

# Information Technology Consulting Solutions

Value of Optimizing and Expanding Workforce Management  
Solutions in Today's Healthcare Environment



## Value of Optimizing and Expanding Workforce Management Solutions in Today's Healthcare Environment

### Comprehensive Workforce Management

What takes healthcare organizations from "paying people correctly" to proactive, quality focused workforce management?

#### Timekeeping

- Core Data

#### Dynamic Staff Scheduling

- Forecast via Skills, Census and Acuity/Workload

#### Absence and Leave Management

- Optimizes staffing/Reduce GL liability

#### Workforce Analytics

- Tying all the data above to performance metrics and making proactive decisions accordingly



## Introduction

The unwavering goal of the healthcare community is to care for people. With patient's care taking top priority, it is only reasonable that the employees who care for patients are a hospital's most valuable asset. Through the use of innovative workforce management technologies, healthcare corporations now have the ability to allocate their staff appropriately. Unlike the past, where managers relied on a combination of staffing the correct skill sets and forecasting, using senses and instincts, managers can now staff employees with the required skill sets using real-time data. As a result pay is accurate and in regulatory compliance. These factors help assure that the correct amount of care is received by each patient and also enables organizations that leverage such a modern approach success through a greater competitive advantage.

Like most industries, the healthcare industry is ever changing and will see significant changes in the future with the signing of the Patient Protection and Affordable Care Act (PPACA). The signing of this Act generates many questions around the mandatory requirements of hospitals when caring for the millions of Americans that will be newly insured. As a result, a once volume driven industry, has now shifted focus on new performance quality expectations. Guaranteeing these quality expectations are met requires hospitals to manage their workforce efficiently and effectively.

Conduent, as part of its ongoing commitment to clients to identify opportunities for efficiency and smooth business operations, has been studying the value proposition of Workforce Management systems for over 20 years. Improving quality, increase reimbursements, streamlining operations, reducing operating costs and planning for long-term viability is our focus. With strict monitoring of outcomes, certain decisions must be made as to where improvements will be made with strategic investments—investments that would produce the best return for the long-term.

Many health care organizations often overlook one of their largest costs- the cost of labor- as it is not often clear how to get more efficiency from the workforce nor is it clear which path provides the greatest return on investment. **A comprehensive workforce management solution can help your company utilize resources that can provide single source, real-time data access you need—across HR, payroll, scheduling and more—to control labor cost, minimize compliance risk and improve workforce productivity.** This white paper is intended to provide some guidelines regarding workforce management efficiency that have held true in the healthcare sector as well as identify other related value propositions. As might be expected, a natural byproduct of such initiatives is better ability of the HR/Payroll functions to focus on investing in people-resources by performing retention and quality improvement initiatives. Therefore, such initiatives promote a cycle of business culture enhancement as well as bottom line improvement.

### Areas Targeted for Improvement

World-class workforce management solutions provided a focused approach toward improvements in these key areas:

- Improved patient outcomes
- Better PPACA reporting and management
- Empowering supervisors to manage their staff and budgets more effectively with single source, real-time data
- Reduced legal and compliance risk
- Elimination of employees being paid for unearned time
- Better access to data and improved reporting
- More executive insight into real-time labor costs and trends
- Improved employee experience



## Conduent has identified the following operational improvements for the Healthcare sector:

### Improved Patient Outcomes

- Proper staffing based on skillsets, census, and acuity/workload
- Staff scheduling to:
  - Accurately forecast staffing needs
  - Make real-time adjustments
  - Save wasted labor dollars

### Better Affordable Care Act Compliance

- Staffing detail required for compliance is available
- Reduced litigation risk
- Proactive workforce planning

### Large reduction of Payroll Cost

- Average 2.5% cost improvement on annual payroll
- Minimum 1% cost improvement on annual payroll
- Savings are measure and analyzed on a quarterly basis

### Extremely fast payback period

- \$500,000,000 annual payroll results in at least \$5M in annual savings
- Solution has positive bottom line impact by end of year one
- Residual bottom line improvements continue to be realized in future years

## Other Improvements from Expanding and Optimizing Workforce Management Solutions

- Single integrate platform-enabling common user interfaces, database and workflows
- Real-time productivity and analysis tools
- Flexible modular solutions give clients ability to mix and match based on needs
- Mobile Access-allowing managers and employees easy access to information
- Analytic tools allow clients to schedule staff efficiently and effectively based on patient acuity/workload, required skill sets by employees and optimized number of employees
- Ability to track and pay employees, improving customer service (full and part-time)
- Ability to track, audit, and eliminate inappropriate timekeeping practices
- Quick and expansive data lookups using the automated system's online capabilities
- Better reporting, as end-users can utilize the automated system's reporting functions to obtain data themselves and be less dependent on Payroll and Human Resources
- Standardization of pay policies due to automation of rules application
- Empowerment of managers to be accountable for budgeting and staffing, through 24/7 access to analytic data and mobile applications
- "Timecard" issues are eliminated and paper is reduced

Conduent helps healthcare clients improve overall business operations – all in a manner that is cost effective in the short term and reaps large bottom line benefits in the long-term. With our flexible solution, partnerships with leading software vendors and implementation approach, the benefits to our financial services clients are self-evident and the value that can be added from such an initiative is easy to discover.



- Allows for payroll staff to become auditors as opposed to calculators and keypunchers
- Ability to charge and monitor overtime to the cost centers responsible
- Managers have the ability to research pay issues
- Real-time data to proactively manage staff
- Transparency of labor costs
- Control PTO costs
- Employee retention through powerful self-service tools
- Strong compliance tool for regulatory requirements

## Conclusion

Today's advancements in workforce management technology have provided a new path for managing staff in a manner that finally aligns with healthcare business requirements. They key drivers of success are all accounted for in such solutions: quality patient outcome, regulatory compliance, wise targeted labor spent, and proactive decision making. In the past these pieces have existed from multiple sources and many organizations have not been able to benefit from their use. However, it is an opportune time to leverage the comprehensive solutions now available in today's demanding healthcare environment.

## About Conduent

Conduent is the world's largest provider of diversified business process services with leading capabilities in transaction processing, automation, analytics and constituent experience. We work with both government and commercial customers in assisting them to deliver quality services to the people they serve.

We manage interactions with patients and the insured for a significant portion of the U.S. healthcare industry. We're the customer interface for large segments of the technology industry. And, we're the operational and processing partner of choice for public transportation systems around the world.

Whether it's digital payments, claims processing, benefit administration, automated tolling, customer care or distributed learning – Conduent manages and modernizes these interactions to create value for both our clients and their constituents. Learn more at [www.conduent.com](http://www.conduent.com).

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