EBOOK

Healthcare

The smarter way to workflow

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THE CHALLENGE

PROVIDERS   PAYERS   LIFE SCIENCES

Every healthcare organization—from providers to insurers to life sciences companies—is struggling to manage major forces reshaping the healthcare landscape.

Among the challenges:

▷ Aging population

▷ Chronic diseases

▷ Skilled worker shortage

▷ Rising costs

▷ Rapidly evolving technology

now.

THE CHALLENGE

▷ Aging population

▷ Chronic diseases

Skilled worker shortage

Rising costs

Rapidly evolving technology

Challenges for Payers, Providers, and Life Sciences

Aging population

People are living longer today than ever before, thanks to scientific and technological advances. For the first time in history, people age 65 and over outnumber children under the age of five. By 2030, roughly one in every eight people will be age 65 or older. An enormous challenge accompanies this achievement: putting appropriate resources and capabilities in place to care for an aging population.

(Source: U.S. Department of Health and Human Services | National Institute on Aging, "Why population aging matters")

Chronic diseases

Increased longevity isn't necessarily translating to healthier living. The number of people living with noncommunicable diseases (NCDs) is rising, along with those who have multiple chronic conditions. The World Health Organization (WHO) reports that roughly 41 million people die annually from NCDs, particularly from cardiovascular diseases, cancers, chronic respiratory diseases, and diabetes.

(Source: World Health Organization, "Noncommunicable diseases key facts")

THE CHALLENGE

Aging population

Chronic diseases

▷ **Skilled worker shortage**

▷ **Rising costs**

Rapidly evolving technology

Skilled worker shortage

Having the resources to manage this influx on health systems is a major concern. The COVID-19 pandemic pushed this issue front and center, as organizations wrestled with mobilizing people and supplies. By 2030, the WHO estimates that there will be a global shortage of 18 million health workers. And while lower-income countries will be hardest hit by the shortage, developed countries are not immune. In the U.S. alone, a shortfall of up to 122,000 physicians is projected by 2032. Exacerbating the issue is the lack of talent in critical operational areas, including IT and cybersecurity.

(Sources: World Health Organization, "World health statistics" and Association of American Medical Colleges, "New findings confirm predictions on physician shortage")

Rising costs

Providing the necessary care for the elderly and those with chronic conditions is exceedingly expensive. A World Economic Forum study found that NCDs alone will cost more than $30 trillion by 2030. The costs of getting a new drug to market also continues to escalate, as the industry faces pressures to make drugs more affordable. Meanwhile, technology costs are rising as providers, insurers, and life sciences companies digitally transform their operations to create a more personalized and consumer-centric approach to care.

(Source: World Economic Forum | Harvard School of Public Health, "The global economic burden of non-communicable diseases")

THE CHALLENGE

Aging population

Chronic diseases

Skilled worker shortage

Rising costs

▷ **Rapidly evolving technology**

Rapidly evolving technology

Technology is advancing at lighting speed, introducing a wealth of new opportunities and risks. Every organization is looking at ways to leverage advances in technology—from artificial intelligence (AI) and automation, to machine learning and IoT—to harness the full potential of their people and data. And consumers expect their healthcare providers and insurers to be equally accessible both online and offline. As new systems and technologies are adopted, organizations must ensure the highest levels of security and compliance.

ServiceNow is helping **healthcare providers** achieve their digital transformation priorities.

VIEW OUR BRIEF

How can **payers** break down the barriers impeding their digital transformation?

WE'LL TELL YOU HOW

Life sciences companies can dramatically improve the experiences of patients and employees through more cohesive processes and systems.

LEARN MORE

THE OPPORTUNITY

An organization's people, processes, and systems lie at the heart of navigating these challenges. Healthcare providers, insurers, and life sciences companies are making significant investments in new technologies and systems. Their goal is to find better ways to engage with consumers and leverage their enormous pools of data—a key part of their population health strategies to improve health outcomes and the quality of care. These digitization efforts center largely around driving change in three key areas:

▷ The patient/member impact

▷ The employee impact

▷ The operational impact

THE OPPORTUNITY

▷ **The patient/ member impact**

The employee impact

The operational impact

The patient/member impact

Personalization: Developing a better understanding of niche member and patient populations will be crucial to creating more impactful treatment options. AI is helping organizations sift through vast amounts of data to develop highly targeted approaches.

Convenience: Consumers expect easy access to services and immediate answers to their questions. Technology has reshaped how, where, and when patients can receive care— from telehealth services to urgent care facilities. And IoT has made it possible to remotely monitor health through wearable and home care devices.

88%

of life sciences companies agree that the integration of customization and on-demand delivery will mark the next big wave of competitive advantage.

(Source: Accenture, "Post-digital technologies for next-generation patient care")

Automating insurance claim processes can…
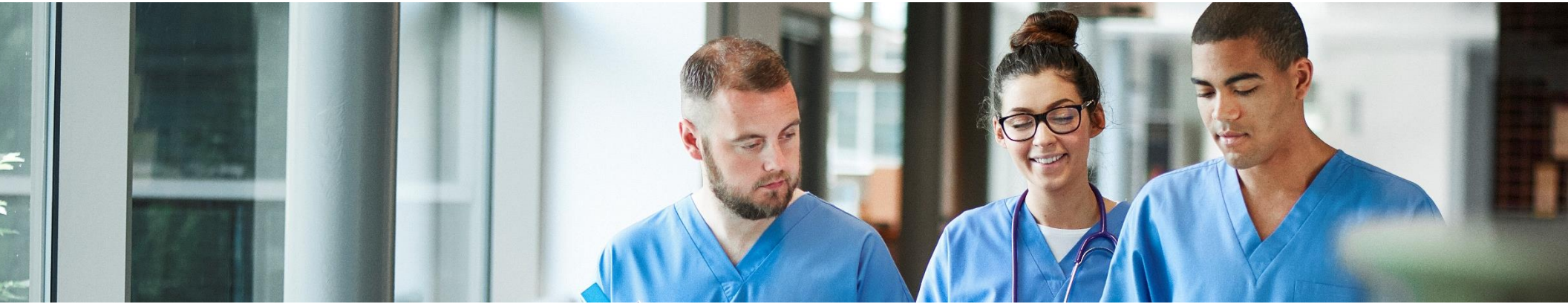
Reduce related costs by **as much as**

30%

Improve member satisfaction by **10% to**

15%

Reduce adjustment expenses **by up to**

30%

(Source: McKinsey, "Digital disruption in insurance: Cutting through the noise")

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THE OPPORTUNITY

The patient/
member impact

▷ **The employee impact**

The operational impact

The employee impact

Job satisfaction: Creating a work environment that keeps talented employees happy is one of the highest priorities. Whether it's freeing clinicians to spend more time with patients or connecting back-end systems so brokers and agents can resolve claims faster—having the right tools and technology has a big influence on how people feel about their job.

Productivity: Automation can free employees and clinicians of mundane tasks and redundancies, helping them stay focused on the areas where they add the most value— direct stakeholder engagement.

Global market intelligence firm, IDC, interviewed ServiceNow's healthcare customers—and projects that digitizing and automating workflows **will yield significant value.**

READ STUDY RESULTS

THE OPPORTUNITY

The patient/
member impact

The employee impact

▷ **The operational impact**

The operational impact

Interoperability: The push toward holistic and preventative patient care means that providers, payers, and life sciences organizations are collaborating more closely to improve long-term outcomes. But first, they must break down information silos. IT infrastructure must radically change to bring greater interconnectivity that supports a more patient-centric approach.

Data mining: Everyone is struggling to make better use of data to derive more meaningful insights upon which to base decisions. AI can help organizations sift through a variety of data to quickly flag anomalies, enabling organizations to identify and resolve vulnerabilities quickly and improve information security.

Nearly half of healthcare technology executives surveyed believe that interoperability will be extremely important to their organization in three to five years, compared with 34% today.

(Source: Deloitte, "2019 Health care interoperability survey")

MANAGING THE TRANSITION

Getting everyone (and everything)
to work better together as new systems
and technologies are introduced
is a major hurdle.

▷ Inundated by complexities

▷ The struggle between
accessibility and security

**MANAGING
THE TRANSITION**

▷ **Inundated by complexities**

The struggle between
accessibility and security

Inundated by complexities

Teams and functional areas have different ways of managing information, leading to data siloes. Reporting and information sharing often still happen manually via spreadsheets and emails. These disjointed systems not only create inefficiencies, but are prone to human error as they lack a single source of truth.

Nearly one-third of hospitals and health systems report that their interoperability endeavors are insufficient, even within their own health organizations.

(Source: Center for Connected Medicine, "Improving health care interoperability: Are we making progress?")

**MANAGING
THE TRANSITION**

▷ **Inundated by complexities**

The struggle between
accessibility and security

How to connect the dots between data sources? Shifting to a more consumer-centric operational model seems to create new layers of operational complexities. Inefficiencies and poor communications cause employee frustrations to flare, slowing their efforts to help patients and advance organizational priorities. At a time when there is already a shortage of talent to fill key rolls, organizations can't afford to lose valuable employees.

Healthcare ecosystem
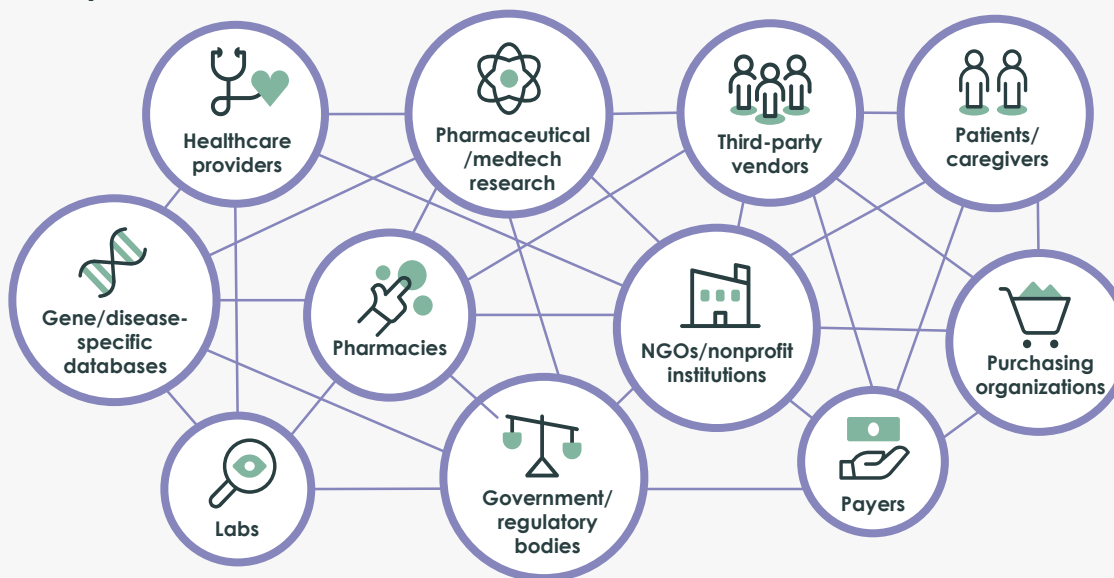
**MANAGING
THE TRANSITION**

Inundated by complexities

▷ **The struggle between
accessibility and security**

The struggle between accessibility and security

Striking the right balance between making data more accessible to improve decision-making and keeping information secure is increasingly difficult. Sharing information across different teams, systems, and with outside parties gives rise to new vulnerabilities. The severity and frequency of cyberattacks continues to escalate, with hackers threatening to halt operations and even put patient lives at risk. Without a centralized, real-time view of risks across the entire organization, it becomes difficult to prioritize and resolve the most pressing matters. And the consequences of delayed actions are severe, ranging from regulatory fines to irreparable harm of the brand's reputation.

More than half of healthcare organizations around the globe suffered a data breach in the last two years. The majority of those breaches were tied to a vulnerability for which a security patch was already available.

DOWNLOAD THE DATA

TAKING ACTION

Change is the new normal. To emerge as an industry leader in this state of rapid evolution and make real progress with population health efforts, it will be critical to identify ways to get consumers and patients what they need faster; harness the full potential of data; streamline workflows to reduce complexities; and strengthen information security. How can you start to accelerate progress in these areas?

Check out the steps C-suites are taking to modernize clinical operational workflows and improve clinician experiences.

VIEW INFOGRAPHIC

▷ Embrace automation to reduce employee frustrations

▷ Improve customer data visibility to respond faster

▷ Move toward continuous risk monitoring

LEARN MORE

▷ **Embrace automation to reduce employee frustrations**

Improve customer data visibility to respond faster

Move toward continuous risk monitoring

Embrace automation to reduce employee frustrations

Inside healthcare providers: Burnout among physicians and nurses is escalating. A Deloitte survey found that 78% of physicians report sometimes, often, or always experiencing feelings of burnout; and 46% plan to change career paths. One of their biggest frustrations is the growing amount of time they spend on bureaucratic tasks, which extend the workday and reduce time with patients. Advanced technologies, like AI and automation, can reduce the burden of mundane tasks related to documentation. And it can help with onboarding new physicians more quickly—a process that can take months of coordinating via email, forms, and phone calls between different internal and external parties. The benefits extend beyond clinicians—nearly half (45%) of healthcare CIOs believe their organization must reduce the amount of time spent on routine and repetitive tasks. Automation can connect information and workflow siloes, getting data into the right hands at the right time. Freeing clinicians to spend more one-on-one time with patients not only improves their satisfaction, but the patient experience as well.

Healthcare organizations who encourage clinicians to move beyond initial frustrations and use technology, will ultimately increase the amount of time spent with patients.

READ THIS PAPER

now™

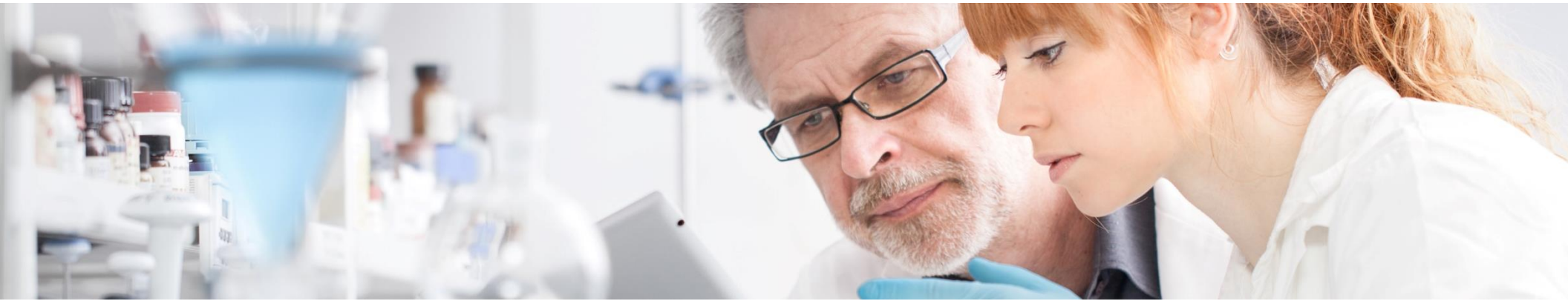## Improve customer data visibility to respond faster

Inside healthcare insurers: When it comes to resolving health insurance claims, customers want answers to their questions quickly and get frustrated when they feel left in the dark. But customer service agents and brokers don't always have the complete picture—relevant information is often housed in different places across the firm.

Consider using a single platform that can unite disparate systems, so that all teams supporting customers have a single dashboard where they can see real-time information about a claim's status, the issues being investigated, and actions being taken. Adding automation to the process can ensure that as soon as one team member completes an action, it triggers the next step and updates the system. Adding self-service portals into the mix allows health plan members to directly access a current view of the latest information, eliminating the need for phone calls, mail, and email.

Swiss Re wanted to reduce the distractions of operational processes for employees; consolidating IT systems and streamlining operations led to a massive increase in transparency.

FIND OUT MORE

TAKING ACTION

Embrace automation to reduce employee frustrations

Improve customer data visibility to respond faster

▷ **Move toward continuous risk monitoring**

Move toward continuous risk monitoring

Inside life sciences companies: As new technologies and systems are adapted across an organization and its supply chain, it's difficult to have a clear line of sight into emerging risks and vulnerabilities. Implementing a single platform that connects to all risk monitoring systems—from clinical trials to IT security to compliance—gives you the ability to scan issues in real time, creating a comprehensive picture of your compliance and security health. It gives you the ability to act fast to avoid potentially costly regulatory issues, keep high-priority clinical trials on track, and prevent data breaches. And every action becomes easily traceable for reporting purposes.

"**Managing third party risks** for a company like Novartis is crucial— we are able to do that better thanks to having a technology that facilitates this whole process for us."

— Andrea Orani, Head of Strategy, Human Rights and Third Party Risk Management (Novartis)

READ FULL CASE STUDY

WHAT DOES SUCCESS LOOK LIKE?

Case studies

▷ Magellan Health

▷ Vitality

▷ Siemens Healthineers

"**By creating the best possible professional experience, we can build our reputation as an employer of choice.**"

—Pat Tourigny, Senior Vice President, HR Shared Services, Magellan Health

Magellan Health

Company: Magellan Health is a U.S.-based Fortune 500 specialty healthcare company with nearly 11,000 employees across the U.S.

The Challenge: Reduce employee frustrations with HR processes and systems to create an environment that retains and attracts great talent.

The Solution: Magellan developed a new HR service site with ServiceNow's HR Service Delivery solution, built on the Now Platform®. The system has a powerful search feature that mines HR content tied to employees' queries to provide immediate answers to the most common questions (e.g., vacation, parental leave, compensation). And when they can't find what they're looking for, employees can submit their question to an HR representative and easily track open cases.

The Result: Employees have fully embraced the new system, which addresses roughly 700 searches daily. And employees typically find answers to their questions—among 225,000 inquires, 75% were answered through the site content. Nearly all other inquiries were resolved by HR within three hours. It saves employees valuable time, so they can focus on what matters most—the patients.

READ MORE

"Our internal service desk is intrinsically linked to the Vitality customer experience, and ServiceNow has transformed the way we support the business. If someone has a problem processing a claim or getting a quote, it can have a big impact on customer satisfaction. Now, instead of taking one to two hours to triage an incident, it's passed to the support team in less than 30 seconds."

—Claire Oxley, Head of IT Operations, Vitality

Vitality

Company: Vitality is a leading medical insurer with over 1 million customers in the U.K. It is the first insurance company to focus on rewarding people for healthy living.

The Challenge: Re-engineer the IT service operation to be at the cutting edge of technology and innovation, changing the way it supports the business. It started by rethinking the organization's customer service approach.

The Solution: ServiceNow helped Vitality bring front-line customer service support back to the U.K. (moving away from offshoring) and simplified its approach by combining three independently run service desk teams. ServiceNow also created a self-service destination where Vitality's 2,000 employees could submit requests and track queries related to handling queries and processes claims.

The Result: Calls and emails to the service desk were dramatically reduced. Eighty percent of the tickets are raised via the self-service option; and of those tickets, 55% are triaged automatically rather than manually reviewed.

"Given the huge complexity of our existing systems and the critical nature of what we deliver to our customers, we couldn't simply burn down what we had and start again. We needed a solution that would optimize and complement our existing landscape and unlock greater innovation, accessibility, and integration."

—Jochen Hostalka, Head of IT Customer Services and Enterprise Services at Siemens Healthineers

Siemens Healthineers

Company: As a leading provider of medical technology and services, Siemens Healthineers manages 600K+ medical technology systems across 75 countries. Every hour, 240K+ patients are "touched" by a Siemens Healthineers system or service.

The Challenge: Digitize the delivery of services and create a modern, digital organization to better meet the needs of a truly global business. However, a complex legacy IT infrastructure of disparate siloed systems and services was deeply entrenched across the business, with inflexible apps that had limited use cases. The IT team focused on two primary goals— (1) enabling the business to do more with the resources they had and boost productivity; (2) addressing the changing habits and demands of the company's customers.

The Solution: Siemens Healthineers needed a radically different approach, but the IT team knew it couldn't just tear everything down; they needed to find a way to add a new dimension to the infrastructure and systems already in place. After careful analysis, they implemented the ServiceNow platform as the connector between its different systems.

The Result: The work happened in several phases. During the initial phase, remote and automated software updates for all the company's 600,000 systems were moved to the ServiceNow platform; it was completed in under three months—on schedule and budget. Since then, Siemens Healthineers has optimized its IT delivery across the entire global organization. Combining the platform with a fully agile implementation methodology has led to faster resolution times and fewer issues. It has also reduced conflicts between the business and IT team, enabling IT to be more flexible and tailored in meeting the needs of the business. The productivity and efficiency gains are enormous.

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GET STARTED

About ServiceNow

Healthcare organizations that embrace digital transformation have turned it into a competitive advantage, positioning them as visionary leaders who are improving patient care. However, not all have seized the full value of this change. ServiceNow offers solutions to power the future of healthcare.

▷ **For more on ServiceNow's healthcare solutions, visit:**

servicenow.com/healthcare

Additional Resources

ebook: Healthcare transformed – Real-world results for healthcare organizations

White paper: The business value of ServiceNow for healthcare organizations

Use cases: Healthcare resource center