Delighting providers with faster onboarding through ServiceNow and INRY

Committed to fostering optimal health for all

SCL Health is a growing non-profit healthcare organization dedicated to improving the health of the communities they serve. They provide comprehensive and coordinated care through 8 hospitals, 150+ physician clinics, home health, hospice, mental health, and safety-net services. To succeed in its mission, SCL Health needs access to the best medical talent in the world.

> " We want to attract and retain highly sought-after providers by channeling our value of excellence and creating a world-class experience. Our goal is to provide newly hired providers with an experience into our culture of excellence. "
>
> Amy Yankovich, System Director
> Service Management, SCL Health

Industry: Healthcare
Headquarters: Broomfield, Colorado, United States

150+ Physician Clinics

$2.8B Est. Annual Revenue

15,000+ Employees

The Opportunity

Onboarding frustration makes attracting the best talent harder

Hiring some of the most in-demand medical talent is not an easy job. Both new graduates and experienced providers have a wealth of opportunities to choose from, and a big part of that choice is determined by whether a new employer is easy to work with.

SCL Health realized that its reliance on dozens of systems spanning hundreds of manual and sometimes redundant, onboarding steps was creating a problematic first impression for new hires. Furthermore, without an end-to-end system that captured and reused information throughout the onboarding process,
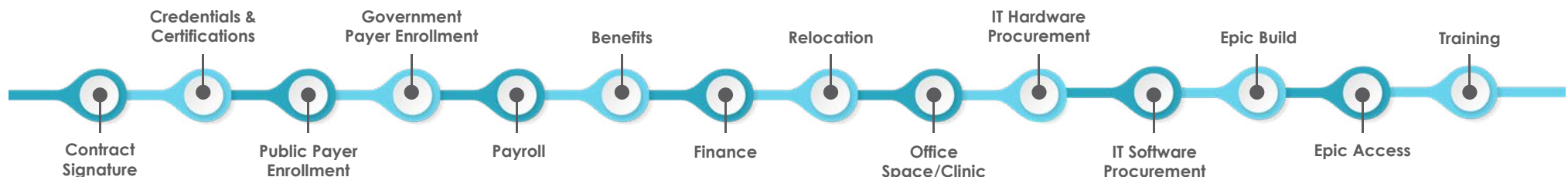
new provider hires were sometimes asked for the same information up to 18 times. As an organization dedicated to high quality care, this was not the first impression SCL Health wanted to create.

Patient care suffers when onboarding moves at a snail's pace

What was the ultimate impact of the legacy processes? Days or weeks of delay in getting the provider engaged with patients. For an organization the size of SCL Health, this meant years of lost provider capacity per annum.

The Physician Onboarding Journey

Credentials & Certifications — Government Payer Enrollment — Benefits — Relocation — IT Hardware Procurement — Epic Build — Training

Contract Signature — Public Payer Enrollment — Payroll — Finance — Office Space/Clinic — IT Software Procurement — Epic Access

Embarking on the Journey

Taking the first step – a will to change

As part of their Mission 2025, SCL Health envisioned streamlining and improving their preboarding and onboarding processes across all regions to enhance provider experience and engagement and reduce administrative waste and rework.

SCL Health's Amy Yankovich (System Director, Service Management) and Cisco Sedillo (System Director, Provider Recruitment) helped reimagine the onboarding process, secure executive leadership support, define and manage project scope, and tie efforts to process areas with the biggest return on investment.

The second step of the journey – defining the problem

To understand the legacy process holistically and lay out a roadmap of achievable but significant improvements, SCL Health pulled together 9 teams, 40 leaders, and a structured facilitator. Using the entire meeting room as their whiteboard, they documented 139 tasks spanning 9 departments yielding no less than 42 onboarding deliverables.

The gaps identified during these sessions included the need to:

- **Standardize preboarding processes** with defined milestones across all regions.
- **Reduce the cycle time** and ensure a world-class experience for all newly hired providers.
- **Clearly define responsibilities** and communication channels for the recruited providers, process team members, and stakeholders.
- **Expedite credentialing** approval processes to get providers in front of patients more quickly.
- **Create a single source of truth** for providers to submit information, receive communication, and review orientation and training schedules.
- **Ensure providers have access** to systems and applications from Day 1 following their offer acceptance.

Saving thousands of hours, millions of dollars, and improving the health provider experience...
#motivation #lovemyjob
#employeeengagement

Envisioning a workplace of the future with ServiceNow and INRY

SCL Health considered a number of platforms to meet the challenge, but Amy and Cisco from SCL Health recommended ServiceNow as the platform of choice because of its ability to provide low-code, highly functional business process support.

Building the foundation for a better future

Using the insights from internal and INRY-led workshops, the project team decided to iteratively deployed ServiceNow's onboarding products to meet the most pressing requirements identified for the first phase of delivery. INRY recommended extending the core ServiceNow functionality provided by ServiceNow's Onboarding and Transitions, Employee Service Center and HR Case Management products to help SCL Health get a rapid return on their investment, a quick time to delivery, and the maximum degree of upgrade compatibility.

The products included as part of the first phase included a broad set of foundational features that could be leveraged for future phase enhancements, provider, HR, and IT portals, mobile-friendly user interfaces, a flow designer for use in process evolutions, and more. With a firm foundation in place, SCL Health was in a position to start realizing the benefits of a more transparent, agile, and scalable process.

For hospital medicine, the overall cost of turnover is probably at least $400,000 per provider and could easily be $600,000 or more."

A Partner to Help Guide the Way

SCL Health selected INRY as their delivery partner, thanks to their leadership position in delivering highly functional, agile HREX solutions for organizations across a wide range of industries. They also needed to get the product live in 8 weeks to meet internal targets and demonstrate the feasibility of the solution.

INRY worked alongside stakeholders in SCL Health to move the tasks from concept to reality using flow designer, and demonstrated how the to-be process would function through regular "show me sessions." By demonstrating working functionality early and often, INRY helped reduce project risk, and ensure that the final product delivered for the first phase would meet and exceed SCL Health's expectations.

An important aspect of this process was INRY's focus on Organizational Change Management (OCM) as part of the delivery methodology. The INRY team realized that even a solid technical approach can fail in the absence of good change management. With this knowledge in-mind, INRY has built the PASS Methodology, which ensures that customer organizations are able to adapt, with ease, to changes that may occur as part of new solution adoption.

The First Destination, with more to come

Dramatic improvements, and momentum for further growth

Moving away from siloed and manual processes, INRY helped SCL standardize their provider preboarding processes and connected them with a unified ServiceNow solution that delivered on multiple fronts, including:

- **Providing a single source of truth** to both the newly hired providers and internal departments to facilitate the   complex preboarding process.
- **Delivering a repeatable, predictable process** that allows associates to complete the tasks assigned to them instead of chasing down answers for what is due.
- **Improving quality and timeliness of the onboarding experience,** with a system that gives associates and providers an easy, transparent tracking of all preboarding tasks with proactive alerts for any associated bottlenecks.
- **Eliminating redundant, often chaotic communications** that characterized the legacy process – including a deluge of email messages, phone calls, and siloed application requests that left new hires bewildered and frustrated.
- **Automating where appropriate, providing high touch when it's needed** thanks the concept of a point of contact concierge, a real person who can assist with any questions or concerns during the onboarding process.

These changes freed up the providers, from repetitive tasks, to focus on patient care and shortened the time for onboarding dramatically.

Accelerated onboarding by the numbers

50% reduction in average provider credentialling application turnaround time

reduction in credentialing application submission to verification process completion time **35%**

30% reduction in APP onboarding cycle time

Thousands of hours, millions of dollars saved annually

SCL Health hires **100s** of new providers each year due to organic growth and turnover

Operational leaders save up to **40** hours per new hire in HR, IT, Finance and Admin costs

A single retention issue caused by poor experience can incur costs of **$400k - $600k**

A single source of truth replaces having to touch 30 different electronic systems

- Efficiency gains and improved staff and provider experience
- Data accuracy and availability improvements thanks to automation and system integration
- Time from offer acceptance to serving patients, dramatically reduced

Most importantly, the provider onboarding solution is helping SCL Health deliver on its mission of fostering optimal health for all by making the experience of new provider team members a satisfying one. With the first steps taken successfully, SCL Health is in a great position to continue the journey with the support of INRY and ServiceNow!

2022 GLOBAL PARTNER Award Winner servicenow

Fastest Growing Company

FT FINANCIAL TIMES

Inc. 5000

AICPA SOC 2 Formerly SAS 70 Report

SOC 2 TYPE II CERTIFIED

Certified & Secure