servicenow®

> "Orchestration has been a game-changer, enabling the automation of routine, recurring requests so we can focus on where we can add the most value."
>
> —Tris Church, IT service delivery manager, IM&T Department, Oxford Health NHS Foundation Trust

NHS
Oxford Health
NHS Foundation Trust

Customer
Oxford Health NHS Foundation Trust

Highlights
UK healthcare provider transforms IT service delivery, freeing up 1,200+ hours of manual processes and allowing healthcare professionals to focus on providing the highest possible standards of care

Headquarters
Oxford, UK

Geographies
UK

Employees
6,000

Business
Healthcare

Partner
Focus Group Europe

Challenges
- Unable to focus on innovation and essential new projects due to a time-consuming, reactive approach to incident management
- Poor management of contract renewals with information stored across multiple systems and files
- Time-consuming and error-prone service delivery due to the manual handling of 11,000+ repetitive annual tasks

Taking IT Service Delivery to a New Level

Oxford Health NHS Foundation Trust (OHFT) provides physical, mental health, and social care for people of all ages across Oxfordshire, Buckinghamshire, Swindon, Wiltshire, Bath, and North East Somerset. Its services are delivered at community bases, hospitals, clinics, and people's homes, with the aim of improving the health and well being of all patients and their families.

The IM&T department is considered a "key enabler" in the delivery of high quality healthcare services to patients and their families, ensuring clinicians and back office support teams can fulfill the demands placed on a modern-day NHS Trust.

In 2012, the IT team's customer base doubled from 3,000 to 6,000 overnight, as part of a wider NHS reorganisation, marking the start of a major service improvement project.

Tris Church, IT service delivery manager, IM&T Department, Oxford Health NHS Foundation Trust, explains: "We wanted to focus on transforming our business processes, creating efficiencies, and being better equipped to deal with incidents, changes, and problems. It was also the right time to look forward and consider how we could expand the services that IT could offer to our internal customers."

OHFT's IM&T department replaced its legacy toolset with ServiceNow, bringing in an ITIL best practices framework and consolidating disparate and manual internal processes to automate and streamline service delivery.

User satisfaction virtually doubled in the first year alone, with the average score of 4 out of 10 in 2012 rising to 7.6 out of 10. But Church wasn't content and knew that his team was "literally just scratching the surface of what ServiceNow can do." It was time to switch up a gear.

Orchestrating a significant change in proactive service delivery

2016 marked major change in OHFT's approach to service delivery with the implementation of ServiceNow Orchestration, increasing agility by automating IT and business processes for operations management.

"When we first launched the service catalogue we had approximately 20 items, but now we have expanded that significantly to more than 150. By switching on Orchestration, we have been able to automate all tasks relating to active directory, exchange, and network sharing, and link these together," said Mr. Church.

Church has calculated how long these tasks would have taken if they were carried out manually and the results are eye-opening. The IT team is saving approximately 1,200 man hours (31 weeks) every year. The figure includes the 5,230 requests for new shared folders, 1967 requests for new user accounts, and 1,165 requests for access to shared mailboxes.

Solution

1st Phase Implementation

- Incident management
- Problem management
- Change management
- Knowledge management
- CMDB & SCCM integration
- Service catalogue
- Content management system (CMS)

2nd Phase Implementation

Project management

- Contract management
- Orchestration
- Service desk call
- Survey followup (custom application)

Results

- 1,200 hours saved annually through automation, freeing IT teams to focus on where they can add the most value
- End user satisfaction increased almost two-fold (pushed to 8.71 out of 10, up from 4.7 in 2012) – due to fast incident response and direct engagement with end users
- Made contract negotiation proactive and streamlined renewal process though a single system of record for all contract information

Freeing up time to drive a proactive approach

The orchestration approach has had a transformative impact. Repeat incident work has significantly reduced and the IT team has much more time to focus on problem management work and moving forward with new technologies and initiatives that will better service the organisation.

In 2013, the service desk saw a 60:40 split between incidents versus service requests. In three years, this has been completely reversed. The focus is now on dealing with root causes and fulfilling service requests, with the number of reactive incidents almost halving.

"While our end customer numbers had doubled overnight, our IT team was under considerable pressure to 'do more with less' while maintaining a high standard of service. Orchestration has been a game-changer, enabling the automation of routine, recurring requests so we can focus on where we can add the most value. The result is a complete switch in our focus, with a dramatic reduction in reactive incident resolution," said Mr. Church.

Taking back control

In addition to the financial pressures that are common within a public sector organisation, the IT function at OHFT was also challenged to keep up with current changes in technology and deliver a service that would meet the needs of a modern workforce.

"One of our departmental goals is for IT to be a service that 'helps, not hinders.' Our [internal] customers want to focus on providing healthcare services to the highest possible standard and if technology allows them to do that in an efficient manner that 'just works,' then we are meeting our objectives. ServiceNow allows us to do just that," said Mr. Church.

Expanding beyond customer service delivery

Under Church's direction, OFHT's IT operation has also switched on contract management, which has transformed how IT contracts are managed and renewed.
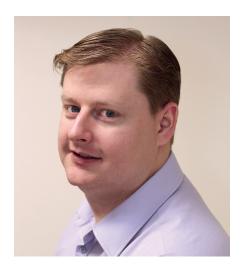
"Contracts were a challenge to keep on top of, with information spread across disparate systems and files. Through ServiceNow we have a single system of record and an immediate view on the status of all contracts. Information such as start and end dates and financial terms are readily available at any time and notifications of pending renewals mean we're always one step ahead of our contract process."

Mr. Church's team has also expanded its use of ServiceNow with its first custom application. The Survey Followup tool has enabled the IT team to expand its measurement of customer satisfaction from a small selection of end users to every employee at the Trust.

As soon as an incident or ticket is closed, the customer receives an immediate "How do you rate your experience?" message. Every person who rates the service poorly receives a follow-up that feeds directly into a new continual service improvement team. In 18 months, the IT team has pushed satisfaction level to an average of 8.71 out of 10–up from 4.7 in 2012.

Long-term, continuous development

Church's vision for expanding the use of ServiceNow within OHFT doesn't stop at this latest phase of developments. His team is now planning the deployment of a self-service portal, with a comprehensive knowledge base to reduce the pressure on the service desk by enabling users to find answers to their queries. This will sit alongside a service support chat function to provide immediate assistance.

"ServiceNow has defined our approach to IT service management. We made the decision to work with ServiceNow five years ago and the platform continues to put us at the cutting edge of IT service delivery," said Mr. Church. "ServiceNow has an aggressive upgrade programme and this challenges us to push the boundaries on what we can achieve with the platform."

"The improvements that ServiceNow has delivered have been revolutionary. We have transformed our IT department into a leading light within our organisation and the benchmark for service delivery."

"One of our departmental goals is for IT to be a service that 'helps, not hinders.' Our [internal] customers want to focus on providing healthcare services to the highest possible standard, and if technology allows them to do that in an efficient manner that 'just works,' then we are meeting our objectives. ServiceNow allows us to do just that."

—Tris Church, IT service delivery manager, IM&T Department, Oxford Health NHS Foundation Trust