Using Service Manager to Enhance Patient Safety

SCL Health

Profile:

Faith-based health leader specializing in heart care, orthopedics, cancer, women's health, and back and spine.

Location:

Colorado, Kansas, and Montana

Industry:

Healthcare

Website:

www.sclhealthsystem.org

Solutions:

- Ivanti® Service Manager, powered by HEAT

Benefits:

- Use service management to enhance patient safety
- Reduced unplanned outages by managing change
- Streamlined other departments' services, including human resources
- Gain compounding value from service management journey

Founded by the Sisters of Charity of Leavenworth, SCL Health is dedicated to improving the health of the poor and vulnerable in its communities. It provided more than $220 million of charity care and community spending in 2015. More than 15,000 full-time associates and hundreds of providers are employed at SCL Health.

Getting from Here to There

SCL Health began its IT service management journey in 2011. It merged two organizations, which created a golden opportunity to consolidate IT systems and IT service delivery. It sought out a new IT service management solution that would help the integrated IT team to better manage incidents and get tighter control over changes. "Ivanti had the most value as far as capabilities were concerned, while fitting our budget," says Amy Yankovich, Director of Service Operations and Service Management at SCL Health.

A lot has happened since then. Ivanti Service Manager has become essential to manage both IT and some business services—and is an important tool to help protect patient safety where systems and technology are concerned. "Our maturity has exploded in the last couple of years as far as our awareness of services and how we leverage Ivanti," says Yankovich.

At first, the IT staff was slow to adopt the new ways. "We struggled to get our associates to embrace change management processes in particular," she says.

Getting IT On Board

"We still didn't have the hearts and minds of the team, and that's when we connected with high reliability in healthcare," says Yankovich. "It was an epiphany." SCL Health has a strong culture of safety, and is working to eliminate any errors that could result in harm to a patient or associate. Its efforts are guided by the principles of a high reliability

organization (HRO), which originated in the airline and nuclear power industries, and has since been adopted by healthcare.

Patient lives depend on smoothly operating healthcare IT systems. But even a single flaky printer or flickering monitor can be a problem if it's not fixed quickly, and the stakes are much higher when there's a problem with a biomedical device or in an operating room. "If you have systems that are unreliable and providers are stressed, there's a risk that this could translate into a negative experience for the patient," says Yankovich. "It's imperative to reduce outages to ensure patient safety and satisfaction."

To succeed, the IT team aligned itself with the business. "We partnered with our high reliability department, which is typically more focused on all the things that physicians and nurses need to provide really reliable patient care. We pulled their stories into why change management is critical for IT."

It was a game changer. The IT team was trained on the principles of high reliability and the inescapable nature of human error. "Today, using our change process is like buckling your seatbelt. Our teams at every level respect the process and understand that it is a safety mechanism for us to protect our systems and our patients," she says. "We saw improvements in our associate engagement survey scores for change management. Our tracked-change volume more than doubled and our change success rate improved by 33%. Because of this buy in, we're now able to use our post-implementation review process to capture data when changes don't go as expected. We're developing reports to share these learnings across our teams. We are confident this will further improve our overall change success rates for our organization. Things took off from there."

IT processes, people, and tools are fully aligned with SCL Health's focus on high-reliability healthcare. IT leaders attend brief daily meetings, called safety huddles, to share information about potential or existing safety issues. And IT uses Ivanti dashboards to track unplanned outages and other issues that could affect patient safety. "We've had huge adoption of Ivanti since we aligned with high reliability," Yankovich says.

A Picture of IT Service Health

"Ivanti Service Manager is like a medical record for a patient," says Yankovich. "We need a detailed record about our systems, applications, and services so we can understand the health of IT across our organization."

With Ivanti, the IT team has visibility into incidents, problems, and changes, which has delivered results. "Through realizing these processes in a centralized solution, we've seen a reduction in our monthly average volume of incidents of 18%, and we've only just begun," she says.

"We really just implemented our problem management process this year. With problem management, SLAs are easier to achieve, incidents are resolved faster, and long-term problems are addressed. IT has seen a reduction in emergency changes and created greater accountability for all changes."

The bottom line: "We can deliver higher quality outcomes without increasing costs. When issues do occur, we get the user back to work faster."

— **Amy Yankovich**
Director of Service Operations and Service Management

The Journey Continues

The benefits of Ivanti Service Manager are compounding. "Our CIO has embraced service management as a strategic initiative," Yankovich says. "We are formalizing our service design process and aligning our service portfolio with the organization's services." Rather than looking at IT as a collection of applications, servers, storage, and networks, IT is aligning its service portfolio with business functions, such as electronic medical records (EMR), laboratory services, and payroll services.

"The teams are excited about the transformation," she says. "For the first time, we're thinking of service management as a true solution, not just a ticketing concept. Senior leadership sees the value and opportunity we have to further increase our value to the business as we manage our services against metrics that make sense for that service."

"In addition to translating our services to align with our business, the Ivanti Configuration Management Database (CMDB) is an important part of that framework. Without our services being defined in a meaningful way and without the

configuration database to tie things out behind the scenes, we didn't have the connective tissue to realize our full potential," Yankovich says. "As we implement these into Ivanti, teams will be even more effective and our leadership will have the data needed to make informed, strategic decisions as they relate to our services."

With better visibility into the performance of key services, SCL Health can make IT investments more judiciously. "As we continue to implement these processes in Ivanti, we believe we'll be able to pinpoint a particular component of a service that could be the cause of a degradation of service," she says. "For example, we can see if a particular enabling service, such as desktop virtualization, is a top cause of outages and work with our business partners to re-evaluate how we manage that service."

Ivanti has brought unexpected benefits, too. By analyzing historical data in Ivanti, Yankovich's team identified a spike in change activity and an increase in incidents that typically start in the late fall. This information helped the leadership team realize this was attributed to the regular end-of-year push for IT projects before funding expires. This, coupled with an increase in time off around the holidays naturally increased the risk of changes. With that insight, they work across the leadership team and Project Management Office to proactively mitigate the risk. "We used the information to change our behavior," Yankovich says.

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— **Amy Yankovich**
Director of Service Operations and Service Management

Growing from IT to Business Services

IT's success with service management has attracted the attention of other groups at SCL Health who are looking to optimize their own service delivery. SCL Health's Human Resources Service Center was the first department to recognize the value, and uses Ivanti to track employee inquiries and requests about payroll and benefits. The nursing department is exploring using Ivanti to manage requests for the nursing float pool used to fill last-minute staffing shortages. Ivanti would organize and automate a process that's managed manually today by fielding incoming

emails. Accurate tracking of requests and turnaround times would help nurse supervisors better anticipate staffing needs. Other system services departments are intrigued. "Conversations are happening about the value of being able to leverage a shared solution to track their services," Yankovich says.

The Road Ahead

SCL Health is piloting Ivanti Discovery for automated asset discovery and inventory management. "Just being able to see the history of a device is priceless," Yankovich says. "The service desk may get repetitive calls and if the clinician is not talking to the same analyst, they might not know about the previous issue. Using Discovery will shore up our ability to identify recurring issues, which will save a huge amount of time and money." SCL Health's success with service management is rooted in a foundation of people, process, and tools. "My biggest learning was to engage senior management early," says Yankovich. "It changed how they thought of us. We went from being the IT guys in the basement to being a true partner in patient safety. It changed the conversation."

www.ivanti.com

1.800.982.2130

sales@ivanti.com