The Computerworld Honors Program

Honoring those who use Information Technology to benefit society

Final Copy of Case Study

LOCATION:
Burlington, MA, US

ORGANIZATION:
Wellcome Trust

YEAR:
2011

ORGANIZATION URL:
http://www.wellcome.ac.uk/

STATUS:
Laureate

PROJECT NAME:
"Big Bang" IT Service Implementation Creates More Research Funding

CATEGORY:
Health

PROJECT OVERVIEW

The Wellcome Trust is a global charitable foundation dedicated to achieving extraordinary improvements in human and animal health. It supports the brightest minds in biomedical research and the medical humanities. The Trust's breadth of support includes public engagement, education and the application of research to improve health. It is independent of both political and commercial interests. 18 months ago its IT team implemented a best practice program to align its practices with ITIL v3 processes to improve service delivery and save money that could be re-invested into its primary medical research activities. As a result savings are re-budgeted to core activities, which historically have sequenced one-third of the human genome and developed treatments for global diseases including malaria. The IT team started from scratch and had to maintain its existing service-levels and commitments, including support for the ongoing development of 60 important IT projects. The team ensured that the program aligned with organisational strategic goals and showed clear results at all stages of delivery. The program involved a successful "big bang" implementation of: • An IT organisational review, re-structure and change program • An ITIL-based IT service delivery framework • An IT service management SaaS application from Service-now.com • A cultural shift to break down historical silos between the Trust's IT department and its customers The Wellcome Trust selected Service-now.com as its IT service management tool, to replace a legacy client / server application. Service-now.com is a modern SaaS application that was built on web technologies, is consumed and administered through a web browser, and is auto upgradeable. It is the IT service management equivalent of Salesforce.com for CRM or Google Apps for worker productivity. This modern SaaS solution was instrumental in the success of the service delivery and change project, providing the IT team with an extremely flexible tool that accommodated the Trust's specific process requirements. The tool allowed the organisation to aggressively implement and adopt several new ITIL processes in less than three months while helping to reduce or eliminate traditional costs inherent to IT service management tool implementations. Several benefits were achieved through

the successful introduction of: • Change Advisory Boards (CAB) inclusive of internal IT and external supplier stakeholders, to proactively manage and communicate IT changes. • Configuration management database (CMDB) to provide visibility and a better understanding of the Enterprise Architecture, allowing the impact of change to be properly assessed and mitigated. • Customer-facing and business-integrated IT Account Managers, geographically located within the business to act as "single points of contact" for all customer service, development and incident communication activities. • A Continuous Improvement Team (CIT) to identify opportunities to further enhance and improve the IT service provided to customers. • A centralised contract library holding all IT supplier agreements, terms and conditions, service level agreements and performance measures.

SOCIETAL BENEFITS

Realised IT cost savings have allowed The Wellcome Trust to fund more biomedical research. Savings include: • £603k (14%) reduction in IT operational costs • 24% on software support and maintenance • 16% on mobile device ownership • 17% on IT Service Delivery TCO • FAST silver accreditation.

PROJECT BENEFIT EXAMPLE

As a core pillar of the Wellcome Trust's IT Strategy 2009-2011 and customer service proposition (which directly supports the Trust's biomedical research mission and operating plan), the project has successfully delivered tangible cost savings in excess of £600k (as part of overall savings of £1m+), whilst also realising significant improvements in operational effectiveness, efficiency and customer service. Given the Trust's mission and strategic aims, these financial benefits have been used to directly fund and support more of the Trust's global bio-medical research programmes, research scientists and assistants. This has helped continue, progress and deliver improvements in human and animal health in such areas as genome research, cancer, obesity and malaria as well as being able to invest in and support some of the brightest and most extraordinary research scientists in the world. Directly within the Trust's own operation, the successful delivery and implementation of the Customer Service and IT Transformation programme have seen critical system service availability measures increase to 99.97% allowing the Trust's staff to focus on its core grant giving and research aims -- and not on IT Service desk effectiveness, which has also been enhanced to manage c1,000 incident and service request calls per month (with 3 FTE), of which c65% are successfully resolved and closed on the same day. In further exploiting the success of the programme, mandated plans in FY10/11 will see the extended deployment of the Trust's Service-now.com solution to its Grant Management help desk to allow the team to spend more time supporting grant applicants and researchers. In addition possibilities exist (bandwidth permitting) of further deployments across some of the Trust's major overseas research programmes in locations such as Africa, India, South Africa, Thailand and Vietnam, again allowing more operational cost to be diverted to medical research as opposed to operating cost. The successful change programme has received external recognition in esteemed publications such as Computer Weekly and The Financial Times, for the positive difference and benefits it has realised through its ambitious, but successful, IT Service Management programme. In relation to these please find attached in Appendix 2 and 3 examples of the: • FY09/10 IT Performance Dashboard • Financial Times article of 27/10/2010 Finally, in an organisation such as The Wellcome Trust, value for money and cost effective IT is paramount as literally every £1 of IT cost that is saved can be actively redistributed towards contributing to the next major medical research breakthrough.

IS THIS PROJECT AN INNOVATION, BEST

PRACTICE? Yes

ADDITIONAL PROJECT INFORMATION

The project cost £226,000, and a total return on this investment was realised in less than nine months. Audited by Deloitte, the project received a clean bill of health with several endorsements for its aggressive size and scope, the quick turnaround, and its bold "big bang" implementation approach. In addition to the financial benefits detailed previously, key benefits realised since January 2009 have included: • Maximised impact from the change management process supporting a forward-looking change calendar, impact analysis, and better informed stakeholder communications. • A true enterprise CMDB including dynamic SLAs and IT service views. • A populated CMDB with accurate configuration item data and relationships. • Enabled real-time and reflective measurement and analysis through clearer understanding of shared service trends for configuration items and service calls. • The ability to measure, share and analyse service trends both internally and externally. The Service-now.com service request catalog provides a single human interface to any ITIL discipline. Trust customers now receive the IT services they need faster and easier while the IT request fulfillment team has the necessary approvals, information and process to get the job done. Moved along efficiently by its workflow engine, the Trust's request information flows smoothly from a simple request to a potentially complex fulfillment workflow. Underpinning these processes, the solution's integrated CMDB provides a single point of visibility for the Trust's IT team to track the relationships of services to underpinning IT assets and CIs. This is the single system of reference for all IT processes and external support partners Additional IT service delivery and cultural benefits have also been realised in: • Closer business alignment to the Trust's IT customers through the introduction of IT Account Managers located within the Business. • Introducing IT process owners accountable for the maximum delivery and adoption of change management, problem management, incident management, continuous improvement, configuration item management, knowledge management, service catalogue, and supplier performance management. • Enhanced supplier performance management through better and more visible supplier SLA performance data, call volumes and call statistics. • Enhanced information sharing through the use of a common web-based IT Service platform which is open to and used by the Trust's IT Staff and its IT service partners (a single version of the truth).