

**Digital Business Processes for Healthcare Provider** 

## Safe harbor statement

The following is intended to outline our general product direction. It is intended for information purposes only, and may not be incorporated into any contract. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions.

The development, release, timing, and pricing of any features or functionality described for Oracle's products may change and remains at the sole discretion of Oracle Corporation.

## **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 3<sup>rd</sup> 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

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### 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 Omni-channel 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 Provider**



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

# 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
- Absence Planning to Continuity
- Employee Insight to Work-Life Alignment
- Employee Separation to Workforce Analysis



## ORACLE

Modern Best Practice for Healthcare Provider - Finance

## **Budget to Approval**

## Healthcare Provider

Set budget

Aligning with corporate strategy, seed the organizational budget with high level targets such as revenue, margin, and working capital.

A)

Allocate targets

Assign targets across department, organization, or cost center using allocation rules such as gross revenue, margin, bed numbers, space occupation, budgeted headcount, FTE.



Determine baseline assumptions

Create bottom-up plans, Establish global drivers (e.g. talent availability and cost, supplier/drug cost increases, salary inflation). Set account-based forecast methodologies (e.g. growth rate, % of another account, etc.).



Create bottom-up plans

Use historical run rates and advanced predictive planning capabilities leveraging time-series forecasting technique. Include best/worst scenarios. Analyze variance to allocated targets. Manage tasks via centralized dashboard.

Validate assumptions

Validate plan accuracy using built-in time series regression techniques and comprehensive reporting capabilities to analyze historical trends such as nursing floor productivity or no. of contract employees.



Drive consensus

Ensure alignment with strategic goals, such as specific physician specialties. Securely collaborate with stakeholders on unit budgets. Use what-if analysis to test key plan assumptions such as ACA.



Monitor and consolidate

Using a robust workflow engine, automatically route approval requests based on preset rules. Consolidate, review and submit budgets to next level.



Approve budget

Approve the final organizational budget and communicate to all stakeholders (for example, Office of the CFO, physician groups, Board of Directors)

Product Mix: ERP Cloud, EPM Cloud Popular KPIs: time to produce/approve/consolidate budget, % variance









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## **Bank Transaction to Cash Position**

## Healthcare Provider

#### **Review activities**

Use secure, role bass dashboards to review Use secure, role-based automated aggregation of disbursements, payroll, receivables, donations, investments, and borrowing. View highlighted differences and variances to plan (such as the number of unreconciled statements)

### **Bank validation**



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

#### **Initiate interbank** activities

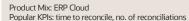
Execute institution-wide cash management. Optimize balances across accounts using zero balance schemes or other methods. Real-time review of bank positions



## Manage end of period positions

Automated month end

statement reconciliation. Balance sheet optimization with automatic updates to forecasts and plans











## **Asset Acquisition to Retirement**

### Healthcare Provider

**Acquire assets** 

Recording of all capital asset acquisitions at all locations via purchases (DME, furniture and fixtures, other equipment, etc.), projects (capital, IT, etc.), and contracts (construction, grant related, etc.) With full visibility, enforce the capital plan during the purchasing process. Secure interaction via social network on open issues, questions and approvals



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

Recognize, register, and assign amortization

Automated recognition of assets on purchase. Dashboard driven placement into service with useful life definition. Automated calculation of depreciation and rules – based assignment to departments (e.g. medsurge, emergency, gastroenterology)/cost center(s)

Track assets

Establish an accurate baseline and ensure assets are cataloged correctly. Track unique identifier for each asset. Collaborate with department managers to handle transfers and adjustments. Periodically inventory physical assets

De-recognition and disposal

Manage valuations, disposals, and retirements for assets (e.g. IV pumps, surgery beds) in compliance with Accounting Principles

Product Mix: ERP Cloud Popular KPIs: asset aging, asset cost distribution, % fixed asset loss









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## **Expense Report to Reimbursement**

## Healthcare Provider



#### Define expense policies

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



#### Process expense reports

Create and submit expense reports via self-service and calendar events, including via calendar events, by department heads, clinic supervisors, employees, 1099 workers, etc. Submit expense reports on-the-go with any mobile device. Snap receipts and use voice to create expense reports



#### Process credit card feeds

Secure and automate availability of credit card transactions for expense reporting enabling timely approval (by department head, clinic supervisor, etc.) of reports and payments



#### Manage cash advances

Use self-service capabilities for the submission of and processing of cash advance requests. Actively monitor and follow-up on overdue cash advance balances with automated notifications



#### Manage employee travel

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



#### Analyze and audit

Leverage audit policies, lists and selection criteria to automate expense report audit processes in accordance with business policy and reporting. Automate analysis of high risk transactions with preset controls











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Product Mix: ERP Cloud

## **Daily Close to Financial Forecast**

## Healthcare Provider

Post subledger activity

Automatically post all approved subledger activity to the general ledger to ensure current account balances

**Identify anomalies** 

Receive auto-notifications of irregular transactions related to KPIs such as Supplies as a % of Operating Budget, Supply Expense per Discharge, FTEs per Occupied Bed, Agency %, Overtime %, Days Cash on Hand. Review and research using secure social networks

**Retrieve operational** statistics
Automatical

Automatically bring in statistical information from health services system such as number of Units of Service, Visits, Procedures, Operating Room Minutes, etc. for use with reporting, flex budgets, key ratios, and allocations

Review daily activity

Secure real-time review, analysis and interaction on the day's financial activities (e.g. cash position and expense progress versus budget) via any device

Manager review

Department managers access daily reporting to view budget variances and productivity reports with time to make adjustments before period end. Collaboratively analyze any anomalous tránsactions

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Product Mix: ERP Cloud, EPM Cloud Popular KPIs: Time to Reconcile, No. of Reconciliations

## **Period Close to Financial Reports**

### Healthcare Provider

Close subledgers

Monitor organizationwide close status. Interact on and finalize outstanding sub-ledger transactions and exceptions. Pro-forma close ledgers

Prepare and review preliminary statements (e.g. balance sheet, income statement, cash flow statement, responsibility reports, etc.) Prioritize outstanding transactions based on initial results.

Account reconciliation management

Automate routine tasks to streamline and optimize reconciliation cycle.
Manage exceptions collaboratively and gain real-time visibility into task performance. Properly qualify prepared records.

Close ledgers

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

**Consolidate entities** 

Transform each entity's (e.g. region, service type) results to the consolidation chart of accounts. Eliminate intercompany activity and minority interest.

\_\_ Securely create reports

Distribute financial statements and responsibility reports to internal stakeholders. Use a collaborative, process-driven approach to define, author, and review variance and to incorporate feedback.

Update financial forecasts

Analyze variance (e.g. over/under budget by department), volume (e.g. number of procedures or patients over/under budget), and financial trends (e.g. accounts routinely over/under budget) Modify forecasts and financial plans based on latest insight.

Publish reports

Publish financial and management report packages such as the Board Package and narrative reports such as Annual and Community Benefit Reports.

Product Mix: ERP Cloud, EPM Cloud Popular KPIs: time to close books, time to publish reports









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## **Report to Forecast**

### Healthcare Provider

Report current period

Report actuals by entity, line of business, department, etc. on monthly/daily or other period close Update forecast with

Create new forecast scenario by updating current period forecast with most recent actual data

Roll forecast forward

Extend forecast horizon to incorporate actuals while retaining forward outlook

Assess variances

Review actuals vs. forecast. Assess variances where threshold inputs for \$/% have been exceeded

Analyze trends

✓ Drill into variances (e.g. back to source system) and analyze trends in historical data (e.g. seasonality) using built-in time series regression analysis

Update forecasts

Generate sandbox scenarios using what-if assumptions based on trend analysis and latest information from across the organization Monitor and consolidate forecast

Using workflow, along with dashboards and alerts, monitor forecast progression. Consolidate into integrated forecast for the business

Update financial plan

Based on latest forecast, update financial plan and communicate to lines of business. Report to stakeholders with narrative context

Product Mix: ERP Cloud, EPM Cloud Popular KPIs: % variance, time to analyze variance, time to update forecast









## ORACLE

# Modern Best Practice for Healthcare Provider-HR and Talent Management

## Recruit to Onboard

### Healthcare Provider

#### Determine workforce need

Leverage workforce modeling and predictive algorithms to identify resource, budget and statutory requirement needs. Understand talent supply/demand to mitigate future shortages of credentialed staff due to retirements, market expansions or turnover. Create new workforce plans and submit to finance team for approval. Authorize iob requisitions



#### Drive candidate engagement

■■ Manage institution brand across website/social media for cohesive messaging. Include digital assistant for candidate interactions. Present relevant content to candidates (for example, articles, reports, events) and recommendations to personalize the experience



#### Manage sourcing

Find the right clinical candidates to fill current needs but also those with potential to meet future needs/credentials (for example, teléhealth and medical informatics) by sourcing from social media, referrals, job boards, agencies, or internal talent profiles and succession pipelines



#### Intelligent screening

Identify top clinician prospects via multitiered automated screening and assessment tools (e.g. clinical questionnaire, tailored behavioral assessments). Review candidate's social activities, background, qualifications, employment authorization (e.g. USA: H1-B, green card) and certifications (e.g. NCQA, TJC). Determine desirable candidates, conduct interviews and perform background checks



#### Select clinical candidate and generate offer

Decide best-fit candidate, analyze offer insights (for example, likelihood to accept), and collaboratively manage salary details with the Compensation department. Obtain required approvals and electronically deliver offer package



#### Onboard new hires

Automate the completion of onboarding tasks with new hire portal and dashboards including documentation and discussion of credentialing requirements (e.g. NCQA,TJC) and ongoing licensing board certification needs. Manage benefits and learning plans

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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Big Data

## **Benefits to Payroll**

Healthcare Provider



#### **Define benefits programs**

Define plans and eligibility and assess likely cost. Determine any applicable staff discounts or rebates. Reuse plan elements across organization as needed



#### **Process enrollment**

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



#### Administer employee benefits

Prepare plans and manage employee self-service enrollments



### **Notify providers**

Submit employee benefit enrollment information through internal systems (for healthcare insurance) and to 3rd party providers for other benefits



Automate post to payroll
Automate processing to payroll for the designated pay run

Product Mix: HCM Cloud Popular KPIs:, Salary Competitiveness Ratio, Cost/Employee,











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## **Payroll to Payment**

### Healthcare Provider

Manage and monitor payroll processes

Proactively monitor institution payroll status and processes via interactive dashboards (e.g. salary components, payment by all provider worker types)

Rules-based validation Data-driven verification of earnings, incentive payments, hours, taxes and deductions

Schedule and distribute □ payments Generate and distribute

physician, nurse, technicians, and staff payments (e.g. salary, incentive payments)

Finalize payroll reporting Generate and securely share payroll reports (e.g. payroll activity report, deductions report) and synchronize with general ledger

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

Maintain personal profile

Secure all institution staff access to profile information, pay slips, time, certification/license reimbursements, etc., via various devices

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











## **Time Collection to Payroll**

### Healthcare Provider

#### Time collection

Capture time through various collection devices or online methods



#### Monitor and plan workforce coverage

Monitor time entries, statuses and processes via different calendar views to ensure alignment with statutory and healthcare staffing level requirements. Plan workforce coverage using role based dashboards (e.g. scheduled time versus actual time)



#### Perform time calculation

Execute rule-based time processing and calculation such as overtime, shift differentials, credentials, certifications, experience, contracted arrangement and specialization



### Approve time

Manage approval of time entered by physicians, nurses, technicians, staff, etc. Approve everything or only exceptions



#### > D← Finalize time to various consumers

Finalize time to payroll, departments, projects, or any thirdparty application as appropriate











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## **Goal Setting to Performance**

### Healthcare Provider

## Align goals and business objectives Define and ali

Define and align employee milestones and goals to organizational (e.g. clinical, quality, research, business) objectives, including relevant succession plan needs. Review goals and milestones via dashboards regularly

#### **Draft objectives**

Review talent profile and career plan to cross reference evaluation with any relevant career goals. Employee shares with manager the first draft of objectives for achieving set goals

#### Improve goal attainment with social

Use embedded secure social collaboration to enhance goal processes and increase likelihood of success. Goal processes can include QA, pharmacy, and/or credentialing areas for upcoming TJC/NCQA (re)certification

#### Finalize goals

Agree and finalize objectives based on feedback

#### **Employee** self-evaluation

Employees (e.g. admin staff, nurses, physicians) conducts self-evaluation to measure performance on goals and competencies. Update talent profile with competency and career goal changes

#### Request Colleague Feedback

Employee identifies and asks relevant co-workers and colleagues to provide feedback on individual performance

#### Evaluate employee performance

Review feedback from others, perform a fit/gap analysis on relevant pre-defined competencies and update evaluation validating attainment. Provide performance reviews, finalize evaluation and update career plan



#### Predict worker and team performance

Predict voluntary turnover by analyzing risk of leaving and performance and determine which recommended preemptory actions to take. Motivate and retain top performers

Product Mix: HCM Cloud Popular KPIs: Rate of Internal Job Hires, % of Workforce Below Performance Standards













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AI/ML Big Data

## **Career Planning to Development**

## Healthcare Provider

#### Establish career preferences

Review/identify aspirational roles, credentials/certifications suggested by managers, HR, or HR system via comparison of attributes to job requirements



#### Define talent profile

Match skills, competencies, and content types such as degrees, licenses and certifications to support career growth and maintain regulatory compliance and certification status (e.g. TJC, NCQA, Magnet). Identify gaps for desired role and recommended learning paths



#### Define career goals

Create personalized goalsincorporating automated recommendations for blended learning programs offered online and offline, automated suggestions, and on-the-job training. Add relevant goals to employee self-evaluation.



#### Social learning

Use mentorship through a private and secure social enterprise-wide collaboration platform and on-demand knowledge transfer during required annual training



#### Realize career planning

**G** Guide employee through career learning path (e.g. CNA to Nurse Manager) in talent review and personal career progression. Monitor and update regularly to incorporate new certifications, credentials, skills, and experiences













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



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AI/ML Big Data

## **Talent Review to Succession**

### Healthcare Provider

#### Review talent



Assess talent (e.g. nurses, physicians, administrative staff) capabilities through insight-driven, collaborative, and interactive online discussion, on a continuous basis



#### Rank and assess talent

Evaluate/calibrate talent using advanced visualization to assess factors such as education, credentialing, certifications, risk of loss, potential, and past performance



## Review current and future



Based on institution approved workforce plans identifying short and long-term talent néeds (e.g. retirements, market expansions or high turnover ratios) create talent pools (e.g. to track emerging research leaders or budding artificial intelligence or blockchain experts) or succession plans to track potential gap/fit candidates.



#### Organize talent

Place staff (e.g. nurses, physicians, managers) into talent pools and succession slates based on ranking, qualifications (e.g. credentialing, certifications), assessment data, engagement indicators, and reputation metrics



#### Analyze talent pools

Discover recommended development needs of talent pool members (e.g. credentials, education) and automated learning paths to address skill gaps



#### Assess succession plans

Analyze staff capabilities and including compliance with educational and institutional requirements. Track bench strength and succession slate readiness

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













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## **Absence Planning to Continuity**

## Healthcare Provider



#### Define absence and leave plans

Ensure statutory regulation and institutional policy compliance using insight-driven and/or negotiated definitions of absence and leave plans, types and categories



#### Create absence rules and controls

Configure different absence and entitlement criteria, eligibility rules, and accrual definitions. Ensure schedule is covered by staff with correct and compliant certifications (e.g. NCQA,TJC



#### **Enable employee** self-service

Optimize physician, nurses, technicians, administrative staff, etc. absence requests through self-service dialogs to ensure no gap in coverage. Enter absence types, accessible across any mobile device



#### Track absence balances

Calculate leave balances to provide accurate information for employees, management and HR



#### Monitor absence trends and analysis

Analyze absence trends to provide institutional continuity of care (e.g. meet required number of cardiac nurses on staff per designated time period)









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

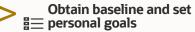


## **Employee Insight to Work-Life Alignment**

## Healthcare Provider



Create talent and wellness initiatives that align with the company's mission. Promote programs to leadership and staff to generate awareness and interest



Leverage key insights to identify and set goals in alignment with personal and career aspirations (for example, credentialing such as NCQA,TJC, certifications, management status). Determine steps for attainment (such as classes, seminars)



Track, measure, and evaluate trends and patterns of wellness activities using dynamic tools, including wearables and smart phone apps, to determine level of goal (for example, BMI reduction, tobacco cessation) success

#### Measure reputation

Measure level of influence, impact, generosity and activity on initiatives and performance via input from internal and external sources including Twitter, Facebook, Slack and Oracle Social Network



Blend talent, reputation, and participation data to gain insight into employee (e.g. admin staff, nurses, physicians) effectiveness and adjust development plans and talent profiles as needed. Discover hidden skills and identify potential staff redeployments to fulfill project gaps



Engage in hospital-promoted volunteer projects that are of interest and foster targeted career development successes. Track and analyze volunteer hours to maintain 'Not for Profit' status

Receive kudos, rewards, and recognition

Receive acknowledgment of goal attainment and progress that promote work-life alignment

Product Mix: HCM Cloud Popular KPIs: Percentage of Vacation Days Used, Employee Satisfaction Index,



















## **Employee Separation to Workforce Analysis**

### Healthcare Provider

## Process employee o- separation

Complete employee separation process, incorporating union, organization and statutory regulations

### Perform exit interview

Gain insight into pending departure and discuss off-boarding matters using a checklist

## Finalize compensation pay out

Automate processing and post final pay to payroll, with verification and adjustments, for scheduled or off-cycle payroll runs

### **Analyze workforce trends**

Predict future workforce movement, credentialing and prevent attrition by analyzing turnover factors using a variety of data such as credentials (e.g. NCQA, TJC), quality of care, job classification, department, salary, budgets and location, 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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