

# FIND, DEVELOP, AND RETAIN THE BEST PEOPLE IN HEALTHCARE

## MANAGE YOUR TALENT FROM RECRUITMENT TO RETIREMENT

With the software available in the SAP for Healthcare solution portfolio, you can attract the best clinical workers, continuously develop staff skills, and retain valuable employees. You can also increase administrative efficiencies, boost employee satisfaction, and provide the highest-quality patient care.



A well-trained, sufficiently staffed workforce is essential for ensuring high-quality patient care and service. It's also critical for helping you achieve your long-term growth objectives. Unfortunately, most hospitals face a chronic shortage of qualified physicians and nurses – and an aging workforce will only exacerbate this problem in the future. For hospital executives, human resources personnel, and clinical managers, this state of affairs poses a major challenge.

When clinical staff shortages reverberate throughout the organization, it's hard for management to maintain high standards of care – and even harder for staff to maintain a proper work and life balance. As managers struggle to fill persistent staffing gaps, they must call on your top talent to work more hours and pick up additional shifts. This severely increases worker dissatisfaction. Under such conditions, the talented staff you've nurtured and developed has an incentive to walk away. And because even a small increase in turnover can cost your hospital hundreds of thousands of dollars, turnover is a problem that speaks directly to your bottom line.

To address these challenges, it is important to implement methods that can increase your ability to retain skilled staff, maximize caregiver productivity, and quickly bring in new employees when positions open up. The SAP for Healthcare solution portfolio can help.

### Developing Talent for Long-Term Healthcare Success

With the solutions available in SAP for Healthcare, you can increase the skills and capabilities of your staff and achieve greater overall workforce effectiveness. From recruitment to retirement, these solutions let you manage your clinical workforce in a way that mitigates the impact of worker shortages, helps ensure employee satisfaction, and enables you to deliver only the highest-quality patient care.

### Building a Skilled Workforce

In a tight healthcare labor market, you can't afford long recruiting and hiring cycles. To reduce the decision time involved in hiring qualified candidates, you must identify staffing needs as early as possible and communicate job requirements to recruiters in a fully transparent manner. Failure to do so can lead to significant workforce gaps as positions go unfilled for months, or new hires lack the skills required for their positions.

SAP for Healthcare includes powerful functions that help you identify staffing needs early on and make it easier for you to recruit and hire the best talent before other organizations beat you to it. A single talent pool for internal and external candidates – combined with a set of tools that enables fast identification of candidates who possess the desired qualifications – helps you maintain a steady talent pipeline. You can draw from this pipeline to fill positions as soon as they become vacant. Managers can quickly send job postings to external job boards, actively participate in the hiring processes, and much more.

Screening tools enable a fast precheck of applications while integration with external service providers simplifies the execution of full background checks before you make final hiring decisions. The software also automates analysis and reporting so that you can evaluate the talent pool and measure recruiting effectiveness on an ongoing basis.

Once a candidate accepts the job offer, SAP for Healthcare software helps speed the “on-boarding” phase, reducing the costs and time involved in getting new employees productive. You’ll be able to provide new hires with the information they need in a way that suits the clinical work environment they’re entering. E-learning courses, for example, allow them to master internal processes and guidelines as efficiently as possible in the time permitted. Through automation, integration, and clearly defined best practices for the healthcare industry, SAP for Healthcare supports more effective candidate attraction, recruiting, and on-boarding. This enables you to build a workforce that works over the long term.

#### Gaining Efficiency in HR Operations

Nurses and physicians enter the clinical field to care for patients – not to do paperwork. Yet many healthcare organizations still struggle with manual, paper-based HR processes. Via functions that streamline essential HR processes and consolidate employee data, SAP for Healthcare helps increase organizational efficiency and improve employee satisfaction.

Automated end-to-end processes and standardized workflows streamline common tasks associated with HR administration, time and benefits management, and payroll. Employees can record working hours, review their paychecks, and create leave requests anytime and anywhere – from a computer or a kiosk, or even over the phone. Your HR staff can easily manage concurrent employment relationships and their associated compensation schemes and schedules. And employee authorizations are automatically updated with changes in employment relationships, ensuring the appropriate system access based on current assignments. Together, these functions can reduce the administrative burden on both your clinical and your HR staffs while helping to ensure compliance with legal regulations and organizational guidelines. For larger organizations in particular, the economies of scale enabled by SAP for Healthcare software can help reduce administrative overhead significantly by supporting HR as a shared service across multiple facilities.

The software also supports powerful self-service functions that empower employees and managers alike. The SAP® Employee Self-Service application, for example, enables employees to take ownership of their own data, providing easy access to profile information and data regarding payroll, time, and attendance. Meanwhile, the SAP Manager Self-Service application provides line managers and supervisors access to the critical functionality needed for managing budgets, teams, and ongoing operations.



Through automated end-to-end processes and standardized workflows, the software streamlines common tasks associated with HR administration, time and benefits management, and payroll.

#### Developing a High-Performing Clinical Staff

Every healthcare organization wants its clinical staff to perform at peak levels – and SAP for Healthcare can help you achieve that objective. Powerful performance management functions help you align team and individual goals with the strategies of the overall organization. They also allow you to standardize employee objectives and appraisals and establish a performance-oriented compensation process. You can identify your highest-performing employees and

make informed decisions about individual employee development needs. And comprehensive employee skills profiles enable you to evaluate skill levels so that your organization can develop a clear understanding of the skills and competencies it possesses.

Supported by this information, you can create appropriate training courses, curriculums, and knowledge content. You can also build online educational materials that allow employees to improve existing skills, learn new ones, and renew certifications in a highly personalized learning environment geared to their individual schedules and interests. You can even configure your software to push new course offerings to employees based on their job requirements – or set alerts to help ensure that physicians and nurses update critical certifications. Once a course is completed, the employee skills profile is automatically updated.

Through a continuously updated database that maps job requirements to employee skills, SAP for Healthcare offers powerful succession planning functions based on promotion from within. Coupled with career-path monitoring functions, this database helps your employees develop a clearer vision of how they can grow their talents – which makes it easier for you to hold onto the talent you've developed over the long term.

Overall, the solutions available through SAP for Healthcare help you reduce voluntary turnover, maintain high levels of staff satisfaction, and continuously increase the quality of patient care.

They support an environment in which your professionals feel they have a significant stake in helping the organization improve performance.

### Healthy Benefits

According to a survey conducted by the Aberdeen Group Inc.,<sup>1</sup> organizations that use SAP software to manage their human capital management needs outperform other organizations across a wide range of key metrics. These metrics include better employee performance, reduced hiring costs, and an improved ability to forecast annual retirement rates.

By supporting best practices targeted to the human capital management needs of the healthcare industry, SAP for Healthcare helps you achieve tangible benefits that improve overall organizational performance. For example, it helps you:

- **Build a motivated, productive, and satisfied workforce** with performance management functions that allow employees to reach their full career potential
- **Improve efficiencies** by quickly finding the right talent, streamlining the on-boarding process, and speeding time to productivity
- **Reduce costs** by automating essential administrative processes
- **Increase competitiveness and maintain patient care levels** by rapidly identifying critical staffing needs and filling positions quickly – internally or externally

SAP for Healthcare solutions include powerful functions that help you identify staffing needs early on and make it easier for you to recruit and hire the best talent – before other organizations beat you to it.

In the end, SAP for Healthcare helps you mitigate the impact of the healthcare labor shortage by helping ensure that you have the best available talent providing the highest-quality patient care on an ongoing basis.

#### Find Out More

For more information on how SAP for Healthcare can help your clinical workforce perform at peak levels, call your SAP representative or visit us online at [www.sap.com/healthcare](http://www.sap.com/healthcare).

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1. Aberdeen Group Inc., "Study Findings Show Best-in-Class Organizations Use Integrated HCM," Research Brief, January 2008.

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## Summary

The SAP for Healthcare solution portfolio helps you attract the best clinical workers, continuously develop staff skills, and retain valuable employees to effect long-term benefits. The solutions enable you to increase administrative efficiencies, boost employee satisfaction, and provide only the highest-quality patient care.

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## Business Challenges

- Find and attract the best people in healthcare despite labor shortages
- Develop talent to meet internal needs and support career ambitions
- Maintain a full and satisfied clinical staff to support work and life balance and meet regulatory requirements
- Streamline processes to alleviate the administrative burden on managers and staff

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## Supported Business Processes and Software Functions

- **Recruiting** – Leverage a global talent pool to maintain a steady talent pipeline you can draw from to fill open positions
- **Employee “on-boarding”** – Quickly bring new employees into the fold using standardized processes
- **Self-service administration** – Empower employees and managers to execute common human resources-related tasks
- **Performance management** – Evaluate staff and link performance to compensation
- **Employee development and learning** – Align skills and job requirements, push new course offerings to employees based on job requirements, alert nurses to update certifications, and empower employees to learn at their own pace
- **Succession planning** – Capture knowledge of retiring staff, map their skill sets to high-potential candidates, and fill vacancies quickly

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## Business Benefits

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- **Reduce costs** by automating essential administrative processes
- **Increase competitiveness and maintain patient care levels** by rapidly identifying staffing needs and filling positions quickly

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## For More Information

Call your SAP representative or visit us online at [www.sap.com/healthcare](http://www.sap.com/healthcare).

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