



## Hospice transformation with a human touch

VITAS Healthcare is transforming patient care by streamlining IT processes and exploring new innovations in field service—all with a focus on saving time for those who need it most

The goal of hospice care is to preserve the quality of life for patients who have a limited time to live. The objective of IT transformation is to accelerate processes and improve service delivery. What does one have to do with the other?

For VITAS Healthcare, a leader in hospice care since 1978, IT transformation is a catalyst for giving precious time back to employees so they can focus on what matters most—providing more human, collaborative, and efficient interactions among staff, patients, and families.

VITAS is working with its trusted partner ServiceNow to transform not just IT but also hospice care. By modernizing internal processes, improving the patient experience, and exploring new field service capabilities, VITAS is delivering something no one ever expected from IT transformation: peace of mind.

### Superior care starts with streamlined IT operations

VITAS first starting working with ServiceNow in 2014. The company implemented the Now Platform to bring order and consistency to asset management and other IT processes.

“We have 12,000 employees and 8,000 of them are mobile—doing their work in the patients’ homes or medical facilities—so tracking all of their mobile devices is extremely important,” said Naresh Samlal, director of mobility and process automation at VITAS. “But in 2016, we couldn’t produce a report about who had which device. We were losing a lot of money on carrier bills because we had no documentation, and we had a high loss rate for devices that were reported missing or stolen.”

VITAS decided to rebuild the entire mobility platform and asset management process, and it selected ServiceNow as the foundation.

“ServiceNow gave us two critical things for IT service management: flexibility and visibility,” said Samlal. “The platform could bring order and consistency—not just to asset management but many other processes—and it gave a level of visibility that we had never experienced before.”

# VITAS<sup>®</sup> Healthcare

### Business

Healthcare (hospice care)

### Headquarters

Miami, FL

### Region

14 U.S. states and District of Columbia

### Employees

12,000 (8,000 mobile)

### Challenges

- Make it easy for employees to request and receive services
- Bring order and consistency to IT processes to increase visibility and cut costs
- Use internal excellence to improve the patient experience

### Solutions

- The Now Platform<sup>®</sup>
- Integrates applications, data, and processes to increase efficiency and visibility
- Supports continuous improvement of the employee experience, saving time, and increasing employee satisfaction

### Results

- Recovered \$70,000 in just one month on its carrier bill through better visibility into lost devices
- Device loss rate now down to 6%
- Higher employee satisfaction through streamlined service delivery

By implementing the Now Platform, Samlal reported, VITAS immediately began saving on carrier costs and lost devices. “We recovered \$70,000 in just one month on our carrier bill, and our loss rate is now down to 6.02%—I cringe to think about what it was before,” he said.

Based on the early success of ServiceNow in cutting costs and improving efficiency, VITAS expanded the use of the platform into service management, replacing an antiquated Remedy solution. “We saw that the same capabilities that were giving us great results in ITSM could easily extend to other areas of our business,” said Patrick Hale, CIO.

### Exploring new possibilities for patient care

Today, Hale and Samlal are looking for fresh ideas that could help VITAS take patient care to an even higher level. To fully explore the options, VITAS enlisted the help of ServiceNow Inspire, an executive advisory program made up of former CIOs and industry consultants.

The ServiceNow team conducted workshops with VITAS executives to discuss the company's priorities and how to translate them into a transformation journey focused on optimizing the patient experience.

While the meetings produced many ideas for improving internal excellence, one of the prime candidates initially was mobilizing field service management. VITAS saw an opportunity to dramatically improve the ease and efficiency of key field service tasks by performing them on mobile devices.

At VITAS, as at most hospice care organizations, field services are typically manual processes that involve a ton of paperwork. When nurses visit prospective new in-home patients, they must bring along documents for patient assessments, admissions information, and much more.

VITAS is now exploring opportunities for digitizing, automating, and mobilizing many aspects of field service. The goal: Make it easy for VITAS to create mobile field services that are insanely simple to access and use.

Accelerating the onboarding process for new patients is just one example of what's possible. Mobile field service innovations could allow VITAS to take in more patients in less time, improve the experience for all stakeholders (thereby improving the company's reputation), and increase the job satisfaction of nurses and clinicians. In an industry where employee turnover rates can run exceptionally high (35% per year in some cases), high satisfaction is a critical business advantage.

### Changing perceptions and consistently high expectations

Much has changed since VITAS first launched its IT transformation initiative in 2014, but expectations for future results remain high.

“We started out thinking of ServiceNow as a ticketing system,” said Hale. “Today we see ServiceNow as the backbone of our transformation strategy. It's one platform with infinite possibilities—not just for our business but for improving patient care.

“The reality is that we're doing far more than improving our internal operations,” he continued. “We're creating a virtuous cycle. More efficient staff means higher quality care and more time for family members to spend with their loved ones. There's no metric that adequately captures the value of that.”



We started out thinking of ServiceNow as a ticketing system, Today we see ServiceNow as the backbone of our transformation strategy.

— Patrick Hale, CIO

