



ChristianaCare unleashes the potential of Workday with Human Capital Application Management Services

The challenge

Headquartered in Wilmington, Delaware, ChristianaCare operates one of the largest health systems in the mid-Atlantic. ChristianaCare's acute care facilities includes three hospitals, a freestanding emergency department, a Level I trauma center, and a Level III neonatal intensive care unit. The health system is also home to a comprehensive stroke center, several regional centers of excellence, outpatient services, and more.


Several years ago, ChristianaCare adopted Workday's cloud-based human resources management system

(HRMS) to serve the organization's 12,000 employees. The HRMS initially included Workday's core human capital management functionality plus modules for benefits, compensation, and payroll management. The HRMS eventually expanded to include Workday's recruiting, finance, and Prism Analytics modules. Along the way, the system acquired more than 190 integrations—70-plus of those being complex integrations — and roughly 3,000 custom reports.

An HRMS of this size and complexity requires significant operational effort to maintain. That includes staying on top of

releases and other changes along with business-as-usual support. Having realized appreciable efficiencies from its Workday implementation, ChristianaCare aimed to keep those gains going while taking digital transformation to a new level of value.

A healthcare provider marching into the future

Deloitte had supported the vendor evaluation process that ended in ChristianaCare's selection of Workday, then stayed on to help with implementation, systems integration, and the addition of other Workday modules. This experience, paired with 

Deloitte's broader human capital advisory capabilities, prompted ChristianaCare to engage Deloitte for human capital application management services (AMS).

Since then, the Deloitte AMS team has seen ChristianaCare's Workday environment through several periods of significant change including additional HRMS implementations, such as the finance and recruitment modules.

Other developments took place annually as the health system geared up for open enrollment. Like many organizations, ChristianaCare tended to see changes to its benefit plan levels every year. The organization worked under tight timelines to facilitate these changes so that employees could access their benefits on day one.

Reporting changes were even more frequent. One reason was growing demand for analytics and custom reports. In one 18-month period, for instance, the AMS team worked on more than 150 reports—including self-service ones for HR to show monthly trends—with some drawing on Workday Prism Analytics functionality. Another driver: making sure security users had the appropriate access, which led to changes in domain access across different security user groups.

Then there was the COVID-19 crisis, which demanded an agile response on a number of fronts. For example, surging demand for clinicians meant trimming the normal on-boarding process so contingent workers could start caring for patients as quickly as possible. Amid a rising volume of critical communications, the AMS team scaled its resources so they could release urgent messages in a single day. All this was carried out remotely, with the AMS team working under the same pandemic restrictions as other non-clinical personnel.

The Deloitte difference

These dynamics often played out concurrently as ChristianaCare pushed forward with its digital transformation. The health system's Workday environment kept pace all the while, enabling the business while taking on new features and functionality. Several practices helped make this possible, including:

- **Flexible delivery.** ChristianaCare's Deloitte team can add the appropriate resources as the need arises. Examples include support for the health system's Dell Boomi application and knowledge to help with initial ticket triaging.
- **Specialized tools and practices.** These include IT service management (ITSM) tools as well as processes Deloitte has developed for handling errors, managing work tickets and associated costs, and reducing the risk of a data breach or other security issues.
- **Subject matter knowledge.** As part of its AMS support, ChristianaCare has access to broader Deloitte capabilities. For example, the health system tapped

Deloitte's human capital advisory services for insight and guidance on using Workday's People Analytics tool.

- **Workday release management forums.** These forums are a Deloitte service to help organizations understand the new features and enhancements in Workday releases, along with the impact they could have on the business.
- **Deloitte Enhanced Workday Services (DEWS).** DEWS is a tool that helps organizations roll out Workday releases with as little as half the effort. Organizations can gauge the impact of new Workday functionality, track system performance, and enhance their production environment through the data visualizations that DEWS provides.
- **Platform development.** Deloitte's service model for human capital AMS (see sidebar) includes seamless access to platform development. For instance, it was ChristianaCare's AMS team who supported the implementation of Workday's finance and recruiting modules.

End-to-end support through the Human Capital AMS journey

The Deloitte Operate model helps organizations develop their human capital technology foundation into an intelligent engine of innovation, automation, agility and sustained business outcomes.



Sustain

Amplify foundational capabilities leveraging leading people, processes, and technology



Evolve

Explore trends and technology enablers that enhance user experience and expand talent insights



Optimize

Transform your technology and increase business value with agile, outcome-based methodology



Innovate

Connect to our full breadth of capabilities to best support your business needs

Results

In the face of transformation, growth, and external shock, ChristianaCare's Workday solution continues to power through. With Deloitte's AMS team at its side, the health system has maintained the continuity of its digital human capital management even as requirements expanded. Along the way, ChristianaCare was able to:

- Reduce dependency on manual processes while enhancing system performance with an 80% reduction in payroll integration run times
- Scale up and support new Workday functional areas — including finance, recruiting, reporting, and Prism Analytics
- Gain end-to-end support throughout their digital journey, from sustaining efficiencies to laying the groundwork for future upgrades

Meanwhile, ChristianaCare's collaboration with Deloitte continues to mature. The health system recently augmented its AMS relationship with Deloitte's Human Capital Research & Sensing, which provides daily reports of the latest trends affecting the workforce by industry and occupation. ChristianaCare users can access research, insights, and on-call advisors to help them with Workday technology and other challenges of running the business.

A human capital management solution is a commitment to innovation. By bringing in Deloitte, ChristianaCare gained an extension of its digital team — one that can level up to meet the organization's needs, while introducing an ecosystem of practical knowledge to light the way into an animated and promising future. ⬅

Contacts

Todd Amsley **Human Capital as a Service,** **AMS Leader**

Deloitte Consulting LLP
tamsley@deloitte.com

Mike Herriger **Manager**

Deloitte Consulting LLP
mherriger@deloitte.com

Divya Sadasivan **Manager**

Deloitte Consulting LLP
divsadasivan@deloitte.com



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