KRONOS®

Allina Hospitals and Clinics Improves Productivity and Accountability with Kronos for Healthcare

ALLINA®
Hospitals & Clinics

Employees: 24,000

Industries: Healthcare

Products:
Workforce Timekeeper™
Workforce Scheduler™
Workforce Analytics™ for Healthcare

Allina Hospitals and Clinics is a not-for-profit organization focused on providing a complete continuum of care to individuals in the many communities that it serves throughout Minnesota and western Wisconsin. Based in Minneapolis, Minnesota, Allina offers a full range of primary and specialty care services through its 11 hospitals, 60 clinics, pharmacies, medical transportation services, and home and community services. With approximately 24,000 employees, Allina delivers exceptional healthcare and support services.

CHALLENGES

- Manual scheduling was time consuming, inefficient, and difficult to accurately match to patient census
- Ensuring scheduling complied with union contract rules was challenging
- Manually tracking expirations of staff certifications and licenses was time consuming
- Lack of real-time employee data made timely schedule adjustments difficult and unplanned overtime common
- Unplanned overtime made labor costs difficult to control

SOLUTION

- Automated scheduling and workforce analytics solutions that improve productivity and provide real-time access to employee data for better decision making

BENEFITS

- Scheduling time is reduced and open shifts are quickly filled
- Schedules automatically follow contract rules, and shift assignments are distributed properly among staff
- Only staff members with current certifications and licenses are scheduled, and expiration alerts provide helpful reminders about renewal requirements
- Real-time visibility into schedules and timely and trusted reports on workforce data have reduced unplanned overtime and helped control labor costs
- Monitoring and achievement of managers' productivity-related goals is easier to assess and measure with analytics

"With Workforce Analytics for Healthcare, I've seen managers act more quickly on productivity and cost-related items."

Louie Kaeter,
Staffing Systems Consultant
Allina Health System

THE STORY – ALLINA HOSPITALS AND CLINICS

Allina had been using a Kronos automated timekeeping system at its facilities for some time, but was employing a variety of manual scheduling solutions. The organization wanted to move to a more efficient automated scheduling solution. To help ensure compliance with union contracts, Allina needed a solution that could incorporate contract rules into the system. It also wanted real-time visibility of accurate employee data — and detailed reports — to better control labor costs and improve productivity.

Nursing executives and scheduling staff reviewed the options and chose the Kronos® for Healthcare solution. To date, six of the organization's 11 hospitals are using the automated scheduling solution, and all are utilizing Kronos Workforce Analytics for Healthcare to gain increased visibility of and reporting on workforce data. The solutions have helped Allina gain the benefits it was seeking: scheduling efficiencies, easily matching scheduling to patient census, better control of unplanned overtime, and real-time reporting of workforce data for guided decision making.

Automated scheduling delivers range of benefits

Some Allina staff quickly embraced automated scheduling, while others were slower to accept the change. With each facility's installation, the process has gone more smoothly, says Darlene Helmer, director of Allina's HR Service Center. One of the laboratory groups, inpatient nursing units, and some outpatient nursing units are using Workforce Scheduler, which is being rolled out to additional hospitals and departments with staff scheduled around the clock.

"One OR scheduler, in particular, has been very supportive of Workforce Scheduler," shares Helmer. "Automated scheduling has reduced her work time and made her job much easier."

The solution's benefits are numerous. Schedule creation time is reduced. Open shifts are quickly filled. Schedules are evenly distributed and follow contract rules. Scheduling matches patient census. Allina also expects to see labor cost savings and nurses having more time at the bedside.

Employees' skills, licensures, and certifications are entered into PeopleSoft and then fed into Workforce Scheduler. Only nursing staff with current qualifications are on the schedule. "The system flags these items so we can see ahead of time if we're short a charge nurse and when someone's license is expiring, which is very helpful," says Helmer.

Employees particularly enjoy using the scheduling solution's self-service tools. They can see their schedules from home and request changes, a big advantage for the many part-time staff.

Analytics tools quickly identify issues, deliver efficiencies

Prior to adding its analytics solution, Allina used a homegrown productivity system that required manual data entry and manipulation. Staff questioned data accuracy. "Workforce Analytics for Healthcare saves me four to six hours a pay period and now people believe the data," says Louie Kaeter, Allina staffing systems consultant.

Many managers conduct a biweekly productivity review, while others review data daily. Significant use of agency nurses due to skilled RN shortages at some sites makes a daily review more challenging, as agency data is only available on a pay period basis.

At some sites, managers have requested reports be on their desktops daily, helping them to spot timecard edit issues and drill down into employee data. "They feel comfortable getting into the system, looking at their information, and it's much more efficient," explains Kaeter.

Increased visibility improves accountability

The enhanced visibility of workforce data will increase accountability going forward, he adds. About half of the hospitals have productivity-related goals for managers and soon all will have goals. Workforce Analytics for Healthcare will be the productivity measurement tool.

Increased visibility of workforce data allows managers to act faster on information. They can look during a pay period to see if they are behind targets for labor hours, overtime, and costs. "With Workforce Analytics, I've seen managers act more quickly on productivity and cost-related items," says Kaeter.

Daily reporting reduces unplanned overtime

With core reports on their desktop, managers can easily see incremental overtime by employee, allowing them to reduce unplanned overtime and better control labor costs. Before, data was available several days after pay period close, and overtime was already paid. One hospital alone averaged 10 FTEs in unplanned overtime in nursing areas of 500 FTEs. Now, with Workforce Analytics for Healthcare, Allina hospitals are able to identify unplanned overtime before it has occurred and make necessary scheduling adjustments within the pay period.

Added benefits moving forward

With more managers having productivity-related targets, Kaeter expects to see additional gains in benchmarking and improved labor cost management. And, as more of Allina's hospitals implement automated scheduling and utilize its potential, Helmer expects additional staffing-related efficiencies.