

ABOUT EMTEC®

Emtec is the right size provider of technology-empowered business solutions for world-class organizations. Our local offices, highly-skilled associates, and global delivery capabilities ensure the accessibility and scale to align your technology solutions with your business needs. Our collective focus is to continue to build clients for life: long-term enterprise relationships that deliver rapid, meaningful, and lasting business value.

INFRASTRUCTURE SERVICES

Emtec delivers comprehensive lifecycle Infrastructure Services – from requirements analysis, selection, planning, design, procurement and deployment, and technical support, to ongoing service management and outsourced managed services. From the desktop to the data center, our services include not only the procurement of hardware, but providing you with the tools and ability to efficiently provide support, security and effective use of internet computing assets.

- ITSM
- Data Center
- Business Application Infrastructure
- End User Computing
- Platforms

FIRM PROFILE

Health First, Inc., a leading healthcare provider in Brevard County, Florida, manages a network of hospitals, administrative offices, and outpatient centers, along with a large medical group and a host of other facilities and services, providing services and support to more than 7,500 customers, including employees, physicians, and a variety of other medical staff.

THE BUSINESS CHALLENGE

In an effort to more closely align IT with operational and business objectives, Health First recently engaged Emtec's consulting group to lay the groundwork for a Value-Based Management (VBM) approach to technology. Health First's overall vision is to create a more formal link between IT infrastructure and business performance, thus removing historical communication barriers and creating a service-focused IT organization. Ultimately that will allow employees to quickly get what they want and managers to easily demonstrate what services are in demand, what services are being provided and what those services actually cost.

APPROACH & METHODOLOGY

Growth and organizational change caused Health First to rethink its traditional approach to IT service and consider how to more efficiently develop, operate and deliver services with value and alignment to the business. For several years, Health First has relied on an out-of-the-box software suite to provide an IT service management framework. However, the organization was looking at a forklift upgrade to replace an outdated version of the application that was no longer being supported by the vendor. What's more, the organization had undergone significant transformation since the application was first implemented. It no longer made sense to look at IT as an isolated

service — in fact, Health First logically wanted to group IT with a broad range of other support services that are critical to the daily function of a healthcare organization. This includes plant operations, clinical engineering, environmental services, physical security and more.

Emtec's ITSM project team made it a goal to make the end users' life easier by providing them one place to go for their support needs. As of now, users have pages and pages of contact numbers for support issues.

THE SOLUTION

Having previously engaged Emtec to help with its service management software implementation, Health First was impressed with the firm's VBM methodology and its extensive experience with linking business-related services to underlying applications, workloads and infrastructure components to deliver greater insight into how technology assets are impacting business.

Since Health First wanted to address not only IT services but the full range of its support services across the organization, Emtec suggested an initial focus on developing the service catalog elements of VBM. A service catalog is a database or structured document with information about all live services and services planned for delivery. It includes information about deliverables, contact points,

“ We have a much better understanding of where we are and where we need to go because of the work we’ve done with Emtec over the past year. ”

Jose Lanza
Supervisor of Support & Operations

prices, ordering and request processes. This is an essential first step because the catalog provides the means for making decisions about the deployment of resources, services and dollars in order to meet the business goals in the most cost-effective manner.

While developing such a catalog might seem to be fairly straightforward, it is not without challenges. One of the biggest hurdles is reaching agreement on what constitutes a “service.” Most organizations struggle with defining services — in fact, industry experts say about 30 percent of all service improvement projects stall because of this roadblock. Services are just not documented on paper. The information is all in the support personnel’s heads. They know what they need to do and just do their jobs.

Emtec helped Health First get past this initial hurdle. Over the course of many VBM

engagements, Emtec has developed a services library that contains approximately 80 percent of the typical services that most IT organizations provide. Using this library as a framework, Emtec conducted more than 30 one-hour interviews with key employees and stakeholders across seven different Health First support areas.

From these interviews, a master list of services was created to map the various service categories across Health First’s seven support streams. Under these support streams are 21 support categories with a total of 63 distinct services defined that were mapped from interviews with stakeholders. This master list of services serves as an outline for the full scope of data required to create Health First’s Service Catalog.

RESULTS

Emtec also delivered an overall assessment of Health First’s VBM readiness, including a list of the gaps in the service delivery that Health First can use to target improvements. Together with service definitions and value assignments, this information essentially provides Health First with a template on how to continue the process of developing its service catalog. To ensure effective knowledge transfer, Emtec also conducted workshops with managers and directors throughout the organization, and provided detailed workbooks on how to continue the process.

Emtec’s assessment helped Health First management recognize how large the scope of this project really is and the process needed to get where they want to be. Since then, people throughout the organization have become very interested in the process and are more receptive to helping. Jose Lanza, supervisor of support and operations for Health First’s IT department, continues to count on Emtec for help in developing the service catalog, and Health First would ultimately like to use the catalog to create a self-service Web portal where employees can access a menu of available services and make service requests.

“We’re still at the beginning stages, but we can now see where we’re headed,” said Lanza. “We still have work to do — Rome wasn’t built in a day — but we are making significant progress.”