



**scottmadden**  
MANAGEMENT CONSULTANTS

**Smart. Focused. Done Right.®**



# Jumpstarting Your People Analytics Journey

HR Healthcare 2020 Virtual Conference

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October 21, 2020



# TODAY'S SPEAKERS



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# 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**

## 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 1,900 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.**

# Our Capabilities

## Types of Projects

- Strategic and business planning
- Shared services design and implementation
- Technology selection, design, and implementation
- Organizational performance assessment and realignment
- Operational excellence and process improvement
- Integration of mergers and acquisitions
- Change management and training
- Analytics and automation transformation

## Healthcare Considerations

Market  
Uncertainty

Complex  
Governance

Unique Organizational  
Structures

Industry-Specific HR  
Challenges

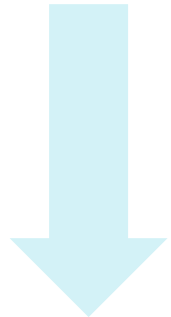
## Sample Clients



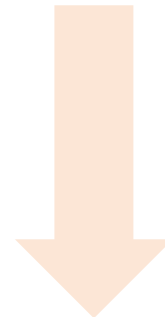
# People Analytics: The Basics

People analytics is the practice of turning disparate employee data into insights that drive business decisions.

Attract the right talent



Develop, engage, and retain talent



Ensure compliance



Run effective HR programs



Create an inclusive culture



Reduced costs | Increased productivity | Effective risk management | Better customer outcomes

# HR at the Forefront

In many ways, HR holds the “keys to the kingdom” when it comes to employee information. As the owners of the organization’s people data, it is up to HR to take the reins on leveraging that data.

## Typical HR Data Sources

Core HR System  
(HRIS)

Time and  
Attendance

Applicant Tracking  
System (ATS)

Case Management  
System (CMS)

Operations and  
Department Data

Learning  
Management (LMS)

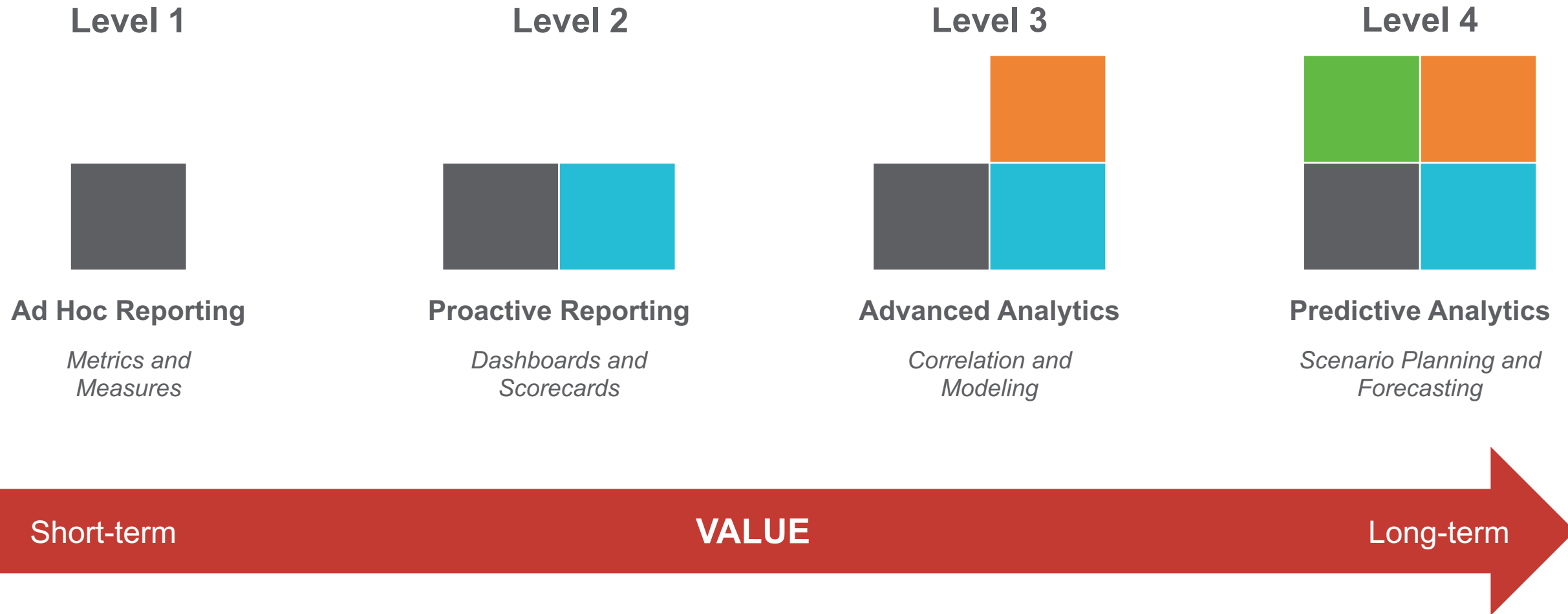
Performance  
Management

Licensure &  
Certification

Survey & Other  
Tools

The role of HR has changed, and data analysis and insights provide us the tools to support our employees, advise our leaders, and enable organizational growth.

# People Analytics Maturity Model



# 5 Keys to Jumpstarting Your Journey

- 1 Cultivate strong executive sponsorship
- 2 Understand your data and its limitations
- 3 Know your capabilities
- 4 Start small and add value
- 5 Consider privacy and ethics



# Real-world Use Cases in Healthcare

1

Real-time HR Dashboard

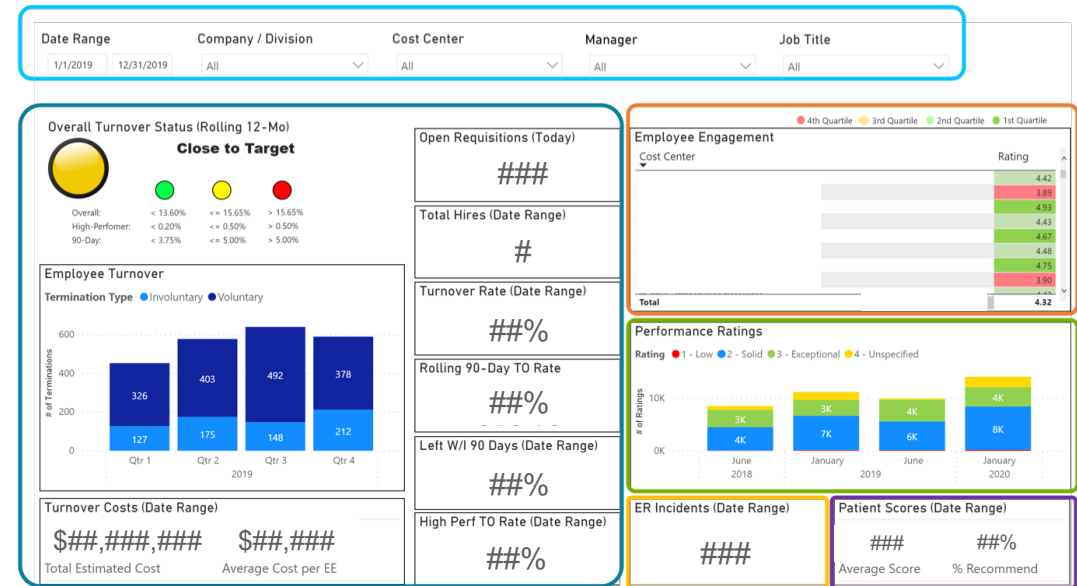
2

Payroll Process Improvement

3

How Turnover Impacts Patient Care

- Integrated data from five disparate systems
- Adjusted job expectations in HR
- Created a training curriculum for users



1. Selection Criteria

3. Engagement Scores

5. Employee Relations Incidents

2. Hiring & Turnover

4. Performance Ratings

6. Patient Satisfaction Scores

# Real-world Use Cases in Healthcare



1

Real-time HR  
Dashboard

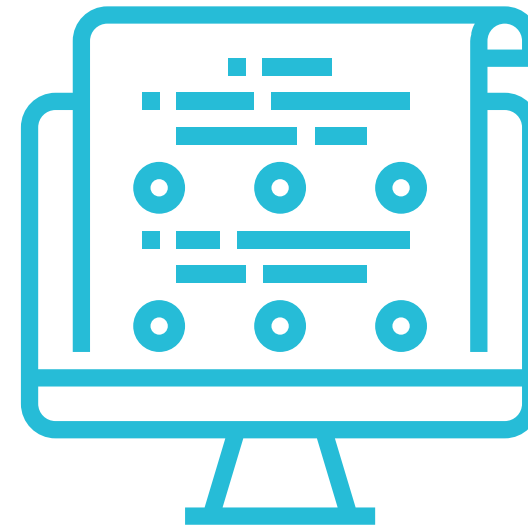
2

Timekeeping  
Impacts on Payroll

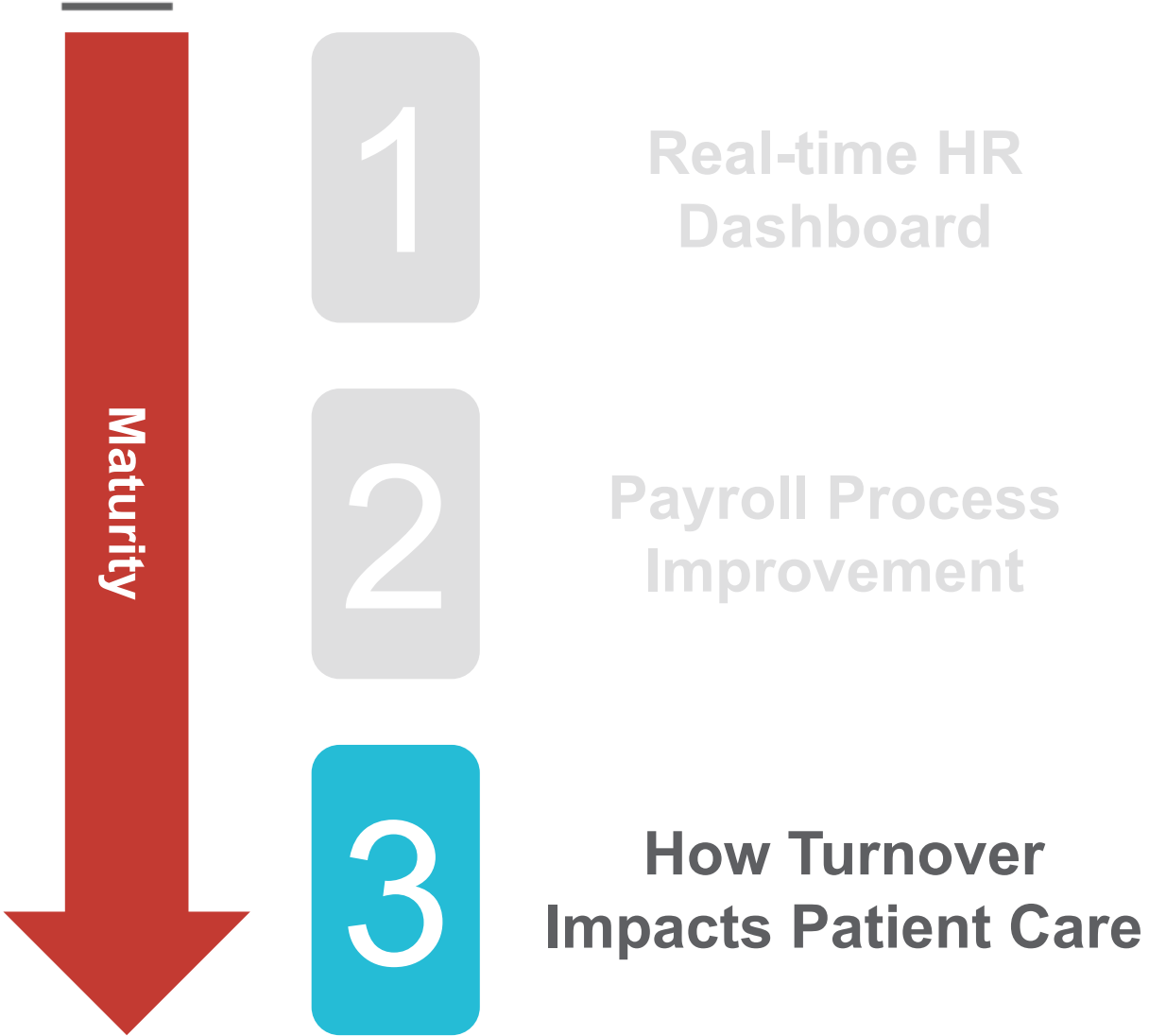
3

How Turnover  
Impacts Patient Care

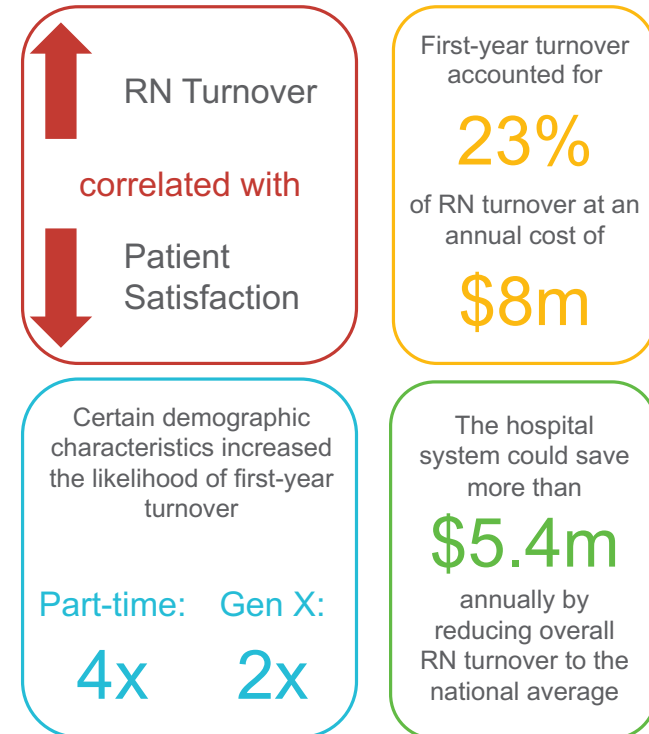
- Reviewed T&A data and structures
- Identified key risk points and process changes
- Reduced errors and elevated roles



# Real-world Use Cases in Healthcare



- Developed and tested key hypotheses
- Identified RN turnover drivers & outcomes
- Created focused pilot programs



# 5 Keys to Jumpstarting Your Journey

- 1 Cultivate strong executive sponsorship
- 2 Understand your data and its limitations
- 3 Know your capabilities
- 4 Start small and add value
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# ScottMadden's People Analytics Services

Advanced analytics and machine learning are changing the business landscape. ScottMadden brings a data-driven approach to all our engagements and can leverage the latest data science tools and techniques to deliver previously unknown insights and efficiencies.

We bring to bear our firm's deep functional and industry expertise to bridge the gap between the business and data science to tailor solutions that fit to our client's specific needs.

Whether we are designing a self-service data visualization, statistical analysis, machine learning solution, or implementing an analytics strategy, we focus on ensuring the business value is delivered every step of the way.

## ANALYTICS SERVICES

### Analytics Areas of Focus:

- Analytics strategy
- Operations and governance
- Analytics implementation
- Advanced analytics solution delivery
- Implementation strategy

### Our Experience Includes:

- Data visualization, dashboarding, and web apps
- Statistical modeling
- Applied machine learning/artificial intelligence
- Forecasting
- Automation

### Analytics Capabilities:

- Data preparation
- Storage and management
- Diagnostic analysis and predictive modeling
- Interactive visualization
- Process redesign



# Appendix



# 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 1,900 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.**



# 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

### Process Design and Continuous Improvement

- Process redesign
- LEAN implementation
- Continuous improvement program design

### 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