



Boston Medical Center Webinar

Lisa Kelly-Croswell, Senior Vice President and Chief Human Resources Officer

Today's Presenters



Becky Adams, Strategic Healthcare Industry Advisor

- 18 years of healthcare enterprise software experience
- Leading Workday's Healthcare market development strategy and initiatives



Lisa Kelly-Croswell, *Senior Vice President and Chief Human Resources Officer*

- Joined Boston Medical Center in 2013
- Responsible for leading all Human Resources functions
- More than 25 years of experience in a wide range of global HR leadership roles
- Executive sponsor for the HCM project

Boston Medical Center

- A private, not-for-profit, 547 licensed bed, academic medical center, located in Boston's historic South End – opened in 1864
- The largest and busiest provider of trauma and emergency services in New England

General Statistics:

- \$3.8B Health System including a managed care plan
- Outpatient Activity 1,100,00
- Inpatient Volume 25,000
- Physicians and Licensed Practitioners 750
- Residents and Fellows 700
- Hospital Employees 5,800+
- Labor contracts 8

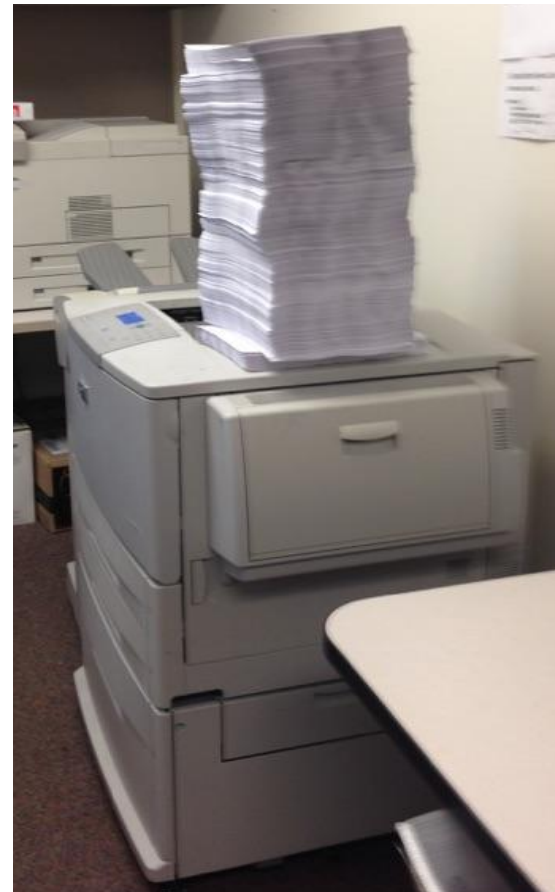


EXCEPTIONAL CARE. WITHOUT EXCEPTION.



Challenges Before Workday

- **Poor Workforce Visibility**
- **Heavy Reliance on Paper**
- **Manual and Inaccurate Reporting**
- **Compliance Risk Mitigation**
- **Comfort Zone and Disbelief**



Key Message

“Migrating to the cloud and Workday allowed us to **rebalance** our time and **reframe** the question

from what’s the best technology to achieve our organizational priorities,

to how will our key organizational priorities be achieved leveraging the best technology. “



Goal and Organizational Priorities

Ensure laser focus on our patients, core purpose and transformation agenda.

Organizational priorities:

Operational Efficiency

Compliance

Growth

Healthcare Reform

Financial Stability

Culture

Why Workday

Ensure laser focus on our patients, core purpose and transformation agenda.

Organizational priorities:

Workday Capabilities:



Operational Efficiency



Integrated fundamentals, cloud technology

Compliance



Accurate, auditable

Growth



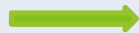
Configurable, consistent upgrades

Healthcare Reform



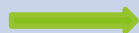
Speed, leverage

Financial Stability




Reporting, transparency

Culture



Self service, intuitive, accessible

Deployment Overview - Products

- SAP 2001
 - Taleo
 - Kenexa
 - Ansos
 - Word Documents
 - Excel Spreadsheets
 - Paper
 - Home Grown Information Portal
- 

Product Solution

Workday HCM

- Core Employee System of Record
- Recruiting
- Compensation
- Performance Appraisals
- Absence Management
- Onboarding
- Employee & Manager Self Service
- Benefits Administration
- Workday Delivered Reports

Workday Payroll

Kronos Time and Attendance

Kronos Scheduling

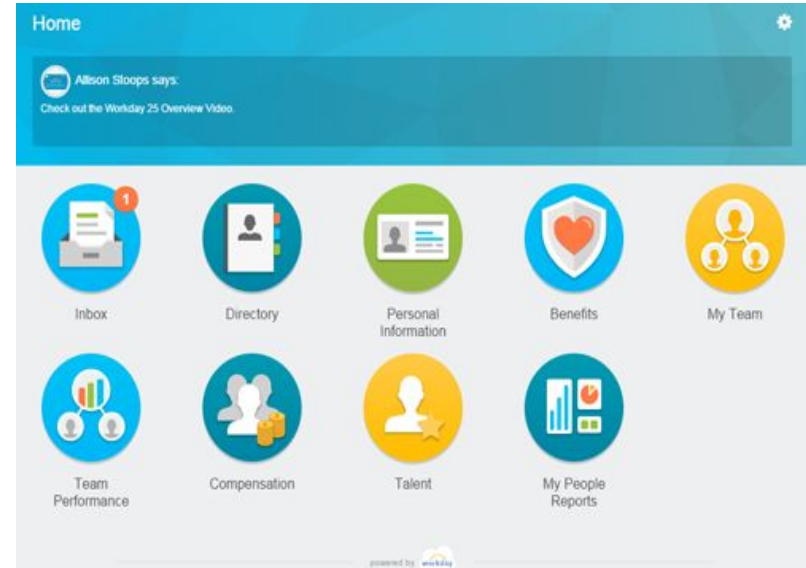
Deployment Overview - Timing

Vendor	2015												2016
Month	1	2	3	4	5	6	7	8	9	10	11	12	1
Workday HCM			Plan & Architect	Plan & Architect	Configure & Prototype	Configure & Prototype	Test	Test	★				
Workday Payroll			Plan & Architect	Plan & Architect	Configure & Prototype	Configure & Prototype	Test	Test	Test	Test	Test	Test	★
Kronos Time and Attendance			Plan & Architect	Plan & Architect	Configure & Prototype	Configure & Prototype	Test	Test	★				
Kronos Scheduling			Plan & Architect	Plan & Architect	Configure & Prototype	Configure & Prototype	Test	Test	Test	Test	Test	Test	★

Phase
Plan & Architect
Configure & Prototype
Test

Lessons Learned

1. A great time to re-imagine business processes
2. Don't let the perfect be the enemy of the good
3. Deploy optimal number of modules simultaneously – no more, no less
4. Leverage what's in the box
5. Optimize control of input data – “gigo”
6. Understand existing operating system
7. This not your mother's HRIS system!





Q&A