

CASE STUDY

Category: Healthcare

Employees: 1,400

Products:

Workforce Timekeeper™,
Workforce Scheduler™,
Workforce HR™,
Workforce Payroll™,
Workforce Absence Manager™,
Workforce Analytics™

PROJECT BENEFITS

- Integration delivers smooth flow of workforce data
- Automated scheduling solution helps adjust workload to census, improving patient care
- Self-service workforce management tools save time
- Real-time labor data help control overtime costs

Mary Greeley Medical Center Sees Productivity Gains and Reduced Labor Costs with Kronos for Healthcare

As a 220-bed regional referral center in central Iowa, Mary Greeley Medical Center delivers the type of care typically found in large metropolitan areas. In addition to its main facility, the organization provides medical care at a radiation oncology facility, hospice house, off-site dialysis centers, and through home health care services. A staff of 1,400 supports more than 170 physicians in delivering care in more than 36 specialties and subspecialties.

Effectively managing staff time and controlling labor costs was challenging with a scheduling system that interfaced with the timekeeping solution just once daily and did not provide up-to-date workforce information. “We felt that getting all people processes into one system would benefit us,” says Janelle Anderson, director of IT.

Integration of workforce information was critical in selecting a new solution. As a longtime user of Kronos® Workforce Timekeeper, the organization conducted an extensive review of the complete Kronos for Healthcare solution and competitive systems, where “Kronos met with high satisfaction in the evaluation process,” she says. “It made sense to put all employee information in one system where all modules talk to each other and look and act alike.” Implementing its integrated Kronos solution has allowed Mary Greeley Medical Center to improve workforce productivity, have better control of labor costs, and minimize compliance risk, while continuing to deliver a high level of care.

Automated solution increases workforce productivity

To appropriately schedule staff to patient volume and acuity — and avoid unnecessary labor costs — Mary Greeley uses the schedule generator and workload generator tools in Workforce Scheduler. Unit managers in nursing, and in other departments enterprise-wide, generate their own schedules and contact the central staffing office for float team staff as needed. Based on patient volumes in the prior four-hour zones, nursing managers project census for the next shift, generate a workload, and make necessary staffing adjustments. Anderson says the integration of data provides “accurate, up-to-date counts of what they have and need on their units,” so staff is well utilized.

Use of self-service tools is also expanding productivity. Employees clock in on Kronos 4500™ badge terminals and access Kronos for Healthcare online to review their time, view check earning statements, check their schedules, and request time off. Managers can quickly grant requests online, and the system automatically incorporates changes into the schedule.

Both managers and staff are enjoying the self-service options of Workforce HR. Employees check earning statements and make changes to personal information online, eliminating the cost of producing and distributing paper statements and saving HR time. Significant productivity and cost savings are also anticipated from self-service during the upcoming open enrollment of benefits, says Betsy Schoeller, director of HR and education. Previously, three staff members spent two days assembling the correct benefit package for each employee. Benefit packages were distributed at a benefits fair, typically attended by only half of the employees. The remaining packages were mailed. Preparing and sending information to the organization’s five insurance providers was also time consuming but now will be done automatically with Workforce HR.

Real-time information helps control labor costs

Before moving to a completely integrated workforce management solution, Mary Greeley Medical Center found controlling overtime costs difficult because all workforce information was retrospective, Anderson says. Using core Workforce Analytics in Kronos for Healthcare, managers can now perform real-time analysis of time and attendance information. They can see not only who is approaching overtime, but on a single screen can compare overtime by week, month, and year to date, and generate reports as needed.

“This has allowed us to see potential overtime situations and avert this by making staffing adjustments to schedule employees who are not in an overtime situation,” she adds. “We are able to act on it day by day as it happens, as opposed to after the fact.”

With timely access to workforce data and detailed labor reports, managers are better equipped to efficiently schedule and manage staff time. As a result, overtime costs relative to adjusted patient admission declined nearly 3 percent in the first year and continue to decrease considerably.

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Information integration delivers big benefits

The integration of all workforce management information in a single solution with Kronos for Healthcare has been a major benefit for Mary Greeley Medical Center, says Kari Pape Rosentrater, the organization’s IT consultant. “With timekeeping, scheduling, HR, and payroll all in one place, the integration is much nicer and there is a smooth flow of information. Everyone likes this.”

In addition, having all workforce management information in one system mitigates the organization’s compliance risk, adds Anderson. With the organization’s centralized, automated system, labor and pay policies are consistently applied and a detailed audit trail and reporting are readily available.

As Mary Greeley Medical Center looks to the future, it is exploring expanding employee self-service options with self-scheduling. “This could further streamline the scheduling process,” Anderson says, “and staff satisfaction will definitely be enhanced further as more self-service is available.”



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