, OH, USA

### **Geographies:**

Ohio Valley

### **Modern ITSM software:**

- Incident
- Problem
- Change
- Asset
- Service catalog
- Service request
- CMDB
- Knowledge
- Project management
- Service level management
- Survey management

### **Implementation timeline:**

Three months

*“We’ve been able to take the positive results of our KPIs back to the business units to help drive a change in thinking from the business about IT as an actual partner and not just a cost center.” – Garrick Vance, Process Manager, OhioHealth Corporation*



and in general we thought we were doing pretty well since we had low resolution times and we were meeting service levels well above 90% of the time.

But a third set of KPIs told a little bit of a different story. This one was actually measured from our customer satisfaction surveys. We were looking for the difference between what our employees and customers consider important compared with how satisfied they were with our services.

We measured the importance of incident management to end users compared to their satisfaction with incident management. The gap was pretty significant between the two and was growing. This meant our customers were getting less satisfied with how we were resolving incidents and yet the perceived importance of incident management remained relatively high.

### OhioHealth service desk vision

We thought we were doing well but based on the KPIs we weren’t exactly on par with our customers. We sat down and decided we had to have a vision for the service desk. We needed to provide our customers with a single point of contact for advice and for rapid restoration of normal service, better known as incident management.

### ITSM tool history

In early 2000 we began to notice some gaps in our ITSM processes and strategy. We had a product in place that was our IT service management solution and we were six versions behind the current release. After several acquisitions that product was removed from the market. We had constant complaints about its Web access and it was supported by one person in the Middle East.

In 2003 we tried a second ITSM product and after about a year and a half and millions of dollars we had absolutely nothing to show for it. We were looking for an integrated solution that did everything from providing remote assistance to ticket management. And for several reasons the vendor was just never able to get it to work the way we expected. It was a client / server application. We just weren’t getting the performance or the value we expected out of it and we were forced to keep using the older product we acquired back in 2000.

In 2003 we subsequently got a new CIO and recognized we were going to need a new IT service desk product that would bring together and support our customer service efforts.

### Selecting the right tool

We sent out an RFP to about five different vendors. We had some vendor demonstrations and we narrowed it down to two vendors, one of them of course being Service-now.com. We did a proof of concept and quickly negotiated the agreement with Service-now.com.

### Implementation: incident management first

In 2007 we set some goals. One goal was to minimize the adverse impact of incidents on the business by ensuring that resources were being used properly and consistently. So we adopted a standard ITIL language defining the difference between an incident and a service request, where any disruption in service is to be handled as an incident.

The IT service desk was to manage, coordinate and resolve incidents as quickly as possible while making sure nothing was lost, ignored or forgotten. We also wanted to tie into our configuration management and knowledge tools so that we could actually get some value out of those. Previously we had independent processes and we wanted to link them all together so that we could drive better customer satisfaction.

Our escalation process had to be integrated into Service-now.com and our existing online catalog of services was to be migrated to the new Service-now.com service catalog.

We also wanted to have some of our workstation assets and desktop monitoring reporting tools in the system. We wanted reliable end user contact data so we did LDAP and AD integration in addition to bringing in information from PeopleSoft.

## Service-now.com at OhioHealth since Jan 2008

Since the incident management roll out we've expanded to change management. We're also doing IT asset and configuration management, service level management, and IT project management is in a pilot stage right now. We've ramped up quickly during the last year.

We're using a lot of the change management processes that are built into Service-now.com to help regulate a lot of the change here. We basically formed several process teams around each of the ITIL processes.

For example, I manage the incident process. So anything that affects that incident record goes through an approval process that I've set up. We understand this is a universal IT tool and we are cautious of change. We go through a change request process for any configurations to the Service-now.com system.

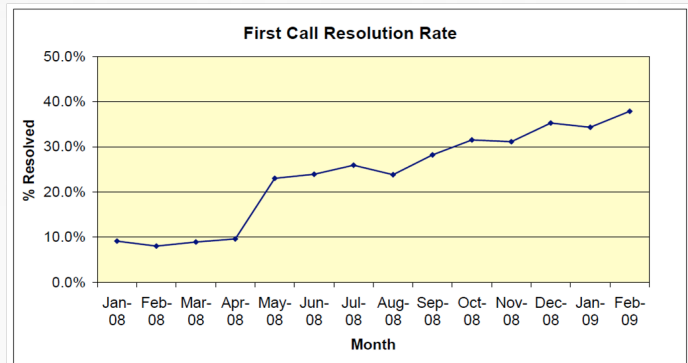
We've got a couple of administrators who manage Service-now.com. In speaking to other Service-now.com customers, it seems a lot of them break up their administrative team into two kinds of functional groups. You've got what I call the more technical or developer kind of administrator. And then you have an administrator that focuses a lot on the look and the feel of the incident, or of any of the records or any of the applications.

We also have some pilots in the works for problem management and a few other areas like expanding our service catalog and furthering our auto-discovery capabilities. But we wanted to address the priority requests from our customers first. Incident resolution was obviously a large one and to be able to handle it we recognized we needed some change and configuration management pieces to make it all work.

## Results

We're seeing the gap narrow between incident management importance to end users and their incident management satisfaction. Importance to the organization of incident management has not changed, but what has been driven up in a large part is the satisfaction. We can attribute a lot of that success to the integrated Service-now.com tool.

Also, we've seen dramatic increases in our first-call resolution. In January of 2008 we started measuring first-call resolution rates and we've had about a 500% increase with target levels in the range of 45% resolved.



Traditional call centers may not think our resolution rate is best in class as they typically target a 60-80% resolution rate. But we use automated tools to handle password resets and other requests that are not measured in this KPI.

## In summary

We've been able to take the positive results of our KPIs back to the business units to help drive a change in thinking from the business about IT as an actual partner and not just a cost center. It's really been an exciting story and fascinating to see how well Service-now.com has adapted to fit into our environment to help us drive that change.