(1011) Imagine Austin | The Automation Cure: Revitalizing Healthcare -

Transcript:

(00:06) this is the inaugural uh presentation done by a healthc care provider we've actually had in the past presentations by Life Sciences we've had presentations by payers but this is actually the first time that we're going to have uh an an inaugural healthc care provider who's going to be presenting so it's uh it's very exciting for us as well and who we have on stage uh today uh we have Michelle Hansen who's from Fairview health and then we also have uh our Global director of healthcare uh Dr Yan

(00:37) Chow so uh I want to introduce those guys here's their information and I'm going to turn it over to them and then after this presentation there's going to be a little chat a little Q&A questions and also a fireside chat so thanks guys there we go all right can you all hear me correctly I'm a pretty loud person so all right all right so transforming health healthare with Ovation so thank you thank you st um I'm excited to be here and in person especially from a healthc care perspective I work remotely

(01:11) I live in it and so this is also fun to see all the faces um iners and share fairview's Enterprise digital transformation and the role of automation for approximately the next 20 minutes I will share information about our journey our citizen developer program why we chose to do a bathon and our Center of Excellence so a little bit about M Health Fairview it's a partnership of the University of Minnesota and Fairview Health Services we are a large academic health system in Minnesota and a portion of Wisconsin we have we are a wonderful

(01:52) organization that focuses on community and our patients when Co first began we stood up an entire entire Hospital focused on Co within weeks so our team rallied around making sure that our community and our patients were safe and we worked Round the Clock in order to do that our organization is on his journey to become digital to the core and transforming and enabling these set of activities adopt strategy and structure to capture opportunities and enable digital Tech we will focus on automation here today but I can tell you that we have um

(02:37) you call them pillars you call them work streams but we have everybody focused on each one of these areas in our organization today so let me tell you about our automation Journey we started our automation journey in 2020 coid Healthcare not a good mix right so we started our journey a little slowly but we had a lot of lessons learned in 2022 we launched our Center of Excellence centralized team that team has housed within it and we report to the chief digital officer this year we have stood up governance and we've had our first

(03:26) bathon as you can see our road map however we know that our road maps change even just from this morning and listening to some of the new technology that's available and so this is our current you know road map but I know it will change the other thing is you have to look for that magic magic happens in our world when we have the right Health System technology partner and system integrator all working together as a team automation anywhere is our technology partner idious Tech is our managed service partner we utilize strategic

(04:04) sourcing in Fairview Health Services which is a very unique proposition in the healthcare industry but that is what we've done in order to see the magic happen for us we don't have enough FTE or can be able to scale up and scale back quickly so as of right now and I know into the future it's going very well so we all know that there's many many steps that go into deploying automation you can see our high level steps outlined here one area that needs to be punctuated is testing testing testing testing um testing needs care

(04:48) and attention and as you'll see in our next use case why we put so much emphasis in uh testing I keep wanting to point it over there I'm going to point it I got to remember go back there so here's the use case example that is right for in every single organization supply chain purchase order acknowledgements we built an automation to create an accept purchase orders um the benefits were huge almost 1965 hours of annual capacity generated for our supply chain so that's labor hours given back to them not only that

(05:30) it was also the quality that was also implemented with this use case we had 12 different parttime people doing this process in the past where we were able to then take that one Automation and pull it together and be able to do that work for them in a standardized manner you heard me mention a little bit on the emphasis on testing well one learning in this use case was testing when we did our requirements Gathering our B our line of business only gave us the happy path are you guys familiar with the happy path if everything goes

(06:10) right this is how it will work well when we got to the testing piece not everything was going right and we had very engaged business partners what they said is hm what happens if this happens what happens when this airs out and we went you didn't you didn't say that when we gathered the requirements so we quickly pulled together the team gathered additional um requirements put together those additional use cases that were needed and then went back to testing not only that from a testing perspective we also do like I mentioned

(06:52) those use cases user acceptance testing but we also do many layers of acceptance sign off as well so that those users know that their responsibility in that use case going into production I value those lines of business really speaking up at that time to tell us hey what about this and so that we went into production with minimal issues going forward not only that we also pulled that information back into our testing processes and our requirements Gathering processes and we now ask is this just the happy path or do you have other

(07:31) scenarios that we should make sure we're Gathering to make sure that we can build your automation appropriately so our citizen developer program we had been on our automation Journey for a few years supporting it to a level that was pragmatic for us honestly the onboarding of automation outside of it was low if you remember me saying that we're housed inside of of it well it was seen as an IT asset or service rather than an Enterprise asset or service so we took a crowdsourcing approach let me talk a little bit about

(08:14) how we did that so our citizen developer program what we did is we took a small team of people three and we really emphasize these four pillars and building this out to be successful we really wanted to build the those processes those standards those repetitive um items that need to be completed in order to be successful to deliver a successful Automation and an ex and um a citizen developer that'll be successful as well we also built a learning um uh training sorry I'm G to pause there we also built training so we took four days

(08:55) where we train citizen developers each and every month so that they understand those processes and those standards so that when they go to deploy those automations they know the Fairview standards and security uh processes that need to be in place before they deploy to production we also implemented a research and optimization area as we all heard things change very quickly and so how do we build that in a team that we can also think about how do we bring in that new technology quickly evaluate it and know from our perspective it's

(09:32) secure our citizen developers can use it we can teach it and roll it into our training platform the other the other and not least important I would say the most important is our Citizen Community and support each month we host a user group where we talk about um those uh use cases what people have done we show them what what could be done for them it's an area for them to actually connect and talk talk about um the possibilities with automation all right so here is a typical path for our business to become

(10:12) citizen developers um I would like to highlight that we host or which I already did is that 4-day training to teach them about the tools and standards they must follow the other piece of that is that we do not actually give them access to the tool until that day of training because anybody can sign up to be a citizen developer in our organization we have them fill out a form we then do a quick intake with them to understand do they know those key concepts of becoming a citizen developer if we believe that they will be fruitful in becoming a

(10:48) citizen developer we move them on if we feel that they have some low skills but really want to get started we start them with power automate I know I maybe shouldn't say that but it's an easier tool for them to get used to and accustomed to to start and once they build that competence then we move them into um automation anywhere or another tool but it gives them the confidence and also not that we're just turning them away we're giving them an option where they can be that enthusiastic and still want to learn and be a contributor

(11:22) to the organization and our automation program the other piece that I will not underestimate is coaching and testing so we talked about testing the other piece is coaching and mentoring my team does a lot of coaching and mentoring with our citizen developers once they get their once they go through class the goal is that they put their their Automation in production within two weeks so that means they get one inone time with a developer probably three to four times within that two weeks to help them get their automation to production if you

(11:59) you don't help them feel successful they will stop they will stop developing they will stop thinking of those new opportunities what we have learned is that you really need to help coach and guide them all the way through that process in order for them to reap the benefits and feel successful so you may ask yourself why do a bathon why was the citizen developer program not enough we were having success with our citizen developer program we were having people come to us and say Hey I want to do this um but there were some people

(12:42) that we were training that were just maybe not the right fit and there was also uh a mechanism that we needed to build going back to that community and building that peer Network that we needed to focus on and so that is why we did the Bon we really needed to connect those citizen developers to each other the other thing is we wanted to make sure that we were also showing automation can be fun so how can we make a game out of it how can we put together a strategy that brings people together to learn together to build relationships

(13:21) and then also to have fun and that was our answer aaton so we had three teams participating in our Bon here is the makeup of the teams we had one Mentor which is a developer from our Center of Excellence team we had three citizen developers that had already put something in production and then I'm lucky enough to manage the summer college interns so then I threw my summer college interns into the mix and then they were the ones that really participated and asked the why why is why are we doing it this way

(14:01) why why is automation so cool so they were the ones that were really asking the questions as we were going through this process um we also tried to like I mentioned try to make it fun we also had three executive judges that came in at the last last day for the last hour where these teams presented their opportunities um to these Executives and they were the ones that chose the winner each team brainstormed opportunities and uh they all selected one to implement one has already implemented their Automation and production and the

(14:40) other two will be going in in the next few weeks so bathon successes what did we get out of it did we reach our goal yeah we had 15 new opportunities that came out of those few days that we spent together that equaled over 8,000 hours of Labor if we were to implement all of them we also um were able to work across 13 different departments which brought 13 different unique ideas and opportunities together and for people to work together that had not worked together in the past one of the things that we didn't

(15:23) expect out of the bathon well maybe we did but we wanted to see if it would happen was they had a ton of fun just being with all of you here meeting personto person they met person to person they interacted since Co we haven't done that a lot so they got energized they were able to really connect with one another they have built peer relationships with one another so now they go and ask each other questions rather than coming to this uh Center of Excellence team they go to them first and if they have questions they still

(15:59) come back to us but that is really what we wanted to do we wanted to build that community support and that peer Network for them to really think about how do we implement this together as a team and ask those questions and really be able to put together that peer Network so what have been some of our overall automation successes well we have over 100,000 hours of labor given back to our organization we've implemented in six lines of business we have over 80 citizen developers in our organization 80 they you know as you talk about

(16:42) evangelizing automation I have 80 people out there talking about automation with their Leaders with their managers saying can I do this that's very powerful that's where crowdsourcing comes in that's how we leverage the momentum of autom one of the success stories I'd like to highlight is around our Co vaccination verification working in a healthcare organization when Co first started it was mandated that if you wanted to work in our healthc Care Facility you needed to have your Co vaccination that immediately took many

(17:18) of our nurses out of giving care to actually look up and see who had been vaccinated and who hadn't that is an extremely manual process to keep track of 40,000 employees to be able to know who had been vaccinated and who hadn't now that six is low but we counted six within three weeks I see Vince over there I know he helped us we were able to build an automation that went out and looked up every single employees um coid vaccination and brought it back into our organization so that we can work more effectively

(17:59) not only that when nursing staff was scarce we were able to return those six FTE back into the workforce we ran that for you know it only ran for I think maybe six months but it was well worth the effort of our three weeks of getting that into production and then managing it so learnings on our journey one standards making sure that you have standards but not only that making sure that your line of business has standards that they're working on and through every day it's like a checklist it's like a Playbook when we

(18:41) go start to work with our lines of business the first question that we now ask them is do you have a documented standard operating procedure I know you guys know the answer it's no so then we have now partnered with our operational excellence team so that's kind of our lean team within fair viiew is that we say okay let us hand you off to this group of people so that you can get that documented but as you're documenting also think of the optimizations you want to do because I know there's probably

(19:14) three or four at minimal ways that you're currently doing the process now land on that process and then we want to be come back to you in about six weeks and have another conversation the other thing is fail my leadership gave us permission to fail fail fast and then iterate it's not fail fast and leave it it's fa fail fast and iterate on it so how do you make it better how do you make it better fast I think we're on our about our 10th iteration of our citizen developer program we started with six days of

(20:00) training we've went down to five days of training we're now at four days of training and you know my leaders are already like Michelle can you get that to three because you're taking people out I'm like yes we will try to do our best the other thing is if you're failing fast also on those use cases we've had many opportunities that have been brought to us that we've spent way too much time on when honestly um Healthcare at least Fairview it's very relationship based you want to please that line of business

(20:35) you want to please your peer right you go back to your developers and go oh what if we just write this python script for this tiny little piece and I bet we can string it all together and then we know it'll work is that the right thing to do nope fail tell them no it's okay but how can we iterate on it engagement I think I just told you about the power of the citizen developers engage the Frontline employees you really need to be able to go from that top down to bottom up if you get their engagement and they

(21:13) understand what automation can do that's very powerful those are those people that are in those use cases each and every day if they're able to think about their daily work either as a citizen developer or a larger automation that the Coe would run they at least know what to look for because we're still in that state when we are engaging with new lines of business our next line of business is nursing very excited next year but if you can think about how do you start to build that from those Frontline

(21:46) employees that they can look into their daily work and be able to say o I got one help me do this pretty powerful so what's next one we got to know our data I'm not sure how all of you are doing it but if you have any insights into how you're publishing your metrics and putting some dashboards together boy I think we're on our fifth iteration not that it's bad we kind of good with the good better best model at Fair viiew it's good but we want to be great so how do we become great that's where where we

(22:26) need to go J AI how do we get that put into into place here at Fairview again AI Health Care privacy all of that we're going through that right now total cost of ownership really understanding the total cost of ownership my team should not cost the organization anything in fact we're designing models that if we start to be able to give back to those lines of business what are they giving back to me and my team so that I can build bu it to support it so we're starting to put together those models now also just transformation how do we

(23:06) continue to transform think about it how do we continue to not just stay in the norb continually to move the dial our automation Center of Excellence one it's really about sharing knowledge being collaborative developing Automation in an effective and standard way I really really emphasize that with my team and then bringing people together to drive Innovation Improvement and collaboration that's really what we are there for each and every day and so to close for my presentation then we'll move on to the fireside chat

(23:51) is one don't underestimate that Frontline team member how do you bring your messaging out to those people to then start to cultivate ciitizen developers managing maybe your own B one bathon one day and then about creating that Community around automation thank you all right transition time thank you Michelle that was great um just a show of hands how many of you are in Health Care Systems where you have the free to fail oh where are you guys I think it's so important I've done Innovation for many years

(24:38) and just like am I okay no it was me I poud we found I was I was a Kaiser for 32 years and we found that the best way to in terms of change management to encourage people to innovate was to have the successful people teach the people who are learning that's the most effective by far and the fact that you your citizen developers through a formal training program I wonder if that helps them to really have pride in becoming ambassadors for for Coe what do you think oh absolutely I've got a little Echo up here so I'm not sure if I got

(25:11) two mics going or thanks that helps um yeah I definitely think so because not only that they are getting that handholding for for those four days they're not only understanding um you know really around the standards for automation they're understanding our security standards they're understanding our coding standards our naming conventions and so how can we help them be successful the other piece is it's not just the training we don't just train them and leave them we then also make sure that they get that first

(25:42) Automation in production and so we go through a rigorous uh code review before any of that goes into production and that's really you know a developer sitting side by side with them to ensure that they did learn everything and so I do think that that that is helpful do they do they receive any U sort of official recognition or is there pay tie to being a an ambassador I will say not yet but I I I do see that coming here in the future um you know it's kind of like that old term super user um yeah nobody

(26:14) likes that anymore um but it it's kind of tied to that super user um but we want to be able to really kind of say Ambassador developer you know really what that person's looking for is that technology kind of um assessment and making and and making sure that they know hey I'm not just in it just to be able to say oh I'm an ambassador they really want to be known as I'm a leader in the organization and I'm helping the organization move forward Yeah you mentioned that um a clinical is coming what's uh what do you think might

(26:50) happen there how would you approach that yeah I think it already is happening so epic is our electronic medical record um epic has quite a few things coming down the road already um but you know we are anxiously trying to break into you know automating with epic um I know there's a few hurdles we need to get through first in regards to what they will um really partner with us to do I'll see some Smiles in the in the audience um but it'll be first those few First cases will be really easy it'll be more of

(27:26) those kind of those Revenue um back office maybe a test result that we need to inform somebody on um and then I hope hopefully we'll get more and more um quick I would be um in order to get to production right you know it's interesting um a lot of the metrics are using our our sa which is the case for most of the healthcare organizations we deal with sometimes you get to actually hard savings you know but I think when we all think about Healthcare we think about triple aim quadruple aim think about quality of care we're thinking

(27:59) about access to care we're thinking about the patient experience do you think there's possibilities in those areas oh absolutely and we've already seen them it's just hard to qualify with metrics and how do you put that on a dashboard I think that's the one thing you know when we talk about know our data how do you know your data it's easy to track numbers it's easy to track you know that Roi from a labor perspective but when you start measuring quality how do you then do that followup to make

(28:27) sure that you did achieve those quality pieces that you set out to achieve it's not a oneandone it's a how do you set um how do you go back and set those markers to go back and check to make sure that you continually achieve that quality and a lot of the quality metrics actually are pretty traditional you know you think about heus or H caps it's one of these things where they measure like how many people got their mamogram and you know things like that whereas um the interesting thing about AI is that you

(28:56) can actually look at a lot of metrics even the metrics you didn't mention before to detect multi-dimensional pattern that might correlate with bettered outcomes I think that's really intriguing but it's very early yeah um it's interesting you know the the uh whole idea of justifying Automation and Healthcare and we've talked to a lot of folks how how do you go about you know having new use case how do you build a business case around it well I think you can just you know leverage what we heard this morning

(29:27) right is that there are going to the workforce is not increasing it's dwindling and so how do we really put forth an understanding and how we can become a leader in healthcare to be able to take some of those pieces off of the plates of the people who are providing the care to provide better care so that's the piece that I think we're focusing on which is actually a very easy sell we don't have enough nurses we don't have enough Physicians and so it is a very easy cell I think and Healthcare it's just leveraging which

(30:00) automations we should be doing in order to make the success that we need to to give back to those areas that really do need to provide that critical care to our patients in our community so what are some of the lessons you've learned I mean you mentioned a couple any other advice for people who want to build a Coe for instance well one is our Center of Excellence you know we talked about the the workforce well Fairview did not have a huge Workforce and we don't not have a large checkbook we decided to be able to

(30:33) partner and be able to bring in a managed service partner with us to be able to leverage and get momentum of somebody that had done it before that is huge being able to partner with them and then not only that also partner with automation anywhere who also has some huge successes to be able to say let's build some things and get some quick wins but then let's build some great big things things and show you on how we can do the great big workflows I think one thing is that you know with Healthcare is that you know we want to be able to

(31:06) and any any organization but you want to be able to see the wins quickly and so you got to find some of those things that have some really quick wins to show them this can be done and show them not only your implementation metrics but show them your support metrics as well ours are unbelievable I think we have less than 2% downtime now we done a lot we've done a lot with standards and processes and monitoring I will say there is one lesson learned I just thought of something we have a lot of spreadsheets

(31:40) at Fairview I don't know about all of you but we have a lot of spreadsheets that people just want to automate the heck out of right and so when we're automating those spreadsheets one thing is when they check in that spreadsheet for that automation to run against it has to to be accurate it has to be the same columns the same format and if they change a column if they change anything that automation breaks so when we find something like that Dr Chow that is a big lesson learned is that we need to put more training on our business

(32:18) because it is a partnership they thought as we automated we were going to take over that process and that we owned it no we owned automation you still own your process you still own the content so you need to be checking and validating that we will do our work on the technical side you do your work on the business side the other thing is that some of our lines of business did not like the word bot I don't know so we call them digital colleagues they are part of the team at our organization many of them have named

(32:57) them so I got a ticket one day and said Cody is broken I'm like who's Cody and why is he broken and they said oh no that's our Automation and I'm like oh okay and then I was quickly went to my team and said do you know they named their bot Cody and they and they said oh yeah because he's part of the team if he doesn't show up to work right he went down he failed then they call him hey Cody's didn't show up to work today so I was like okay that's unique but boy I'm not gonna be

(33:30) able to remember all these names right right so Cody breaks and then the manager of Cody needs therapy yeah okay um I want to mention uh we're coming to the close of a session so I want to mention a couple of things about geni which we've seen in the market very exciting things right now I know it's very early for Fairview for most of us but right now we're working with about uh I would say three or four academic centers to who want to be the pioneers and thought leaders to understand what are the limits for Gen what's the proper

(34:03) best practices things like that that actually is all still yet to be defined so it's very interesting we think about the use cases that we're seeing that people are doing are things like summarizing the record that's a great use case for Gen great use case because you're putting the data so there's no fabrication hallucination it comes back with the same data hopefully as long as you're not asking for citations okay so you're using the data and I've tried it ji is very good at prioritizing and

(34:33) summarizing so you can imagine a patient going to see a new Doctor Who's complicated you know patient's complicated and the doctor has 10 minutes right that's the perfect use case you look at it one page perfect summary that's one use case that's become very popular the second one is something like email triage which I think is actually very difficult uh email triage you know Physicians I think a study said they spend about 2 three hours a night after they tuck the kids into bed to work on the EHR to work on

(35:05) the messaging and that's burning everybody out as you can imagine so being able to look at an email and say okay this is important this I need to pay attention or this one just gets redirected to so and so department or whatever that's huge and people they love that uh the patient after visit summary we have a demo on that so feel free to reach out if you you want to see that it's pretty impressive it's on YouTube so um it's really interesting because now you can tailor the after visit summary to help patients comply

(35:34) and not be read admitted to the hospital by tailoring it to their language the C their their culture their education level their reading level is really pretty amazing what you can do with that so very exciting things coming that those are three out of probably hundreds of use cases that we could talk about but we are now at um a time when we do Q&A so if you guys have questions questions invite you to participate share your experience it would be wonderful remember this is our inaugural session for healthcare providers so

(36:05) let's make it a good one yes thank you thank you guys great presentation um suit Punjabi I also work in healthcare um one of the interesting challenges that we've run into as you know Healthcare operations is very seasonal like Health enrollment volume Spike up claims processing there's a spike in volume so we try to kick off the citizen developer program we got them interested initially and then as workloads just start spiking up the interest levels dropped and we were like two steps forward but 10 steps behind constantly

(36:40) we've now reached a point where we figured out it's easier to get the Coe to drive a lot of these initiatives rather than focusing on citizen developer program so in your experience have you run into that challenge and if so how have you handled it yeah um daily um but one of the things that we did is it we we want to ensure that we are picking the right people for the citizen developer program so that is one of the reasons why we implemented that intake session and be able to direct them to the right tool that fits them so not

(37:10) only fits them technically but fits with them in their job Duty that they have time for so that's one way I think the other way is that coaching and mentoring I'm very lucky to be able to scale a little bit with you know my partner and be able to say hey should we like poke this person or poke this person the other thing is um I also talk with those citizen developers that if you're not going to use your license I'm going to take it away now I it's very few cases that I've actually done that but it does

(37:44) spur them on so are you going to do this or are you not I think you know as I mentioned we also started an it so I have a lot of leadership um you know really present with us and so it has become some of their goals in their organizations within it that they have so many citizen developers so not only am I talking with that citizen developer I'm talking with their leader so I'll say Hey Joe says that he doesn't have time to automate anymore um I'm looking to take his license away are you okay

(38:21) with that or would you like to have a conversation with Joe so I do Leverage that as well the other um thing I want to mention is that and we found this to be true cross Industries is when you do your first couple of automations make sure there's a huge financial return or savings or something because that's your proof point you can you can wave that and that's so true in healthcare where you know people are not into long-term projects any where the return comes in a year they want to return in two months

(38:51) you know three months so anybody I think this one over there still yeah so along with your citizen developers I mean we're also in healthc care and when we build a lot of this um the business gets to depend on these automations so you have all these people that are all over the place in different areas how do you ensure that all your automations are running when they should how do you how do you monitor all those that's a great question you know one of the things that we've implemented is that we look at that process design

(39:27) and really want to understand what it is that they're automating so our team looks at every single process that that person would like that citizen developer person would like to implement and we do that really weighing of are they talk are they touching Phi are they touching credit card information are they touching personal you know personal information if any of those three things a citizen developer is touching that's an automatic no no you're not going to touch that data that needs to come inside the CEO Coe or maybe we shouldn't

(40:01) be doing that automation until we can really make sure that you know you have proven yourself to be safe and secure one of the things that we do in our organization is ensure that Safety and Security around our automations and we don't want to breach that and so that's one thing that we do I hope that answers the question so when they run they're to we do monitor them however when they're building their automations it's more for themselves and so what that we do is that we teach them from a change

(40:35) management perspective they then need to put in an incident to have my team look at it or if they can't fix it themselves we will work with them but it should not be that impactful of what they're building to the business and that's why maybe I didn't say that uh crisp enough before is that we need to make sure we're reviewing that before it goes into production if it's that that impactful it shouldn't live with the citizen developer it needs to live in the Coe or be monitored by the

(41:05) Coe uh from the automations that you have already in production does anyone of these automations has direct impact in the perception of the customers of the hospital in a benefit that they see they are having a better service that they are speeding up the way they are uh serve uh uh doing the pr registry do you have do you have examples on on automations that are impacting directly the the customers of the hospital yeah so our volunteer services team um was having a a very hard time in regards to getting their volunteers onboarded so

(41:40) here you have a person that's very excited to volunteer give their time to your organization and it took us five weeks to on board them you guys it took us five weeks and not only that it took someone to really start to you know follow up with them make sure that they felt BU as a valued member of our organization we built an automation end to end for that onboarding process that we are now able to re not only just take an FTE out of doing that work and doing that followup but also provide a better experience for that on that volunteer

(42:14) that is volunteering their time to our organization that's one example there's a there's a few others I could I could highlight as well and happy to talk to you later about what those are questions hi Regina wheeler from Boston Children's Hospital uh we have no Bots but we're in the process of building them so I love a lot of your ideas and what you've implemented we'll uh be thinking about that for sure I was wondering how you handle bot maintenance and managing expectations of business process owners when their

(42:59) Bots break yeah that's a hard one I think we had a couple bumps and bruises through that so one of the things that we really do is really talk about how it's a partnership this is now you are now engaging in a partnership and you talk a little bit about Cody we're going to make sure Cody shows up to work every day you need to make sure Cody then delivers every day and so those are some of those conversations that we've had with the business in order to do that that process do design document we make

(43:28) sure not only that the person that we're working with in that line of Business Signs off on that we also have their leadership team sign off to say yes we want to put this into production we also talk about what does that mean so that means that you are now managing that data to make sure that it's accurate you're validating that data that is not something that the automation team can do we can make sure that it runs but we can't make sure that that output is still the desired output that you're

(43:57) looking to get and we probably spend a good hour walking through that with them we also then talk we talk about standard operating procedures when we start the process well the other piece around a standard operating procedures we have them update so that if the bot does not run they know what to do it's not an emergency call to it to say fix this you have manual processes that you can go back to so do you know what those are are so we have those conversations before the automation goes into production and we also ask to see their

(44:33) updated standard operating procedure and that you know we ask that it's been trained we can't verify that to the rest of their team so that they know how to handle it when that automation does not run but the other thing is is we've had very low volume of automations not running I'll be honest with you we put monitoring in place we have our team we work extensively with it um one thing that you didn't see up here that I didn't talk to is that we also create um uh configuration items where

(45:03) we work in the cmdd of the service now so when we create a a configuration item we're able to identify we register that Automation and we know what applications are associated what automations and so if an automation goes down we are able to quickly look into that configuration item in our cmdb and service now and be able to identify what applications it touches and so that we could be able to see then I talk to my it Partners hey did salepoint have an issue today did sale Force have an issue today because

(45:35) most often it has not been our automations that have really caused the issue it's been a different system that may maybe offline or not working and then the other thing is sorry we also do a root cause analysis with them anytime that our automation goes down we give them an explanation and that builds confidence in us and them so that we can can bridge that um relationship so we always do a root cause analysis when we do have something that does not um get implemented on a timely manner hey Michelle how how often

(46:06) do you revisit the uh deliverables with the business units I mean you got to keep doing it because you got to keep asking like is it still working for you you know so that's funny that you asked that and I didn't even prompt you so we have an automation going into production that every six months it'll send a email to our business hey because we've implemented that configuration item we know how many incidents have been logged against that we know how many changes have been logged against that we will

(46:32) and we know how much uptime there's been we will now send we've created an automation with automation anywhere to be able to send them that email saying hey your automation has been has this many incidents these many changes and it has run and has saved you this much you know labor that something we can count um how's it going for you do you have any more automations that you'd like to talk to us about or it also is a good way to um you know healthare sometimes a little volatile and so if that person has left how do we

(47:04) make sure that we're also tracking with the right person in that team to make sure who's responsible of that automation so that's going in about a next month just again another touch point with the business so that they understand how their automation is working for them so we are at the top of the hour flew by really fast did I thought it was going to go so let's give Michelle a hand and uh and and we'll be around for a couple minutes thank you thank you

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