Welcome!

Change Management: Practical Advice

Vicky Luttrell, IS Process Manager

About ITSM Academy

- **Accredited Education**
  - ✓ ITIL® Foundation
  - ✓ ITIL® Foundation and Managers Bridge
  - ✓ ITIL® Lifecycle, Capability and MALC
  - ✓ ITIL® Practitioner, Service Manager (V2)
  - ✓ Certified Process Design Engineer (CPDE)®
  - ✓ Microsoft Operations Framework (MOF) Foundation
  - ✓ ISO/IEC 20000 Foundation
  - ✓ PMI PMP Exam Prep
- **Practical, Value-Add Workshops**
  - ✓ Apollo 13 - an ITSM Case Experience™
  - ✓ Visible Ops: The Class
  - ✓ ITIL, MOF, ISO 20K Awareness
  - ✓ And More!

- Ft. Lauderdale, Dallas & Washington, DC - Public
- Corporate on-site Classes
- Virtual Classes
- Courseware Licensing
- Alumni Program
- PMI Global Education Provider
- Federal Government (GSA) Contractor
- Certified Woman-Owned
- Tens of thousands of learners trained since 2003
- ITSM Professional Diplomas

Welcome!

Agenda

- Organizational Culture
- IS Strategies
- Senior Leadership Buy-In
- Formal Roles and Responsibilities
- Change Policy
- Change Approval Board Charter
- Change Management Governance
- Change Management Process Planning
- Benefits and Lessons Learned

This presentation describes how to secure buy-in from senior leadership, define formal roles, responsibilities, policy, and establish a steering committee through each phase of implementing change management.

Abstract

Organizational culture drives a change management implementation.

This presentation describes how to secure buy-in from senior leadership, define formal roles, responsibilities, policy, and establish a steering committee through each phase of implementing change management.

Organizational Culture

- BayCare Health System is a family of health care providers consisting of the ten not-for-profit hospitals in the Tampa Bay region. With 18,000 team members and a wide array of other health services, we are the area's largest community-based health system.

- BayCare was formed in 1997 when many of the not-for-profit hospitals in the Tampa Bay area came together under one name, united by a common mission. The hospitals knew they had to keep providing patients more while spending less in order to keep pace with health care's rapidly changing fiscal environment.
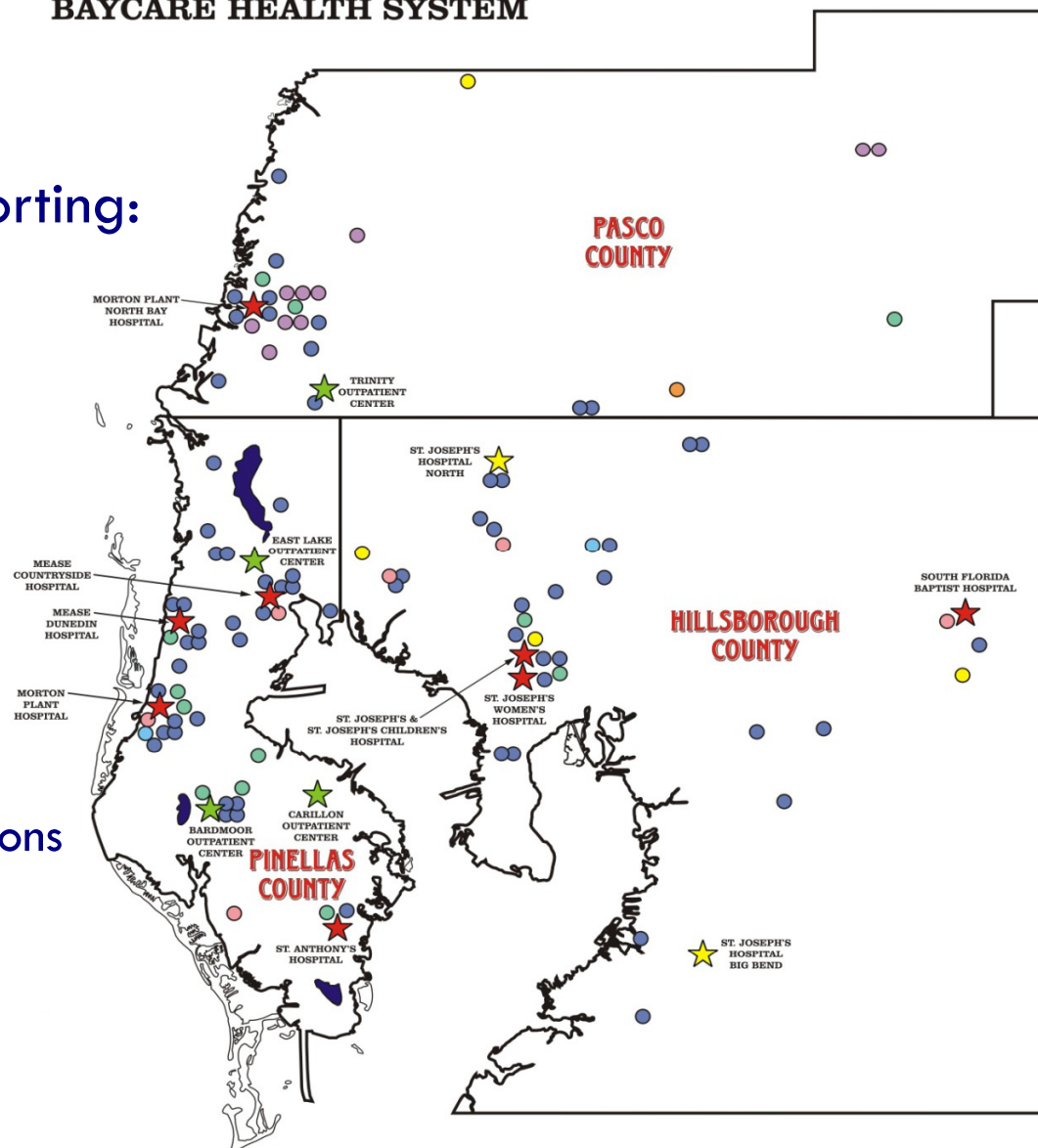
Organizational Culture Cont.

BayCare Health System

- **250+ Team Members supporting:**
  - 18,000 team members
  - 7,900 personal computers
  - 1,900 networked printers
  - 11,000 e-mail accounts
  - 13,000 network accounts
  - 800 wintel servers
  - 24,300 telephone connections
  - 10,600 Network data connections

BAYCARE HEALTH SYSTEM

PASCO COUNTY

MORTON PLANT NORTH BAY HOSPITAL

TRINITY OUTPATIENT CENTER

ST. JOSEPH'S HOSPITAL NORTH

EAST LAKE OUTPATIENT CENTER

MEASE COUNTRYSIDE HOSPITAL

MEASE DUNEDIN HOSPITAL

SOUTH FLORIDA BAPTIST HOSPITAL

HILLSBOROUGH COUNTY

MORTON PLANT HOSPITAL

ST. JOSEPH'S & ST. JOSEPH'S CHILDREN'S HOSPITAL

ST. JOSEPH'S WOMEN'S HOSPITAL

CARILLON OUTPATIENT CENTER

BARDMOOR OUTPATIENT CENTER

PINELLAS COUNTY

ST. ANTHONY'S HOSPITAL

ST. JOSEPH'S HOSPITAL BIG BEND

Organizational Culture Cont.

- **Shadow IS team members**

- **Quality Process Improvement Initiative**
  - ✓ Six Sigma
  - ✓ ITIL
  - ✓ COBiT

- **Long-term team members**

- **Resistance to Change**

Organizational Culture Cont.

Shadow IS
team members

Six Sigma
ITIL
COBiT

Long-term
team members

Resistance to
Change

IS Strategies

- **Establish IS Process Manager reporting to CIO**

- **Design Information Technology Service Management (ITSM) process roadmaps**

- **Establish and Communicate ownership of each Service Management Process to Directors**

- **Educate IS Leadership**

- **Establish Governance**

- **Educate IS on ITIL and Service Management Lifecycle**

Senior Leadership

- **Initial Buy-In**
  - ✓ CIO
  - ✓ IS Directors
  - ✓ IS Managers
  - ✓ IS Team Members
  - ✓ IS Shadow Team Members

- **Continued Buy-In**
  - ✓ CMIO
  - ✓ VP Clinical Transformation
  - ✓ IS Shadow Team Members

- **Office of President – ITIL aware**
  - ✓ BayCare and Hospital Presidents
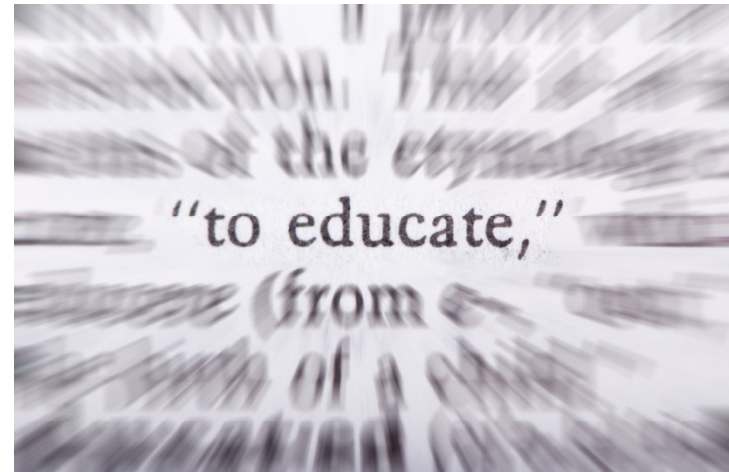 - ✓ Executive Leadership
  - ✓ Board of Directors

Leadership Education

- **ITIL Certification**
  - ✓ CIO
  - ✓ VP – Clinical Transformation
  - ✓ IS Directors
  - ✓ IS Managers
  - ✓ Key ITIL analysts

- **ITIL Awareness**
  - ✓ Office of President
  - ✓ BayCare Executives
  - ✓ Senior leadership
  - ✓ Managers

Roles and Responsibilities

- **ITIL Service Management**
  - ✓ Steering Committee
  - ✓ Process Directors
  - ✓ Process Owners
  - ✓ Process Analysts

- **Change Management**
  - ✓ Change Manager
  - ✓ Change Approval Board
  - ✓ Urgent Approval Board
  - ✓ Appeal Board
  - ✓ Change Initiator

Change Management Policy

- **Purpose**
  - Requirements for managing changes
  - Procedures facilitate communication, minimize adverse impact to other systems, and ensure compliance with security and regulatory requirements

- **Vendor requirements**
  - Third party contractors and vendors must adhere to this policy as defined by their contractual relationship to BayCare

- **Team Resources Statement**
  - Team Members who violate this policy may be subject to disciplinary action as defined in Team Resources policy #218, Team Member Responsibilities.

Change Management Policy Cont.

- **Change Policy**
  - ✓ Roles and Responsibilities
    - – Change Approval Board (CAB)
      - – Managers of functional areas within Information Services who are responsible for approving manager level changes and CAB level changes.
      - – The CAB is a cross-functional group established to evaluate change requests to determine business need, priority, cost/benefit, and potential impacts to other systems or processes.
  - ✓ Process
    - – Definition and lead times
      - – Normal
      - – Urgent

CAB Charter

- **Purpose**
  - ✓ Established BayCare's CAB and defined scope of authority, membership, and membership responsibilities.

- **Scope**
  - ✓ Ensures all proposed changes to BayCare systems are evaluated with regard to risk, impact, security, disaster recovery and that those changes do not adversely impact the operation of the existing information systems environment.

The Change Approval Board (CAB) ~
Approvers not Advisors

CAB Member Responsibilities

- **Weekly CAB Meeting:**
  - ✓ Attend the weekly CAB meeting
  - ✓ Review, evaluate, approve, reject, Pend or abstain submitted change requests
  - ✓ If the standing CAB member is unable to attend the weekly meeting, the CAB member is responsible for finding a qualified substitute to represent the group.

- **Daily:**
  - ✓ Review CAB requests for approval in Change application and approve, reject, pend or abstain each request for change. Comments, questions, or concerns for the requester must be inserted for any statuses other than approved. For approved changes, conditions of approval can be documented as well.
  - ✓ At a minimum, the CAB member must review change requests in SDE:
    - Once on Monday
    - Once on Tuesday, and
    - Once on Friday of each week

- **Urgent Requests:**
  - ✓ IS Manager On-call will receive an email and page concerning "urgent" request for change
  - ✓ CAB members may be asked to attend impromptu meetings to discuss urgent changes at the request of the IS Senior Management

Change Management Governance

- **Project Governance**
  - ✓ Steering Committee
    - – Roles and responsibilities
      - – Key decision maker
      - – Guidance
      - – Influence

- **ITIL Governance**
  - ✓ Service Management Governance Committee
    - – Roles and responsibilities
      - – new processes
      - – process maturation

Change Management Process Planning

- **Change Process**
  - ✓ Normal
  - ✓ Urgent
  - ✓ Appeal
- **Data Collection**
  - ✓ Team involvement
  - ✓ Risk and impact assessment
  - ✓ Published and documented

- **Level of approvals**
  - ✓ Self
  - ✓ Manager
  - ✓ Manager/CAB
  - ✓ Change approval board (CAB)
- **Training**
  - ✓ Process
  - ✓ Application

Benefits & Lessons Learned

- **Benefits**
  - ✓ Reduction in unplanned downtime
  - ✓ Reduction in unauthorized changes
  - ✓ Standard process
  - ✓ Required CAB attendance
  - ✓ Communication

- **Lessons Learned**
  - ✓ Project team size
  - ✓ Resistance to change
  - ✓ CAB membership challenges
  - ✓ Technology challenges
  - ✓ Training challenges
  - ✓ Circumventing process

Questions?

ITSM Academy Affiliates