



CLIENT SPOTLIGHT

Innovative infrastructure for a growing health care network

How Deloitte's implementation of Workday helped fast-growing Rochester Regional Health create new efficiencies to seamlessly grow in the future.

Merger and acquisition (M&A) activity in the health care industry is transforming health systems, hospitals, physician groups, related care providers, and most importantly, patient care.

As health care structures and processes change, human resources (HR) is vital to ensuring that an acquisition brings increased capabilities and efficiencies, instead of confusion that can be both costly and potentially agonizing for the communities they serve.

In 2014, Rochester General Health System ("Rochester General") and Unity Health System ("Unity") merged to form Rochester Regional Health ("Rochester Regional"), bringing together five hospitals and numerous attendant services. The consolidated HR group needed an infrastructure to optimize that array of departments, systems, and processes, while minimizing disruptions.

The stakes were high and the task was complicated by the fact that each HR group used different systems. Rochester Regional set the bar far higher than just a smooth transition.

"We weren't willing to leave any functionality on the table," says Jason Frank, Rochester Regional's senior director of human resources information systems (HRIS).

Rochester Regional's leaders worked with Deloitte to select and implement Workday, a cloud-based, multitenant system that Rochester General had put in place earlier in the year. They saw in Workday a suite of tools and services to meet the demands of the merger and to prepare Rochester Regional for further expansion and fresh changes in the near future.

"To be credible as a strategic business partner, an HR function must have reliable data and use that data to navigate the gray areas that are often present in complex people

+ IMPACT

Improved efficiency, service, and capacity for fresh expansion

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Succession planning as a strategic essential

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Reduction in the amount of paperwork, hand-offs, and requisition bottlenecks

issues,” says Janine Schue, Rochester Regional’s chief human resources officer and executive vice president.

A vast, diverse staff under a single system

Serving Western New York communities including the Rochester and Finger Lakes regions, Rochester Regional oversees 16,000 employees in five acute care hospitals and more than 80 primary and specialty care practices, including senior care programs and facilities, comprehensive ambulatory services, chemical dependency and behavioral health services, and the renowned ACM Medical Laboratory.

To continue providing the level of care that had made it successful, while expanding its reach and capabilities, Rochester Regional’s new HR system would have to streamline back-office processes, while using Workday’s cloud-based platform to bring its data and interface to the cutting edge.

“With so many companies moving to the cloud, our getting there was inevitable and it didn’t make sense for us to delay it,” says Mazie Tai, Rochester Regional’s vice president of HR operations.

Instead of adding a new layer of red tape, the new platform needed to connect business practices, analytics, and security features to solve multitiered problems in real time. So, Rochester Regional called in Deloitte, which had helped Rochester General migrate to Workday in early 2015. While some elements of the first deployment could be replicated, Deloitte’s expertise was invaluable in identifying and responding to new challenges presented by merging systems.

A patient-focused system for each employee and situation

Staff continuity is essential to reliable patient care, and keeping track of the movements among the staff of the large health care network requires



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MAZIE TAI

Vice president of HR operations,
Rochester Regional

reliable self-service elements to reduce the amount of paperwork, hand-offs, and requisition bottlenecks that burdened the previous system.

“We’ve greatly reduced the amount of manual entry that had to be done,” reports Sally Krouth, senior director of benefits technology.

At the same time, Rochester Regional faces unique regulatory compliance issues, particularly around certification licensing. Successfully meeting those demands has been essential to getting the most out of the merger.

One of Workday’s big improvements involves succession planning, which encompasses finding, recruiting, training, and developing employees. It allows employees to know what’s expected and how they might advance within the institution. Additionally, it allows executives to project the employees who can step up and fill new roles after an expansion. For Rochester Regional, succession planning is a strategic essential as M&A transforms the playing field.

With streamlined job description posting, performance management,

and job requisitions, Rochester Regional can get new talent assigned and working in less time. Employee performance has also become easier to track, as marked by the vastly increased completion rates of performance reviews.

“Succession planning is very important to us in all areas, both clinical and nonclinical,” says Tai. “We’ve been able to use Workday functionality to create talent pools and assess talent across the organization.”

New data and analytics are also helping the health care network make improvements in departments where the turnover rate is high, such as emergency medicine. Workday’s employee profiles can pinpoint the common incentives for leaving, and even aspects of employees’ backgrounds that contribute to their decisions to stay or leave. That real-time analysis will lower turnover, reduce costs, and increase the likelihood of people keeping the same doctor over longer periods.

Making human resources a source of innovation

Through its partnership with Deloitte and its implementation of Workday, Rochester Regional has the tools to improve its efficiency, its service, and its capacity for fresh expansion.

With another acquisition in the works—this time, nearby Clifton Springs Hospital & Clinic—Rochester Regional’s HR systems are prepared. Workday’s innate flexibility will make the difference going forward, with the deployment time shrinking for each acquisition.

“I think the biggest differentiator of Workday is the business process framework, which is the underlying way you design business processes and how they work in terms of roles and assignments,” says Jason Frank. “It’s very powerful in that you can have one business process today, and easily change it to something else tomorrow.”

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