



Business Transformation Project Study ITSM & Critical Thinking Practical Application & Adoption

Background and Problems/Issues

A New York City Metropolitan Area Hospital Organization had a desire to improve the organizational capabilities in IT service management (ITSM) as a means to improve relationships with the business and provide better services to users and customers.

Our internal assessment concluded that only an academic appreciation for some of the concepts of ITSM with limited practical experience existed within the organization. This translated to minimal attempts to define and document process models (*including RACI: Responsible (execution), Accountable (Ownership), Consulted (sources for help), and Informed (kept in the loop)*) and a lack of coordination between processes.



The "technical" issues with process and coordination were related to cultural issues. Cited was the idea that only about 25% of level 3 and 4 managers actually understand the value of ITSM and are willing to adapt to support it. This again translated to inconsistent approaches to process, lack of both systems thinking and knowledge management (leading to process silos and short-term institutional thinking). An example of how this rendered into behavior at is that each of the Client's 5 networks had their own definition for a problem.

This complicated communication and governance leading to potential wasted resources and duplication of efforts.

Finally, there was paucity of in depth ITSM knowledge. Some staff members may have ITIL Foundation training (and/or certification), but there is minimal understanding that is not sufficient to be able to carry out ITSM effectively or efficiently.

Preliminary Plan for Resolution

Our long-term goal to address the issues raised above was to mentor our client's applicable and designated staff to help build a learning organization. The best way to accomplish this is to follow a 3-step process:

1. **Identify and stabilize services and processes** to provide appropriate levels of control and repeatability.
2. **Enhance performance of process and services** to improve performance and effectiveness.
3. **Optimize processes and services** to improve efficiency

The Sage Group's approach was to work with personnel for each of these areas in the role of mentor/coach and to help our client learn to identify and ask the right questions, and then take appropriate action.



To support the 3-step process, our client's staff needed training to understand why and how ITIL is used to support and enable the organizational capabilities that are part of ITSM.

Most of the staff were supplied either awareness or certification at the ITIL Foundation level.

Key leaders received training/mentoring in Service Operation to support Incident and Problem Management, Service Transition to support Change, Configuration and Release & Deployment Management, and Service Design to support Capacity and Service Level Management (to craft service level agreements or SLA).

In addition, we mentored teams of managers and senior staff through a 1-day ITSM simulation game following training so they could see the practicality of application within their organization.

The ITIL Practitioner level was developed and customized to help our client increase the value they obtain from using ITIL by offering additional practical guidance to adopt and adapt the framework to support the business. This was preceded by the ITIL Foundation for staff who have already learned the basics of IT Service Management (ITSM) and the business value of well-designed and delivered services.

Our Cyber-Resilience material provided information that applied to the ITIL Service lifecycle to enable the capability of the organization to prevent, detect and correct any impact that incidents have on the information required to do business.

Note: Cyber Resilience extends beyond IT to integrate the entire organization with the right level of governance, controls, and activities that address the activities framework defined by the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity. Specifically: Identify -- protect -- detect -- respond -- recover.)

The Sage Group Mentoring Solution

The process began with a facilitated review that covered:

- The customer's perspective of the **current state of perceptions and expectations** for IT
- An Executive Overview that addresses a **review of customer/user perspectives** by (We recommend CIO, Level 2, and Level 3 Personnel only)
- A determination of a **desired Ideal Optimal Future** state.

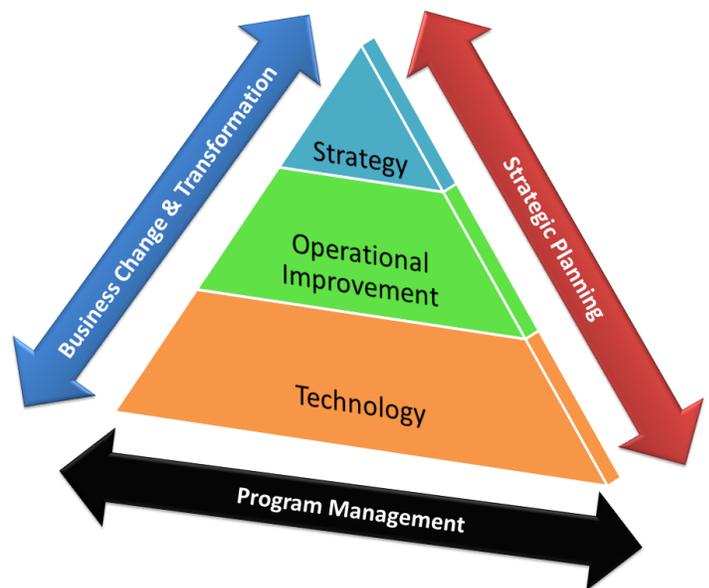
The approach utilized to reach these goals was based on ITIL Continual Service Improvement that is itself based on Deming's PDSA (Plan-Do-Study-Act -- more on this below).

With the baseline and high-level objectives determined, the next step was a Mentored Assessment to determine what must be stabilized, and what can be enhanced or optimized.

Areas that are subject to **stabilization** include practices, services, and organization.

The following are were candidates:

- Process models and definitions including roles and responsibilities
- Create a rudimentary Service Catalog as a repository to identify and document existing services.
- Common language
- Common tools
- Process definitions with roles and responsibilities
- Defined and standardized governance (policies)



This list is purely suggestive and not intended to be complete or adopted. The goal was to help our client become more proactive.

The next (parallel effort) was to **Enhance and Optimize** the service, practices and organization by understanding and improving performance in these areas.

PDSA used for STABILIZE, ENHANCE, and OPTIMIZE

The PDSA Cycle (also known as PDCA and the Deming Cycle) is a systematic series of steps for gaining valuable learning and knowledge for the continual improvement of a product or process.

The steps of the cycle utilized are as follows:

- The development of a **PLAN** that includes identifying a goal or purpose, developing a hypothesis, defining metrics for success and then putting a plan into action.
- The **DO** step, in which the components of the plan are implemented, such as making a product.
- The next step was to **STUDY** the outcomes based on the monitoring and measuring defined as a part of Plan. The object is to verify and validate the activities that resulting from the plan for signs of progress and success, or problems and areas for improvement.
- The **ACT** step closes a cycle and sets up the next. It integrates what was generated and learned by the entire process, to adjust the goal, change methods or even reformulate a new vision/plan.

These four steps were repeated over and over as part of a never-ending cycle of continual improvement.