



The Cognitive Enterprise for Oracle Cloud HCM in Healthcare

Powered by IBM and Oracle



ORACLE | Partner

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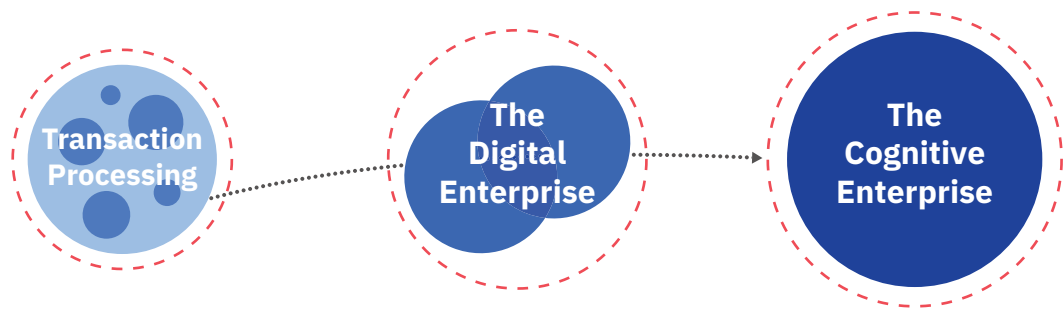
Healthcare Talent in the Cognitive Era

Evolution from digital to cognitive healthcare delivery for global Providers and Payers

The Healthcare and Life Sciences industry is undergoing a major shift from the digital age to a new generation of automation - **The Cognitive Era** - that includes artificial intelligence, robotic process automation and insightful analytics helping organizations provide balanced care and lowering operational costs. To remain competitive, organizations are rapidly adopting the change and training their people to upskill existing talent.

Figure 1

Capability Layers for the Cognitive Enterprise



WHAT	Early information technology improved efficiency by applying technology to individual resources or processes	Digital transformation digitizes whole aspects of a business producing customer experiences that support what individuals need or want	The cognitive enterprise incorporates exponential technologies to create revenues and results via innovative strategies, products, platforms, process transformation, and user experiences.
HOW	<ul style="list-style-type: none"> • Paper tracking • Lift and shift • Limited use productivity tools • Labor arbitrage • Localized practices • Labor arbitrage Limited • Globalization of practices 	<ul style="list-style-type: none"> • Process automation point solutions • Design thinking principles • Enterprise adoption and change management 	<ul style="list-style-type: none"> • Intelligent workflows • Pervasive automation • Design Thinking+ agile • Rapid experimentation • Embedded change mindset • Work elimination with blockchain

What is a Cognitive Enterprise?

To understand what a Cognitive Enterprise is, it is important to understand a fundamental concept called-Business Platforms.

As healthcare companies around the world describe their strategies in terms of platforms, they are anchoring to the idea of a “stage” or “field of operation” —an area where a range of unique capabilities can be deployed and where the companies can seek to establish a control point over a range of value-creating activities.

Thus, **Business Platforms differentiate an organization by combining data, unique workflows and expertise to drive competitive advantage.** Examples include claims processing for an insurer, talent acquisitions for a hospital that has ongoing demand to hire and retain top talent from

the industry. Such Business Platforms will often be underpinned by technology platforms and may connect into other ecosystem business platforms as well.

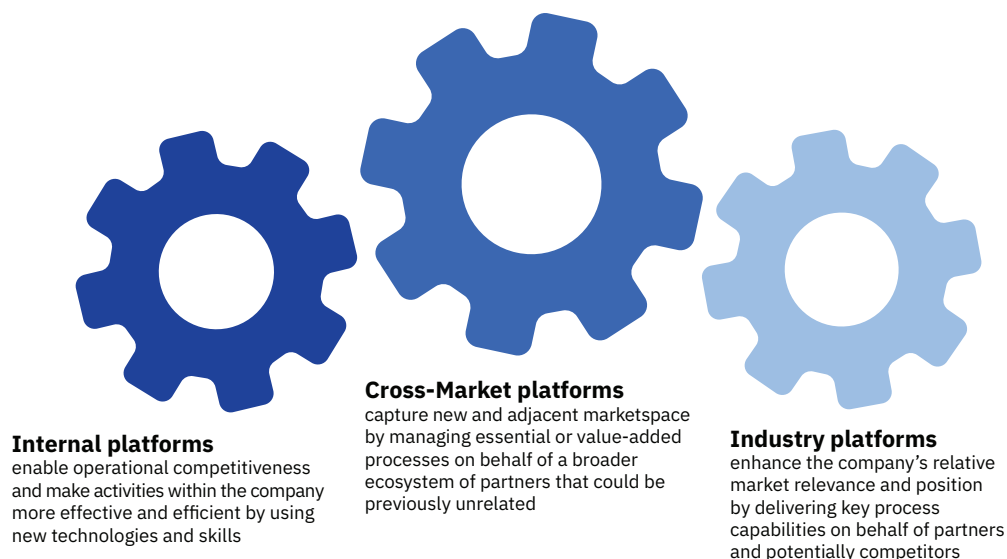
Imagine the **Cognitive Enterprise as composed of multiple business platforms.** One or more of these acts as the core or primary platform(s), providing key differentiation.

At IBM, we see companies placing bets on the creation of business platforms to solidify competitive advantage and differentiation. These platforms must be digitally connected from the outside-in and cognitively enabled from the inside-out.

Others see the chance to play a platform role across their industries. A few companies are using platforms to expand their expertise and compete in markets adjacent to — but until now separate from — their traditional businesses.

Figure 2

Types of Business Platforms



Source: IBM Institute for Business Value (IBV) analysis

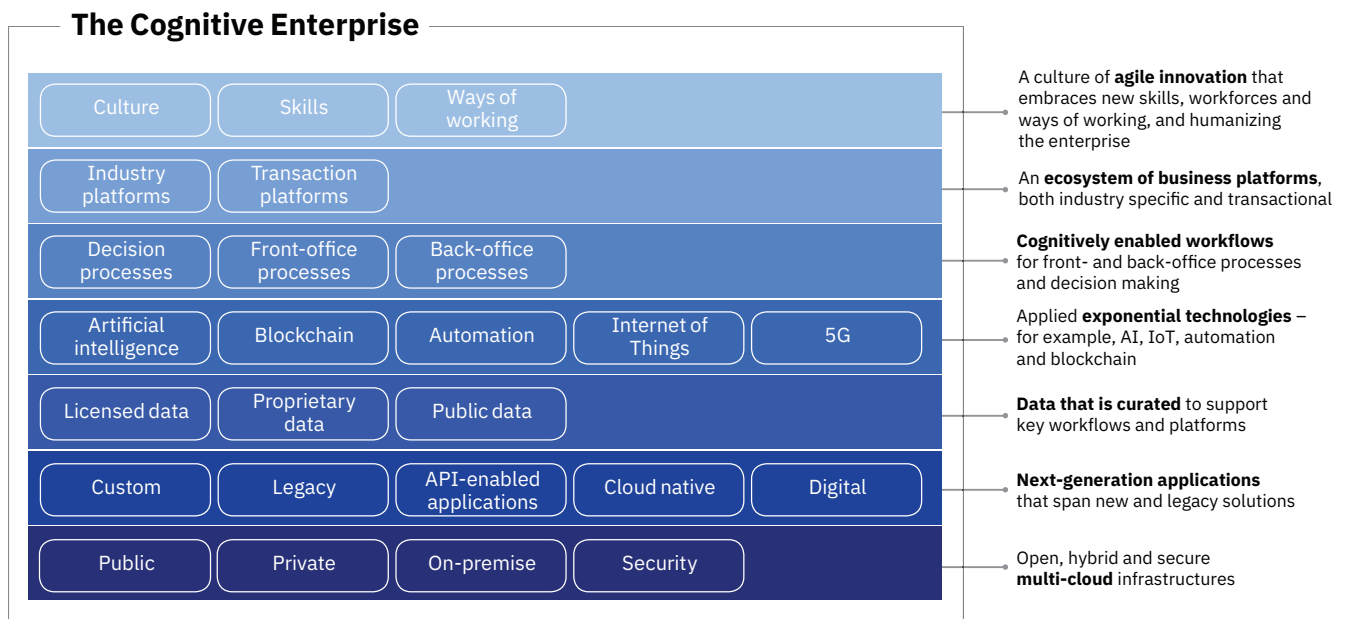
Inside the Cognitive Enterprise

The business platform is made up of capability layers. Each is subject to major transformation with a huge potential for healthcare organizations. We think that incumbents will – as we are increasingly seeing – strike back if they can

orchestrate change at scale. Companies have the opportunity not only to invade and secure new markets but also to restructure their cost bases for the long term – with a possible huge payoff to their bottom lines.

Figure 3

Capability Layers for the Cognitive Enterprise



Source: IBM Institute for Business Value (IBV) analysis

Healthcare Talent Evolution in a Cognitive Enterprise

Although healthcare providers and payers are rapidly adapting to newer technologies such as Artificial Intelligence (AI) and Robotic Process Automation (RPA), **humanity remains at the core of such Cognitive Enterprises.**

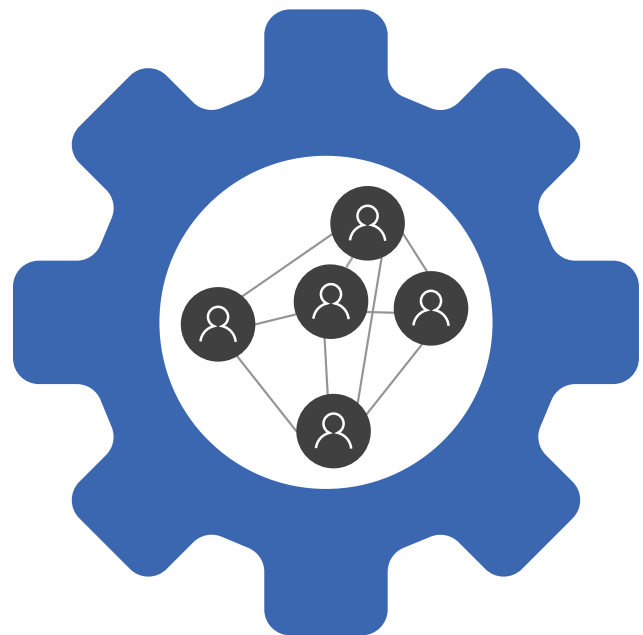
Clinicians using AI-powered diagnostics can scour through symptoms and conditions at much faster speeds than any human can. Yet, the traditional **human touch has remained a strong necessity in successfully providing care services** and ensuring happy patients. AI-powered results, doctor's experience and a strong patient relationship leads to the best results and experiences for both the practitioner and the patient.

Similarly, smart claims management using **AI-based Intelligent Automation helps Payers eliminate erroneous insurance claims reducing the cost burden across the system from Payer to Provider.** The inherent benefit also allows the workforce to focus more on the process and technological advancements supporting the process. This has increased the demand for new skills and continuous re-skilling in healthcare organizations requiring them to change how they hire and manage their workforce.

Today's healthcare organizations must **keep human factors at the core of their Cognitive Enterprise** and allow its people to use Intelligent Automation to deliver best results. This **entails reinventing human capital and managing evolving talent** in the industry.

Figure 4

Healthcare Cognitive Enterprise has its people at the core



-
- Almost **one in ten claims is incorrect** and the claim's amount can be challenged by the health insurer
 - **70 percent of claims are flagged as unusual** — i.e., as potentially incorrect
 - **Objections succeed for only about 10 percent** of all “unusual” claims
 - AI based Intelligent automation, capable of **reliably identifying and correcting these incorrect claims**, would save all stakeholders — health insurers and providers alike — a great deal of time, money, and effort

– McKinsey & Company report

Retain Top Talent: Listen to them, survey them, make them realize by action that their opinion matters!

Employee

A typical employee lifecycle at a medical provider or payer begins by attracting the right talent into the organization. With the advancement of technology and ready access to information, there are multiple methods for enabling a complete and seamless employee experience, with personalization.

Today’s talent expects their jobs to provide them with the same experience they enjoy in their day-to-day consumer and social space. In order to achieve this experience, **every organization needs to engage with their employees continuously** during their tenure at the organization - actively developing and growing them. This can be especially challenging in a high-demand environment such as the healthcare industry with a high rate of turnover. Therefore, the need for employee engagement throughout the lifecycle of an employee is a must for a healthier workforce and overall success of the organization.



83% of surveyed employees said they would **participate in an employee listening program**



Only 62% of Baby Boomers surveyed believe **management will act on their input**, compared to 78% of millennials

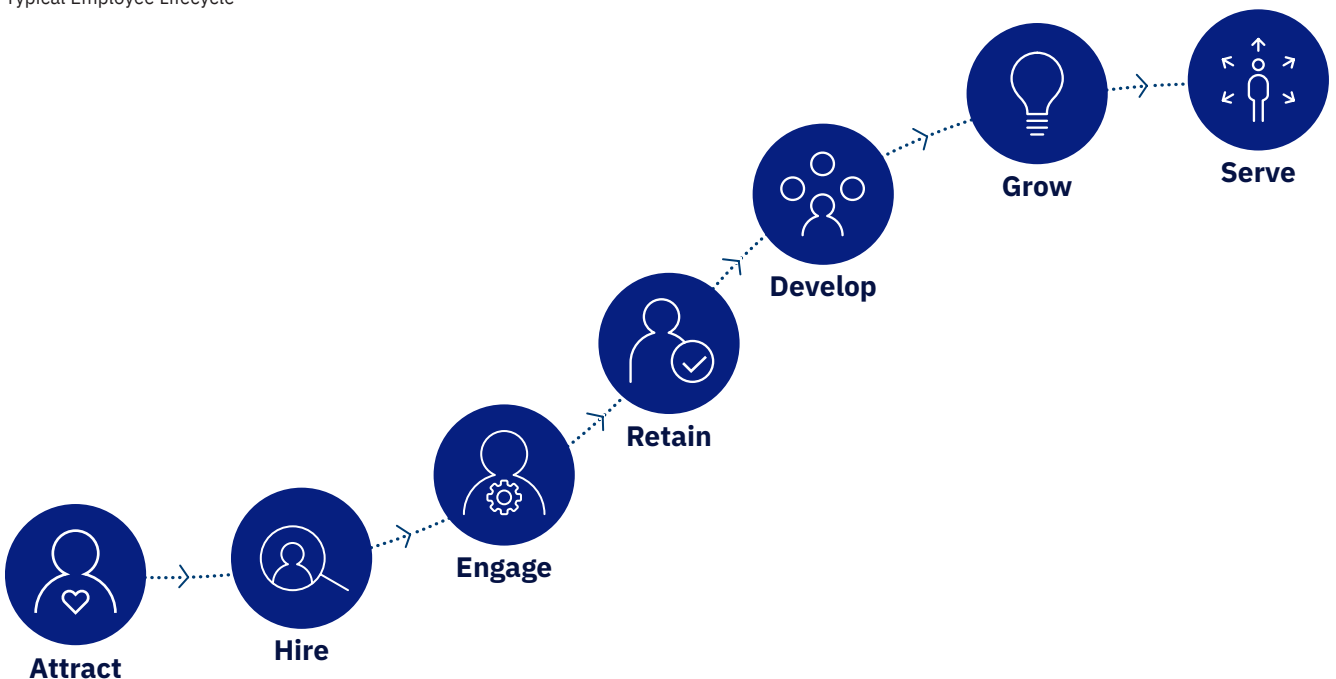


HR practitioners who use **multiple listening methods** rated their organizational performance and reputation 24% higher than those who do not

Source: IBM Institute for Business Value
Amplifying Employee Voice

Figure 5

Typical Employee Lifecycle



Digital

With IBM + Oracle

IBM and Oracle technologies are designed to work cohesively for the healthcare industry to adapt to the future demands of change across multiple talent, work and cultural dimensions. At every stage in the

employee lifecycle there are solutions geared to ensure Healthcare Providers and Payers can acquire, manage and retain top talent in the industry.

	Attract	Hire	Engage	Retain	Develop	Grow	Serve
							
IBM	Watson Candidate Assistant Adverse Impact Analytics (AIA)	Watson Recruitment	Shift Rostering		Your Learning Skills Inference	Watson Career Coach	Chatbots
ORACLE	Oracle's Talent Acquisition Solution (ORC (Fusion) and OTAC (Taleo))	Global Human Resources	Talent Profile Goal Management Performance Management	Workforce Predictions	Learning Management	Career and Succession Planning	Oracle Digital Assistant

2

Common Human Capital Management (HCM) Challenges



Nickle LaMoreaux
Chief HR Officer
IBM Corporation

IBM's Chief HR Officer, Nickle LaMoreaux, highlights the historic shifts impacting HR today:

Consumer-grade expectations. Employees and job applicants have new expectations because of their rich digital experiences outside of work. They express themselves and connect on social media; the world is searchable and transparent; their questions can be answered 24x7 in a live chat. And then they come to work. Our job in HR is to create that connected, transparent, mobile, personalized, searchable and 24x7 universe through our workplace and our tools. It means investing in new technology and reinventing all our processes through the lens of the employee.

Ready access to artificial intelligence and deep learning is creating the opportunity to spot patterns and predict outcomes. This improves our decision support capability and workforce management — whether it is to select candidates who will be more successful, match an employee to job openings or infer an employee's skills from her digital footprint. We also can use bots to improve our productivity — for example, our analysis tells us that last week we saved 500 hours of Q&A time by training a Watson AI powered bot that answered more than 10,000 questions.

Skills obsolescence. Companies are being massively disrupted by technology and they have a desperate need for their employees to reskill themselves for the digital age.

3

HCM Challenges in Healthcare Cognitive Enterprises

The increasing healthcare regulations pose several challenges to Providers and Payers across the industry. In the United States, the Health Information Technology for Economic and Clinical Health Act (HITECH), Medicare Access and CHIP Reauthorization Act (MACRA), Health Insurance Portability & Accountability Act (HIPAA), and the Affordable Care Act (ACA) demand healthcare organizations increasingly adopt, adapt and thrive with the latest technology innovations available. But, at the core of these challenges is acquiring, rewarding and managing talent that make organizations successful. The top six talent related challenges faced by the Healthcare industry today are:



Talent Acquisition

Tapping into highly skilled and trained talent pool is every healthcare organization's primary challenge. Evolving recruitment processes that are staying abreast of the changing technological landscape such as social hiring and talent identification are taking an increasing toll on organizations' resources, time and money.



Unified People Experience

Lack of a unified experience for people that engage daily with the healthcare organization results in having to provide and maintain multiple disparate systems severely hampering seamless integration between various business functions.



Upskilling and Talent Management

The rapid evolution of technology results in an ongoing need to upskill employees and get them ready for changing times along with ensuring they remain compliant with regulatory licenses and certifications needed for the many healthcare services they provide.



Licenses and Certifications

Ensuring regulatory compliance with medical licenses and certifications for its people poses a recurring challenge for every healthcare organization. Typically disparate systems are used in the industry to maintain active credentials for medical professionals leading to increased time, resources and costs.



Work Scheduling

Complex and ineffective work scheduling due to fluctuating business demand, people availability, skills, pay grade match and flexible work schedule is resulting in higher than ever labor costs for healthcare organizations.



Predictive Workforce

Employee turnover costs at healthcare organizations can hurt their profitability significantly and not being able to predict workforce longevity poses serious challenges with achieving business objectives.

The challenges mentioned above and others that are not covered here can be addressed effectively by solutioning Cognitive workflows that comprise a layer in the business platform. IBM and Oracle provide the solutions that can be deployed to mitigate the risks from the above challenges and help healthcare organizations evolve in the Cognitive Era.

4

Cognitive Healthcare Talent Acquisition

Powered by IBM & Oracle

“Healthcare occupations are expected to grow 18% from 2016-2026 adding roughly 2.4 million jobs”

— U.S. Department of Labor (Bureau of Labor Statistics)

During most of the Digital Enterprise era, HR departments were focused more on record keeping via some digital medium. Although this allowed for efficiency gains by being more organized, HR continued to face critical challenges such as **quality of hire, time taken to onboard, high employee turnover and attrition**. This directly **caused healthcare organizations to hire more temporary and contingent workforce to meet their demands** especially in mission critical roles such as doctors, nurses, lab technicians, and claims processors, resulting in high operational costs and lower revenue.

With the advent of the Cognitive Enterprise era, Intelligent Automation enabled **healthcare organizations to leverage Artificial Intelligence (AI) to solve people and mission related challenges**. AI allows for faster talent acquisition by better matching skills with roles, improving Key Performance Indicators (KPIs) such as time to fill a position thereby resulting in better predictability and revenues. Cognitive tools such as chatbots have allowed HR departments to improve exponentially with volume, precision and speed in their daily tasks.

Hiring the right talent quickly saves money and increases revenue and profits. IBM and Oracle have specific AI and Cognitive solutions to address this need.

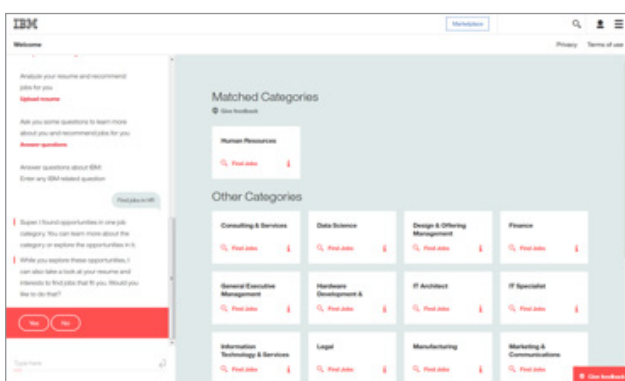
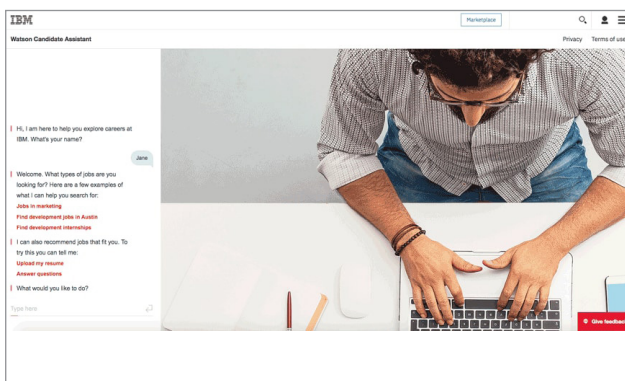
90% of recruiters believe the labor market is candidate-driven

— MRINetwork Recruiter Sentiment Study with insights from employers and candidates, June 2017

IBM Talent Acquisition Solution Suite

IBM Watson® Candidate Assistant

IBM Watson Candidate Assistant is an AI and cognitive talent management solution that engages job seekers in personalized discussions and recommends positions that fit their skills and experiences to help them find a job that they will thrive in and grow with. By building trust and confidence in their first interaction with your company and recommending roles for job seekers that will fit their skills and experiences, costly hiring mistakes are avoided, and new hires turn into valued employees who will contribute to the success of the company.



IBM Watson® Recruitment

IBM® Watson™ Recruitment (IWR) is an AI-powered talent management solution that works seamlessly with your Applicant Tracking System (ATS) to increase recruiter efficiency. It surfaces the most qualified candidates for the job — without human bias — and identifies adverse impact. IWR focuses on skills and experiences. It does not take into account things such as a candidate's name, which human recruiters and hiring managers are likely to use to infer gender, ethnicity and other potential conscious or unconscious identifiers.

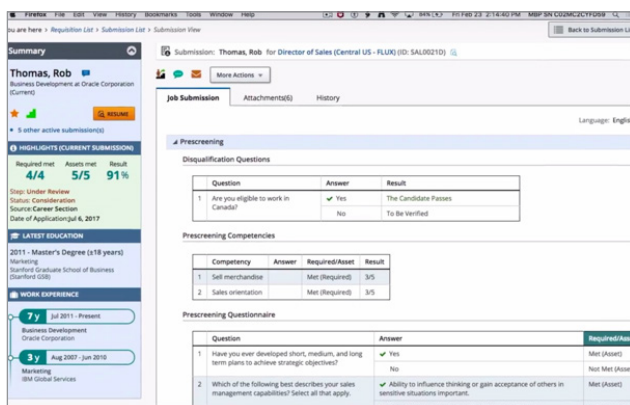
IBM Watson® Talent Match

With IBM Watson Talent Match, you can look beyond keywords to evaluate important intangibles — such as indirect skills — that are not explicitly specified on a resume. Rigorous evaluation of unstructured information, job classification, competency, skills, behavioral traits, and more.

Watson Candidate Assistant wins:

- Ventana Research 2018 Digital Innovation Award
- Human Resource Executive Top HR Product 2018

Oracle Recruiting Cloud (ORC)



Oracle Cloud HCM offers multiple options for talent acquisition including **Oracle Recruiting Cloud (ORC)** and Oracle Talent Acquisition Cloud (OTAC). ORC is a new recruiting and candidate relationship management solution delivered natively as part of the Oracle Cloud HCM suite. It enables employers to track and measure complete information about their talent across the HR spectrum. It keeps the candidate experience at the center of the recruiting process by leveraging innovative technologies such as chatbots, and a modern and mobile-friendly User Experience (UX). A key differentiator with ORC is the seamless integration with key onboarding processes that are part of the HCM Cloud suite of services.

Multichannel sourcing of talent by integrating with job boards and social networks such as LinkedIn.

Customer branded career portal/site with the ability to incorporate media support for video, audio and other forms.

Interview scheduling ability for a candidate to select an interview time slot made available by the recruiting team.

Additional information request from candidates after the initial application has been submitted.

Automated candidate selection facilitates a candidate to automatically move forward in a selection process if certain criteria are met in their current status.

Key considerations

- ORC is delivered natively as a part of the Oracle Cloud HCM Suite. This means in order to take advantage of the ORC you must have purchased Oracle Cloud HCM.
- IBM's Talent Acquisition Solution Suite has the ability to integrate with existing Oracle Taleo customers without requiring them to purchase any other Oracle products — such as the Oracle Cloud HCM.

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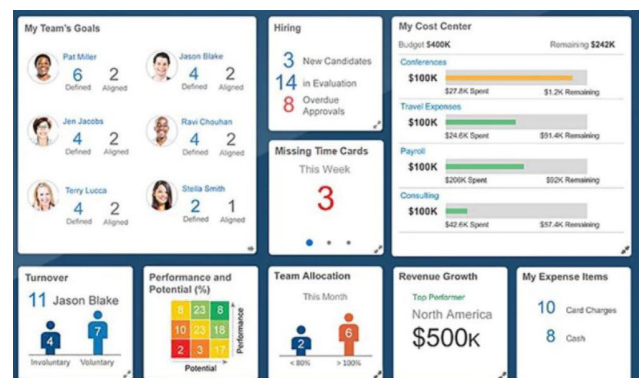
Unified People Experience

“The Oracle solution implemented by IBM has enabled us to transform our approach to talent acquisition”

— Rita Essaian, Executive Administrator, Southern California Permanente Medical Group (SCPMG)

Oracle’s Healthcare-focused solutions provide a single platform and unified experience across the entire healthcare organization. Administrative staff, doctors, nurses, patients, clinicians, payers and other healthcare entities are all managed through a Global Single Instance (GSI) on a multi-pillar Oracle Cloud suite of products. Employees and other users in a healthcare organization expect a similar experience to how they shop online or use social media interactions that allow for seamless navigation and user experience. **The Oracle Healthcare Master Person Index solution along with Oracle Cloud HCM enables HR departments to bring that unified user experience to its people along with a single point of reference enabling real-time, unified, trusted data.** This also enables comprehensive enterprise-wide analytics that provide valuable insight to help organizations gain high efficiencies in healthcare delivery.

Organizations are improving work efficiencies by simplifying and providing a consistent user experience to its people across technology deployed in the various business functions and day to day tasks performed by their people. IBM and Oracle provide a unique partnership to transform organizations to such optimal state in automating enterprise-wide business processes. From **deploying a single source of information to a consistent omni-channel experience, IBM and Oracle make it simpler for healthcare workers** to conduct their business and focus more on what they do best — provide quality healthcare.

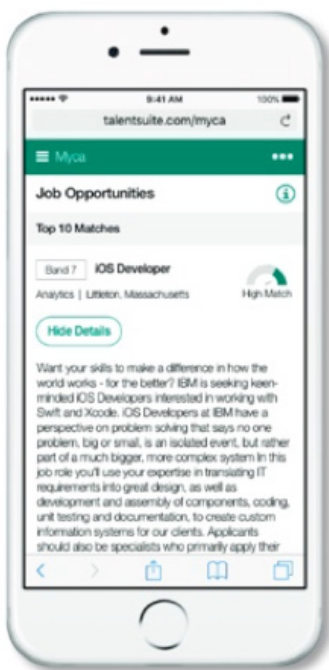


Oracle Human Capital Management Cloud using the Oracle HCM Mobile Platform allows useful features available in the mobile app including:

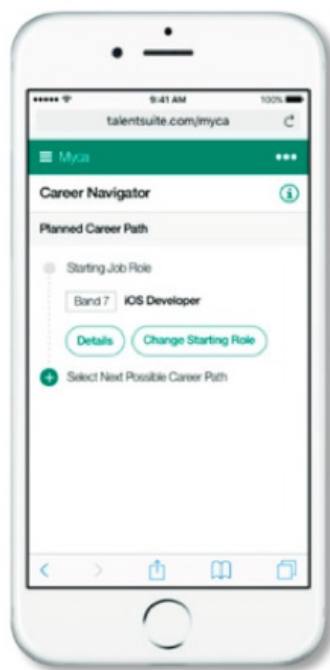
- **Learning:** Employees can view learning assignments offline
- **My Day:** Employees can view events scheduled for the day
- **Talent Profile:** Employees can view skills and qualifications
- **Goals:** Employees can track goals on the go
- **Pay:** Employees can view and download their pay slip PDF
- **Absences:** Employees can view planned absences and available balances
- **Time:** Employees can view time-cards

Supplementing the delivered Oracle functionality is **IBM's Watson® Career Coach**. A virtual assistant that aligns your business goals with your employees' career aspirations. Watson Career Coach learns about an employee's preferences and interests and makes recommendations for job roles based on their current role, skills and career moves others have made from this role. Watson serves as a personalized development coach and recommends learnings to close skill gaps to their preferred role. Internal mobility is encouraged by notifying employees of internal opportunities that are consistent with their career objectives.

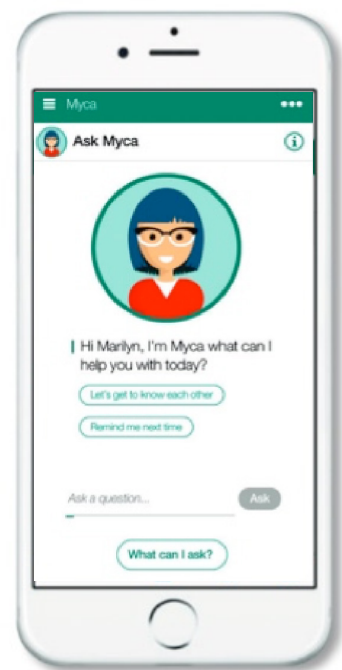
Watson Career Coach



Choose best-fit roles and apply directly



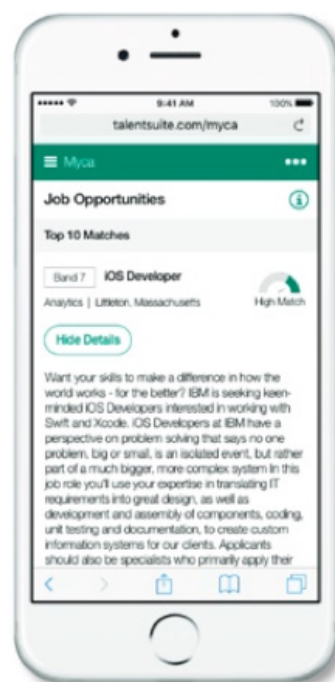
Explore career options and plan next steps



Seek answers to career-related questions

Job Opportunity Match

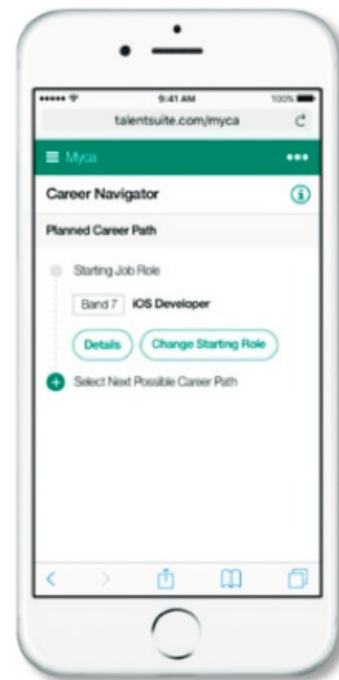
Employees can find open job positions deemed a good fit for them, by answering a set of skills-based questions or uploading their resume. Using IBM Watson APIs, Career Coach matches users to internal job opportunities that are relevant to their current career experiences. Users can refine their search using location filter and apply directly from Watson Career Coach to initiate their next professional move.



Choose best-fit roles and apply directly

Career Navigator

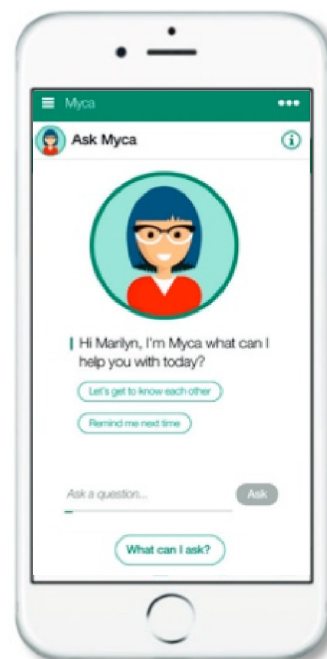
Employees can define a personalized career progression and receive guidance based on job transitions of others in similar positions and roles. Career Coach makes recommendations for each next step with multiple job role choices with ratings for each based on organizational demand and skill match.



Explore career options and plan next steps

Personal Career Advisor

Myca (My Career Advisor) is the mobile chatbot that employees can engage with anywhere, anytime. It interviews users, understands their needs, and provides instant, personalized career advice to the most commonly asked career-related questions. Powered by IBM Watson, *Myca* supports 40+ career-specific questions as well as general out-of-the-box 'chit-chat' queries. This cognitive-bot learns from user feedback on its answers and additional comments, to personalize and refine its future responses.



Seek answers to career-related questions

6

Upskilling and Talent Management

“60% of Executives globally confirmed that they are struggling to keep their workforce current and relevant”

— IBM Institute of Business Value

Healthcare organizations are recognizing a major skills crisis looming ahead as they struggle to not only fill positions with skilled people but also upskilling their existing workforce to ensure they remain current with the changing landscape of healthcare delivery.

Learning delivery has evolved to digital platforms that provide consumer grade learning experiences along with the flexibility to scale. **Coupled with cognitive tools and AI, learning management delivers bite-sized content to help doctors, nurses and claims adjudicators learn and adapt to newer technological advances in their daily tasks.**

Upskilling your existing workforce is directly connected to Talent Management. As more and more Gen Y and Gen Z employees join healthcare service providers and payers, **the need to manage talent with effective career development, and succession planning is essential for the continued success of hospitals, payers and other healthcare organizations.** Allowing people to define their individual goals and tracking their performance provides valuable insight into current performance levels as well as sets the stage for predicting their growth in the company.

Talent Management enables Managers to play a larger role in the professional development and retention of their direct reports

Oracle Learning Management

Oracle Learning Cloud is available for everyone, anytime, anywhere. Learners can discover, consume, publish, and collaborate using the social features of liking, recommending, or contributing to the conversation. They can also download content to mobile devices to consume learning offline.

Learners can discover and consume learning that is relevant to their job roles. Subject matter experts can easily share their knowledge with the rest of the organization and gain recognition for their contributions. In the healthcare industry, immediate ramp up of providers is critical to increase productivity to meet patient demand - upon onboarding, managers can push learning to their staff members and track the teams progress.

HR specialists can manage the learning catalog and drive compliance needs by administering required learning across the organization.

Healthcare providers require their people to maintain current licenses and certifications for the services they provide in the geographical regions they serve for compliance purposes. **Automation and Assurance of Compliance Training** is available in Oracle Learning Cloud.

HR specialists can set up certification compliance with complex assignment rules around expiration and renewal.

Oracle Learning Cloud

The screenshot displays the Oracle Learning Cloud interface. At the top, there is a search bar and buttons for 'Author Tutorial' and 'Publish Video'. Below this, the 'Required Viewing' section shows three video thumbnails with titles like 'Mobile Sales Team Onboarding Overdue' and 'Importance of Collaboration Due March 30, 2015'. The 'Personalized Recommendations' section below features four video thumbnails with titles such as '10 Ways to Attract a Younger Workforce' and 'Vertical Selling Strategies'. Each thumbnail includes a title, a brief description, and a duration or count.

7

Licenses and Certifications

The total number of License Verification requests processed using the LVS was up by roughly 16% year over year

— Medical Board of California 2017-2018 Annual Report

One of the most common activities in any healthcare provider's hiring process is the healthcare professional credential verification. This is primarily done to avoid any regulatory issues when providing care and more importantly to **ensure that patients are in trusted hands with a qualified and certified healthcare professional.**

The rapid expansion of healthcare needs across the United States in the past three decades has resulted in situations where healthcare professionals may need to provide care in states where they may not be licensed.

To ensure the organization does not run into risk of missing key information or sanctions that make a healthcare professional ineligible to provide service, the organization must go beyond minimal requirements verification.

The Oracle Cloud HCM solution, as part of its Profile Management features, allows for tracking of healthcare professional's licenses and certifications. Healthcare professionals may use the self-service tools available in Oracle to keep their information current while the organization can integrate with third-party verification providers to update or override certifications.

IBM cognitive tools in conjunction with Oracle Cloud HCM intelligently track and allow scheduling or shift assignment for healthcare professionals only in locations and positions where they are licensed to perform their service.

The total number of License Verification requests processed using the LVS was up **Oracle Validated Integrations (OVI)** allow for healthcare organizations to verify their staff licenses

8

Healthcare Work Scheduling

90% of Nurse Managers say Scheduling and Understaffing problems hurt employee morale

— AMN Healthcare and Avantas, Predictive Analytics
in Healthcare 2016: Optimizing Nurse Staffing in an
Era of Workforce Shortages

Hourly workers comprise the majority of the healthcare workforce. These hourly workers record time against shifts worked in order to earn their pay. This process is called positive time reporting. There are several challenges and factors which need to be accommodated while managing an hourly workforce. Some of the common challenges are:

1. Creating a shift roster
2. Identifying required/necessary skills per shift
3. Matching employee availability, preferences, seniority, pay rates, skills with fluctuating business demand
4. Managing overtime while scheduling resources
5. Enabling shift swapping flexibility amongst resources

Lack of an efficient way to manage the above has a direct impact on operations and contribute to the following management challenges:

1. Absence of a sophisticated scheduling tool, visibility on shift details, overtime opportunities, shift swap functionality
2. Inefficient scheduling, low employee utilization, higher labor cost and reduced employee morale
3. Managers' spend more time on administrative work — shift planning, approvals, reporting
4. Minimal visibility on shift data of the employee, department and company which impacts planning, budgeting and business targets
5. Ineffective scheduling triggers compliance issues like the risk of not adhering to policies, labor laws and union rules
6. Limited and low utilization of modern technology and real-time data for self-service and administrative tasks

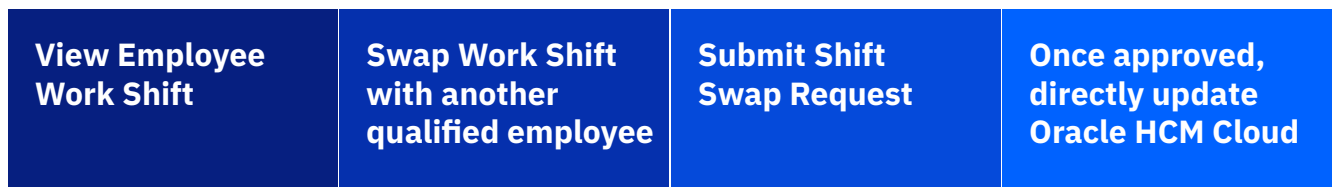
IBM's Shift Rostering solution, built on Oracle Platform as a Service (PaaS) and mobile platform powered by IBM Watson®, is fully integrated with the Oracle Cloud HCM SaaS solution. IBM has invested to develop this supplemental solution to further enhance the already delivered functionality in the Oracle Cloud HCM product. Our solution is designed for payer and provider organizations of all sizes and business models and incorporates chatbots for both managers and employees, while offering a personalized employee experience.

IBM's Shift Rostering solution includes:

- Enables employees and managers to “swap” shifts once they have been scheduled
- Bot-enabled user interface is conversational, for example, “What shift do I work on Thursday?” or “Can I swap my shift?”

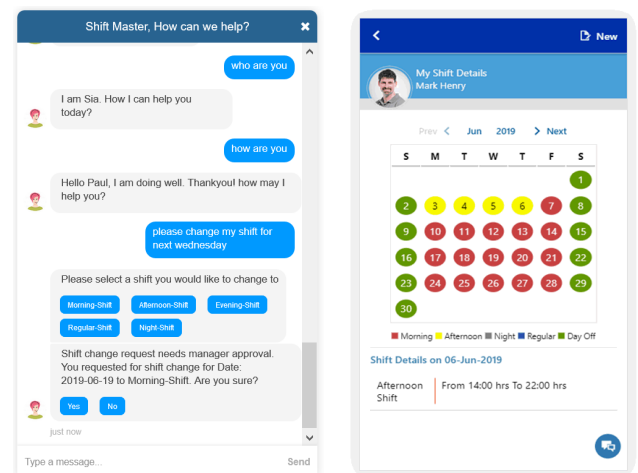
- Integration with Oracle Cloud HCM to retrieve employees’ personal data and work schedule data
- Integration with Oracle Cloud HCM to update employee shift changes after shift swap

IBM's Shift Rostering solution is time-efficient and user-friendly, providing the user with a convenient and intuitive way of creating and swapping schedules quickly using natural language.



60% of Nurse Managers say that advanced scheduling technology that can accurately forecast patient demand and staffing needs would be very helpful

— AMN Healthcare and Avantas, Predictive Analytics in Healthcare 2016: Optimizing Nurse Staffing in an Era of Workforce Shortages



9

Predictive Healthcare Workforce

Oracle HCM **Workforce Predictions** provides forward-looking insight into your workforce trends and enables you to take action early, aligning human capital plans with organizational business objectives.

Predictions uses current and historical indicators to predict performance and attrition, determines corrective action through “what if” scenario modeling and provides the ability to implement that corrective action. Several factors are taken into account while constructing the “what if” scenarios such as historical and current employee performance, their compensation history, vacation and time off patterns.

Predict Worker and Team Performance

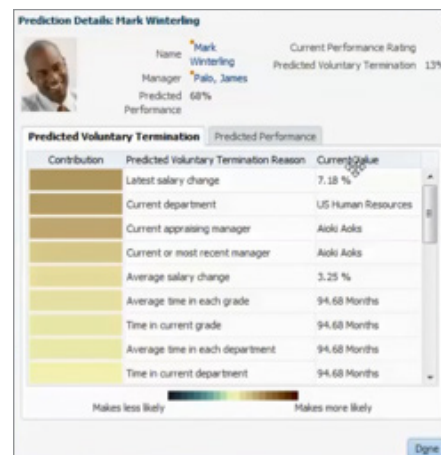
Insights regarding how a worker may perform in a new role, given their current skills and experience.

Predict Worker and Team Attrition

Leverage 9-box view of your workforce to identify “at risk” top performers and focus on taking steps to retain them.

Improve Performance and Reduce Attrition through “What If” Modeling

Model different scenarios to see how changes in policies, vacation, pay, or promotions can affect your organization.



10

Conclusion

Strong digital skills are now a must-have — not a nice-to-have — for US health insurers. A few payers have succeeded with digital; those that haven't cannot afford to be left behind

—McKinsey and Company report

The convergence of technological innovation, social and regulatory transformations have changed the Healthcare industry to be even more focused on value-based care. To stay in step with the disruption and remain competitive in the marketplace, the emergence of the Cognitive Healthcare Enterprise is inevitable. The ability to manage the needs of your workforce from recruitment and learning to retention is paramount to the success of the enterprise. The opportunity to harness Oracle's vertically integrated HCM Cloud with IBM's Cognitive capabilities has the potential to accelerate industry transformation into intelligent automation.

To learn more or to request a demo of IBM's Oracle Cloud HCM capabilities with Cognitive Solutions for the Providers and Payers in the Healthcare industry, please reach out to your IBM client executive.

76%

of millennials think professional development opportunities are one of the most important elements of company culture

—2017 Hiring Outlook

11

Client Case Study

“The Oracle solution implemented by IBM has enabled us to transform our approach to talent acquisition.”

— Rita Essaian, Executive Administrator, SCPMG



Southern California Permanente Medical Group

Brings Recruitment Back to Glowing Health with IBM and Oracle

Problem

The Southern California Permanente Medical Group (SCPMG) is a for-profit organization of more than 8,000 doctors who serve the 4.2 million members of Kaiser Permanente’s Southern California regional health care network, offering general practice and specialist care services. In total, SCPMG employs 69,000 people, operates 14 hospitals and 217 medical offices, and has more than 60 years of experience in delivering high-quality and innovative care. After a boom in membership triggered a massive recruitment drive, SCPMG set out to ramp up the efficiency of its talent acquisition efforts. SCPMG transformed its recruitment by replacing manual work with a robust Oracle Cloud solution deployed by IBM, helping recruiters and hiring leaders focus on finding the right person to fill each post.

Requirements

- Needed a system that can facilitate a massive recruitment effort (increase employees by 80%)
- Ability to track over 4,000 annual applicants
- Standardized recruiting process

Solution

- Oracle Talent Management Cloud

Results

- **60% more** candidates submit their own information through the Oracle solution
- **3** temporary staff are no longer required for data entry, **unlocking major cost savings**
- **80% rise** in year-on-year physician **hires** thanks to higher recruiter productivity

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