ORACLE®

Human Capital Management for Healthcare

Optimally Sourcing and Harnessing the potential of your Healthcare Workforce to Improve Patient Care whilst Reducing Costs

Alain HUCTEAU

Principal Sales Consultant – HCM solutions for Healthcare

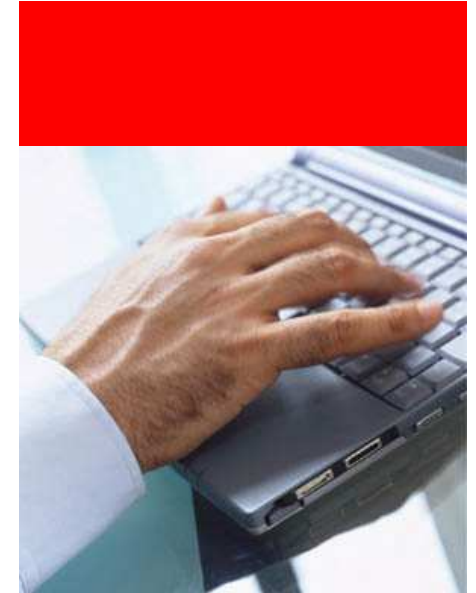Inspirations for eHealth in Slovakia
Bratislava, 25 September, 2008

Civic society Partnership for prosperity (PPP)
Slovak Doctors Association (SLS)

City Hotel Bratislava,
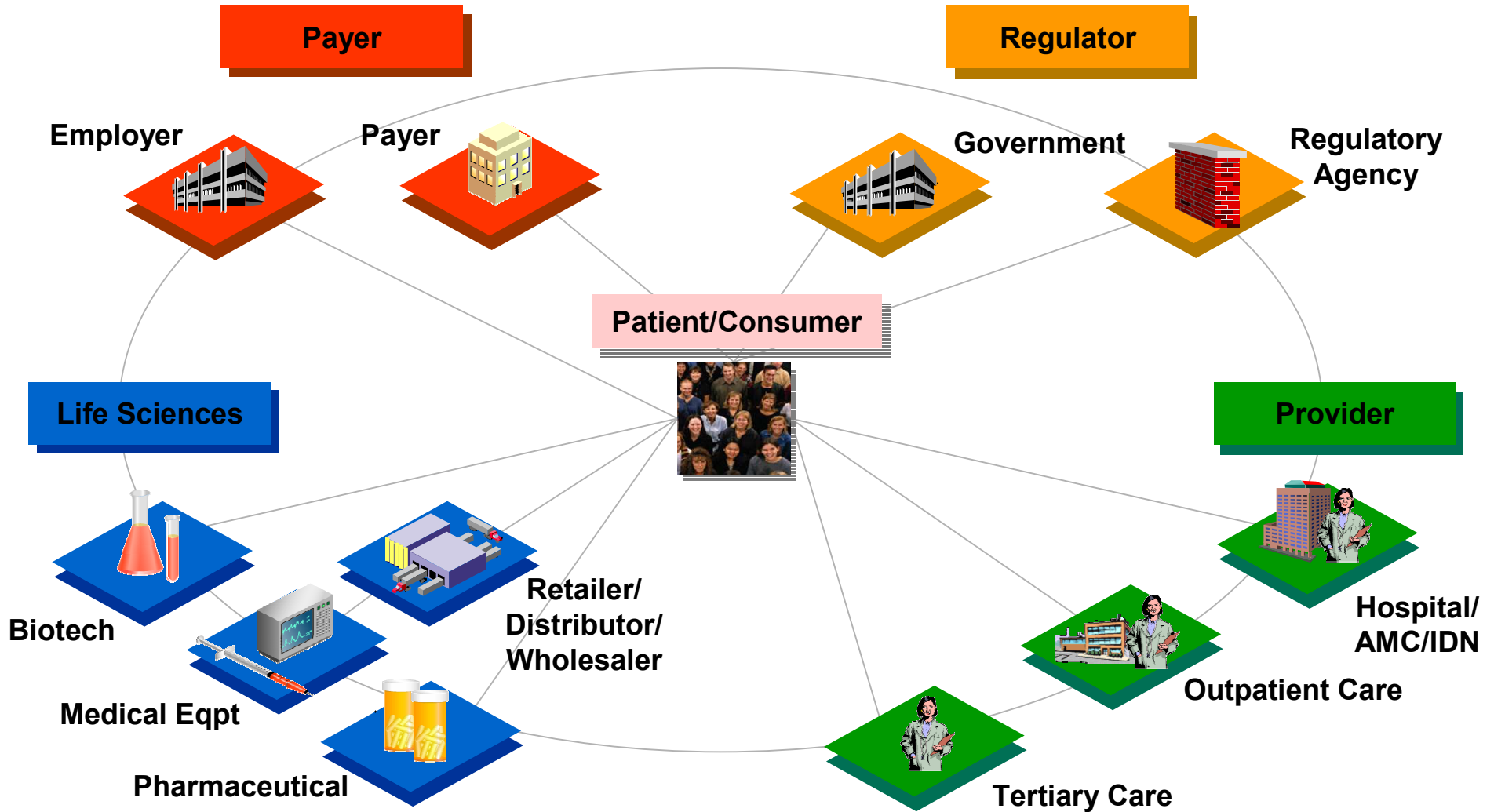Seberíniho 1, Bratislava - Ružinov

Agenda

- Oracle Healthcare

- Key Business Drivers for Healthcare

- Why HCM is key for Healthcare?

- Key capabilities of an HCM solution for Healthcare

- What is different about Oracle Healthcare?

- Questions / Answers

Our vision:
Enabling the HC & LS ecosystem

Payer

Regulator

Employer

Payer

Government

Regulatory Agency

Patient/Consumer

Life Sciences

Provider

Biotech

Retailer/ Distributor/ Wholesaler

Medical Eqpt

Hospital/ AMC/IDN

Outpatient Care

Pharmaceutical

Tertiary Care

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Our solution support the global vision

Payer

Regulator

eHealth

Employer

Payer

Government

Regulatory Agency

ECM

CRM

LS platform

Patient/Consumer

Life Sciences

Provider

Portals

ePedigree

Shared Services/ERP

GRC

Retailer/ Distributor/ Wholesaler

Multi Media Medical Archiving

IDM

Biotech

Hospital/ AMC/IDN

Compliance

Medical Eqpt

Externalization

Outpatient Care

Pharmaceutical

Pack Management

Tertiary Care

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We cover most HC & LS processes

Management, Controlling and Reporting

Core processes

Life Sciences	HC Providers	HC Payers
• R&D	• Clinical Data Management	• Product definition
• Manufacturing	• Not: ADT, Clinical and Departmental Systems	• Claims processing
• Sales & Marketing		• Sales & Marketing

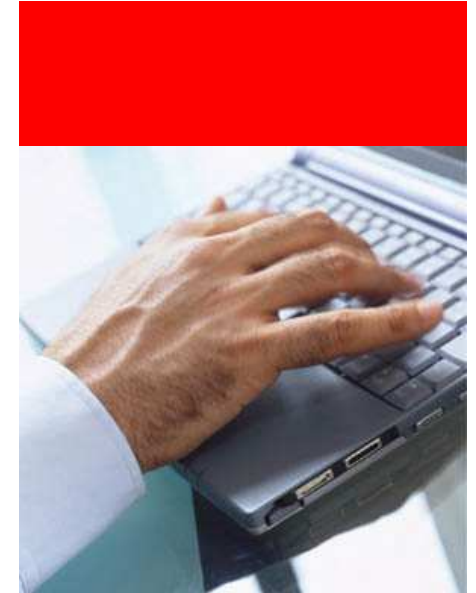**Back office (Financials, HR, Procurement, etc.)**

Technology Infrastructure and Collaboration

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- **Key Business Drivers for Healthcare**
- Why HCM is key for Healthcare?
- Key capabilities of an HCM solution for Healthcare
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Do you know ?

"There is a 1 in 3 million chance of an accident occurring in an aeroplane.

The chance for an accident happening in a hospital is 1 in 300."

<u>Sources</u> : *Eight futures forum on governance for patient safety*
Erpfendorf, Austria, 28-29 April 2005
***W**orld **H**ealth **O**rganization - Europe*

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✓ **We will have more change in scientific knowledge related to nursing and healthcare during the next 25 years than there was in entire 100 years !**

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New Types of Healthcare Delivery

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Equitable Access to the best treatment & Technology

New Types of Healthcare Delivery

Health = Wealth

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The Challenges We're Hearing

Ensure Quality of Care and Patient Safety

"How can I ensure we deliver, safe, evidence-based care in a compliant way across the healthcare continuum?"

"Every tenth patient in hospitals in Europe suffers from preventable harm and adverse effects related to his or her care.
Patient Safety Fact Sheet
World Health Professions Alliance, April 2002

Attract and Retain the Healthcare Workforce

"How can I identify, attract, develop and retain the best healthcare human resources?"

A typical country devotes just over 42% of total general government health expenditure to paying its health workforce. Worldwide there is an estimated shortage of doctors, nurses, midwives and other staff of greater than 4 million people
Working Together for Health.
World Health Organisation Report 2006

Mitigate Cost and Improve Service Levels

"How can I gain efficiencies in my clinical and administrative operations? How can I do this whilst actually improving service levels?

73% of Healthcare Providers who responded stated a key challenge was Government pressure to lower medical costs
Economist Intelligence Unit Survey, Jan 2004

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Health Workforce Quizz

- X 2

- 42%

- 70% - 80%

- 20%

- > 4 million

- +2,500,000

Health Workforce Quizz

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70 – 80 %

Personnel costs in an healthcare provider organization

Source: Working Together for Health - World Health Report 2006 – World Health Organization

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Source: Working Together for Health - World Health Report 2006 – World Health Organization

20%	**Average staff turnover in healthcare provider organization in rich countries**

Source: Working Together for Health – World of Health Report 2006 – World Health Organization

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Estimated shortage of doctors, nurses, midwives and others Worldwide

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# of health workers managed by Oracle HCM solutions in Europe, Middle East and Africa

Source: Oracle

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Workforce becomes a critical factor for delivering patient care

Figure 7.3 Country priorities for health systems strengthening

Human Resources

Procurement & Supply

Finance

Category	
Human resources	
Information systems development	
Facility, lab and equipment upgrade	
Management strengthening	
Institutional strengthening	
Procurement and supply systems	
Improved access (non-financial)	
Private sector involvement	
Improved access (financial)	
Community capacity for care	
Transport/communications	
Behaviour change	
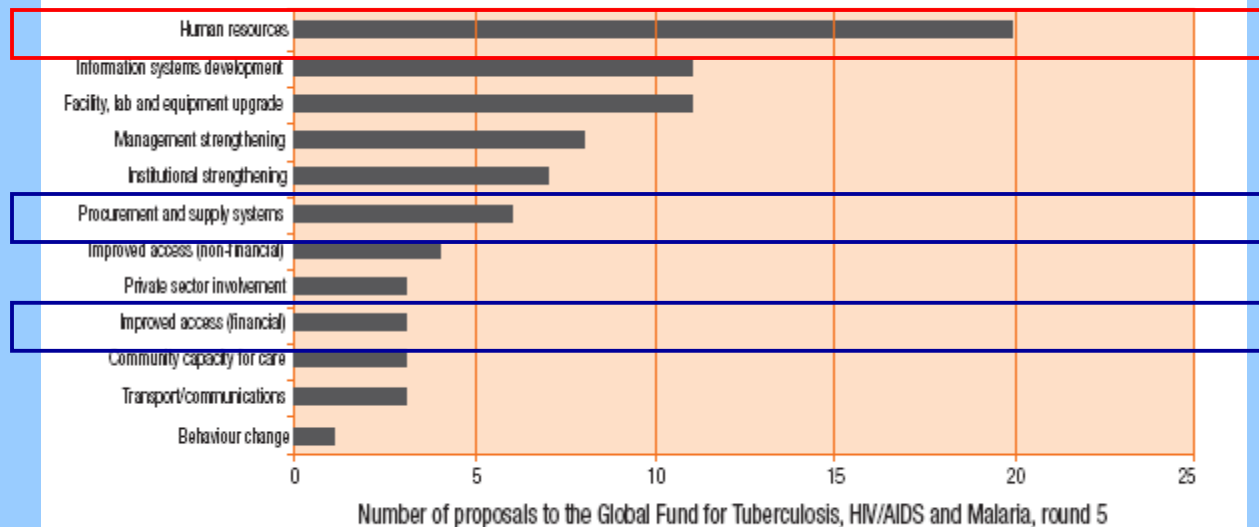
Number of proposals to the Global Fund for Tuberculosis, HIV/AIDS and Malaria, round 5

Source: (5).

Source : Working Together for Health
World Health Report 2006 – **W**orld **H**ealth **O**rganization

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Workforce becomes a critical factor for delivering patient care

Source :   HealthCast 2020:Creating a Sustainable Future
PricewaterhouseCoopers' Health Research Institute, 2005

Workforce becomes a critical factor for delivering patient care

Human Resources

Human Resources
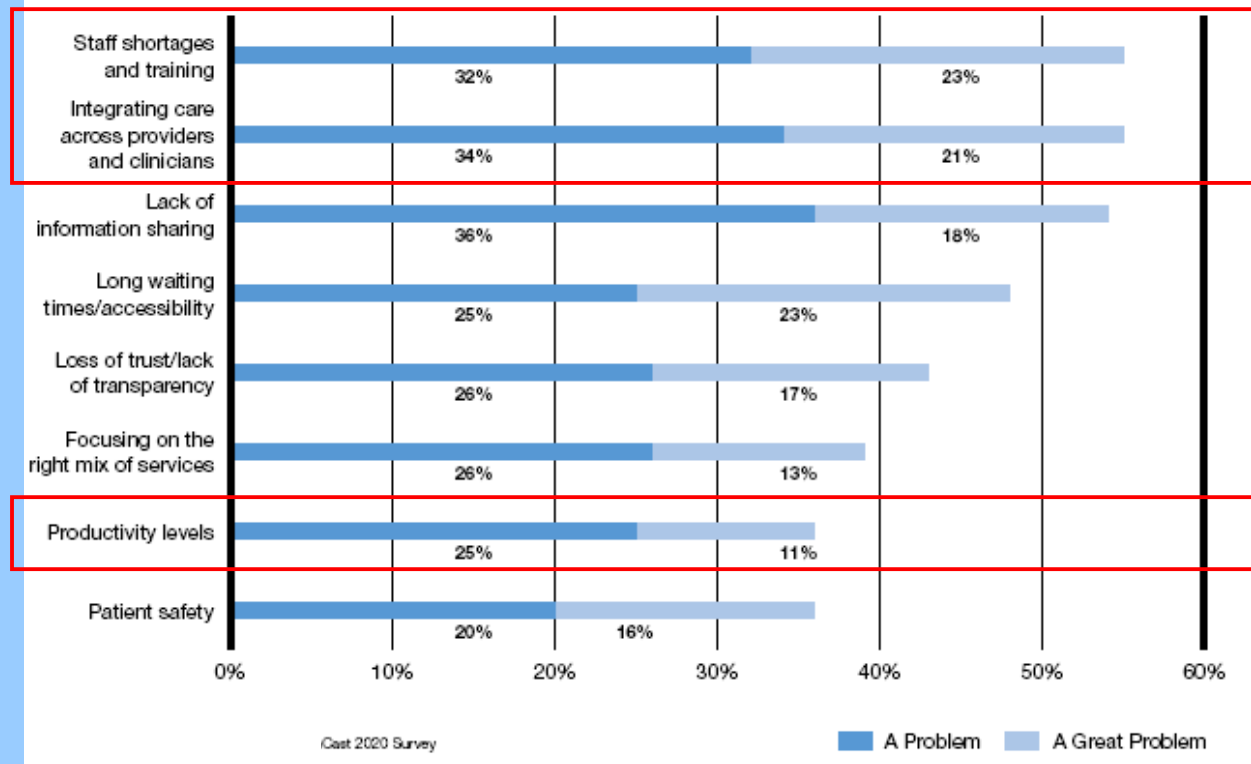
Staff shortages and training — 32% / 23%
Integrating care across providers and clinicians — 34% / 21%
Lack of information sharing — 36% / 18%
Long waiting times/accessibility — 25% / 23%
Loss of trust/lack of transparency — 26% / 17%
Focusing on the right mix of services — 26% / 13%
Productivity levels — 25% / 11%
Patient safety — 20% / 16%

0% 10% 20% 30% 40% 50% 60%

Cast 2020 Survey

■ A Problem ■ A Great Problem

Source : HealthCast 2020:Creating a Sustainable Future
PricewaterhouseCoopers' Health Research Institute, 2005

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Health Workforce
Link between HCM, Quality of Care and Patient Safety ?

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70 – 80 %	Personnel costs in an healthcare provider organization

Source: Working Together for Health - World Health Report 2006 – World Health Organization

20%	Average staff turnover in healthcare provider organization in rich countries

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By example …

> 4 million	Estimated shortage of doctors, nurses, midwives and others Worldwide

Source: Working Together for Health – World of Health Report 2006 – World Health Organization

+2,500,000	# of health workers managed by Oracle HCM solutions in Europe, Middle East and Africa

Source: Oracle

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High Cost of High Turnover

Cost to fill a vacated nursing position :   **100%** of a nurse's salary

Cost evaluation for an hospital employing 600 nurses
(at $46,000 per nurse per year)

Staff turnover rate :   **20%**

Replacement costs (a year) :

Impact on patient care costs :

Average cost per nurse per year in USA :

Medical / Surgery $46,000
Critical Care $64,000

Source : The business case for workforce stability,
by Kosel, Keith C., Olivo, Tom, **V**oluntary **H**ospitals of **A**merica, April 2002

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Impact on patient care costs :

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Staff turnover rate : **20%**

Replacement costs (a year) : **$5,520,000**

Impact on patient care costs : **+36%** per discharge
(than hospital with turnover rate of 12% or less)

Average cost per nurse per year in USA :

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Staff turnover in an Hospital
Human Capital replacement costs

Figure 4: Human Capital Replacement Costs

Scarcity is higher for people with highest replacement costs !

Replacement Costs — High / Low

Chief Nursing Officers
Up to 150% X

Registered Nurse
≤ 100% X

Nursing Assistants
≤ 50% X

Admin help
≤ 25% X

Average Employee

Advanced Skills

Abundant ——→ Scarce

Market Availability of Talent

Replacement Cost (X) in Annual Percent of Compensation

<u>Direct Recruiting Costs</u>
- Advertising
- Agency fees
- Referral fees
- Signing bonuses
- Travel expenses
- Testing/profiling costs

<u>Indirect Recruiting Costs</u>
- Interviewing costs (time)
- Employee training (to interview)
- Travel expenses

<u>Productivity and Training</u>
- Cost to fill in for lost employees
- Other employees time
- Training / orientation costs
- Seminars/Conferences/e-learning
- Travel expenses
- Critical project involvement

<u>Termination Costs</u>
- Exit interviewing costs (time)
- Severance pay
- Productivity losses

<u>Source</u> : The business case for workforce stability,
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Staff turnover in an Hospital
Financial impact

Figure 5: Relationship Between Employee Turnover in Health Care
and Cost per Adjusted Discharge

36% increase for higher turnover organizations

(Low) Organizations with turnover from 4% to 12%: $5,268

(Medium) Organizations with turnover from 12% to 21%: $6,120

(High) Organizations with turnover from 22% to 44%: $7,190

$4,500 $5,250 $6,000 $6,750 $7,500

Cost per Adjusted Discharge

VHA Inc., 2001

When staff turnover increases,
Cost per Discharge is increasing too !
(+36% for high staff turnover rate)

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Figure 6: Relationship Between Employee Turnover and Profitability

(Low) Organizations with turnover from 4% to 12% — 22% / 23%

(Medium) Organizations with turnover from 12% to 21% — 18% / 19%

(High) Organizations with turnover from 22% to 44% — 17% / 17%

10%   15%   20%   25%   30%

Return on Assets

Cash Flow Margin

Return on Assets

VHA Inc., 2001

When staff turnover increases,
Cash Flow Margin and **Return on Assets**
are decreasing !

Source : The business case for workforce stability,
by Kosel, Keith C., Olivo, Tom, **V**oluntary **H**ospitals of **A**merica, April 2002

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Staff turnover in an Hospital
Impact on quality of care

Figure 3: Service Impacts of the Work Force Shortage: Percentage of Health Care Organizations Reporting Impact

Impact	Percentage
ED overcrowding	38%
Diverted ED Patients	25%
Reduced Number of Staffed Beds	23%
Increased Wait Times to Surgery	19%
Discontinued Programs/Reduced Service Hours	17%
Delayed Discharge/Increased LOS	12%
Cancelled Surgeries	10%
Curtailed Acquisition of New Technology	8%
Curtailed Plans for Facility Expansion	7%

AHA, 2001
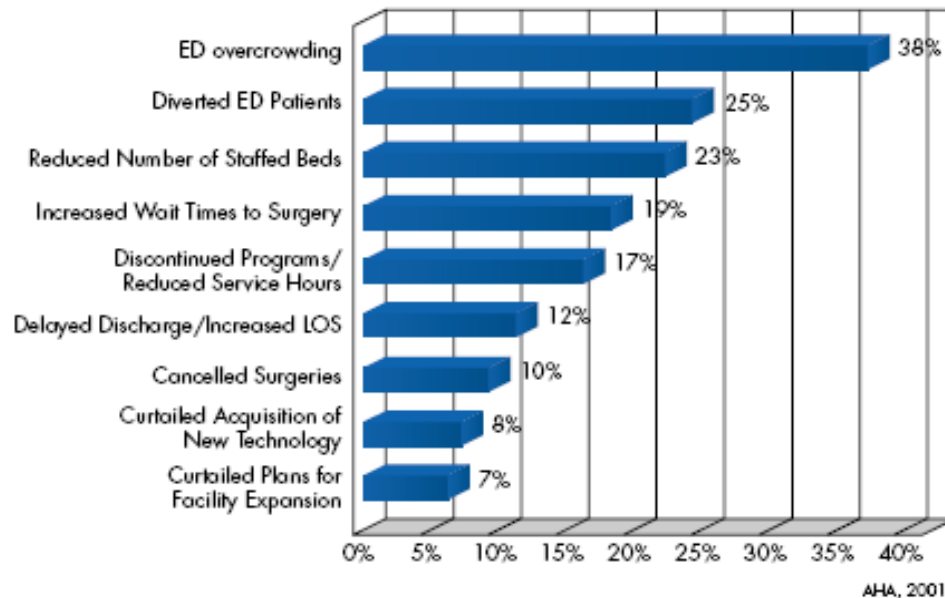
- Emergency Department (ED) overcrowding
- Diverted ED Patients
- Reduced number of staffed beds
- Increased wait time to Surgery
- Increased Length Of Stay (LOS)
- Cancelled Surgery
- (…)

Source : The business case for workforce stability,
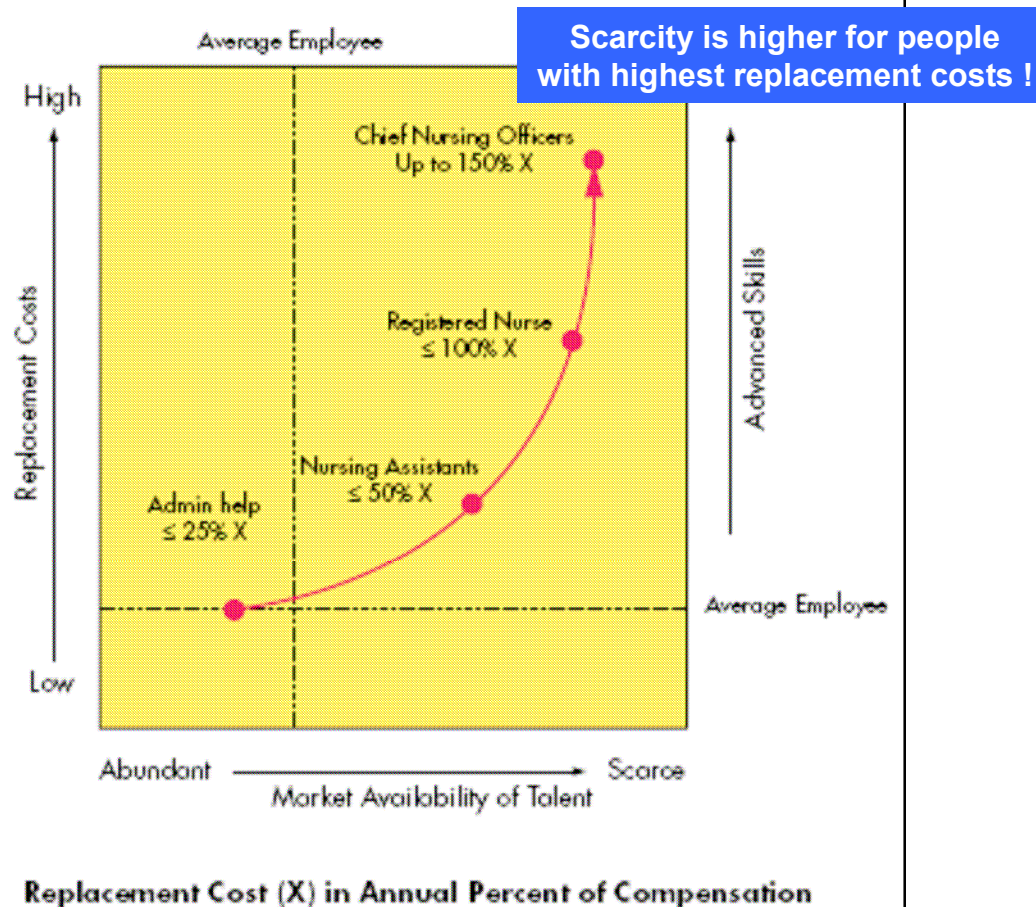by Kosel, Keith C., Olivo, Tom, **V**oluntary **H**ospitals of **A**merica, April 2002

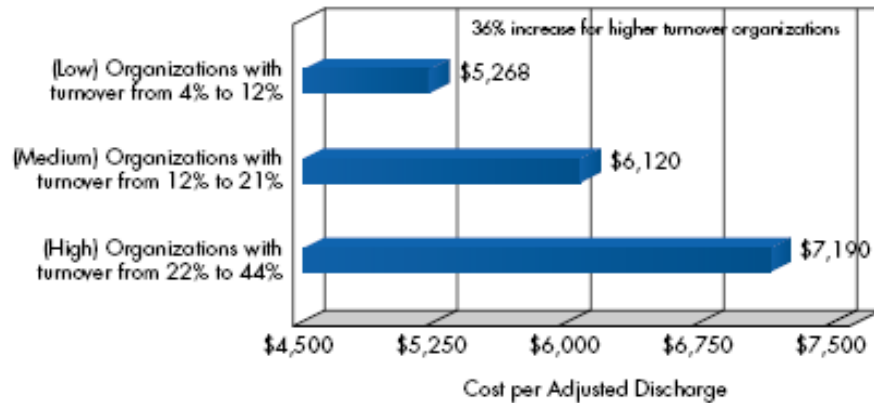**ORACLE®**

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- Emergency Department (ED) overcrowding
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Figure 7: Relationship Between Employee Turnover and Patient Care
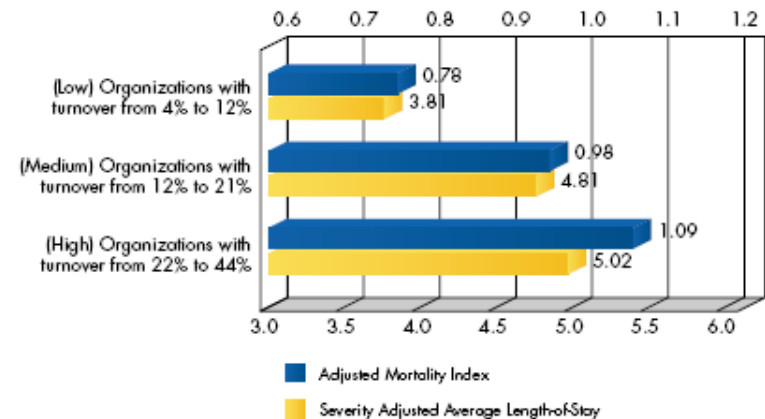
Organization	Adjusted Mortality Index	Severity Adjusted Average Length-of-Stay
(Low) Organizations with turnover from 4% to 12%	0.78	3.81
(Medium) Organizations with turnover from 12% to 21%	0.98	4.81
(High) Organizations with turnover from 22% to 44%	1.09	5.02

■ Adjusted Mortality Index
■ Severity Adjusted Average Length-of-Stay

VHA Inc., 2001

When staff turnover increases,
Mortality Index and **Length Of Stay**
are increasing too !

Source : The business case for workforce stability,
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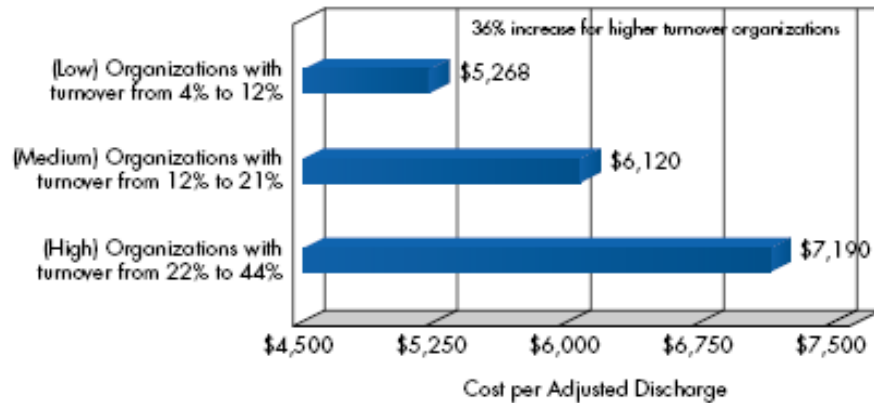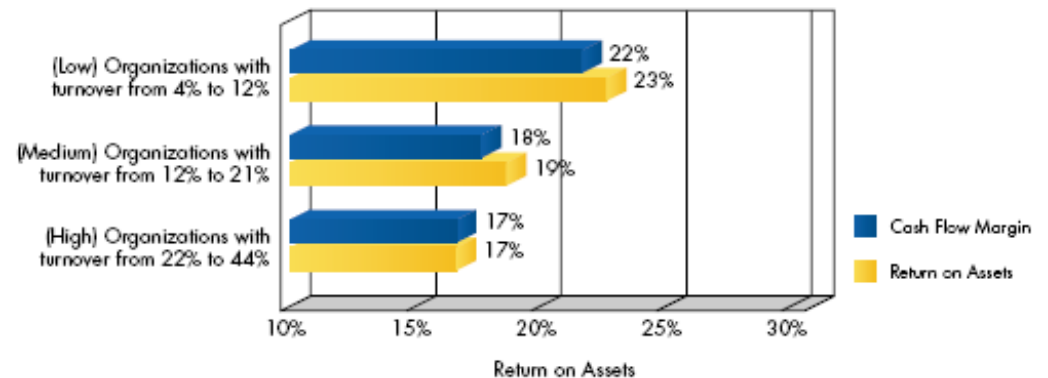**ORACLE®**

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Oracle Solutions for Healthcare

How to improve health system performance ?

World Health Organization
Regional Office for Europe

(Click on the above map to go to WHO Europe Website)

The effectiveness of health systems and the quality of health services depend on the performance of health workers, and that results from their knowledge, skills and motivation.

(…)

Policy-makers face the key challenge of ensuring that health systems have sufficient workforce capacity to deliver services that improve or maintain health.

In addition, they are facing new trends and challenges linked to demographic, technological, political, socio-economical and epidemiological changes.

In particular, issues related to ageing and migrations are of major concern.

Source :   Health workforce policies in the European Region,
World Health Organization-Regional Office forEurope
Belgrade, Serbia, 17-20 September 2007

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What are unique characteristics of the health workforce ?

- **Large**

- **Diversity**

- **Separate occupations often represented by powerful professional associations or trade unions**

- **Sector specific skills & qualifications**

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Source : Human Resources for Health - What difference (« good ») HRM make? – 07 june 2004
James BUCHAN – Queen Margaret University College – Edinburgh, UK

ORACLE®

What are unique characteristics of the health workforce ?

Often the biggest employer

- **Large**

- **Diversity**

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2/3 Public - 1/3 Private
Multi-Regulations
Up to 250 different jobs

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Increase shortage threat and difficulty to recruit
Not easy to align with organizational objectives
Reinforce Demand for Compliance and Legal reporting

ORACLE

Managing HR according 2 main sets of regulation within Public Hospitals in EMEA

Core HR

(Personnel Administration, Payroll)

employees

CAREER Based SYSTEM

JOB Based SYSTEM

Civil servant status

Public employment contract
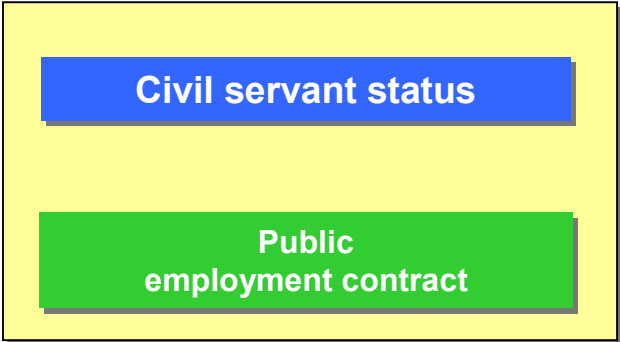
Administrative Law

Commercial employment contract
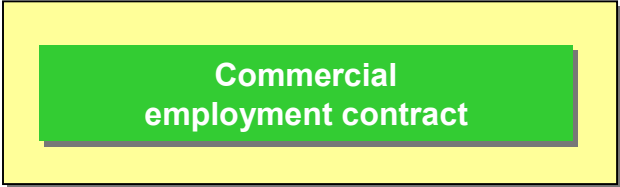
Commercial Law

Note :
The main difference between USA (and many English-speaking countries), and a majority of countries across EMEA, is the Career Based System (also named Napoleonic System).
A well suited HR Management System for Public organizations in a majority of countries across EMEA has to implement both Career Based System and Job Based System in the same product.

ORACLE®

How to improve Performance of Health Workforce ?

Job Descriptions
+
Skills matched with tasks

Remuneration
+
Information & Communication

Lifelong learning
+
Responsibility with accountability

Figure 4.2 Levers to influence the four dimensions of health workforce performance

Levers	Health workforce performance
Job related Job descriptions Norms and codes of conduct Skills matched with tasks Supervision	**AVAILABILITY**
Support system related Remuneration Information and communication Infrastructure and supplies	**COMPETENCE**
Enabling work environment Lifelong learning Team management Responsibility with accountability	**RESPONSIVENESS** **PRODUCTIVITY**

Source : Working Together for Health, World Health Report 2006 – **W**orld **H**ealth **O**rganization

ORACLE®

How to improve Performance of Health Workforce ?

Talent Management

(Personal & Professional Development, Performance Mgt, Training, Competencies Mgt, Total Compensation)

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ORACLE®

Oracle Solutions for Healthcare

Human Resources for Healthcare in European Region

Key Business Drivers

A significant part of total employment in the process of radical transformation

Healthcare

- ✓ 16.6 million of employees
- ✓ 18.9 per 1000 population
- ✓ 70% provide health services
- ✓ 30% provide management & support
- ✓ 10% of total European Workforce
- ✓ 7% to 11% of GDP

Source :
Human Resources for Health in Europe
edited by Carl-Ardy Dubois, Martin McKey, Elen Nolte
European Observatory on Health Systems and
Policies - 2006

Maintain sufficient & effective health workforce

- 20% : it is the average staff turn over in hospitals in rich countries
- WHO estimates the global shortage amounts to 4.1 million health workers including physicians, nurses, midwives but also management & support staff
- In Finland about 60-70% of the job openings will result from retirement
- Shortage of nurses : England (14,000), Netherlands (7,000), Norway (3,300), …
- Norway will need another 130,000 workers in the public health services over the next decades

- Every tenth patient in hospitals in Europe suffers from preventable harm and adverse effects related to his or her care
- In Italy, poor quality healthcare is responsible for more than 30% of avoidable deaths
- 3 million of patients are acquiring a Healthcare-Associated-Infections and 50,000 attributable deaths in the European Union each year ; 20-30% are preventable
- Average cost of poor quality of care is estimated as 2 Billion € per year and by country

- The effectiveness of health systems and the quality of health services depend on the performance of health workers, and that results from their knowledge, skills and motivation.

- Human resources form the largest single-cost element in health system – as much as 60% to 80% of total recurrent expenditures
- A typical country devotes just over 42% of total general government health expenditure to paying its health workforce

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ORACLE®

A comprehensive HCM solution
for achieving main health workforce challenges

Integrated Core HR and Talent Management

Maintain sufficient & effective Health Workforce

Avoid threat to the quality of care

Enhance Health Workforce performance

Reduce Labour & Administrative Costs

- **Recruit**
- **Develop**
- **Retain**
- **Motivate**
- **Decentralize**
- **Manage**

Talent Planning

Recruiting

Measure and Report

Performance Management

Succession Planning

Analyze | Plan

Lead | **Talent Profiles and Objectives** | Evaluate

Advance | Develop

Compensation

Career Planning

Integrated Core HR & Talent Management
Why does this make sense for Healthcare Organisations?

Figure 8: The Evolution of HR [12]

Talent Management:
Competency Management -
Performance Management -
Succession Planning -
Business Integration

Strategic HR:
Recruiting -
L&D -
Org Design -
Total Compensation -
Communications -
Business Partner

Personnel Department:
Payroll -
Benefits -
Business Function

Source: *Bersin & Associates, 2006.*

Talent management is fundamentally about matching individual capabilities with organizational needs to drive innovation and business growth.

Figure 9: The Talent Management Process

Business Goals

2 Recruiting
3 Onboarding
4 Performance Management
5 Training and Performance Support
6 Succession Planning
7 Compensation and Benefits
8 Critical Skills Gap Analysis
1 Workforce Planning

Job Roles
Job Descriptions
Competency Models

Learning Content

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Reduce Labour & Administrative costs

Core HR

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Reduce Labour & Administrative costs

Maintain sufficient & effective health workforce

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Maintain sufficient & effective health workforce

Avoid threat to the quality of care & patient safety

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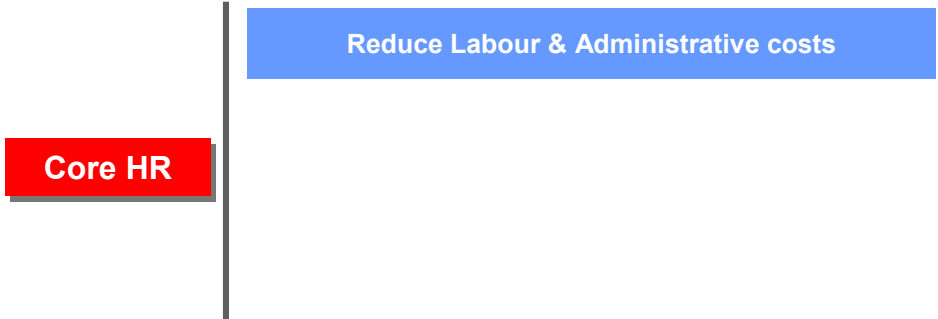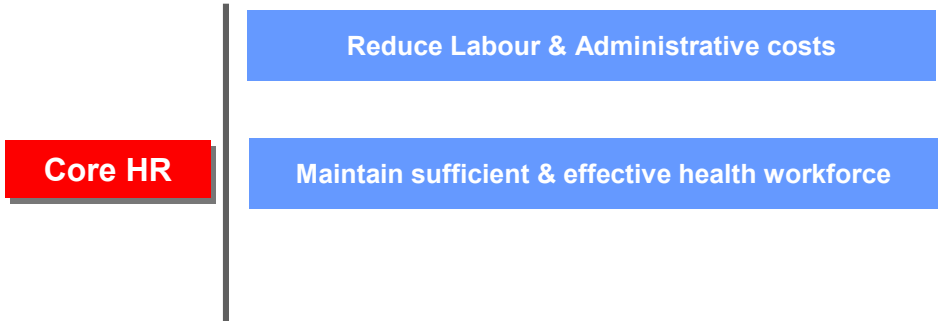Payroll -
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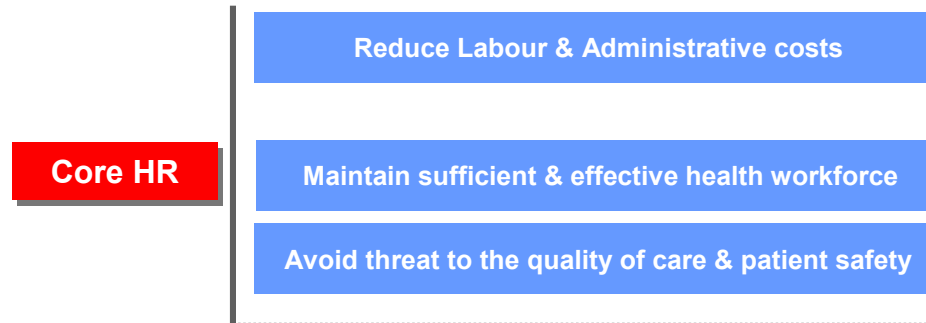
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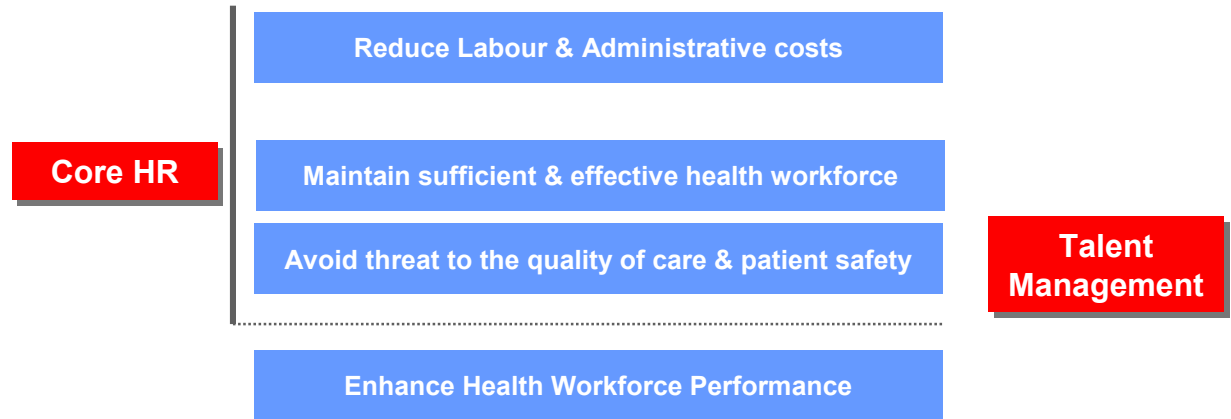

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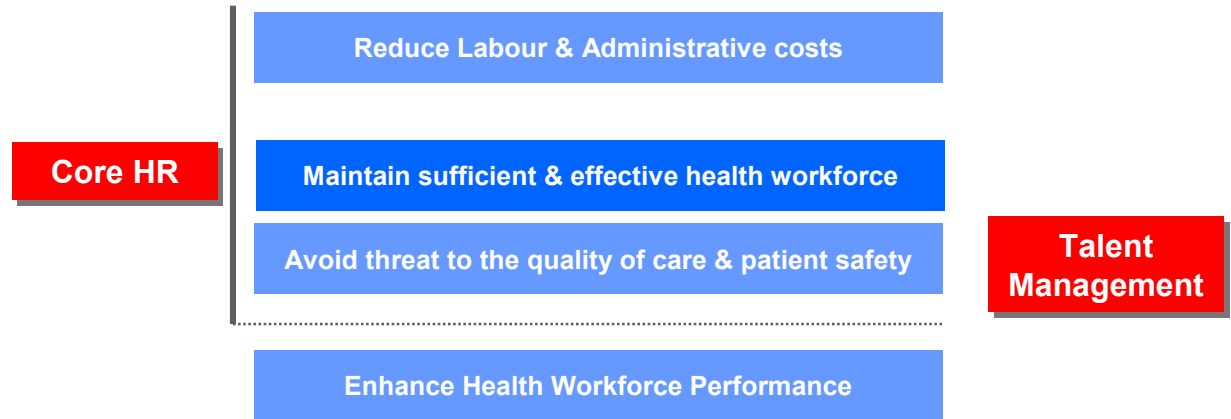Payroll -
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**Enhance Health Workforce Performance**

Benefits

- **Help to ensure workforce capacity to deliver services that improve or maintain health** (attract & retain best staff)
- **Contribute to improve Patient Safety & Quality of Care, and then to reduce vulnerability to patient litigation**
- **Have positive impact on motivation by providing more opportunities for staff development**
- **Enable set up of relevant policies for recruitment, training, career development**
- **Contribute to mitigate costs and improve service levels**
- **Improve compliance with standards & certifications**

ORACLE®

Agenda

- Oracle Healthcare
- Key Business Drivers for Healthcare
- Why HCM is key for Healthcare?
- Key capabilities of an HCM solution for Healthcare
- **What is different about Oracle Healthcare?**
- Questions / Answers

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Oracle Solutions for Healthcare
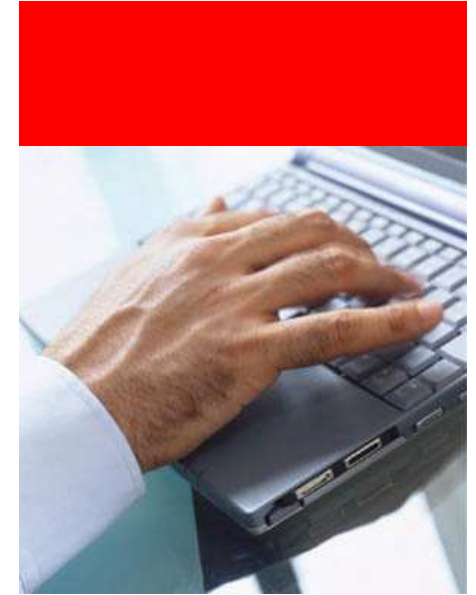
ORACLE®

24 % total revenue share worldwide

sources: AMR Research Januray 2006

12 500 HR clients in up to **175** countries

2 000 HR clients in EMEA

1 100 employees dedicated

to HR solutions development

Only Oracle has a global, web-based, single system HCM solution
that covers every aspect of the HCM roadmap, from core HR transactional functionality through
service automation and delivery to complete enterprise talent management solutions.

ORACLE®

Some Oracle's HCM references …
Success stories that would make sense in Slovakia too

NHS
ESR
Electronic Staff Record
Empowered by
McKESSON

A single national shared services serving 1.2 million of health workers across 586 hospitals, formerly for Core HR & Payroll and then being extended to Talent Management.

HOSPITAL DISTRICT OF HELSINKI AND UUSIMAA

A modern HR solution integrated with a local Payroll solution shared by 22 hospitals to manage 21,000 employees, that enable high level of automation and empowerment through decentralized HR processes.

OREGON **HEALTH & SCIENCE** UNIVERSITY

A central iRecruitment solution to fill 400 new vacancies by day, to process 4,000 applications by month and to streamline collaboration between 1,000+ recruiters, managers and 10,000+ external users. OHSU is a 12,400 employees world-class teaching hospital and research center that draws in students, scientists, and patients from across the USA and around the world.

(Click on logo to know more)

ORACLE®

Some Oracle's HCM references …

Proven solution, proven benefits

- Money saving per year: **€113 million**
- 29 different payroll and 38 different HR systems consolidated into **ONE**
- 1.2 million of employees across 586 hospitals managed in a single national shared services
- Tracking training compliance and accreditation renewals through a unique personal folder shareable across the 586 hospitals

---

- Implementation in progress …
- Oracle selected to help facing up challenges :
  - ✓ Improve retention to decrease cost due to high staff turn-over rate
  - ✓ Streamline recruitment
  - ✓ Streamline competence planning & accreditations
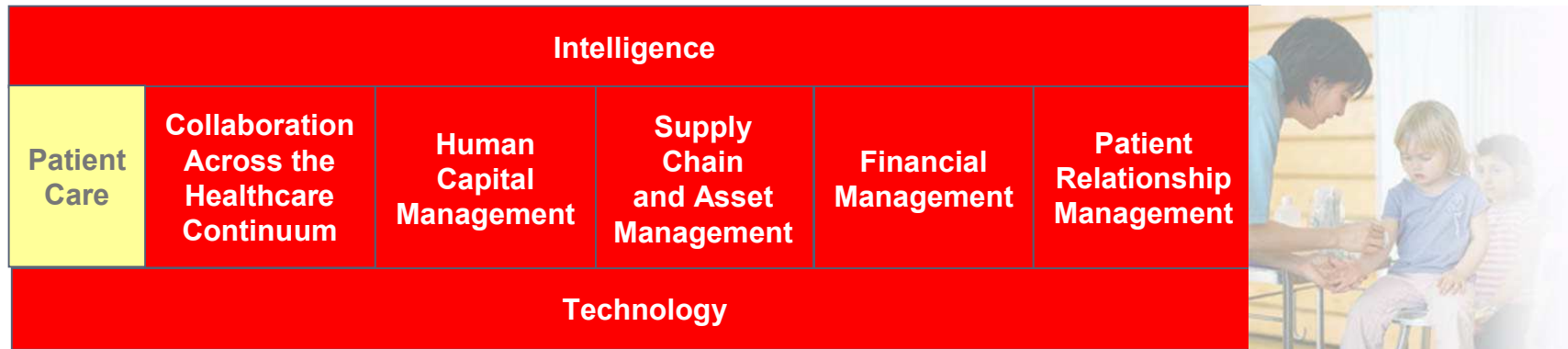 - ✓ Improve security and data privacy in the Hospital Information System

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- Time to fill a vacancy : - 40%
- Average applicants per vacancy : + 65%
- Money saved : $3 Million (1,500 $ per vacancy)

(Click on logo to know more)

ORACLE®

Oracle E-Business Suite
Tailored for Healthcare Providers

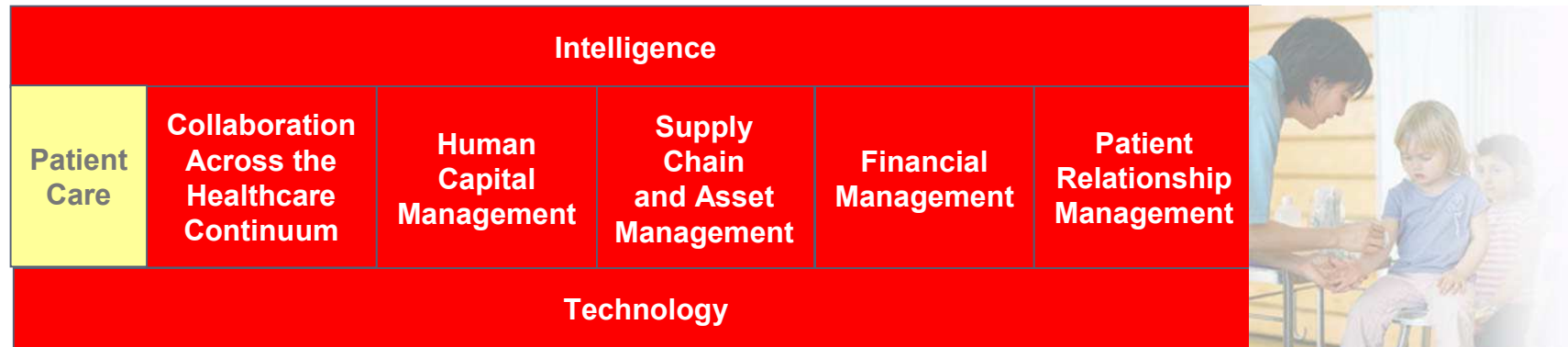| Intelligence					
Patient Care	Collaboration Across the Healthcare Continuum	Human Capital Management	Supply Chain and Asset Management	Financial Management	Patient Relationship Management
Technology					

Improving operational efficiency, performance management and talent management = more satisfied patients

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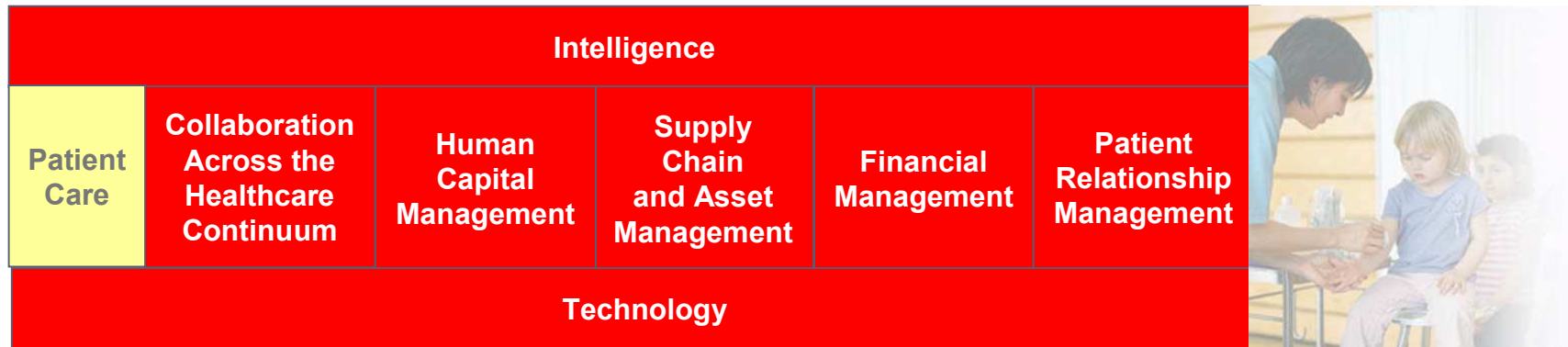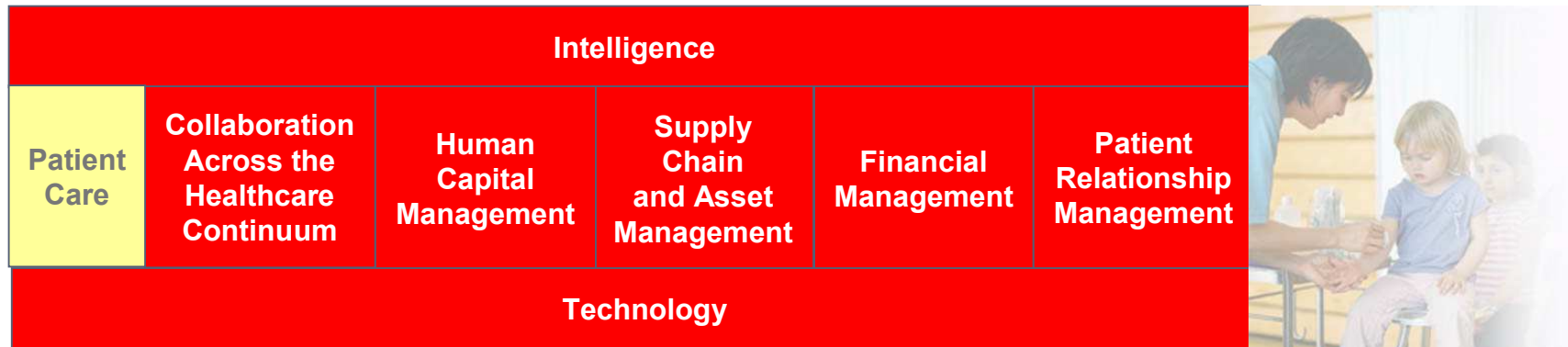| Intelligence					
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✓ **Operational efficiency: Financial Management, Supply chain, Collaboration**

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Tailored for Healthcare Providers

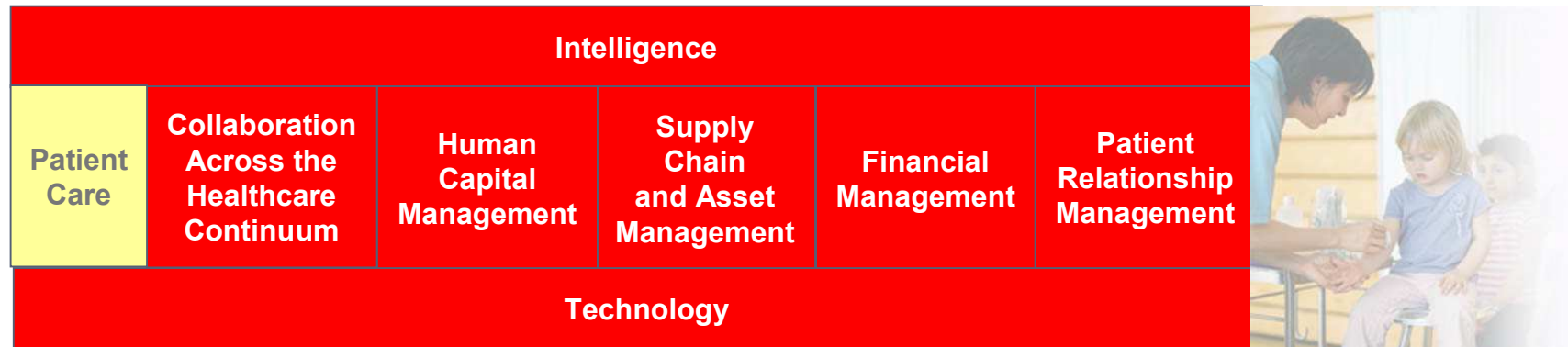| Intelligence					
Patient Care	**Collaboration Across the Healthcare Continuum**	**Human Capital Management**	**Supply Chain and Asset Management**	**Financial Management**	**Patient Relationship Management**
Technology					

Improving operational efficiency, performance management and talent management = more satisfied patients

✓ **Operational efficiency: Financial Management, Supply chain, Collaboration**

✓ **Performance management: Business Intelligence, EPM and technology**

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Oracle Solutions for Healthcare

Oracle E-Business Suite
Tailored for Healthcare Providers

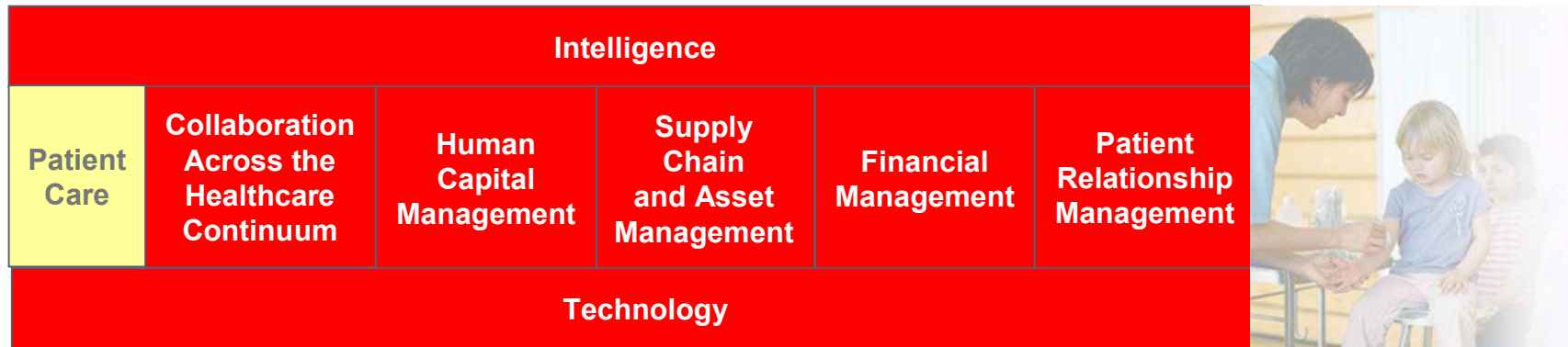| Intelligence					
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Built on Unified Technology

- Common data model enables a single source of truth

- Comprehensive suite of applications designed to work together

- Integration services based on open standards

- Modular deployment by business flow

- Single global instance implementations

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So what is different about Oracle Healthcare?

EMEA Healthcare – Club Excellence

Recognising and sharing customer success

Venice 2006/Oslo 2007/Mallorca 2008

EMEA Healthcare Club Excellence is a 'community' of Oracle's most innovative customers, where customers can discuss their experiences and best practices with their peers, and give their feedback and suggestions to Oracle.

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Measured by the success of our customers

More than 1000 Healthcare organizations run Oracle ERP Applications, 550 in EMEA alone

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Optimally Source Your Workforce

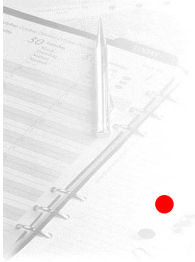# Align Workforce to Organisational Objectives

Enhance Workforce Retention
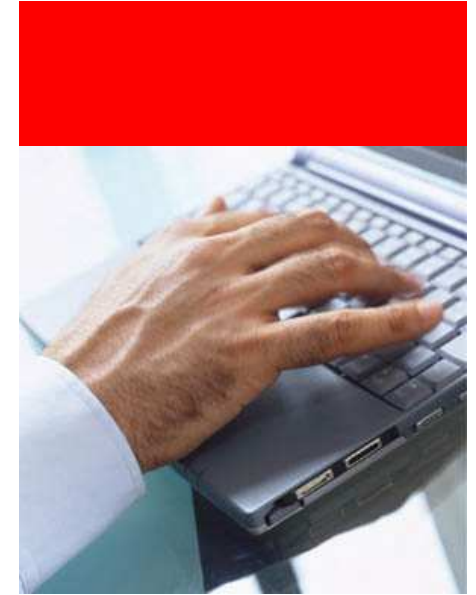
Develop skills for delivering safe patient care

Decrease Costs While Increasing Value

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Agenda

- Oracle Healthcare
- Key Business Drivers for Healthcare
- Why HCM is key for Healthcare?
- Key capabilities of an HCM solution for Healthcare
- What is different about Oracle Healthcare?
- Questions / Answers

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Oracle Solutions for Healthcare

For More Information

search.oracle.com

%Healthcare Providers%	🔍

Website : **Global Healthcare Community**

References : **Healthcare customers successes**

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