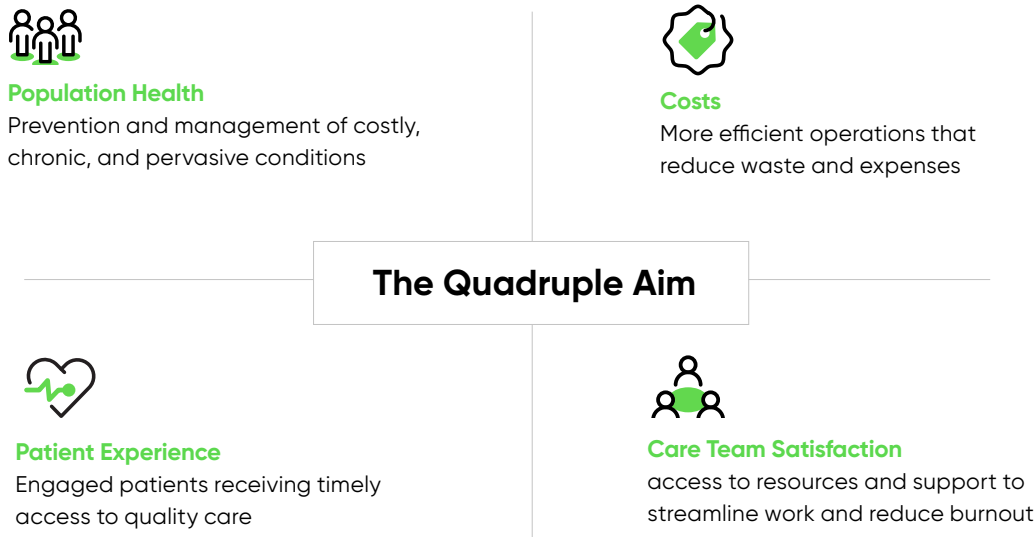servicenow.

INVEST IN PATIENTS *OR* CARE TEAMS? YES.

How today's leaders are reducing costs and innovating for a better tomorrow for patients, care teams, and communities.

Achieving the Quadruple Aim

Healthcare in the 21st century is complicated. Around the world, patients must navigate an often bewildering system to get the care they need. Care teams whose workload keeps growing must balance the increasing demand for services with manual tasks that take time away from providing care. And it's complicated for communities that juggle multiple health-related challenges such as aging populations, coverage gaps, higher costs of care, growing security threats, and finite budgets and capacity.

In a complicated environment, it's sometimes a challenge to stay focused on what matters most—and avoid getting distracted by minutiae, bureaucracy, and manual efforts. The healthcare industry's Quadruple Aim framework helps many organizations clarify their priorities and zero in on the best practices that are essential for success.

Population Health
Prevention and management of costly, chronic, and pervasive conditions

Costs
More efficient operations that reduce waste and expenses

The Quadruple Aim

Patient Experience
Engaged patients receiving timely access to quality care

Care Team Satisfaction
access to resources and support to streamline work and reduce burnout

But achieving those priorities isn't easy. Clinicians need the technology and systems to digitize processes and workflows from the front desk to the back office—without creating more friction for patients or staff. They need easy access to consolidated information that provides a 360-degree view and comprehensive insights into patients. Organizations have to combat clinician burnout, so qualified and caring people can keep doing the work they were born to do.

In short, the industry needs to find more time, waste less effort, drive down costs, and improve the quality of care. It leaves many healthcare organizations questioning if they should invest in patients or care teams. It's a complicated challenge, but it's not impossible. The following is a look at how we can get closer to achieving the ideals laid out by the Quadruple Aim.

1. It all starts with a better patient experience

Today's patients are also consumers—and their experience as consumers has realigned their expectations for healthcare. They want quick access to answers and information. Clinicians and facilities need better, more consistent ways to access patient information. Patients also expect clinicians to communicate proactively. They trust their care teams to keep them up-to-date. And they don't want to navigate multiple systems and constantly reenter the same information in a confusing array of forms.

For healthcare organizations, improving the patient experience means more than doing the right thing for people in need of care. Patient satisfaction scores are an increasingly important factor in some reimbursement paradigms. The good news is that overcoming the technical hurdles that compromise that experience and consolidating the siloed data sources involved can lead to more efficient processes, lower costs, and a higher quality of care.

💡 What you can do:

- Identify where data silos, manual redundancies, and repetition disrupt the patient journey and remove barriers.
- Empower clinicians and staff with a 360 view of patient data and centralized access to knowledge.
- Personalize experiences with omnichannel customer service options to meet changing patient and clinician needs from pre-visit to post-care.
- Find new ways to put patients in control of their care, so they can get the answers they need, when they need them, including conversational support for care treatments.
- Reduce delays in care due to misplaced or non-functioning clinical devices by effectively managing the complete device lifecycle.
- Protect patient data and privacy by continuously monitoring risks, quicky assessing an prioritizing incidents, and accelerating reaction times across risk, security, and IT teams.

> **[Healthcare organizations] need to be very mindful about how much they're communicating to the patient. And the communication needs to be welcomed. So being very mindful of the preferences that the patient has set forth is super important."**
>
> VISHAKHA SANT
>
> Outbound Product Director, Healthcare and Life Sciences ServiceNow

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Jo's journey

Healthy woman who tore her ACL playing soccer

The patient's journey can be complex. But by streamlining the multiple, interconnected processes that support that journey and eliminating the dead-ends and disconnects, patient satisfaction increases, and providers have more time for one-on-one care.

SCHEDULING

EVALUATE
Jo has a torn ACL and requires surgery to repair

DIAGNOSE
Her physician orders the procedure from an EMR system

OPEN CASE
Jo's case gets assigned to a patient services rep

PRE-REGISTRATION

PREPARE TASKS
Patient services rep reviews case and assigns tasks

RECEIVE TASKS
Review and sign forms via desktop or mobile on the patient portal

SERVICE

PROCEDURE DAY
Jo signs a digital consent form; form is stored on file

READY TO GO
Jo is assigned forms/tasks to complete before procedure

ROADBLOCKS
Patient service rep has visibility and can automate status updates

PRE-VISIT

AUTHORIZE INSURANCE
Patient services rep obtains insurance authorization; billing rep creates estimate

FOLLOW-UP
Coordinate appointment with Jo and physician via scheduling group

RETAIN RECORD
Jo's procedure is provided and noted in her EMR

DISCHARGE EVALUATION
Jo is prepped for discharge and given rehab instructions

CARE MANAGEMENT

ACTION PLAN
Jo continues rehab six months post surgery

START REHAB
Post discharge rehab starts with physiotherapist

DME
Rehab with passive motion machine for at home care

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Patient experience in action
Public sector healthcare provider

One of Australia's leading public-sector healthcare providers transformed the patient experience through an approach they called "prioritizing digital liberation." In collaboration with ServiceNow, the provider identified the key scenarios spanning the entire patient lifecycle. An end-to-end digital healthcare platform now connects previously disparate systems—helping digitize and streamline manual processes, boost service levels, and reduce clinician time spent on administrative tasks.

"

By prioritizing digital liberation, we are setting a new standard for innovation to deliver the best health outcomes in Australia."

Executive Director, Transformation and Digital

Results

30%
potential increase in private health insurance conversion rates

32%
improvement in the pre-admission process is anticipated

200K
hours of potential annual savings to redirect to patient care

2. Giving staff and clinicians the freedom to focus on what matters

We're in the midst of a talent crisis in healthcare, and the problem is expected to get worse in the coming years. The World Health Organization estimates a shortfall of 10 million health workers by 2030. The U.S. alone could see an estimated shortage of up to 124,000 physicians across all specialties by 2034.

What's going on? The field of healthcare has always drawn the best and brightest. People become doctors and nurses because they're passionate about helping others live better lives. So, what has changed? Why are these people leaving? For many healthcare practitioners, it comes down to the quality of their work experience. They're overscheduled. Stretched thin. Frustrated. And almost two-thirds of doctors and nurses say they feel burned out.

So much of the work they do isn't what they trained for and what they're good at. In one survey of healthcare workers, respondents pointed to the unnecessary and low-value tasks that took them away from patient care—tasks like satisfying administrative requirements (32%) and work that could be done by others or automated (20%).

Technology should make work easier. But in industries like healthcare, it can often create more work. More data to input. More systems to update. More tasks to complete. Emerging technologies can flip the script on healthcare's administrative workload—by increasing capacity and improving the work environment so doctors, nurses, and staff can do the work they were meant to do.

💡 What you can do:

- Leverage hyperautomation to eliminate repetitive, manual tasks—returning time to staff and clinicians.
- Streamline onboarding and credentialing to help new team members be more productive, more quickly.
- Create a paper-lite environment by leveraging document automation and integration.
- Consolidate data sources to streamline access to patient data when needed, as needed.
- Capitalize on low-code capabilities that empower frontline healthcare professionals to build their own productivity-boosting tools.

63%
of healthcare workers surveyed said they spend more than an hour per day tracking down data, devices, or information they need to do their job.

SOURCE
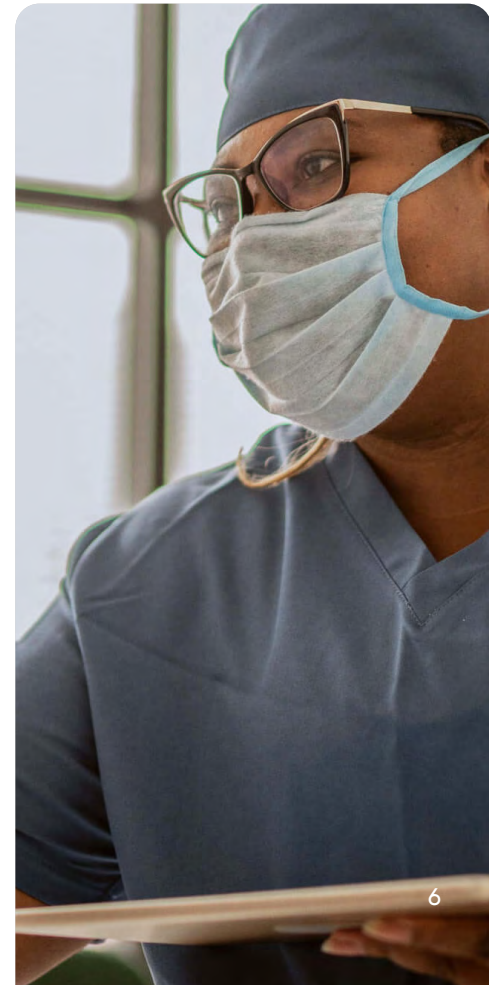
Combat provider burnout, while increasing the quality of patient care

Effective onboarding helps reduce turnover by decreasing recruitment costs and it improves "time to productivity," to get that new clinician up to peak performance. It is essential that processes ensure new clinicians have the support they need so they are satisfied and engaged.

By understanding the specific preferences and expectations of everyone involved, you can create an experience-driven, digitally-delivered, and value-focused onboarding experience.

Clinicians can:

- Leverage an easy to use, personalized experiences
- Complete onboarding tasks based on their schedule
- Be ready to start delivering patient care on day one

Provider onboarding specialists can:

- Have clear visibility into the entire onboarding process internally and externally
- Understand where tasks may be trending behind schedule
- Use automated onboarding workflows

Human resources officers can:

- Create an optimal and consumerized onboarding experience
- Become a career destination by attracting and retaining top talent
- Bring consistency to the process with cross functional collaboration and visibility

A digital approach to rapid, friction-free onboarding creates a one-stop, personalized experience for the healthcare workforce and makes it easy to find information, get help, and receive support on all devices, anytime, anywhere.

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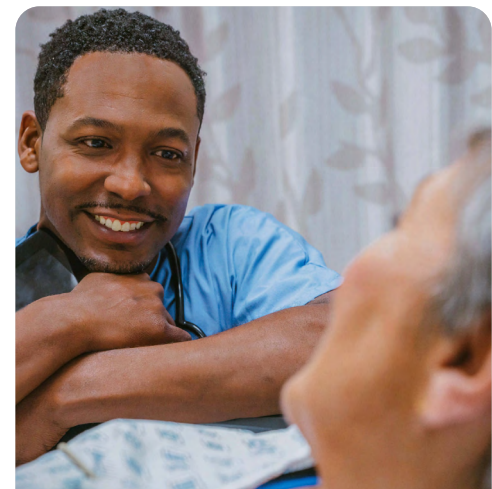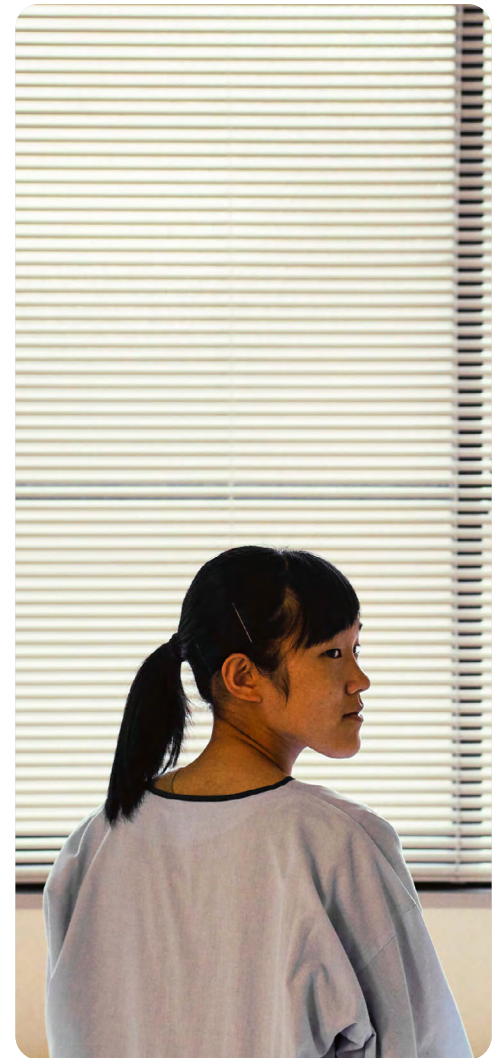
Care team satisfaction in action
SCL Health

When you find the right people to hire, you don't want to keep them waiting. SCL Health knew it needed to digitize its manual onboarding approach to get talented new hires in position to provide better experiences to patients and help their colleagues be more effective. To anchor its transformation, SCL Health deployed the ServiceNow Employee Experience solution to accelerate onboarding—linking with external entities involved in verifications and providing physicians complete visibility into the end-to-end process.

Results

130
tasks streamlined

35%
improvement in onboarding

Reduced
onboarding overhead

Increased
time to care

SOURCE

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3. Addressing the big picture of population health

There's more to healthcare than fostering the wellbeing of individual patients. Healthcare organizations know that it's just as important to address the wider trends affecting the health of the overall population. The industry can't afford to wait until an emerging trend becomes a crisis. Doctors and nurses need the right training. Facilities and institutions need to rethink budgets and priorities. Policies and processes have to undergo profound change to cope with the evolving reality.

Just look at how an aging population can change the formula for successful healthcare. For the first time in history, people aged 65 and older outnumber children under the age of five. By 2050, roughly 1.5 billion people will be age 65 or older. And it goes without saying that aging populations need more and radically different types of care than younger demographics.

Longevity isn't the only major healthcare challenge. An estimated 41 million people die annually from noncommunicable diseases (NCDs) such as cardiovascular disease, cancer, chronic respiratory disease, or diabetes—and 67% percent occur before the age of 40.

These tectonic shifts call for systemic changes in healthcare delivery. Institutions will have to become more flexible and quickly adapt in order to continue to serve their communities.

💡 What you can do:

- Connect disparate systems and siloed data sources to create a platform of insight and action centered on improving patient outcomes.
- Improve data-driven visibility into patient cases to support informed clinical decision-making.
- Increase business velocity to provide more accurate, efficient care.
- Foster the institutional flexibility to accommodate changing demand in the types of care and services needed.
- Empower care teams with greater flexibility by automating the administrative workload.

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Population health in action

One of Europe's Largest Hospitals

50,000
surgical procedures
annually

100
operating rooms across
multiple locations

When a top European university hospital decided that coordinating surgery was overly complex, they knew it was time to take action. Data was scattered across multiple systems in multiple formats—which meant that surgeons, anesthesiologists, and coordinators spent too much time tracking down the information they needed. It was a stressful situation for staff and for patients.

With ServiceNow, the hospital connected patient care sites, equipment planning, and patient communication systems—creating a real-time view of data that simplified surgery coordination and paved the way to automated processes that accelerate data collection.

Results

Simplified coordination for 1 million yearly treatments

Expedited quick and more accurate surgery response

Hospital-specific solutions built with low-code tools

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4. Cutting costs and waste while improving care

Each year $3.2 trillion is spent on global health projects that make minimal or no contributions to good health outcomes. Total health spending in the U.S. alone has reached $4.3 trillion or $12,914 per capita. The cost of bringing a new drug to market range from $314 million to $2.8 billion. Those are eye-popping numbers.

Creating a better patient experience and freeing clinicians to focus less on administrative tasks and more on one-on-one care may sound great in theory—but what about the costs? Won't better care translate into higher premiums, co-pays, and out-of-pocket payments?

Cost containment is a major driver of process innovation in healthcare. Healthcare organizations are scrambling for ways to make better use of data to uncover meaningful insights and drive smarter decisions. Tools like AI can help organizations sift through mountains of data to flag anomalies and uncover trends, which results in more time for clinicians and a higher quality of care. And then there's automation. By removing human effort from the manual and repetitive administrative tasks, processes become more efficient and more accurate. And that helps keep costs in check.

Good patient outcomes are what matter most. But the bottom line is still the bottom line. Tackling the process inefficiencies that drive up costs is good for patients and care teams.

What you can do:

- Streamline and automate processes that waste time and money—focus on easy wins first to gain momentum and support.
- Deploy technology that allows healthcare workers to initiate any request in any system of record from anywhere in the enterprise.
- Automate the manual entry of data into any system or form to reduce errors, eliminate redundancies, and reduce costs.
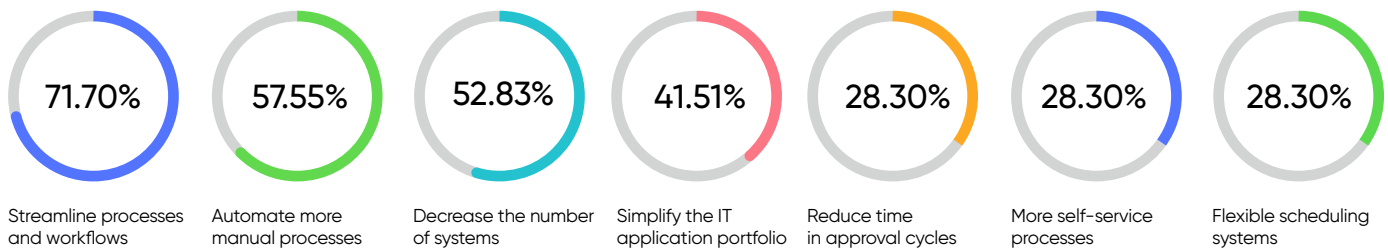
Solving for inefficiencies that cause waste

71.70%	57.55%	52.83%	41.51%	28.30%	28.30%	28.30%
Streamline processes and workflows	Automate more manual processes	Decrease the number of systems	Simplify the IT application portfolio	Reduce time in approval cycles	More self-service processes	Flexible scheduling systems

Figure: When asked what their organization can do to resolve time management issues, SOURCE

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Reducing costs in action

Large U.S. healthcare system

A major U.S. healthcare system wanted a 'single source of the truth' for all IT information to fuel analyses and deliver the insights that managers need to support staff in delivering great patient care.

With ServiceNow, the healthcare system has reduced unplanned downtime, improved reporting quality, and ensured the availability of clinical applications. The organization now has complete visibility into IT infrastructure and can better optimize assets for improved performance.

Results

$500K
saved annually

25%
reduction in incident response times

86%
accuracy of data in DMDC

How hyperautomation brings it all together

Healthcare organizations understand the need to move fast. Speed can often mean the difference between life and death. Behind the scenes, it's becoming increasingly urgent to transform healthcare processes so clinicians and staff can make data-driven decisions quicker, streamline access to care, and reduce costs.

Hyperautomation is a transformative technology that is helping accelerate the back-office and patient-facing administrative processes that detract from the quality of care. It helps connect siloed sources of data, bridging the gaps between processes that span different departments. And it helps simplify the translation of good ideas into practical solutions. Hyperautomation enables healthcare organizations to deliver hyperpersonalized experiences to patients and clinicians—while reducing inefficiencies, costs, and delays. It's the prescription for better healthcare in the 21st century.

- With hyperautomation, IT teams can deliver innovative, time and cost-saving solutions quickly—in days, not months.
- For patients, hyperautomation opens the door to seamless access to care anywhere and on-demand access to personal health information.
- For team members, hyperautomation simplifies access to secure, efficient tools that empower them to focus on providing better care to patients.

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> **Hyperautomation not only speeds up processes in the healthcare industry, it frees up resources so that organizations can focus on providing value-based care for patients. Artificial intelligence, machine learning, and robotic process automation are making it possible to save time and money for both healthcare organizations and the patients they serve."**
>
> HIMSS
>
> "Healthcare Automation Improving Efficiency"

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Putting the Quadruple Aim's ideals into practice with ServiceNow

Achieving the Quadruple Aim isn't just an aspirational target. ServiceNow is helping healthcare organizations make it a reality right now.

Innovative healthcare organizations are using the Now Platform® to transform healthcare operations. It's helping:

- Streamline patient care and enhance experiences
- Free care teams from the tedious work that's a distraction from one-on-one care.
- Focus healthcare organizations on the drivers of better population health.
- Improve process efficiencies and eliminate the administrative delays and roadblocks that drive up costs.

Reduce costs

- Streamline any process that wastes time and costs resources (assets, employee, consumer, facilities, etc.)
- Initiate any request enterprise wide in any system of record
- Automate data entry, reducing manual errors, rework, and resulting costs

Improve population health

- Connect disparate systems and data to bring together a platform of insight and action
- Gain data-driven visibility into patient cases to promote informed clinical decision-making
- Increase business velocity to provide more accurate, efficient care

Enhance patient experience

- Optimize each patient experience from the outreach to the visit and touchpoint.
- Introduce omni-channel capabilities from pre-visit to post-care
- Guide patient through conversational support for care treatments

Promote care team well-being

- Leverage hyper automation to return time to the staff and clinicians
- Streamline onboarding and credentialling to help new team members be more productive, more quickly
- Create a paper-lite environment by leveraging document and automation integration

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INVEST IN PATIENTS *OR* CARE TEAMS? YES.

Find out how you can enhance the patient experience, improve clinician satisfaction, contribute to better population health, and reduce costs.

Ebook: When healthcare works, the world works

Magazine: Healthcare in focus

About ServiceNow