



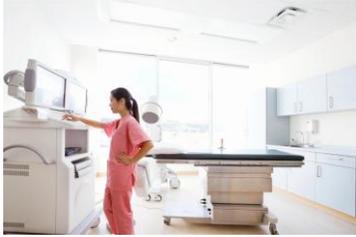
## Map Your Journey to Modern Digital Healthcare

Creating a Plan for Your Organization



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#### MEANINGFUL USE AND DIGITAL HEALTHCARE

*Meaningful use* is the term used to describe the process of using certified electronic medical record (EMR) technology to

- » Improve quality, safety, and efficiency in healthcare
- » Reduce health disparities and improve population and public health
- » Engage patients and families
- » Improve care coordination
- » Maintain the privacy and security of patient health information

Ultimately, compliance with meaningful use will result in better clinical outcomes, improved population health outcomes, increased transparency, empowered individuals, and more-robust research data on health systems.

Digital healthcare is not an unattainable mirage, but is alive and well in the United States and throughout the world. The goal of digital healthcare is to use technology to efficiently manage and deliver better healthcare—providing greater value and more positive outcomes to patients at a lower cost. The cloud provides the fastest, most efficient, and most economical way to reach that goal.

Ideally, cloud technology makes the delivery of healthcare fast, flexible, and easier for everyone to use—no matter whether you're ordering supplies, hiring an employee, or reviewing your budget. However, actual results depend on how you implement the technology and on the vendor you choose as your provider. Every healthcare organization—payers and providers—will have a different path that leads them to digital healthcare. The question is, are you there yet?

### The Current Healthcare Environment

The journey to digital healthcare began with meaningful use and the moving of healthcare information to a digital format. Now, an important next step is moving your back-office operations to the cloud. As you make the move, however, you need to consider how the current environment—the healthcare industry, technology innovations, and your own organization—will affect your journey.

### The Industry Landscape and Challenges

The healthcare industry is facing a perfect storm of healthcare reform, consumer demands, and enabling technology.

New regulations have changed how patient care is planned for and delivered. The Affordable Care Act (ACA) and, more recently, the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) have changed the industry's payment model by shifting to a value-based system which pays based on patient outcomes rather than volume of care.

Along with this shift come new criteria for defining and measuring value as well as new requirements for implementing, managing, and reporting results. The new metrics for payments will require more-advanced analytics and new levels of reporting—as well as the ability to adjust quickly in the future.

How does the rapidly changing healthcare industry affect your journey to digital healthcare? The checklist below identifies industry challenges brought about by regulatory change, value-based care, and technology. If you answer “no” to many of these questions, your organization needs to find solutions to manage industry changes.

**DEFINING DIGITAL HEALTHCARE**

The journey to digital healthcare begins with meaningful use and continues with the implementation of EMR technology. The goal is to deliver better healthcare faster, more efficiently, and for a lower cost. Modern digital healthcare is characterized by specific attributes, including

- » Patient outcomes at or above industry averages
- » Compliance with industry regulations and reporting requirements
- » Publishing pricing information and options
- » Providing consumers with more variety and availability in products and services
- » Internal structures that support an organization’s positive response to the changing needs of consumers
- » Intense talent recruitment and employee training to fill newly created roles emerging from an industry in transition

*“It’s not unusual to find a medium-sized hospital with 300 to 400 different pieces of technology because in the past they haven’t recognized the value of having IT governance.”*

**MARY KILMER**  
EXECUTIVE DIRECTOR  
ORACLE HEALTHCARE

**CHECKLIST OF INDUSTRY CHALLENGES FACING HEALTHCARE ORGANIZATIONS**

Yes	No	
✓	✗	Can your current enterprise resource planning (ERP) applications support the new reporting changes and requirements to show value?
✓	✗	Can your current ERP system handle the data to support the cost management required by ACA and MACRA? Does it provide advanced analytics and reporting capabilities?
✓	✗	In response to the recent ACA and MACRA regulatory changes, can you determine your cost of care by service line? By diagnosis-related group (DRG) or by international classification of diseases (ICD)? By physician? By other variables?
✓	✗	Are the human capital management (HCM) tools you have sufficient for recruiting in the extremely competitive talent field? Can you recruit millennials with your current tools? Can you use social technology to recruit?
✓	✗	Are the training and onboarding tools you use today enabling you to get all employees up to speed quickly? Do your current tools enable self-service and provide the necessary reporting for compliance?
✓	✗	Is your organization anticipating any mergers, acquisitions, or affiliations over the next six months?
✓	✗	Are you confident that your organization can act quickly to implement and absorb industry changes?

**The Technology Landscape and Challenges**

Maybe you are dealing with legacy systems that have become increasingly complex over the years. Perhaps you manage silos of data or disparate applications scattered throughout your organization. You might have customized your system so that new upgrades and integrations are difficult. Or maybe it’s simply that older systems don’t address your new challenges.

Innovations in technology—specifically in cloud computing—bring a whole list of benefits to organizations in the healthcare industry. At the same time, technology innovations make their own case for change with modern cloud computing.

Advances in technology have brought a mature cloud computing environment to the forefront. Today’s cloud environment is characterized by integrated applications within the cloud, between clouds, and between cloud and on-premises installations.

The following checklist can help determine whether your organization could benefit from today’s modern cloud solutions. If you answer “yes” to most of the questions below, then you are facing challenges that cloud solutions can help address.



*“The best-in-class organizations are 53 percent more likely to have integrated data between ERP financials and HCM solutions.”*

**ABERDEEN GROUP**  
 “ABERDEEN HEALTHCARE LEADERS INTEGRATE HCM AND ERP SOLUTIONS IN THE CLOUD TO IMPROVE DECISION MAKING,” 2016

**CHECKLIST OF TECHNOLOGY CHALLENGES FACING HEALTHCARE ORGANIZATIONS**

Yes	No	
✓	✗	Do you have ERP and HCM applications that can't share data? Does this cause bottlenecks in procedures that require information from both?
✓	✗	Is information for finance, planning, and HR fragmented across your organization?
✓	✗	Can you “drill down” or “slice and dice” to get specific data by business unit? Can you aggregate data across the organization when you need it?
✓	✗	Are various groups in your organization—such as finance, HR, procurement, budgeting, planning, and decision support—maintaining their own information? Is that information unavailable to the rest of the organization?
✓	✗	Do you have more than one source for data that you use to make decisions?
✓	✗	Do you have siloed data that is not integrated with the ERP and HCM data in the rest of your organization?
✓	✗	Are your current applications heavily customized? Are they difficult to maintain and do they take a long time to upgrade?
✓	✗	Are your ERP, HCM, and planning applications due to be upgraded in the next 12 months? Are they overdue?
✓	✗	Are you researching hardware upgrades that can handle the new business brought about by industry changes?
✓	✗	Do your current ERP and HCM applications provide the information you need to make the decisions for your organization?
✓	✗	Are you using any shared services now, or do you plan to use shared services in the next three months? Do you need to consolidate your general ledger (GL)?

**Your Internal Landscape and Challenges**

The consumerization of healthcare includes employees who seek easy-to-use solutions with relevant information and processes available at their fingertips.

Moving to cloud is an important step in the journey to digital healthcare, but it requires a commitment and willingness to adopt best practices. Wanting to keep things as they have always been can be a strong force in any organization, so before starting this phase of the journey, it's important to have buy-in from the leadership and education and training programs in place for all employees.

Is your organization culturally ready for the move to cloud? If you answer “no” to many of the questions in the following checklist, then your internal landscape could benefit from cloud solutions.



#### CHECKLIST OF INTERNAL CHALLENGES FACING HEALTHCARE ORGANIZATIONS

Yes	No	
✓	✗	Are your IT costs relatively stable?
✓	✗	Are LOBs mandated to reduce costs by the corporate office?
✓	✗	Can your current ERP applications provide the insight you need to make informed decisions?
✓	✗	Are you satisfied with the efficiency and productivity of your operations?
✓	✗	Do you have the level of information you and your managers need to manage and control costs throughout the organization?
✓	✗	Do you have sufficient insight into your workforce to plan for the future and optimize costs?
✓	✗	Are you satisfied with the productivity of your organization?
✓	✗	Do your employees have updates and new capabilities for applications as soon as they become available?
✓	✗	Do you have the data that tells you how the industry shift to value-based care has affected your margins?
✓	✗	Can you easily merge your operations with a recently acquired organization? Can you easily incorporate new LOBs or reorganized areas of the organization?
✓	✗	Do you have the data that supports the efforts of your planning department and decision support group?

#### MAKE IT MODULAR

Oracle offers modular cloud solutions that let you choose the functionality you need most as your starting point. No more slow, expensive costs for customizing and recustomizing as you maintain and update your critical software. With Oracle, all maintenance and the regularly scheduled updates are handled by experts at your convenience.

### The Benefits of Oracle Cloud Make the Difference

Once you've decided that moving to cloud is the best next step on the journey to digital healthcare, you need to find a vendor who can help you through the transformation and support you once you're there. Vendors vary, but only Oracle provides the benefits that are clear differentiators.

Moving to Oracle Cloud for your finance, HR, supply chain management (SCM), enterprise performance management (EPM), planning, and other back-end operations makes sense for many organizations because only Oracle delivers modular migration to the cloud, superior user experiences, a single source of truth, security, and advanced analytics and reporting.

#### Easy Migration to the Cloud

There's a point at which the decision to move to a unified cloud solution for your ERP, EPM, and HCM solutions becomes crystal clear. If your organization has arrived at that point, but is still hesitant to do a complete "rip and replace" project, there are alternatives.

## WHAT TO LOOK FOR IN A CLOUD PROVIDER

Does the cloud provider you're considering meet these requirements for security and a superior customer experience? If you're considering Oracle, the answer is yes.

- » Leads the industry in cloud security and is an expert in managing public and hybrid cloud environments
- » Uses standards-based platforms for upgrade-safe enhancements that replace custom requirements
- » Has a long-time track record as a proven technology leader
- » Is fully invested in a variety of cloud models
- » Offers security at multiple technology layers for maximum security, control, and visibility
- » Allows for cloud resource pooling and rapid elasticity, all within an embassy-grade secure environment
- » Has certified cloud security experts on staff, not outsourced contractors
- » Isolates data for individual customers; no comingling with data from other customers
- » Deploys multiple data centers throughout the world for localized data residency and compliance requirements

Oracle can provide you with a timed migration to the cloud that minimizes cost and disruption. A modular approach lets you move what you want to move, when you want to move it, on your schedule and at your pace. Changes that individual users have made to their workspaces remain—even through product updates.

With Oracle Cloud, you start the journey with the functionality that you need most. For example, rather than completely replacing all existing IT resources, you can migrate a single application—perhaps a minor one that affects only a few people—to the cloud. Once you have established a reliable process, use it to move a major, high-usage application to the cloud.

You can also create a hybrid solution that includes new cloud applications along with existing, on-premises applications. This is critical if your organization must keep some applications on site for security, contractual, or regulatory reasons.

### Superior User Experience

A familiar interface that uses common social workflows makes getting the job done easier for your employees. Oracle can provide a unified user experience with best-in-class applications for finance, planning, HR, budgeting, and SCM that share the same familiar interface and make data accessible to frequent as well as occasional users at all levels of the organization.

With mobile access and social integration, you can provide a modern user experience that supports collaboration. Employees have a workspace they can personalize to help them work more effectively. Employee engagement increases with Oracle HCM applications that go beyond user experience to better employees' lives with digital tools for wellness, benefits, volunteering, and more.

### One Source of Truth

Unified applications for ERP, EPM, and HCM provide a single version of truth for all analytics, reporting, and decision-making. Oracle delivers this by providing one set of data that is available throughout the organization. All reports, analytics, decisions are based on the common, shared data.

Oracle applications are interconnected so that information, processes, and communications flow smoothly through social, mobile, and analytics tools. Applications are integrated to provide a consolidated big-picture as well as in-depth details, letting you move seamlessly between them to do your work. You can work across departments, geographies, and groups—from finance to HR—to get more insight into what is actually happening and what needs to happen.

With Oracle Cloud applications, you can integrate easily with other clouds, with on-premises enterprise applications, and with third-party systems that include EHR systems. By integrating applications across the organization and eliminating silos of information, a single cloud platform enables all applications in the same cloud to easily share data.

*"Oracle spent time gathering our requirements. They built our requirements inside HCM, and then they proved to us they could process the special payroll that we use."*

**JESSICA MARCH**  
HRIS MANAGER  
COLORADO PERMANENTE MEDICAL  
GROUP

#### **MAKE THE MOVE TO CLOUD EASIER WITH ORACLE**

To help you make the journey to digital healthcare easier, use these tips to engage your employees in the transformation.

- » Provide training that helps employees get up to speed on new features and capabilities.
- » Encourage employees to personalize their workspace to make their work more productive. These personalizations automatically follow the employee when the application is updated.
- » Schedule updates on a regular basis so users can anticipate and plan around them.
- » Use Oracle's built-in social and mobile capabilities to communicate changes and schedules.
- » Encourage employees to use social capabilities to collaborate and stay current.

### **Security**

With cloud environments that are more open and offer new capabilities—and with healthcare's changing regulatory requirements—security becomes even more important and more complicated. Oracle Cloud enables healthcare companies to share when possible, but isolate where needed.

IT managers must carefully evaluate the data centers that cloud providers use to deliver their services and make sure the provider offers the level of security required while allowing for cloud resource pooling and rapid elasticity. For example, Oracle observes security best practices that require data from separate clients never to be comingled—even when backed up.

Oracle has multiple data centers throughout the world, a benefit particularly important for institutions that must meet compliance requirements for localized data residency and management.

### **Advanced Analytics and Reporting**

Advanced analytics help you understand the relationship between cost of care and quality outcomes so you can maximize your ability to deliver high quality care at a lower cost. With Oracle Cloud, each functional area has the opportunity to display analytics in custom reports that use proprietary data sources and leading key indicators.

Insight-driven analysis enables you to leverage secure, real-time data and provide insight for more informed decision-making. Oracle's built-in advanced analytics uses embedded Essbase (a multidimensional relational reporting cube) to support planning and provide insight for decision-making. This helps healthcare leaders better analyze business operations and do strategic workforce planning and budgeting.

When you can easily produce a comprehensive dataset that includes the cost data to help you identify, quantify, and measure clinical improvement initiatives, you have a distinct competitive advantage over other healthcare organizations.

### **Planning a Winning Strategy**

All healthy organizations face operational challenges; it's a part of doing business and all in a day's work. But when business models or processes hinder daily operations, or when standard operating procedures create avoidable expense and cost valuable resources, it's time to find a better solution.

Healthcare organizations that are competitive in the industry recognize the value of having the right tools—tools that let their employees be more productive and more engaged. And these organizations are moving to the cloud.

Answering the questions in this white paper has helped you confirm the areas in need of improvement in your organization. You see the possibilities of the cloud, and you have a vendor to travel with you on the journey to modern digital healthcare. You'll know you have a winning strategy when you can answer "yes" to all of the following questions.

*“Presbyterian Medical Services was looking for a complete cloud ERP solution that would help us drive efficiencies while maintaining quality patient care in a diverse, complex industry. In just 14 weeks, we were able to go live on Oracle ERP Cloud implementing a wide range of efficiencies with our more than 90 locations across New Mexico...”*

**CHAD MORRIS**  
 SR. ERP SYSTEMS ANALYST  
 PRESBYTERIAN MEDICAL SERVICES

**IS YOUR ORGANIZATION READY TO EMBRACE MODERN DIGITAL HEALTHCARE?**

Yes	No	
✓	✗	Do you have the right expectations about the benefits the cloud can deliver?
✓	✗	Do you have a timeline that works for your organization?
✓	✗	Do you have buy-in from your organization's leadership? Are they ready to make the move to the cloud?
✓	✗	Are your employees ready to move to the cloud? Have you prepared educational and training materials to educate everyone about the process and how it will affect each organization and job function?
✓	✗	Do the financial aspects of a move to the cloud make sense for your organization?
✓	✗	Have you found the right vendor?

**How to Start**

Contact us to learn more about what's possible with Oracle's unified ERP, HCM, and EPM solutions for healthcare organizations. Call +1.800.ORACLE1 to speak to an Oracle representative or visit [oracle.com/healthcare](https://oracle.com/healthcare).



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**Hardware and Software, Engineered to Work Together**

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