Rethinking clinician onboarding
How to get staff up and running fast
The challenges with clinician onboarding

On average, it takes more than 90 days to onboard a physician at a hospital. Credentialing alone can take up to three months or more. Onboarding includes confirming medical school graduation, board certification, USMLE test scores, and much more. Delays can cost $100,000 per week or more in lost billings.

Medical staffing departments are tasked with managing this process, protecting the hospital and patients from risks before the physician is allowed to practice.

In this eBook, we’ll review the way hospitals use HR service delivery principles to reduce the time it takes to onboard new clinicians and coordinate complex processes across both the hospital enterprise and the many external entities involved.

For years, this process was supported by manual tasks that did little to expedite and reduce the time and cost it took to bring a physician on board.

Read More

“For hospital medicine, the overall cost of turnover is probably at least $400,000 per provider and could easily be $600,000 or more.”

— Today’s Hospitalist¹

¹https://www.todayshospitalist.com/staggering-costs-physician-turnover/
Why do hospitals struggle to deliver a seamless, quick, and cost-effective clinician onboarding experience?

The challenge lies in the fact that each of the steps involved in bringing on a new physician doesn’t fully reside within either the medical staffing department or even the hospital. It is a multi-departmental effort requiring outside validations for credentialing that must be coordinated with and completed by various government agencies and outside payers. These processes by nature tend to be manual and inefficient. The costs and time lost can be astronomical.

Many clinician lifecycle events start in the medical staffing department and require other departments and external entities—including the candidate physician—to be accountable for completing crucial tasks. Tasks such as locating detailed documents regarding the physician’s internship and residency, validation of the existence of any criminal or civil legal actions, and medical education details are riddled with inefficiencies.

The reality is most hospitals do not have a unified solution that can automate and orchestrate all the tasks and processes across all the entities and systems involved.
A new approach to clinician onboarding and transitions

ServiceNow makes it easy for hospitals to set up and manage onboarding and other clinician lifecycle events across multiple departments and external organizations by using a single service delivery platform. This dramatically improves the efficiency of the medical staffing department and onboarding experience for candidates. It makes it easier and faster for clinicians to begin seeing patients when you can deliver the fast consumer-like service experience they deserve.
The benefits

Create a single destination for all clinician onboarding services and tasks

The ServiceNow solution lets you create a special physician portal. This provides new hire and existing clinicians with a single destination for all onboarding, as well as other medical staffing and HR service needs, such as credentialing support and monitoring of required continuing education.

Figure 1: Create a one-stop shop for all medical staffing employee transitions
It draws on the power of a service delivery platform that includes case and knowledge management, a powerful workflow engine, and mobile capabilities. Personalized step-by-step guidance ensures your candidates and employees always have the information they need to make the right choices and accelerate the process. This reduces the cost to onboard any new position.
Inline help (including live chat) allows a new hire to get instantaneous status of the process, and support when they get stuck with an onboarding task. They no longer need to resort to emails or phone calls to get help.

Figure 3: Help, history, and chat allow physicians to ask questions and get the help they need across all of their devices, including phones and tablets.
The benefits

**Orchestrate, integrate, and automate tasks across departments and external agencies**

With ServiceNow, your medical staffing department can orchestrate and automate the complex processes and tasks that start with medical staffing but require action from other departments. The underlying platform can also help connect with external organizations such as the Center for Medicare and Medicaid Services (CMS) and commercial credentialing applications, creating a personalized experience, across departments and outside entities.

![Information in one place, making on-boarding and credentialing, more efficient](image)

**Figure 4: Information in one place, making on-boarding and credentialing, more efficient**
The new hire clinician can upload any document required to confirm credentialing or licensing. This initiates a workflow tasking the various groups with verifying the document. By leveraging the power of the platform, you can automate processes that extend to other departments like IT, facilities, legal, and finance, or even outside agencies such as CMS or state licensing boards. The workflow capabilities that underpin it help create cross-departmental experiences and processes in minutes.

Figure 5: Upload documents and track the complex credentialing process
The platform can integrate with your existing investments in systems such as human capital management (HCM), and credentialing and licensing onboarding solutions. Medical staffing can now easily create new activity sets (e.g., pre-hire, pre-boarding, training and day 1).

Individual tasks (e.g., background checks, credentialing checks, IT provisioning, equipment requests, and signatures on essential documents) can be automatically routed to the right individuals in the right departments, at the right time.

Figure 6: Easily create dashboards to track individual tasks or progress and costs of individuals or groups across the process.

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**Orchestrate and automate other clinician employee lifecycle events across departments**

Efforts to improve the employee service experience and reduce costs associated with ongoing training, continuing education, and certification or license revalidation shouldn’t stop with onboarding.

As your clinician continues to engage with your hospital they are likely to experience other lifecycle events, such as moving to a leadership role, taking on teaching responsibilities, or transferring to another facility.

Much like onboarding, these lifecycle events need to be seamless, pain-free, and done in a way that minimizes cost and disruption while the clinician continues to engage with patients. And, like onboarding, the service delivery solution can help you manage this process for your professionals around a wide range of lifecycle events, triggering tasks across departments. For example, workflows can keep track of required training and continuing education and relicensing dates to ensure adherence to requirements specific to the clinician’s role.
Customer success

Making it easy for employees to be employees

We’ve radically improved the employee service experience and realized an ROI of $9 million in three years.

— Debbie Arnold,
VP, Human Resources Operations,
CHRISTUS Health

Our employees are saving lives every day. ServiceNow makes routine employee tasks quick and easy, allowing them to get back to what’s important.

— Carlie Bush
Director, HR Shared Services,
American Medical Response
Summary

Medical staffing leaders recognize that clinician onboarding is both costly and time-consuming. There is an opportunity to save hundreds of thousands of dollars as each clinician is hired. The process can be a strategic differentiator that has a direct correlation with the quality of patient engagement and reduced patient risks.

Automating this process, including providing new hire clinicians with effective self-service options and ways to easily provide the documents and information required for credentialing and license verification, can significantly reduce these costs and get clinicians in front of patients faster.

With ServiceNow you can provide your clinicians with the consumer-like onboarding services they deserve, all in a single location.

Formulating a great clinician service experience doesn’t end with onboarding. All your teams are more efficient and you make it easier for physicians to get to work and focus on the healing they were hired to perform.
To see how ServiceNow can help you consumerize the clinician employee service experience, please visit www.servicenow.com/healthcare