



“Making the change” Business improvement through CMMI on the London LSP

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2nd May 2008

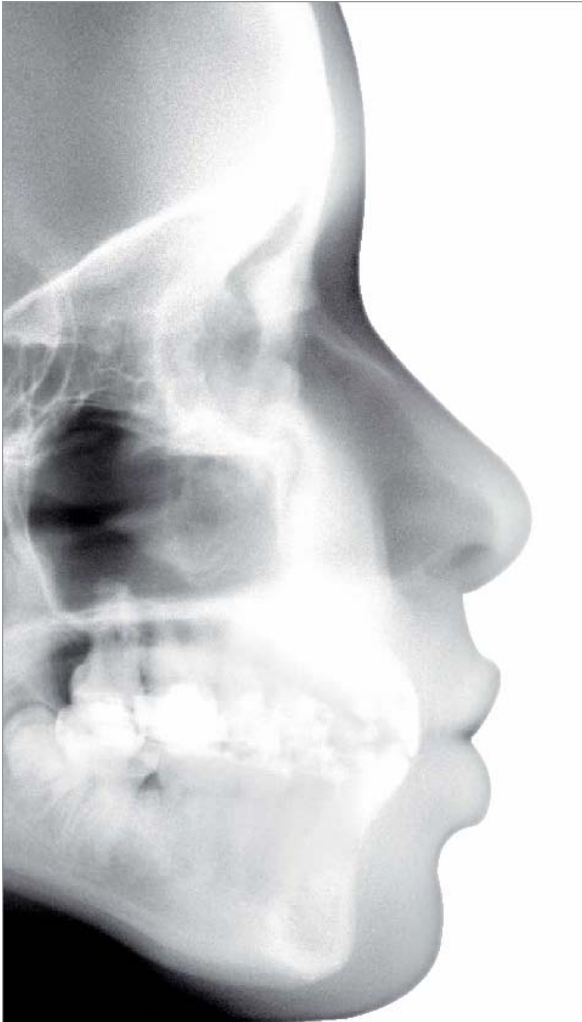


BT Health

Background to programme

- **The London LSP:**
 - BT is the Local Service Provider for London NHS
 - Responsible for delivering the NHS Care Records Service across the capital
 - Among the largest programmes in Europe
 - Primarily systems integration
 - Around 700 staff
 - Programme runs to 2014 (most development activity finishes in 2011)
 - Large number of projects over the life of the programme (100s!)
 - Large scale and high complexity

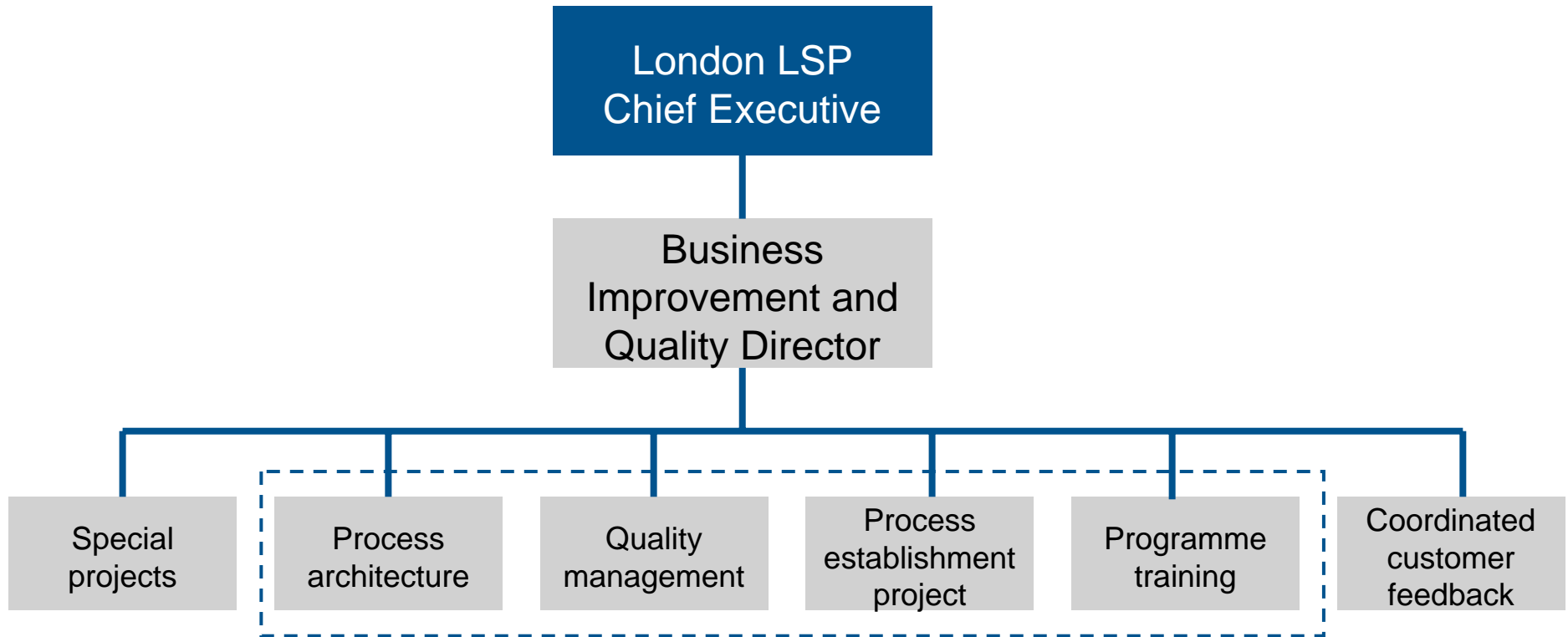
Progress of the programme



- **Deployments:**

- New IT systems have now been installed at 63 out of 74 Trusts.
- New IT systems delivered to 60% of Mental Health Trusts.
- New IT systems delivered to more than 60% of Community Health Trusts.
- Installed three Acute patient administration systems.
- Completed the roll-out of Picture Archiving and Communications System (PACS) in London.

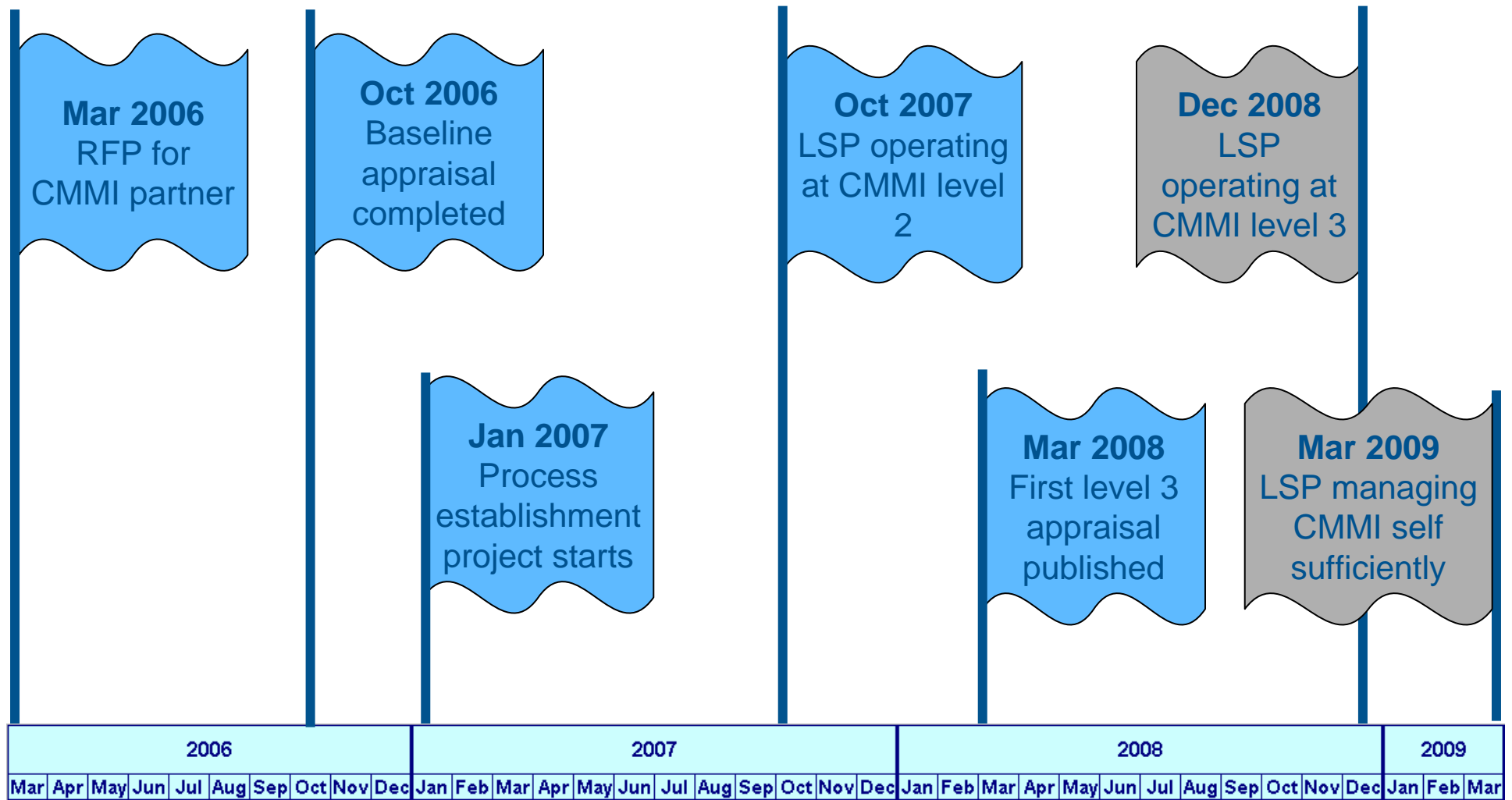
My role



Why is the London LSP doing CMMI?

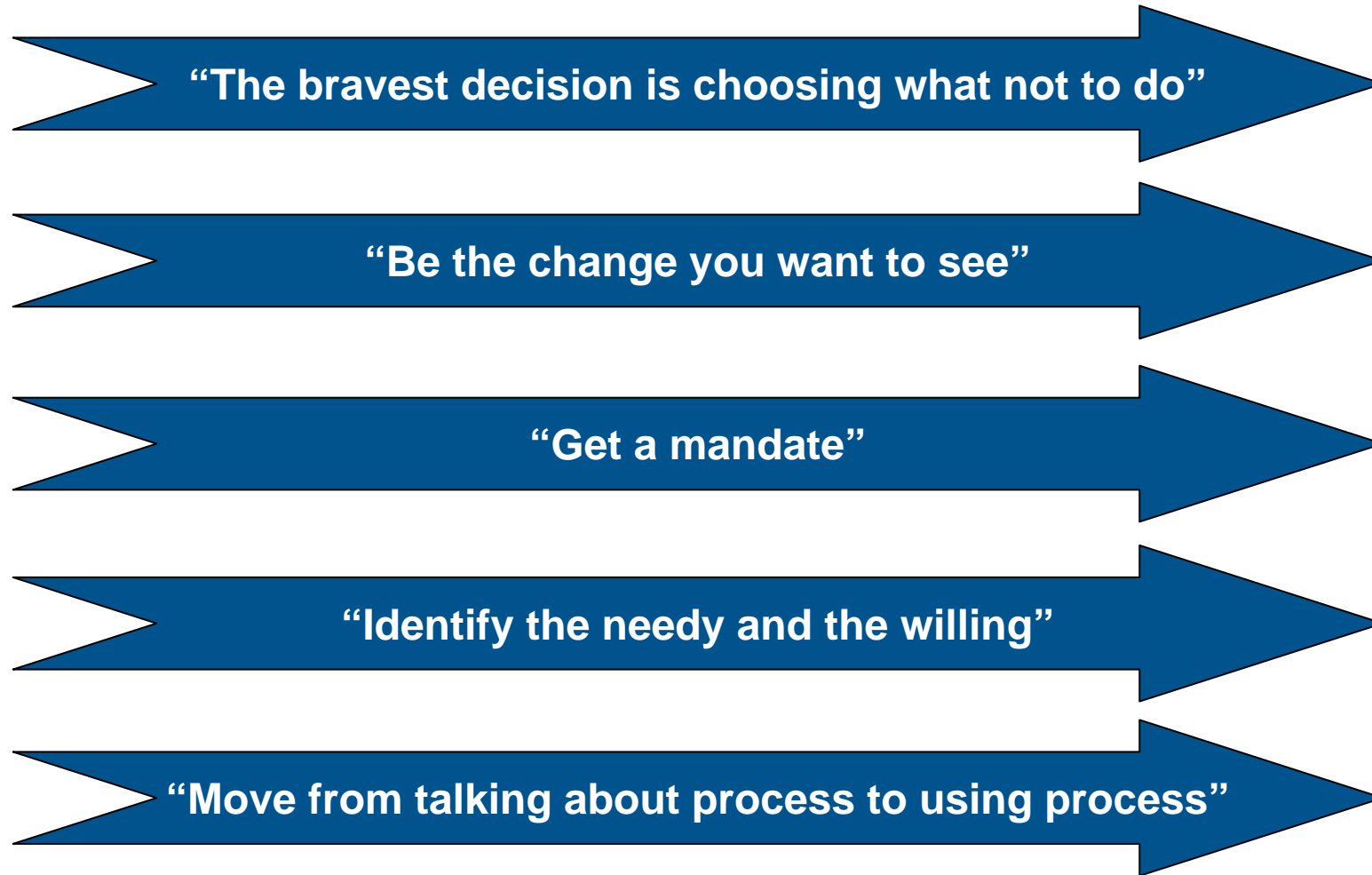
- **Four quantitative benefits:**
 - Increase predictability – *“on time and on budget”*
 - Reduce rework – *“right first time”*
 - Keep pace with competition – *“a badge”*
 - Increase customer satisfaction – measured by my CCF team
- **Other less tangible benefits:**
 - Expedite business improvement and ensure it isn't lost in delivery – *“change the wheel while the car is moving”*
 - Promote successful, industrialized culture based on process
 - Build a capability that can be used elsewhere in BT

Where is the London LSP with CMMI?



Making the change

Survive the early days



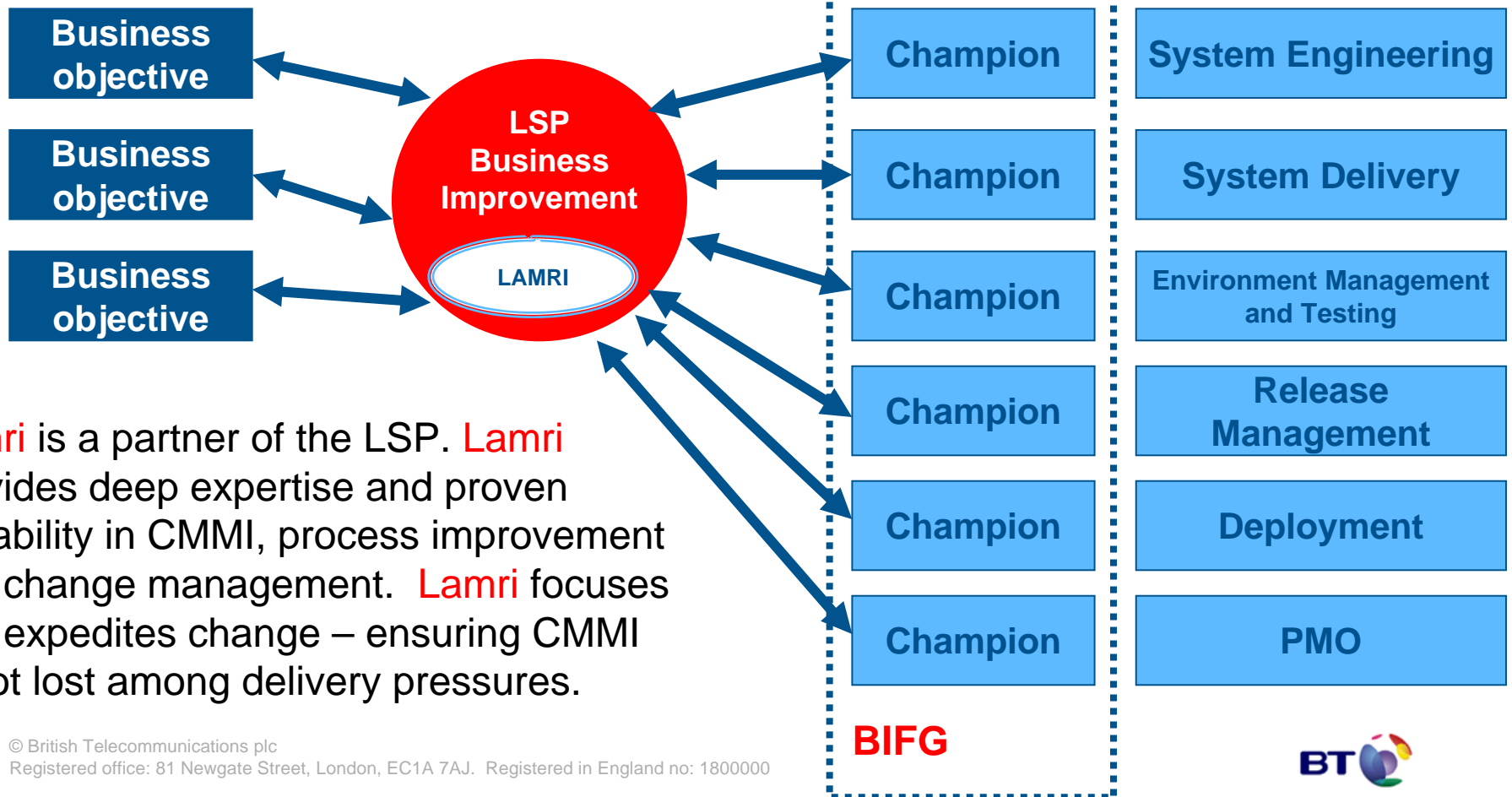
Making the change

Build an improvement model

The cost effective Business Improvement team is a **vital hub** in the programme, identifying improvement requirements and expediting the change needed

In each workstream, a **champion** who is close to day to day operations manages delivery of improvement solutions

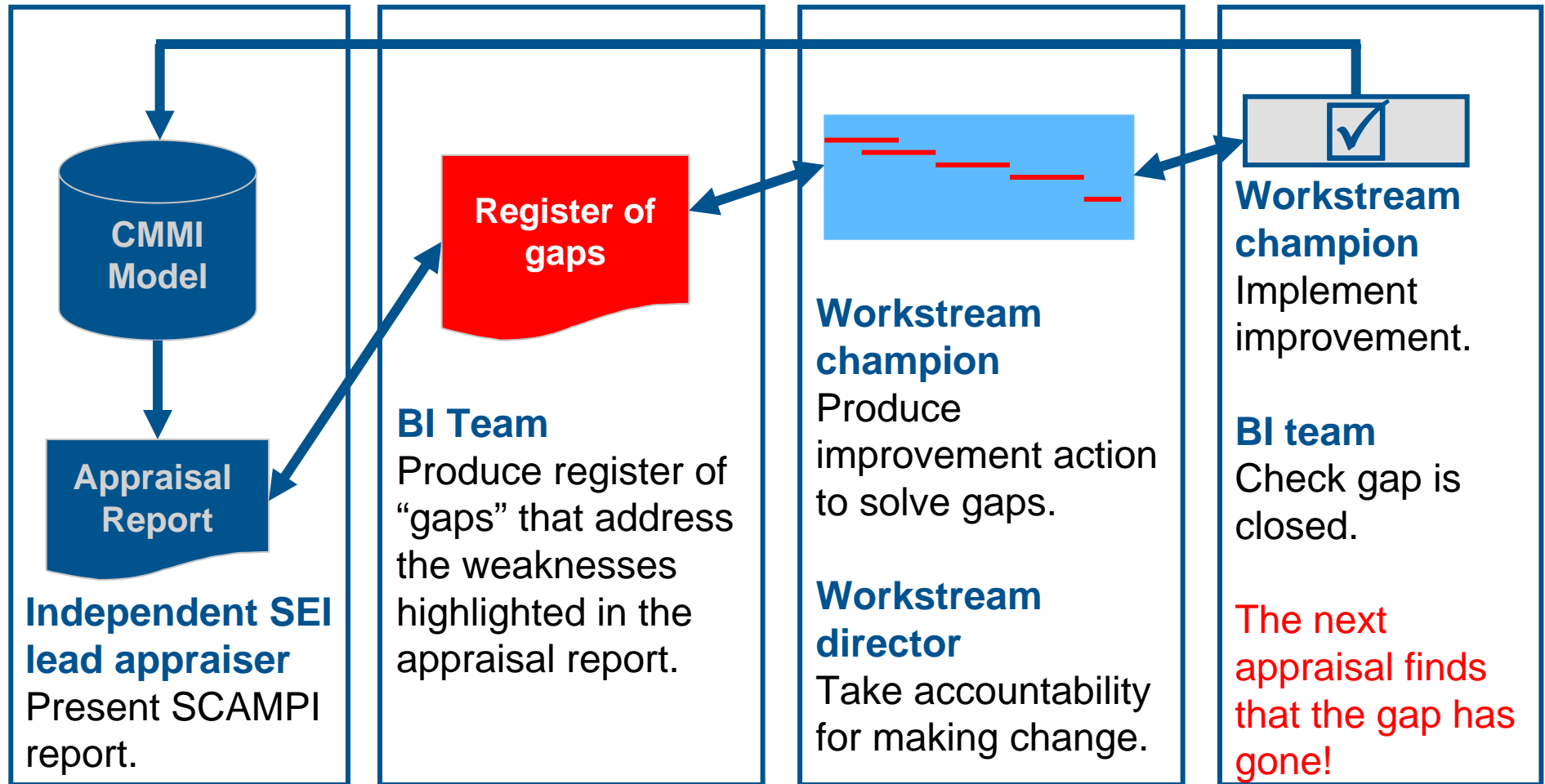
Champions support each other through the weekly Business Improvement Focus Group



Lamri is a partner of the LSP. **Lamri** provides deep expertise and proven capability in CMMI, process improvement and change management. **Lamri** focuses and expedites change – ensuring CMMI is not lost among delivery pressures.

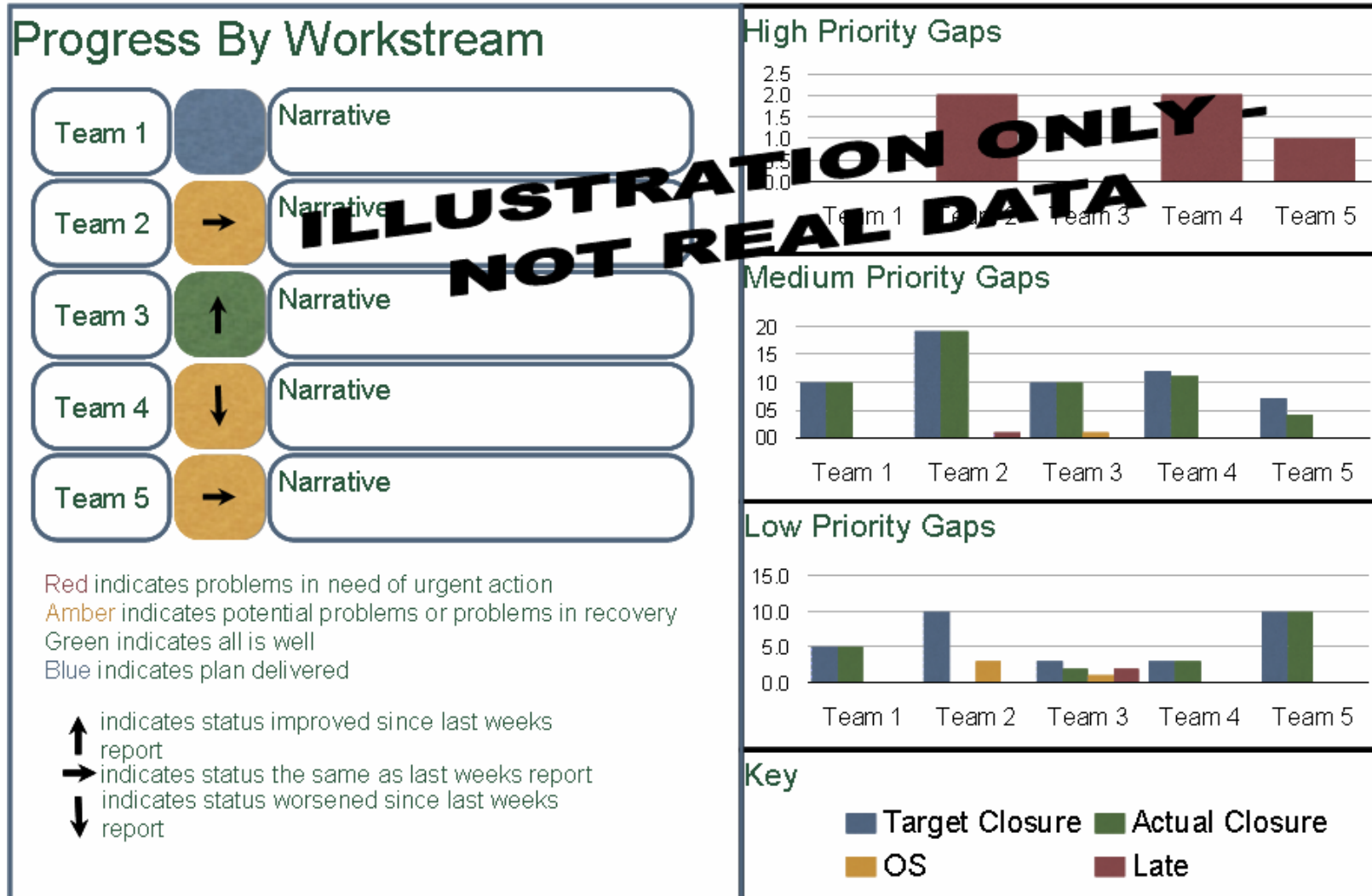
Making the change

Implement a process for improvement



Making the change

Manage improvement by fact



Making the change

Simplify and talk business language

I can see that things go better when we follow the process...so I do my day job then catch up on the process in the evening – it's hard work...but worth it

I know the **theory** about process is good, but it's tenth in my priority list of ten...we just don't have time for all that



Level 1



Level 2



Level 3
(well established)

You call it the process? I call that my job...

CMMI is a jargon filled space – we try to convey how progress will feel.

Making the change

Level 2 on a page

Benefits	Reduce rework, increase predictability, keep ahead of competition
Focus	Control commitments and baseline
How does it feel?	<ul style="list-style-type: none">▪ Meetings start on time and are managed▪ Less time wasted in repetitious discussions▪ People understand own and colleagues' roles▪ Less time spent reacting▪ Tasks and deliverables are finished off▪ Senior management has an objective view of progress at defined points – e.g. major milestones
What do people say	<ul style="list-style-type: none">▪ “I can focus on today’s task without worrying about the five things that should have been finished last week”▪ “Things are calmer round here”

Making the change

Integrate with programme management

- **Disciplined delivery approach**

- CMMI has been managed as a repeatable project: *“we’ve walked the talk”*
- Empowered and respected Lamri Improvement Leader

- **Top management commitment**

- Chief Executive and Chief Operating Officer review status of CMMI weekly
- Visible commitment from CEO and COO – e.g. fronting CMMI workshops
- Business Improvement Director ensures that CMMI has “voice at the top table”
- Healthy competition between directors

- **CMMI is an integral part of programme Management**

- Much more than a tick in the box

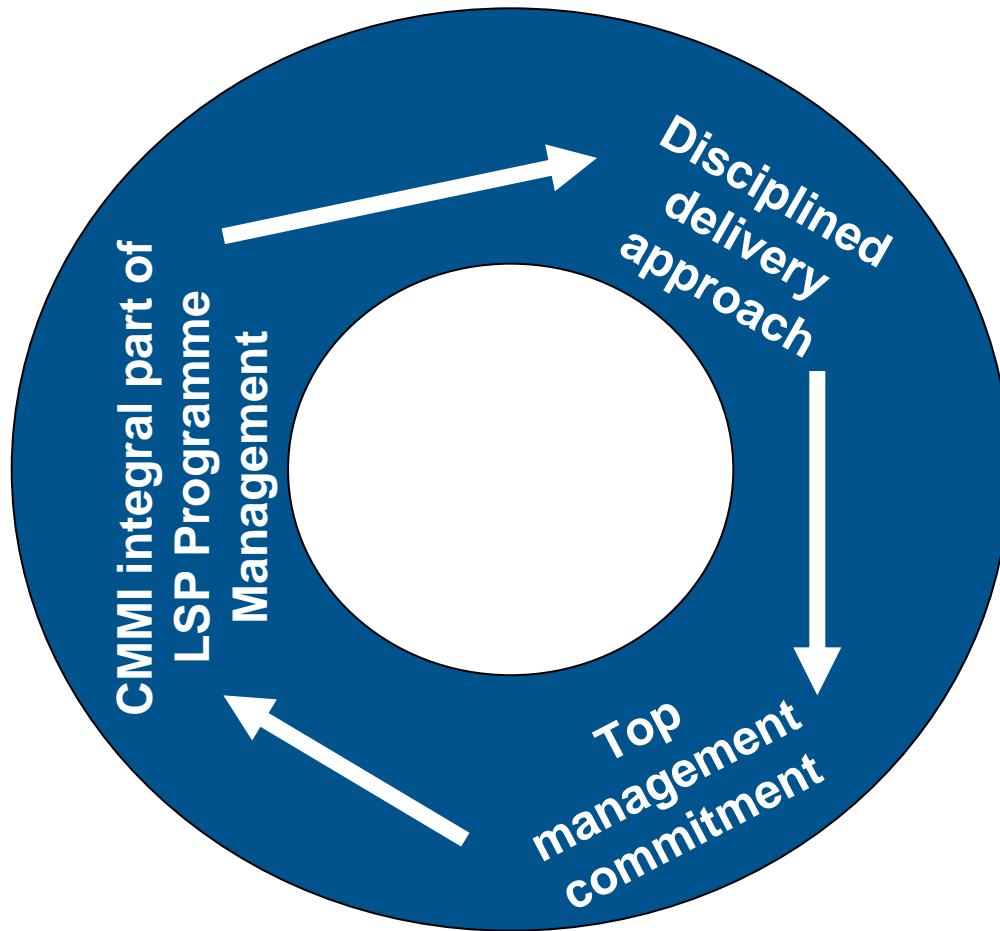
Making the change

Programme management training

- Client engagement
- Programme organisation and framework
- Planning and estimating
- Quality
- Risk, issue and opportunity management
- Change control
- Configuration management and document management
- Reporting and governance
- Commercial
- Business improvement through CMMI

Making the change

Create a virtuous circle



- Disciplined delivery approach gives top management confidence in CMMI initiative
- Top management commit: they own CMMI and it becomes part of programme management
- Top management commitment enables a disciplined delivery approach by providing a strong escalation route for the CMMI team – giving it “teeth”

Making the change

Use external support wisely and build self sufficiency

- Throughout 2008, LSP is working in partnership with Lamri to build a CMMI capability that the LSP can operate self-sufficiently in 2009 and beyond.
- Training is a key part of this.
 - 300+ LSP people have completed a one day programme management course that overviews our processes from a CMMI perspective.
 - 30+ LSP people have completed the official Software Engineering Institute Introduction to CMMI course.
 - 10+ LSP people have completed official SEI appraisal team training and will participate in registered appraisals.
- Overall 2008, 5+ LSP people will become SEI certified CMMI professionals.
- We will develop our own SEI-registered appraisal team leaders – who can conduct SEI-registered appraisals in 2009.

Appendix: CMMI poster emphasising the “why”

CMMI – does it affect you?

The campaign to gain external confirmation that the LSP programme operates at CMMI Level 2 is entering its final stages

Why are we doing CMMI?

- To improve predictability: on time and on budget
- To reduce rework: get it right first time
- To keep up with our competitors



We're nearly there! The final appraisal for CMMI level 2 starts on 16th October. For further information please see the LSP weekly news roundup.



Bringing it all together