

Digital Business Processes for Healthcare Payer



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What is Oracle Modern Best Practice?

www.oracle.com/modernbestpractice



Digital business processes that evolve with you



End-to-end across the organization



Radically superior results



Leverages emerging technologies



Oracle Modern Best Practice books



The original book on Oracle Modern Best Practice is now in it's 3rd edition is available at https://go.oracle.com/LP=88653



A new book with our vision for processes in the future is available at https://go.oracle.com/LP=88688



Designed for change – evolves with you

220+ Open, Standard, Free

Finance • Budget to Approval • Asset Acquisition to Retirement • Bank Transaction to Cash Position • Expense Report to Reimbursement • Supplier Invoice to Payment • Customer Invoice to Receipt • Customer Statement to Collection • Daily Close to Financial Forecast • Period Close to Financial Reports • Customer Contract to Revenue

Procurement • Supplier Registration to Supplier Performance • Insight to Smart Sourcing • Contract Creation to Spend Compliance • Requisition to Receipt • Supplier Return to Settlement

Project Management • Opportunity to Project Approval • Resource Analysis to Utilization • Project Methodology to Delivery • Task Detail to Plan Adjustment• Project Costs to Accounting • Billing to Revenue Recognition • Grant Award Funding to Closeout • Capital Project to Asset

Risk Management • Security Design to Separation of Duties • Business Process Risk to Continuous Assurance • Audit Scoping to Financial Reporting Compliance • Risk Identification to Organization Readiness Marketing • Analytics to Insight • Insight to Campaign ROI • Campaign Execute to Lead • Event Execute to Lead • Disparate Sources to Unified Data • List Import to Prospect

Sales • Social Prospect to Lead • Lead to Opportunity • Opportunity to Quote • Quote to Order • Order to Close Opportunity • Opportunity to Forecast • Sales Play to Key Account Opportunity • Schedule Change to Sales Call • Vendor Lead to Channel Opportunity • Channel Lead to Vendor Opportunity

Sales Performance Management • Sales Strategy to Execution • Coaching Plan to Performance • Incentive Plan to Payment

Service • Customer Contract to Resolution • Social Listing to Resolution • Service Request to Dispatch • Knowledge Gap to Solution • Sensor Alert to Preventive Maintenance • Customer Sentiment to Preventive Maintenance

Commerce • B2C: Multi-Channel to Omni-channel Experience • B2C: Awareness to Interaction • B2C: Interest to Purchase • B2B: Multi-Channel to Omnichannel Experience • B2B: Product Search to Cart • B2B: Cart to Agreement **Logistics** • Shipment to Dispatch • Inbound Shipment to Receipt • Freight Invoice to Approval • Lane Forecast to Carrier Contract

Order Management • Multi-channel Order to Promise • Fulfillment Orchestration to Invoice • Order to Drop Shipment

Manufacturing • Forecast to Plan • Production Order to Cost Update • Contract Manufacturing Request to Delivery

Innovation • Social Monitoring to Idea Capture • Idea Capture to Business Case • Requirement Definition to Optimization • Concept Formation to Design • Product Proposal to Go-to-Market Candidate • Portfolio Review to Selection

HR & Talent • Recruit to Onboard • Benefits to Payroll • Time Collection to Payroll • Payroll to Payment • Goal Setting to Performance Improvement • Career Planning to Development • Talent Review to Succession • Absence Planning to Productivity Improvement • Incident Report to Workplace Safety • Employee Insight to Workforce Wellness • Employee Separation to Workforce Analysis

Industry: Retail • Public Entity • Higher Education • Insurance • Banking • Healthcare • Utilities



Modern Best Practice for Healthcare Payer

Transformation Starts with a Strong Core



Finance

- Capital Asset Acquisition to Retirement
- Bank Transaction to Cash Position
- Expense Report to Reimbursement
- Budget to Approval
- Daily C lose to Financial Reports
- Period close to Statutory Reports

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Procurement

- Supplier Registration to Supplier Performance
- Insight to Smart SourcingContract Creation to Spend
- Compliance
- Requisition to Receipt
- Supplier Invoice to Payment



Project Management

- Initiation to Corporate Project Plan
- Corporate Project Execution to Control
- Corporate Project Expenditure to Cost Control
- Analysis to Corporate
 Project Optimization

HR and Talent Management

- Recruit to Onboard
- Benefits to Payroll
- Payroll to Payment
- Time Collection to Payroll
- Goal Setting to Performance
- Career Planning to Development
- Talent Review to Succession
- Accrual Planning to Continuity
- Employee Insight to Work-Life Alignment
- Employee Separation to Workforce Analysis



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Modern Best Practice for Healthcare Payer -Finance

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Budget to Approval

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Define budget strategy

Using secure role-based dashboards to review strategic indicators (e.g. Average cost per claim, pending claim amount) Define and link budgets for income (e.g. premiums, investment return) and outgoings (settlements, operating expenses, etc.). Perform what-if scenarios





Maintain budgets Securely collaborate across organization on budgets and key plan assumptions such as the level of member /enrollment growth needed to achieve at what expense, and claims ratios to deliver desired net income



actuarial, risk

engineering, etc.

Approve budgets Approve final budget and communicate





Product Mix: EPM Cloud (Planning, Enterprise Data Management) Popular KPIs: time to produce/approve/consolidate budget, % variance



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Bank Transactions to Cash Position

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Healthcare Payer

Review activities

Review automated aggregation of disbursements (e.g. dividends), payroll, investments and borrowing and view highlighted differences and variances to plan via secure role-based dashboard (e.g. number of un-reconciled statements)

Bank validation

Daily interfaces with banks featuring automatic comparison of records, automatic adjustment of fees and minor differences. Align daily balances

C Initiate interbank

Execute global cash management. Optimize balances across accounts using zero balance schemes, etc. Real-time review of bank positions Manage end of period cash positions Automated month end statement reconciliation. Balance sheet optimization with automatic updates to forecasts and plans

Product Mix: ERP Cloud (Financials) Popular KPIs: time to reconcile, no. of reconciliations



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Capital Asset Acquisition to Retirement

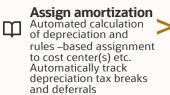
Healthcare Payer

Acquire capital assets

Recording of all capital asset acquisitions at all locations via purchases, projects, contracts. Secure interaction via social network on open issues, questions and approvals

Recognize and ≋≡ register

Automated recognition of assets on purchase. Dashboard driven placement into service, useful life definition and tax valuation



De-recognition and disposal Manage valuations,

disposals, derecognition and retirements in compliance with Statutory Accounting Principles

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Manage capital asset insights Active management of

capital assets via secure role-based dashboard allowing centralized monitoring, alerts, reassignment and period close for all locations

Product Mix: ERP Cloud (Financials, Procurement, Project Management) Popular KPIs: Fixed Asset Turn Over Ratio, % fixed asset loss





Expense Report to Reimbursement

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Define expense policies

Configure corporate expense policies, templates, approval rules and audit processes. Maintain the terms and conditions to be accepted before expense report submission

Manage employee

Integration with GETTHERE enables direct access to travel booking sites, rules-based reservations, automated itinerary downloads and automated creation of expense reports

Process expense reports

Self-service submission of expense reports (from executives, program managers, claim adjustors, etc.). Snap receipts, etc. Use voice, leverage calendar events to create expense reports. Get answers on status, policies etc. from digital assistant

Process credit card feeds

Secure and automated availability of credit card transactions for expense reporting enabling timely approval of reports and payments

Manage cash advances Self-service submission

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of and processing of cash advance requests. Actively monitor and follow-up on overdue cash advance balances with automated notifications



Analyze and audit Leverage audit policies, lists and selection criteria to automate

expense report audit processes in accordance with business policy and statutory reporting

Product Mix: ERP Cloud (Financials) Popular KPIs: expense vs. budget, expense as % of revenue, payment cycle time





Oracle Modern Best Practice Daily Close to Financial Forecast

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Post subledger activity Automatically post all

approved subledger activities to the general ledger to ensure current account balances

Set financial forecasts

Modify and securely share forecasts (cash on hand, 5-day forecast, customer growth, claim trending) and financial plans in light of the posted activity from the day

Identify anomalies Dashboard-driven

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processing of alerts concerning key performance indicators such as Average Cost Per Claim, Amount of Pending Claims, Number of Claims, Total Debt to Total Assets, Gross Profit Margin, Net Income, Customer Satisfaction and notifications anomalous transactions. Use of secure social interaction for further research and review



Automatically revalue, translate, and convert subsidiary balances to corporate currency and chart of accounts. epically after acquisitions





Product Mix: ERP Cloud (Financials), EPM Cloud (Planning) Popular KPIs: time to reconcile, no. of reconciliations





Period Close to Statutory Reports

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Close subledgers

Monitor enterprise-wide close status. Interact on and finalize outstanding sub-ledger transactions and exceptions

Pro-forma close ledgers

Prepare and review preliminary statutory statements such as balance sheet, income statement, cash flow statement, premium schedules, statements and claims, losses and expenses. Prioritize outstanding transactions based on initial results



Close ledgers

Route close tasks to task owners automatically. Collaborate to streamline the close for each entity. Monitor enterprise-wide close status.

Consolidate subsidiaries

Product Mix: ERP Cloud (Financials), EPM Cloud (Account Reconciliation, Financial Consolidation and Close, Narrative

Reporting) Popular KPIs: time to close books, time to publish reports

Transform each subsidiary's results to the corporate chart of accounts. Revalue nonmonetary balances and translate to the corporate currency. Eliminate intercompany activity and minority interest Review and confirm financial and management reports

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Review consolidated results – using the same KPIs (e.g. Average Cost Per Claim, Customer Satisfaction, Claims Ratio, Amount of Pending Claims, Operating Leverage, Total Debt to Total Assets, Gross Profit Margin, Net Income, etc.) and reports as each subsidiary where applicable – and enter final adjustments Publish and securely share financial statements Distribute statutory statements to state insurance agency and all internal interested

parties leveraging

incorporate feedback

collaboration to

Update financial forecasts

Modify forecasts and financial plans in light of the results from the just-closed period





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Modern Best Practice for Healthcare Payer -Procurement



Supplier Registration to Supplier Performance

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Register supplier

Send prospective suppliers (e.g. printing services, medical providers, drugs, therapies, Physician and Hospital) secured links to collect company data and provided goods/services in structured format. Approve/ reject registration after internal review

Manage supplier

Send qualification questionnaire to identified suppliers. Review/ clarify/evaluate responses. Automatically add qualifications to supplier profile **Manage enablement** Delegate user account administration to supplier. Offer browser-based, self-

guided training and help

Ensure profile accuracy

Send reminder for certification renewal (e.g., Small Business, Women owned.) Update data to reflect merger and acquisition. Maintain audit trail



tool, participate sourcing events, advise changes on quantities and shipments, and manage invoices and payments, all on a secure portal



Monitor performance Analyze supplier performance

(e.g. % and \$ Deliveries on time,% and \$ Deliveries on time,% and \$ Deliveries early; % and \$ Deliveries late) with a factual data driven review per location, division, department,, or enterprise Distribute more spend to high ranking suppliers. Leverage machine learning to evaluate supplier risk profile using transaction history, validated business data, and real-time signals including news and press releases

Product Mix: ERP Cloud (Procurement) Popular KPIs: avg. person-hour to qualify a supplier, no. of suppliers per category or critical item

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Cloud Mobile Analytics Social AI/ML

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Insight to Smart Sourcing

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Contract Creation to Spend Compliance

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Author contract

Create contract through guided authoring or by assembling preapproved standard terms and conditions for medical providers, drugs, therapies, physicians and hospitals, etc.

Ensure policy compliance

Enforce policy compliance with mandatory validation & approval. Maintain contract quality with templates formatted for consistent printing and electronic transmission

Manage deviations Capture revisions during authoring and negotiation. Recognize important deviations from standard policies and route approval

automatically

Approve/accept contract Route contract through approval hierarchy based on preset rules. Manage e-signatures

S Link deliverables Gain fulfillment visibility by linking contracts to execution documents

by linking contracts to execution documents such as agreements and POs. Track deliverables via status update or transaction summary

Automate order creation from contract suppliers. Monitor leakage via

from contract suppliers. Monitor leakage via dashboard driven view of contract utilization vs. terms, leakage, and KPI

Product Mix: ERP Cloud (Procurement) Popular KPIs: Price change amount, contract leakage rate





Oracle Modern Best Practice Requisition to Receipt

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Raise requisitions Create purchase automatically or easily B locate intended goods and services (e.g. medical release forms, claims forms, enrollment forms, coverages offered brochures and printing services, etc.) from approved catalogs via consumer like UI

Dispatch purchase orders

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Automatically deliver approved purchase orders/ electronic payment via secure electronic channels or supplier portal

Approve requisitions Workflow routing of approval automatically based on defined capital

limits, approval hierarchies, and purchasing categories

Create purchase orders =

Automate purchase order creation for approved supplier based on negotiated pricing and contract terms freeing talent to focus on strategic -initiatives



Product Mix: ERP Cloud (Procurement)

()services Record goods received or approve invoices for services rendered to trigger

Payables

Receive goods and

automated matching in

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Popular KPIs: processing cost per purchase order, procurement cycle time

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Supplier Invoice to Payment

Healthcare Payer

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Manage supplier invoices

Process electronically or scan invoices (e.g. specialty drugs, new therapies, Physician vs. Hospital payments) with rules-driven routing to automate invoice processing. Use spreadsheets to speed up manual entry

Review daily activity Review and analyze the

day's financial activity and monthly progress. Continual supplier factual data driven review such as # and \$ Total Invoices, # and \$ PO Invoices,# and \$ non-PO Invoices per location, division, department,, or enterprise

Manage audits, disputes, and approvals

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Manage rules-driven approvals across any device or desktop. Resolve disputes and holds via a role-based dashboard and secure social interaction

Schedule payables

Stay on predetermined

clośe schedule. Review

close



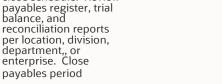
Manage prepayments and discounts

Optimize payment timing and discounts based on business goals and supplier intelligence from transaction history and real-time events. Manage prepayments across multiple devices

Settle liabilities Actively monitor and

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Actively monitor and process supplier and statutory liabilities via secure interaction. Process electronic payments, automated pay runs, or off-cycle payments >



Product Mix: ERP Cloud (Financials) Popular KPI: no. of payments, invoice payment days, % discount taken



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Modern Best Practice for Healthcare Payer – Project Management



Oracle Modern Best Practice Initiation to Corporate Project Plan

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Manage corporate project candidate Create projects (IT, facilities, buildings, etc) and track costs and plan via multiple devices

Develop corporate or project staffing plan \cap Identify resource needs,

allocate resources to the project, or request bestfit resources by skills and availability. Gain visibility into overall expenditure and detailed project costs (e.g. labor, material, etc) and planned costs across all devices

Manage corporate project budget Automatically generate

Initiate corporate

and repeatability with

Promote standardization

template-driven project

definition and streamlined

project initiation processes

project

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budgets from baseline project plans and expedite budget maintenance with guided processes. Prevent project overspend with securely shared budgetary control

Product Mix: ERP Cloud (Project Management) Popular KPIs: approval cycle time, project ROI, budget variance, no. of change requests

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Create corporate

project scope and

prioritize requirements

using flexible, multi-

level requirements

hierarchy

deliverables

Specify project deliverables and

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and schedule Schedule the project plan using the intuitive and interactive Gantt. Collaborate among the project team to ensure accuracy





Corporate Project Execution to Control

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Execute project tasks and deliverables Securely collaborate on project tasks and daily work, deliverables documents and milestones, or propose new project scope.

Manage and execute

work socially, on the go and in real time

Track project progress Update tasks anywhere, as an integral part of work output, for immediate insight into project

Manage project changes

Use a step-by-step process to orchestrate and control changes to project scope. Raise and track change orders, assess impacts and costs, obtain approvals and track implementation

Determine project issues

Identify and document issues. Create action items for timely issue closure and collaborate socially to resolve issues. Use analytics to get visibility of issue status

Create project forecast Generate forecasts from published progress or project commitments. Evaluate impact of work estimates on forecasts to proactively take corrective action earlier

Maintain project performance

progress and

earned value

Spot project health anomalies in real time using exception-based insight (e.g. budget vs. actual labor, materials, etc) and project health trends. Take actions to keep projects on track

Product Mix: ERP Cloud (Project Management) Popular KPIs: % milestones completed on time, no. of schedule adjustments





Corporate Project Expenditure to Cost Control

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Capture project costs

Standardize and automate cost collection for all project-related expenditures using transaction and budgetary controls.

Process project cost transactions

Streamline import, validation, pricing project costs from multiple sources. Perform borrowed and lent processing for cross-charges

Distribute overhead costs Apply buildup of indirect

costs to expenditure items to report and account for the total cost of a project

Review and adjust project costs Compare budgets and actual costs. Analyze

account activity and reconcile balances. Perform online adjustments to recalculate or transfer costs

Record accounting for project costs Generate and post accounting entries for direct costs, indirect costs, borrowed or lent costs, adjustments, allocations and accruals

_	Record capital asset
M	costs (optional)

interest

costs (optional) Record capital and retirement costs such as construction-inprogress, cost of removal and proceeds

of sale against assets.

Calculate simple or compound capital



Allocate overhead costs such as salaries, administrative overhead and equipment charges to projects that benefited from the costs

Product Mix: ERP Cloud (Project Management, Financials) Popular KPIs: budget variance, planned value, cost performance index





Analysis to Corporate Project Optimization

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Manage project health

Monitor project health and performance trends in real-time; take corrective action to resolve exceptions and optimize project financial performance

Analyze project operations

Perform real-time analysis on all aspects of project data including cost, utilization and delivery effectiveness. Facilitate decision-making with analytics in the context of business transactions Manage enterprise project hierarchy Organize projects into an enterprise structure to deliver summarized insight for project executives, such as aggregated labor demand. Enable ad hoc queries on business performance at all levels of the project hierarchy



Product Mix: ERP Cloud (Project Management), EPM Cloud (Planning) Popular KPIs: project ROI, budget variance, no. of change requests





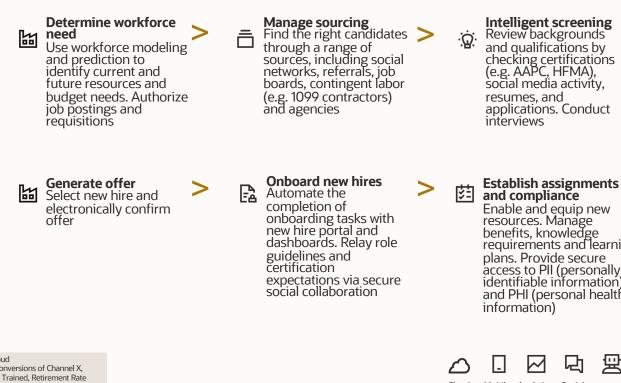
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Modern Best Practice for Healthcare Payer – HR and Talent Management



Recruit to Onboard

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Review backgrounds and qualifications by checking certifications (e.g. AAPC, HFMA), social media activity, resumes, and applications. Conduct

Enable and equip new resources. Manage benefits, knowledge requirements and learning plans. Provide secure access to PII (personally identifiable information) and PHI (personal health

Product Mix: HCM Cloud, EPM Cloud Popular KPIs: Time to Hire, # of Conversions of Channel X, Rate of Acceptance, % Employees Trained, Retirement Rate

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Benefits to Payroll

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eligibility for temporary, seasonal, full and parttime employees. Assess likely cost. Reuse plan elements across organization as needed



Process enrollment

Schedule annual/periodic /seasonal enrollments for employee population(s). Process life events and ondemand requests



Administer employee benefits Prepare plans and

manage employee selfservice enrollments. Ensure accessibility to all retail front line employees

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Product Mix: HCM Cloud Popular KPIs:, Salary Competitiveness Ratio, Cost/Employee, HR-to-FTE Ratio





Payroll to Payment

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Manage and monitor payroll processes Proactively monitor global payroll status and processes via interactive dashboards Rules-based validation

Data-driven verification of earnings (e.g. performance pay, incentive pay, base pay), hours, local taxes and deductions. Checkedule and distribute payments Generate and distribute employee payments

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Finalize payroll reporting Generate and securely share payroll reports and synchronize with general ledger. Distribute to leaders and

direct line managers

> Tax and social compliance Determine tax liabilities, prepare tax filings and deposits

ilities, and

Maintain personal profile Secure employee access to profile information, pay slips, performance payments, incentive pay, etc.

Product Mix: HCM Cloud Popular KPIs: Cycle Time To Process Payroll, Ratio of Salary Competitiveness, % of Cost of Workforce Cloud Mobile Analytics Social Big Data



Time Collection to Payroll

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Monitor time entries Monitor time entries, statuses and processes via different calendar views



Execute rule-based time processing, and calculation such as overtime, shift and location differentials and other premiums

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Approve time For time that is entered by individuals or groups, line and project manager approves everything or only exceptions



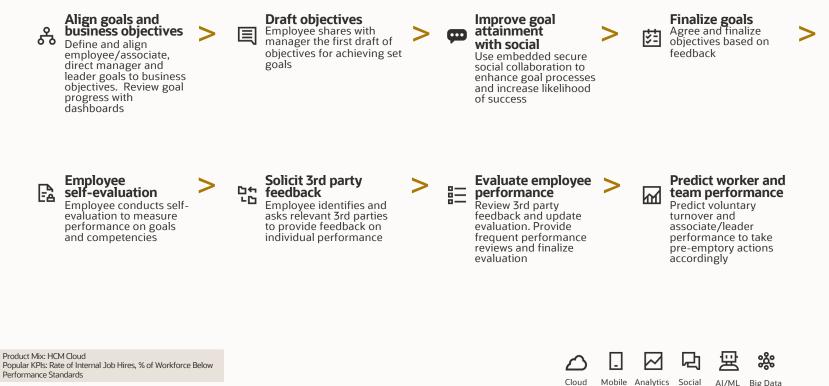
Product Mix: HCM Cloud Popular KPIs: Cycle Time To Resolve Payroll Errors, Rate of Absenteeism, Rate of Approvals, % of Vacation Days Used





Goal Setting to Performance

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Career Planning to Development

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Define talent profile

Match skills, competencies, and content types ∎≣ including degrees, licenses and certifications such as CAA and CERA. Identify gaps for desired role



Define career goals Create personalized goals- incorporating blended learning programs, automated suggestions, certification programs and on-the-job training

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Social learning Use social engagement to foster enterprise-wide collaboration and realtime knowledge transfer



Leverage career planning in talent review and personal career progression. Monitor and update regularly to incorporate new skills /certifications/experience

Product Mix: HCM Cloud Popular KPIs: % Employees Trained, Pre/Post Training %





Talent Review to Succession

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Ranking and ssessment

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assessment Evaluate/calibrate talent using advanced visualization to assess factors such as potential, risk/impact of loss, performance, and goal

attainment

Placement Strategically place employees into talent pools and succession slates across lines of business based on

data

ranking/assessment

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Analyze talent pools Automate development needs identification of talent pool members **Succession strength** and weakness Analyze individual and workforce strengths and weaknesses to determine bench strength and succession slates

Product Mix: HCM Cloud Popular KPIs: Internal Promotions vs. External Hires, Average Age of Retirement, Turnover Rate For Highest Performers





Accrual Planning to Continuity

Healthcare Payer

Define accrual plans
 Ensure compliance to
 regulations and
 corporate policies using
 insight-driven
 definitions of accrual
 plans, types and
 categories



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Create accrual rules and controls

Configure different accrual and entitlement criteria, eligibility rules, and accrual definitions

Enable employee self-service Optimize employee

/associate accrual entry through self-service dialogues and configured accrual types, accessible across any mobile device

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balances Calculate balances during the year to provide accurate information on leave balances for employees /associates, direct management and leaders



continuity guidance

Product Mix: HCM Cloud Popular KPIs: Rate of Absenteeism,





Employee Insight to Work-Life Alignment

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Design wellness initiatives Create wellness initiatives, including external sponsorships, that align with corporate objectives

Obtain baseline and set personal goals Leverage key insights to

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identify and set goals in alignment with personal and career aspirations, and identify activities that facilitate reaching them

Track wellness progress l III

Track, measure, and evaluate trends and patterns of wellness activities using dynamic tools, including wearables and APPs, to determine level of success in order to decrease health insurance exposure (e.g., lower BMI, reduced tobacco use)

Measure reputation

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Optimize social presence and reach by measuring level of influence, impact, generosity and activity via input from internal and external sources such as sponsorships, Twitter, Facebook, Oracle Social Network. etc.

Select volunteer \mathfrak{S} programs

Engage in company volunteer projects that are of interest and foster targeted career development successes (e.g. non-profit board membership, community outreach opportunities)



Drive engagement and motivation, coworker connections by participating in workrelated competitions, sharing overall progress of personal goals and volunteer work



Receive kudos.

rewards, and

incentives (e.g. gym membership, paid participation) or other acknowledgment of goal attainment and progress that promote work-life alignment





Popular KPIs: Percentage of Vacation Days Used, Employee Satisfaction Index,

Product Mix: HCM Cloud

Employee Separation to Workforce Analysis

Healthcare Payer

Process employee O_ separation Complete emp

Complete employee and contingent worker voluntary and involuntary separation process incorporating statutory regulations (i.e. country/ province/ state/ city). Automated removal of access to all systems, etc.



Perform exit interview

Gain insight as to why the employee or contingent worker decided to leave if applicable and discuss offboarding matters using a checklist

Finalize compensation pay out (0) Automate processing and prorate pay (e.g.

performance pay, incentive pay, base pay) due upon termination



Post to payroll Automatically post final pay to payroll within corporate and statutory time limits. with verification and adjustments for scheduled or off-cycle payroll runs



Predict future workforce movement and prevent attrition by analyzing turnover factors (e.g., training, working conditions, leadership), using a variety of data such as region, job, segment (e.g., upmarket, government, mid-market, and small market), geography, and from exit interviews

Product Mix: HCM Cloud Popular KPIs: Average Tenure, Retirement Rate, Attrition Rate, Diversity Rate, Number of Contractors, Voluntary Termination Rate.

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