



scottmadden

MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

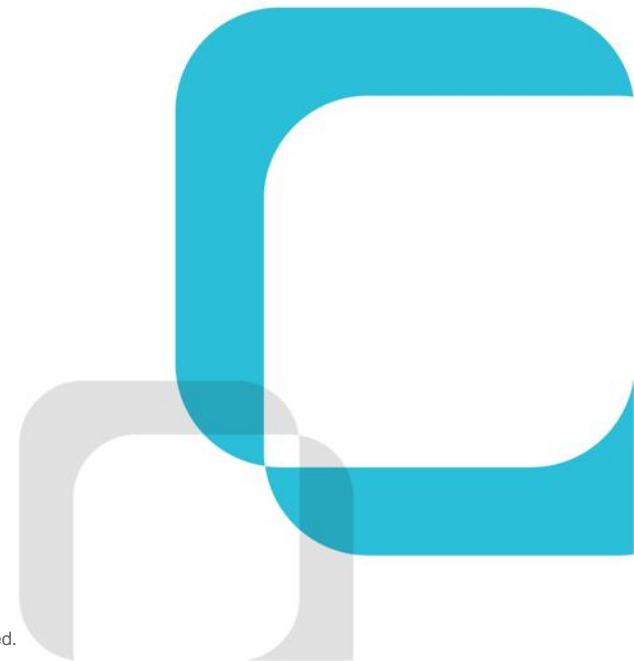


ScottMadden's Corporate & Shared Services Practice

Solutions for Healthcare



June 2019



Who We Are

ScottMadden is a management consulting firm with more than **35 years** of deep, hands-on experience.

We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

WE DO

**WHAT IT TAKES
TO GET IT DONE
RIGHT**

CORPORATE & SHARED SERVICES

EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

SCOPE

We have completed more than 1,700 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back-office corporate and shared services.

SERVICES

We have helped our clients with business case development, shared services design, shared services build support, implementation, and improvement.

Our corporate and shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.

Spotlight: Our Human Capital Practice

HR is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated human capital practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are improving talent management programs, revamping processes to ensure effectiveness and regulatory compliance, designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across the employee lifecycle, including:

- Workforce planning
- Talent acquisition
- Onboarding
- Workforce administration
- Compensation
- Payroll
- Performance management
- Learning and development
- Succession planning
- Employee engagement
- Workforce analytics

HUMAN CAPITAL SERVICES

HR TRANSFORMATION

- HR transformation strategy
- Service delivery model design
- Business case development
- Implementation planning/support/project management
- Analytics organization launch
- Analytics model development and dashboard creation

SYSTEMS

- HR technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

TALENT AND ENGAGEMENT

- Talent management strategy
- Program development
- Organization design and build
- Competency development
- Implementation planning

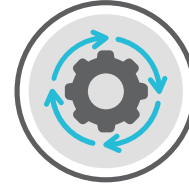
PAYROLL

- Payroll delivery strategy and design
- Implementation planning/support/project management
- Governance and vendor management

PROCESS DESIGN AND CONTINUOUS IMPROVEMENT

- Process redesign
- LEAN implementation
- Continuous improvement program design

Corporate and Shared Services Capabilities



Assess and Plan

- Strategic planning
- Feasibility analysis
- Benchmarking
- Leading practices assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits

Design

- Current state analysis
- Future state design
- Business case development
- Service delivery model design
- Work scope delineation
- Intelligent automation strategy
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management

Build

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation

Improve

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Intelligent automation opportunities/implementation
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Voice of the customer surveys
- Metrics and performance management

Areas of Focus



HUMAN CAPITAL

We offer HR transformation (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.



SUPPLY CHAIN

We assist clients across the full range of supply chain processes, and have the unique ability to create alignment between supply chain and its stakeholders. From crafting new supply chain strategies to restructuring your organization to improving your daily operations, we help you with every step.

TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization get the most out of its IT investment. We also help you optimize your projects to focus on delivering business outcomes not just installed technology.



BUSINESS ADMINISTRATIVE SERVICES

We help our clients integrate various administrative services into their shared services model to improve service response performance to the business. Services often include real estate, facility maintenance, fleet, security, insurance, customer service, cafeteria, and others.



FINANCE AND ACCOUNTING

We help companies transform their finance and accounting operations. Through enterprise financial business services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your company.



MULTIFUNCTION/GBS

We move shared services to the next generation—integrating finance, human resources, information technology, supply chain, and/or other business administrative services into a single, multifunction shared services or global business services operation with effective governance and management.

How We Differ from Our Competition

	Strategy Firms	The Big Four	Outsourcing Advisory Firms	HR/Functional Consultancies	ScottMadden
FOCUS	<ul style="list-style-type: none"> Strategy work Mergers and acquisitions Cost reduction 	<ul style="list-style-type: none"> Strategy and implementation work Large system implementations Outsourcing and offshoring Long engagements 	<ul style="list-style-type: none"> Advisory services regarding vendor-provided solutions 	<ul style="list-style-type: none"> Functional program development and/or support (e.g., health and welfare, compensation) Delivery systems Unique products (e.g., surveys) 	<ul style="list-style-type: none"> Strategy and implementation work Efficient delivery models Full SSO lifecycle support Engagements scoped in manageable phases
APPROACH	<ul style="list-style-type: none"> Solutions focused on big picture, but not always practical Not often involved in implementation 	<ul style="list-style-type: none"> Off-the-shelf methodologies Client must adapt to consultant's approach Large project teams Get in and stay in; take over 	<ul style="list-style-type: none"> Sourcing analysis and solutions Standard methodologies Limited client involvement after data capture Neutral or vested interest as a provider 	<ul style="list-style-type: none"> Advisory role Research and program-based solutions Implementation of unique technologies 	<ul style="list-style-type: none"> Customized, practical solutions Small project teams Collaborative approach with clients Sale not mixed with delivery of work
PROJECT TEAMS & PEOPLE	<ul style="list-style-type: none"> Leverage reputation Teams comprised of mix of senior and junior resources Generalists Strong business acumen, weaker functional skills 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior, inexperienced resources with oversight by senior resources 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior resources with oversight by senior resource 	<ul style="list-style-type: none"> Leverage reputation Deep, functional knowledge; narrower focus 	<ul style="list-style-type: none"> Working partners meet with prospective clients Senior, experienced consultants with business acumen and functional knowledge

Sample of Clients in Healthcare



Why ScottMadden?

DEEP EXPERTISE

- ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago
- Our Corporate & Shared Services practice has completed more than 1,700 projects since the early 90s
- Our clients span a variety of industries from energy to healthcare to higher education to retail

PERSONALIZED APPROACH

- Before we begin any project, we sit down and listen to our clients' needs and challenges
- We engage with our clients like no other firm does, working side by side to create practical, real results
- We don't employ canned methodologies or cookie-cutter solutions. We work to solve the right problem in the right way

PHILOSOPHY

- We are personally invested in every project and measure our success by our clients' success
- We listen to our clients' needs and put their best interests ahead of our own
- We work with integrity, tenacity, and a genuine passion for what we do
- We do what it takes to get it done right

**Our expertise helps create
the right solution.
Our experience ensures
that it works.**



ScottMadden Knows Healthcare

From our experience working in healthcare, we understand the complexities and constraints you face and the unique opportunities that exist.

Facing Market Uncertainty

The current state of healthcare regulation, market consolidation and verticalization, and the need for healthcare affordability can all impact plans for shared services and other transformations.

Wrestling with Complex Governance

Additional groups beyond typical corporate structures play a role (e.g., physicians, medical groups, academic structures) and departmental autonomy is often high.

Adjusting to Unique Organizational Structures

A mixture of models and cultures exist and union representation can often be high, requiring highly customized approaches from one client to the next.

Dealing with Industry-Specific HR Challenges

Significant use of contractors, as well as certification processes and management create unique challenges. Unique talent challenges, combined with high turnover in certain roles, require fluid and efficient processes to be in place.



Our experience in healthcare makes us well suited to guide you to an effective organizational model.

ScottMadden's Proprietary Toolbox

ScottMadden has a dedicated research function that studies and maintains critical data on trends, metrics, and regulations that impact corporate and shared services organizations. Our toolbox includes many resources we will leverage when working with you:

ASSESSMENT TOOLS

- Voice of the customer surveys
- Work activity assessment
- Competency builder
- Spans and layers analysis

RESEARCH

- Primary functional research
- Proprietary shared services benchmarking studies
- Leading practice database
- Country regulation database

PROJECT ACCELERATORS

- Project management toolkit
- Templates and collateral materials
- Change management toolkit
- Global site selection database

We employ a variety of tools built over years of experience to support our work and develop the best solution to meet your needs.

HR Shared Services Implementation

CHALLENGE

The HR department of an academic medical system was focused on providing quality HR information and services to their employees in a timely manner. ScottMadden was engaged to design and implement a new HR solutions center to provide a central HR service delivery model.

PROCESS

- Planned and implemented a comprehensive internal case management system and end-user portal, utilizing ServiceNow technology
- Identified HR roles and processes to move to the solutions center and redesigned high-volume processes
- Developed operational processes and reporting mechanisms for solutions center leadership
- Led training efforts to educate solutions center staff, centers of excellence, business partners, managers, and recruiters about the changes in the HR delivery model

RESULTS

- Client launched a new HR solutions center accessible to all 27,000 employees
- Client released a solutions center portal where medical staff working outside solutions center hours can access pertinent HR information and initiate requests



HR Shared Services Center Business Case

CHALLENGE

ScottMadden assisted a fully integrated, not-for-profit healthcare provider in assessing the current state of its decentralized HR service delivery model and developing a business case to support the development of a shared services center.

PROCESS

- Assisted the client in quantifying the HR work currently performed at dispersed sites to measure costs and service levels
- Analyzed the current workload and provided recommendations on what could be transferred to a shared services center
- Modeled two possible future states for the HR organization, with financial analysis for each option, including capital investments and the impact of reallocating personnel and services
- Developed a plan to change from local high-touch processes to convenient “one-stop-shop” processes at a centralized HR service center, supplemented by the use of web-enabled kiosks and interactive voice response systems
- Identified potential cost savings of more than \$1 million annually, while realizing improved service levels and positive net cash flow within one year

RESULTS

- Articulated the financial and service-level impact of a shared services strategy in comparison to the current decentralized model
- Identified which technologies currently in use could be leveraged in the future state model
- Helped the client make the business case to successfully secure funding to implement a scalable “best practice” HR shared services center



Transformation of Service Delivery – On a Dime

CHALLENGE

A medical product and service company was focused on growth on a global scale and wanted to standardize service, improve administration of global processes, centralize administrative tasks, and elevate the HR business partner role. A dispersed employee base, competing objectives of each business, and cut-backs in funding presented challenges to implementing the goals.

PROCESS

- Created and managed the overall project plan and led the client project team through key decisions and milestones in the transformation
- Worked step by step with the client to ensure the project's success

RESULTS

- Client launched a new HR shared services center for all employees in July
- Client released a new HR portal to allow employees access to readily available information and to initiate service requests
- Team successfully defined the role of the HR business partner in the HR transformation



Maturity Assessment of Multifunction Shared Services

CHALLENGE

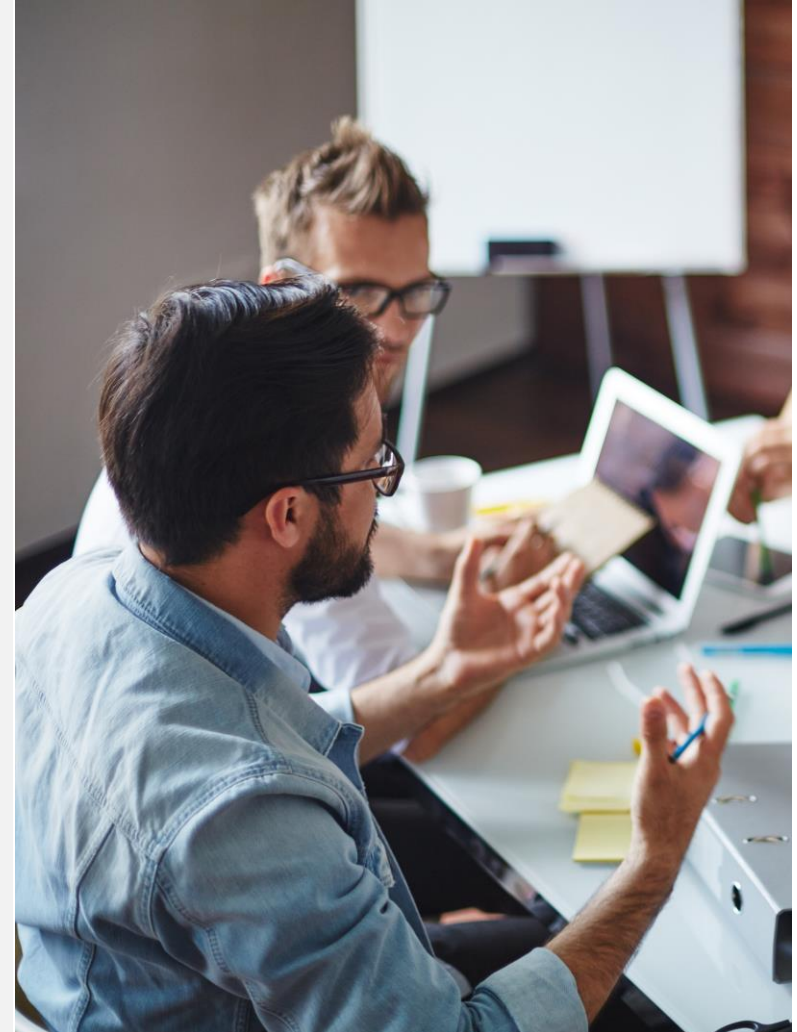
ScottMadden was selected to develop a methodology to consistently assess and improve operations of nearly 40 areas of one of the largest healthcare companies in the United States.

PROCESS

- Re-booted the mission, vision, and definition for shared services and created a common methodology to evaluate the operations of the most relevant areas within the organization
- Collected qualitative insights of current operations and opportunities for improvement through (270+) interviews with providers and clients of the areas assessed
- Collected KPIs and performed benchmark analysis to determine how value was being created as compared to the market
- Deployed customer satisfaction survey (1,400+ respondents) to create a baseline of perception of services provided

RESULTS

- Creation of scorecards describing performance across four dimensions—cost, quality, service level, and leverage
- Development of maturity assessments to support prioritization and improvement of main drivers of shared services operations



OUR LEADERSHIP



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Locations

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