knowledge17

WORK at LIGHTSPEED™

Consumerizing the Employee Service Experience: The CHRISTUS Health HR Transformation Journey

DEBBIE ARNOLD
VICE PRESIDENT, HUMAN RESOURCE OPERATIONS
CHRISTUS Health

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servicenow

Agenda

- Where We Started
- Where We Wanted To Go
- Where We Landed
- How We’re Doing
- Continuing the Journey
- Learnings and Take Aways
- Q & A

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Speaker Introduction



NAME: Debbie Arnold

TITLE: Vice President, Human Resource Operations

FUNCTION: HR Shared Services

COMPANY: CHRISTUS Health

EXPERIENCE: 34 years in Human Resources, 22 years at CHRISTUS Health

EXPERTISE: HR Strategy, HR Shared Services, Payroll

ACHIEVEMENTS: Completed new HR Shared Services model for CHRISTUS Health. Helped increase HR productivity by 30% reducing costs by over $1M annually. Led implementation of ServiceNow for case management and employee portal.

CURRENT PROJECTS: Adding acquisitions to platform (up to 10,000 employees). Enhancement of employee, manager and HR experience through ServiceNow's new Employee Service Portal.

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My Company



NAME: CHRISTUS Health

INDUSTRY: Healthcare

MARKET FOCUS: One of the 10 largest Catholic healthcare systems in the U.S providing services throughout Texas, Louisiana, Arkansas and New Mexico with international services in Mexico, Colombia and Chile'.

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Hospitals, Physician Practices, Ambulatory Centers, Home Health, Nursing Homes/Assisted Living Facilities

COMPANY-WIDE INITIATIVES: Quality healthcare services, Growth, Technology, Operational efficiency

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Session Overview



Objectives

- Automate HR processes which have historically been transactional preventing HR from being able to effectively support organizational strategies



What You Will Learn

- Understand the environment and challenges facing HR
- Learn about our ServiceNow CMS and Employee Service Center
- Gather key lessons related to HR Shared Services
- Discuss how the lessons may apply to you for your initiatives/projects

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HR Assessment

Opportunity to leverage resources and practices

- Duplication of resources
- Inconsistent processes or application of policies
- Multiple policies on SharePoint/Intranet sites
- Region HR resources lack capacity to focus on proactive talent services
  - 57% administrative
  - 20% strategy, program design and consultation

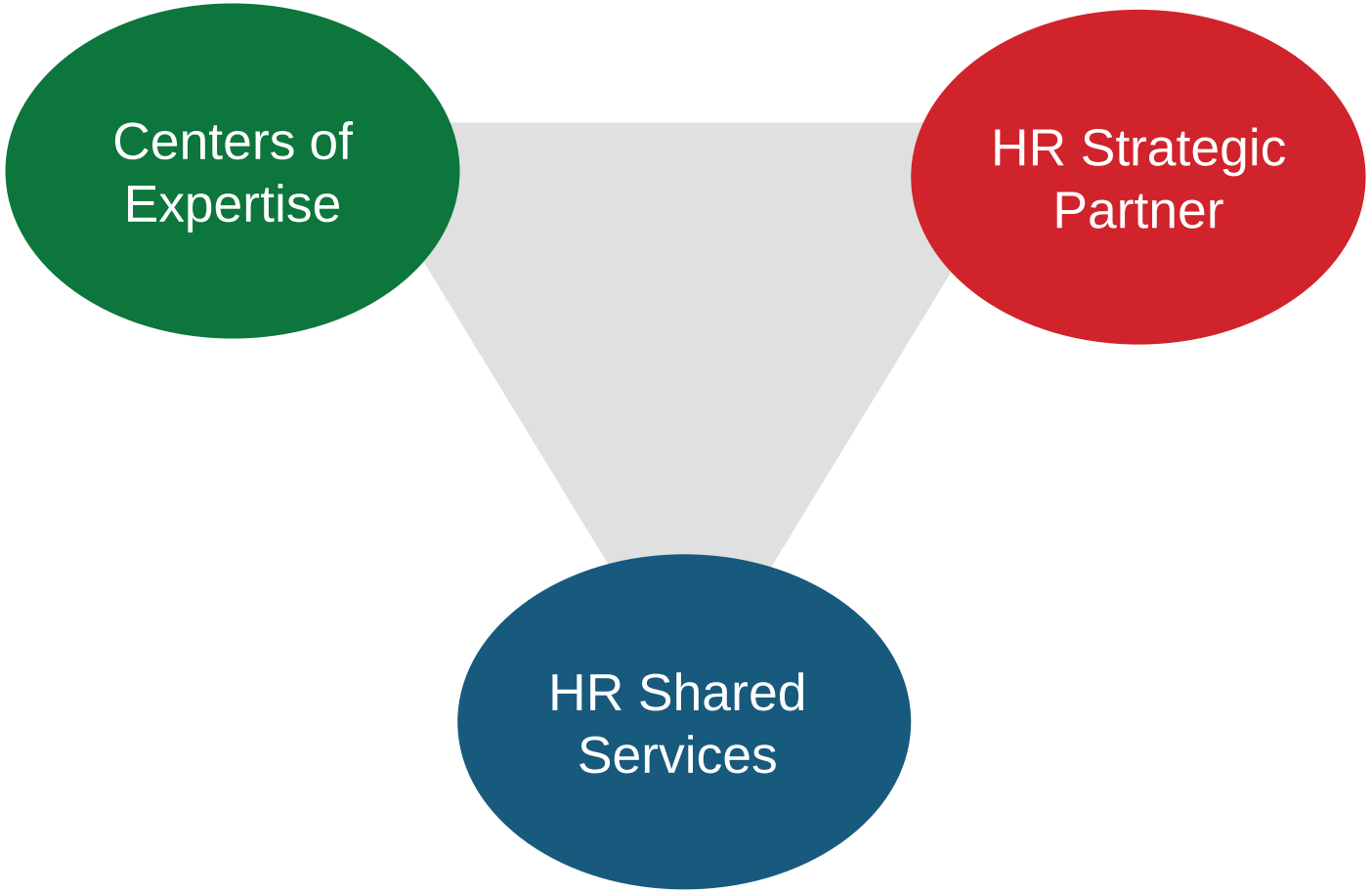


Lack of Technology Support

- No Common HRMS
- Reporting and Analytics
- Manual Processes

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Best Practice HR Design



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Our HR Shared Services Vision



General Support

- Inquiry support
  - Workforce Administration
  - Learning & Development
  - Performance Mgt.
  - Payroll
  - Policy/program/process
  - Rewards Management
  - Service Awards
- Basic technology support (Performance Management, Learning, Recognition, etc.)
- Standard and ad hoc reporting for all in scope processes
- HRIS reporting



Workforce Administration

- Employment Life Cycle Event Processing (new hire, transfer, job change, termination, status change, salary change, shift change, off-boarding); includes tools required to complete transactions (MSS/ESS)
- Exit interview survey admin (partial)
- Severance administration
- Associate Personal Data Changes/ESS Support
- Service Center Technology Support
- Service Center content management



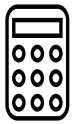
Performance Management

- Performance Management communication
- Assigning of Performance Reviews



Total Rewards Administration

- Service award administration
- Tuition reimbursement processing
- Other benefit related transactions



Payroll

- Payroll processing
- Interface management



Compliance

- Affirmative Action Reporting
- EEO-1, Vets-4212 Reporting
- License/Certification Verification
- Immigration Processing

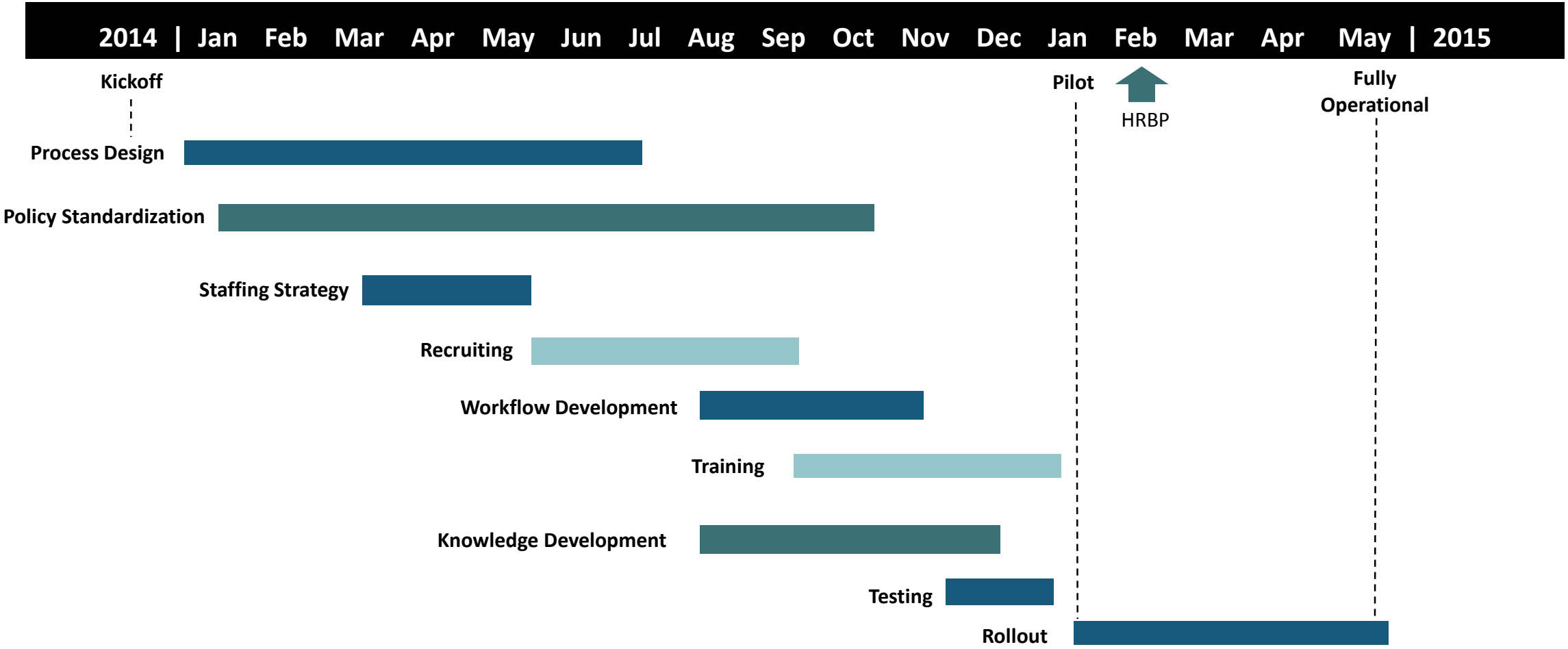


Learning and Development

- Course catalogue maintenance
- Annual assignments
- Input of training sheets
- Administer course evaluation surveys

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Solution – Timeline



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Continued Innovation

- HR News Section
- Non-HR Policies
- Conflict of Interest Statements
- HR Text Messaging



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Bumps Along the Way

- Technical Resources
- Security
- Knowledge Base
- Upgrade
- Routing Groups
- Communication



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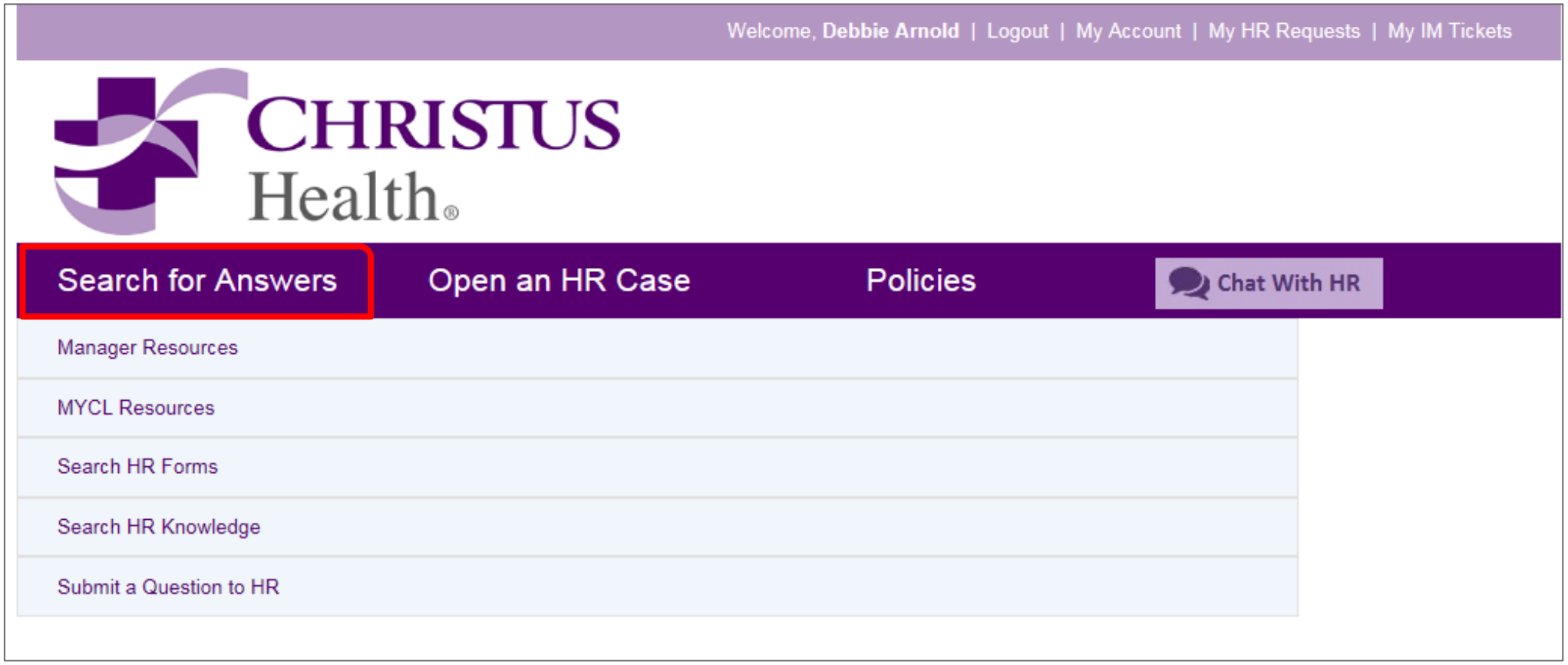
Our Destination

HR Services on-the-go for 18,000 Associates



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Our Destination



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Our Destination



Human Resources

Access HR case requests, allowing users to raise several types of HR requests, such as benefits, employee relations, leave requests and general queries.

Related Categories

Benefits
Submit a request for the following: Benefit Deductions, Claims Inquiries (After Reported to BCBS), External Forms for Completion, Matched Savings Plan Hardship Distribution, Matched Saving Plan Loans, TDA Distribution, Other: CHRISTUS Approved Tier 1 Override (as it relates to procedures, and more).

Career
Submit a career growth and opportunity request

Compensation
Submit a request for the following: Job Evaluation, Market Analysis, Salary/Equity Review, and other compensation related questions.

Education Services
Submit a request for the following: Course/Class Development, Online Course Upload Request, Process Improvement, Team Building, and other. Also, you can submit a HealthStream request for the following: Assign Courses, Add Student Groups, Add Classroom Attendance List, Add Courses, Course Issue, Records, Report Creation, and Upload Courses.

General Inquiry
Ask a general HR question about: Associate Data Correction, Conflict of Interest Disclosure Form, Kudos, Success Factors, Licensure and Certification, Replacement Name Badge, and more.

HR Business Partners
Submit a request for the following: Data errors, Garnishment Order, Subpoena Order, Separation, Severance Package Request, Severance Payout Request, and other related questions.

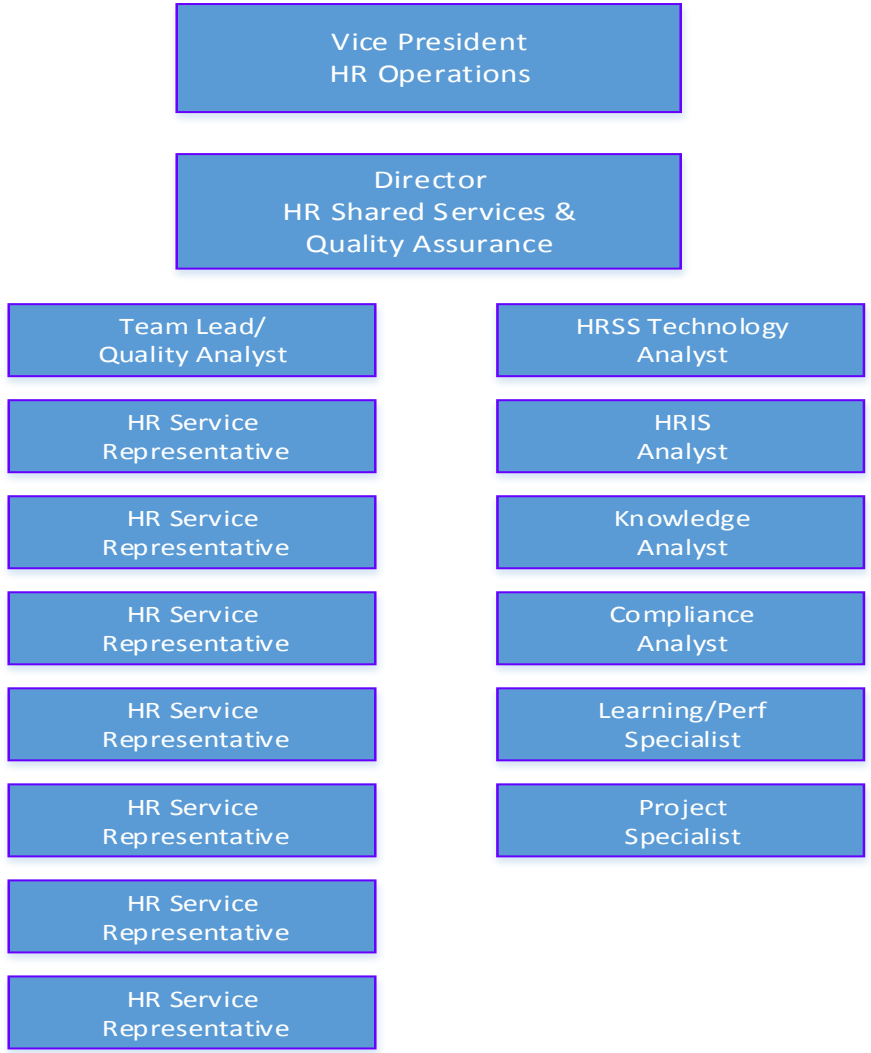
HRIS Services
Submit a request for the following: ADP EV5 Admin Access, Interfaces, New Project, Reporting, and other HRIS related questions.

Payroll Services
Submit a request to check the following: Manual Check Inquiries, Shift Differentials, Payroll Tax Issues, PTO Balance, Retro Pay, Voluntary Deductions, Voluntary Garnishments, Payroll Adjustments, and other payroll related questions.

Tuition Assistance/Tuition Reimbursement
Submit a request for the following: Tuition Assistance or Tuition Reimbursement Request

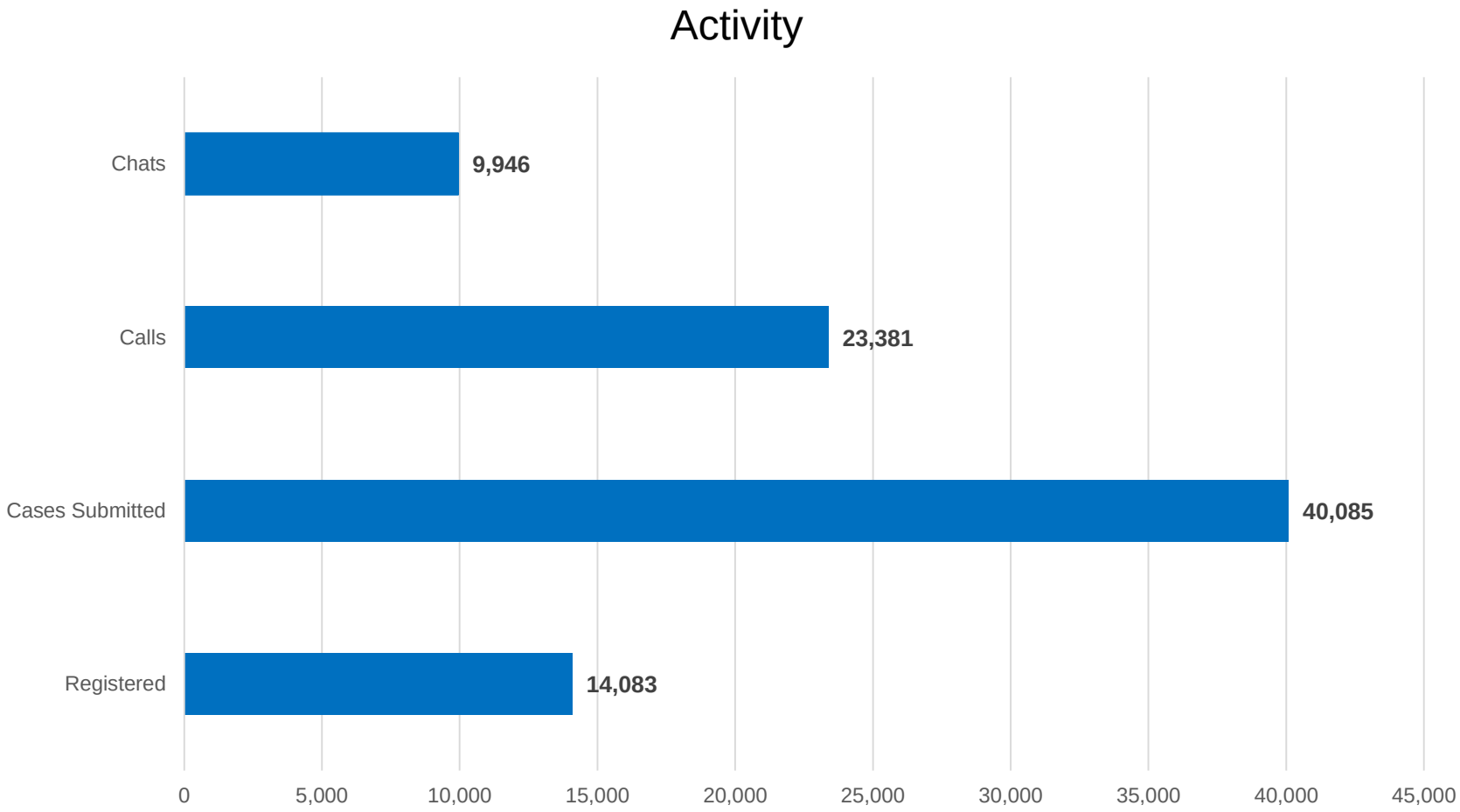
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Staffing



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2016 Metrics

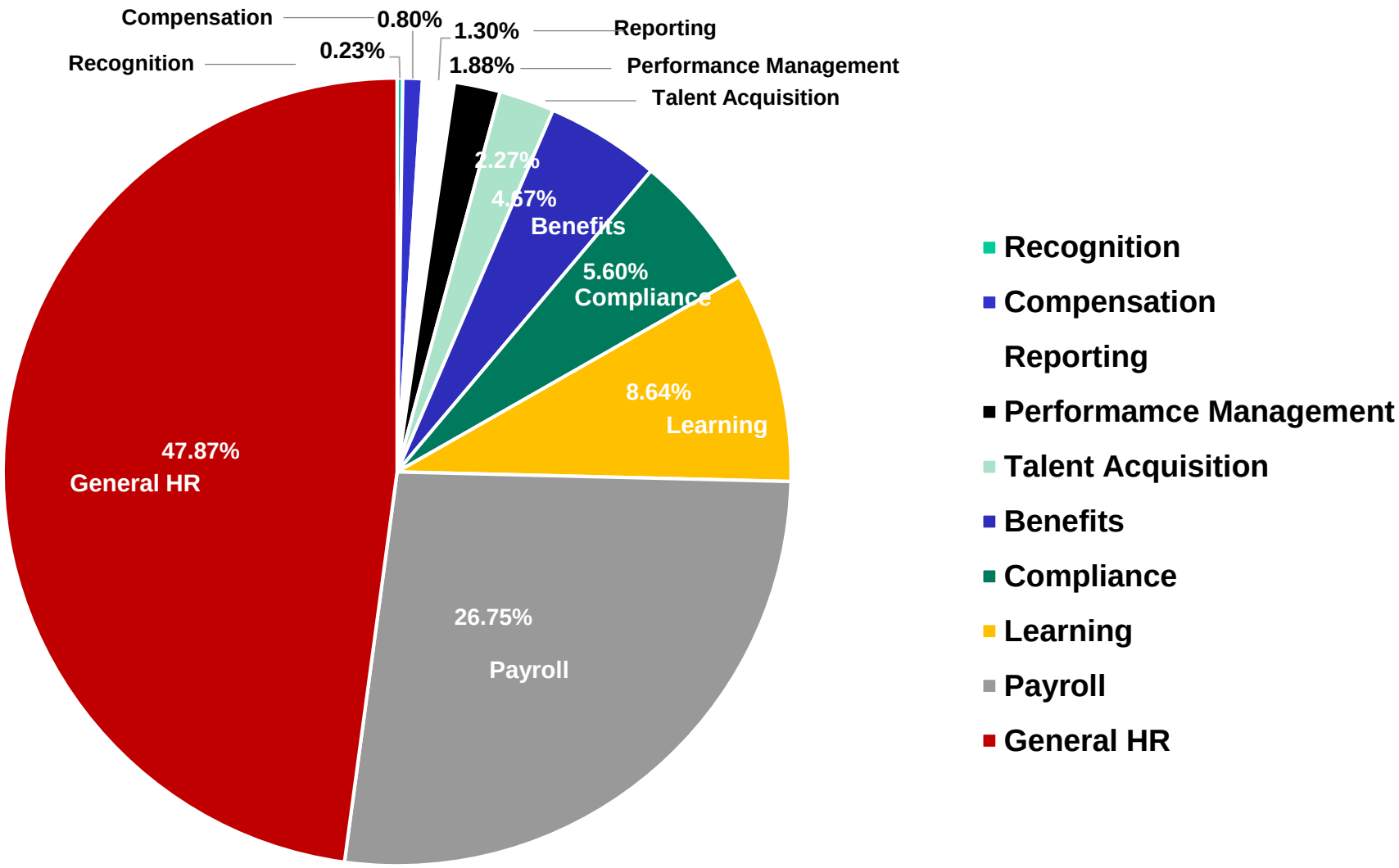


30% productivity gain

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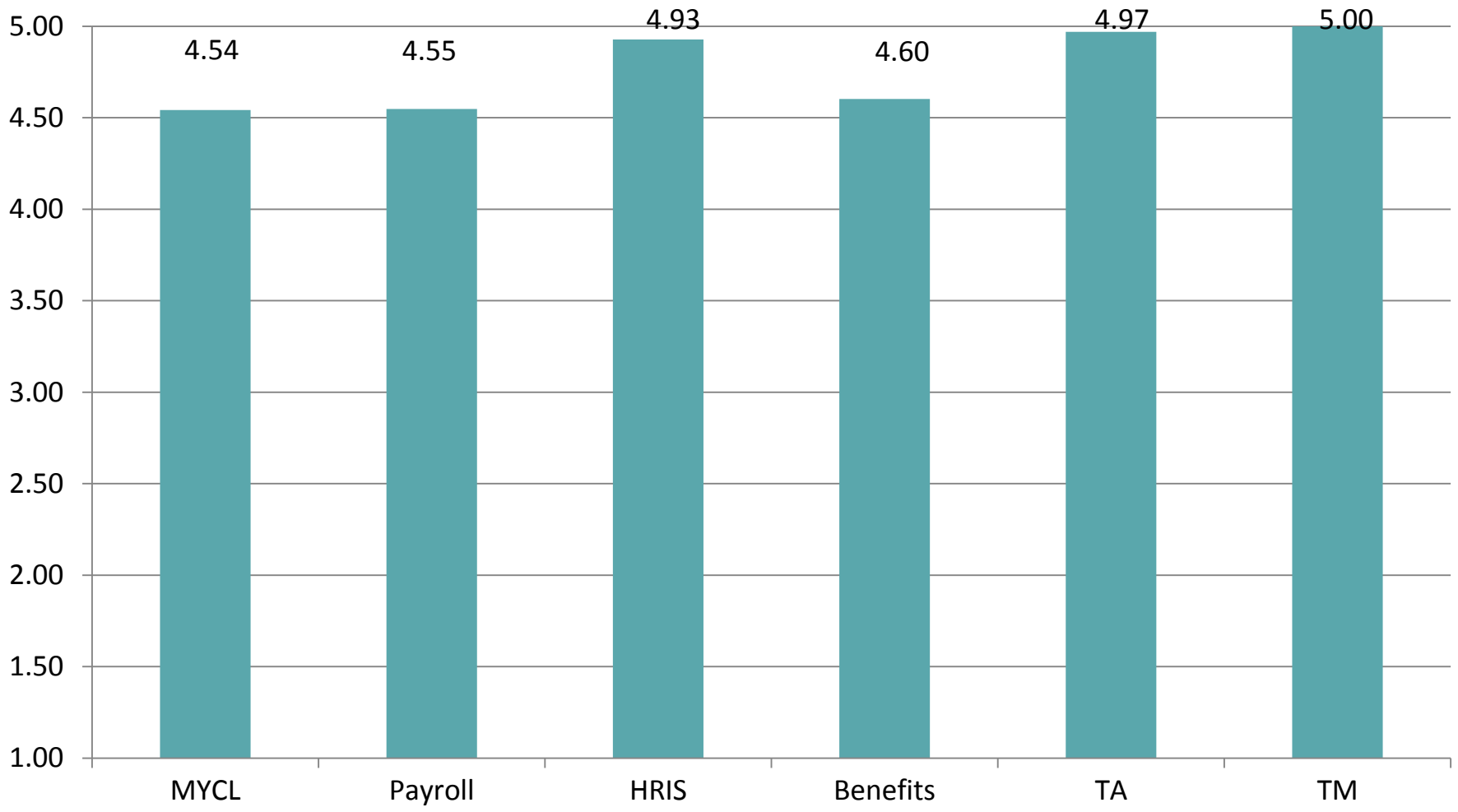
2016 Metrics

Better Visibility into the Types of Cases Submitted



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2016 Metrics (Overall Satisfaction)





4+ out of 5!

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What They're Saying



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ROI



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Lessons Learned

1. The power of simplicity

2. Include all internal HR departments in development and testing

3. Push for standardized HR processes

4. Popularity of chat

5. Employee Service Center envy

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Our Next Steps

- Enhanced Employee Service Center
- Employee Relations
- Tuition Assistance Enhancements and Tracking
- Task Management
- Communications
- Onboarding

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Top Takeaways

1

Have a vision

2

Test, test and test again

3

Continue to innovate

4

HR - Let it go!

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Thank You

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Q & A

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Take the Survey

Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Debbie Arnold

Vice President, Human Resource Operations

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