

**Quality and Productivity Commission
31st Annual Productivity and Quality Awards Program
"Celebrating Quality Service"**

2017 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: ENTERPRISE HELP DESK FOR DHS IMPLEMENTATION

DATE OF IMPLEMENTATION/ADOPTION: 08/2015
(Must have been implemented at least one year - on or before July 1, 2016)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No



EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Department of Health Services collapsed its six IT Help Desks and implemented an
2 Enterprise Help Desk for all DHS facilities that operates 24/7/365. Under the direction of the
3 LAC+USC Chief Information Officer, using a collaborative, partnership approach, the
4 management team converted the LAC+USC Medical Center Help Desk into a DHS Enterprise-
5 wide Help Desk supporting 33,000 customers. This approach ensures consistent/uniform
6 ticketing and monitors help desk functions across the DHS Enterprise. The project streamlines
7 tiered IT dispatched support from a consolidated centrally managed service environment. The
8 DHS Enterprise Help Desk provides a customer focused, single point of contact for Information
9 Technology Services and ensures high availability access to all DHS IS systems. The EHD
10 management team focuses on the dispatch process of service requests to ensure full utilization
11 of technical resources. They perform customer follow-up to verify final resolution and determine
12 satisfaction levels and communicate with appropriate technical personnel for customer problems
13 that need to be escalated and are of a critical nature. The EHD provides reports, metrics and
14 dashboards to Executives on the status of service requests for their respective facilities.
15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS DHS Information Systems LAC+USC		TELEPHONE NUMBER 323 - 409-6866
PROGRAM MANAGER'S NAME Oscar Autelli		TELEPHONE NUMBER 323-409-6866 EMAIL Oautelli@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Gerardo Pinedo 	DATE 6/28/2017	TELEPHONE NUMBER 213-240-8104 EMAIL gpinedo@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Mitchell H. Katz M.D. 	DATE 6/28/2017	TELEPHONE NUMBER 213-240-8101 EMAIL mkatz@dhs.lacounty.gov

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

Challenges(s): Every DHS Facility acted independently with different support workflow for reporting network and infrastructure issues. This support model increases the response time should issues arise for network and infrastructure resources that are shared between DHS facilities. Often, valuable time is spent on locating the correct system owner when these issues arise. Most DHS facilities are restricted to only checking and resolving issues during regular business hours. If an issue arises in the network/infrastructure afterhours or over the weekend there is a potential impact to patient care the following business day. The silo-ed approach to system notification and monitoring also leads to delays in resolution due to inconsistent support workflow, and this can lead to communication breakdown between facilities. Often incidents, workarounds, and resolutions are not communicated between DHS facilities. The lack of communication between facilities also limited the ability to gather metrics across the entire network.

Solution: Enterprise Help Desk implemented an operations center that is monitored 24/7 from a tiered support mechanism. The support personnel monitors and manages alerts from the DHS network and infrastructure and assigns routine tasks to IT analysts across the enterprise. They also notify and alert technical teams when system outages occur.

Benefits: The Enterprise Help Desk team provides 24/7 monitoring of all network infrastructure to ensure they are up and running smoothly, and with no interruptions. If there is a problem, they can instantly detect the issue and reach out to the correct team to have the issue resolved. This proactive approach allows IT Operations to resolve issues prior to user impact 24/7. If a mission critical system fails, system owners will be notified afterhours and issues can be resolved prior to the next business day to reduce impact to patient care. The Enterprise Help Desk operations center provides the state of the art monitoring tools. This provides the Enterprise Help Desk operations team the ability to monitor all critical systems at a glance and leads to faster detection of enterprise issues. With the centralized monitoring approach, we can standardize the support workflow with a single point of contact. This allows for faster reporting of issues and disseminating workarounds and fixes. The team is also able to standardize emergency broadcasts with the Everbridge mass notification system. The system can send notifications across multiple platforms and can initiate bridge calls to assist with communication between technical staff. This provides the Enterprise Help Desk operations team the ability to notify administrators of issues and provides status updates to all DHS facilities with a standard notification process. This ensures proper communication between all DHS facilities and leads to faster discovery and resolution of network and infrastructure issues. With the ability to monitor mission critical resources across DHS facilities, the Enterprise Help Desk team can provide metrics and reports for network and infrastructure related issues to help identify trends and reduce downtime with proactive monitoring.

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Challenges(s): DHS had six different IT service desks at different locations, with a variety of tools used, and inconsistent support levels. DHS had disparate ticket workflows for supporting clinical systems and the structure was not focused on the business need. The difficulty in training and maintaining skill sets for multiple systems was challenging for individual help desks. Moreover, DHS clinical staff rotating to different DHS locations found it difficult to know which help desk to contact for an issue, resulting in delay, frustration, and loss of productivity. There was difficulty in acquiring detailed reporting to allow IT Management to track improvements and generate quantifiable metrics.

Solution: A streamlined tiered IT support from a consolidated centrally managed service environment with a shared services model. Creating economies of scale and enhancing efficiency through standardizing processes and workflows throughout the enterprise.

Benefits: Implementing one ticket workflow where a ticket can be documented multiple times by different IT groups and followed along its lifecycle prevents confusion and delays and holds technical teams accountable. Increased quality of service by consolidating teams and processes was one way to save costs while delivering improved services to our users. The time to resolve issues is a key performance indicator for the IT help desk. Improvements in quality of service came through increased team efficiency having a better knowledge base to resolve problems on the first call, and having the information to allocate efforts efficiently. Having the foundation for integrated incident, problem, and change management provided by a consolidated service desk was key to increasing quality of service. The EHD serves as the first level of support for technical assistance related to computer systems, software, and hardware issues from any DHS location. Improved team management to quantify reporting, defend staffing levels, and justify additional staffing requests for the EHD. Improved reporting allows visibility for customers to be informed of their service requests and provides the ability to proactively inform users about known issues and expected resolution times. Enhanced reporting also provides visibility into changes that might impact service levels and reduce average time for root cause analysis from hours to minutes.

Challenges(s): A critical part of managing calls is getting them to the right place, quickly and seamlessly. Call managing and smart routing to experienced agents to handle 33,000 users was essential to provide effective and efficient customer service.

Solution: Deployment of Cisco Unified Communications Manager application along with supportive software such as Cisco Finesse Desktop client and Cisco Unified Intelligence Center Database for call handling and reporting.

Benefits: Metrics on call center key performance indicators (KPIs), data center analytics, and customer relations management (CRM). Having a call center software allows the Enterprise Help Desk to focus on primary functions such as incident control, life cycle management of all service requests, and communicating with the customer. Additionally, managing calls through one single point of contact provides opportunity for performance measures and metrics to be quantified in an intangible service based organization.

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Challenge(s):

Having multiple clinical systems in six different hospitals and running a fragmented and obsolete version of the clinical software at each facility. Data from DHS' health record system operating in the six primary facilities was difficult to share with each other and couldn't be shared with other providers; each facility was running their own instance of the health record system. Each facility also contacted six different help desks for IT support.

Solution:

The answer was to launch an enterprise, standardized and fully integrated electronic healthcare system. The new system would improve patient safety concerns, patient care quality and patient satisfaction. The new system would also make DHS more competitive in the healthcare industry. The implementation of the new EHR initiated the need to establish an Enterprise Help Desk so that all EHR users would have one single point of contact. The Enterprise Help Desk provides technical support and guidance by administering telephone password resets, system access and troubleshooting hardware and software issues. One Electronic Healthcare system and one centralized Enterprise Help Desk.

Benefits:

Implementing a modern day EHR presented the opportunity to consolidate freestanding systems such as Wellsoft, a software suite used in the Department of Emergency Medicine for patient tracking, clinical documentation, discharge planning and results reporting. Clinical Care Information Systems, or CCIS was also used as a freestanding ICU Medical Management application that was absorbed by the EHR. Many other applications like ORSOS, used for Surgical Solutions and Operating Room Management as well Centricity used for Perinatal care in the Labor and Delivery department were phased out by the new EHR.

With one primary EHR and a contractual service level agreement from the vendor, an interface between the DHS ticketing system and the EHR vendor's ticketing system was developed. The interface enables users to receive real-time updates and ticket status changes by email from the two dynamically linked systems.

The implementation of the Enterprise Help Desk was essential to providing a centralized single point of contact for IT support with modern technology tools to stay current with a modern day EHR.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The DHS Enterprise Help Desk Project aligns with the County’s Strategic Plan Goal III. Realize Tomorrow’s Government Today

Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on public service and advancing the common good.

The implementation of this project promoted and advocated for team building, innovation and collaboration. It effectively improved departmental Information Technology programs that align with our County Vision, Mission and Shared Values:

- Responsiveness
- Accountability
- Commitment
- Compassion
- Professionalism
- Integrity
- A Can-Do Attitude
- Respect for Diversity

The implementation also led to service delivery systems being efficient, effective and available for our clinicians. The workflow improvements that were created enhanced the customer experience and improved service quality. This project aligns with our goals and mission by providing responsive, efficient and high quality services to our customers. Effective customer service is essential for success in our IT organization as it improves the delivery of patient care. Our customers depend on us to effectively communicate with them, meet their needs and resolve their concerns in a timely manner. It further aligns with our key drivers in providing our customers with access to systems and data by way of receiving Information Technology services from a single point of contact. The implementation of this project has evolved the IT organization into a customer service entity where collaboration with the clinical community has become a partnership in accomplishing strategic County goals as we improve patient safety and the quality and efficiency of patient care.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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