

CASE STUDY: HEALTHCARE PAYER

PLANNING FOR THE TRANSITION TO HOSTED IT INFRASTRUCTURE

A Healthcare Payer with over 1.5 million members providing health, life, vision, dental and long-term care coverage initiated its transition to outsourced information technology and services, wanting to minimize risks and maintain business continuity. Working with West Monroe Partners, the company developed the insight and plans it needed to keep stakeholders informed, bridge key process gaps, and manage its service level agreements effectively—all keys to a smooth transition.

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PREPARING TO OUTSOURCE IT SERVICES

The company is preparing to migrate its internal services and technologies to an outsourced model. To facilitate this transition, the organization wanted to develop a detailed plan for moving applications that would preserve business continuity and minimize risk. In addition, they wanted to plan for the IT service/asset management process changes involved in the transition from owning its infrastructure to utilizing a hosted provider model.

Goals for this project included:

- ◆ Mapping all production and disaster recovery infrastructure to IT applications, including all physical and virtual assets (servers, switches, databases, virtual machines, etc.)
- ◆ Identifying processes/procedures that would have to change in an outsourced model
- ◆ Adding relevant information to the configuration management database (CMDB) in order to track relationships between configuration items and IT applications
- ◆ Reducing the time required to resolve outages or upgrades

For assistance, the client turned to West Monroe Partners, which had performed several successful projects for the healthcare

company and demonstrated strong industry, infrastructure, and IT service/asset management experience

THOROUGH ANALYSIS, DETAILED PLANS

West Monroe Partners and the company's IT organization mapped data flow across the IT infrastructure based on extensive interviews with business groups, application experts, and system infrastructure engineers—enabling them to determine applications and teams impacted by the changes. West Monroe Partners also:

- ◆ Conducted workshops with more than 40 IT teams and project stakeholders to document existing IT processes and identify the people, process, and technology changes associated with moving to a third-party provider
- ◆ Identified process gaps and developed a detailed roadmap for addressing them
- ◆ Reviewed the company's service level agreements (SLAs) with the hosted provider and identified changes required to measure and manage them

FACILITATING A SMOOTH TRANSITION

By working with West Monroe Partners, the client was able to facilitate a smooth transition by:

- ◆ Identifying related assets and notifying the appropriate teams of changes or outages
- ◆ Improving business decision making capabilities by providing pertinent information related to managed services contracts, software licensing, and infrastructure capabilities
- ◆ Prioritizing areas for improvement and bridging the gap between its current state and desired future state
- ◆ Following a strategic roadmap, which incorporated ITIL best practices, during its move to a hosted IT infrastructure
- ◆ Remediate SLA gaps efficiently

West Monroe Partners is an international, full-service business and technology consulting firm focused on guiding organizations through projects that fundamentally transform their business. With the experience to create the most ambitious visions as well as the skills to implement the smallest details of our clients' most critical projects, West Monroe Partners is a proven provider of growth and efficiency to large enterprises, as well as more nimble middle-market organizations. Our more than 250 consulting professionals drive better business results by harnessing our collective experience across a range of industries, serving clients out of offices across the United States and Canada.