



ShiftWise Customer Case Study

MEMORIAL HEALTH SYSTEM

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Memorial Health System is an award-winning provider of comprehensive health care services in southern Colorado. The 650-bed healthcare system is comprised of three hospitals, 12 ancillary facilities and 4,500 employees in the Colorado Springs region.



The staffing services department at Memorial includes 17 management and administrative employees, as well as all of the employees within the organization's internal staffing agency. Jonathan Liepe, director of staffing services, is responsible for managing all recruiting functions for positions within Memorial's healthcare system, including contract labor and internal staffing across all of the organization's facilities.

EXECUTIVE SUMMARY



The Challenge

- Homegrown legacy system lacked efficiency and visibility
- Numerous applications used to match qualifications for 40 different departments
- Staffing representatives contacted candidates and tracked qualifications manually
- Billing for 70 agencies and 110 contract staff generated 400-600 invoices per month

The ShiftWise Solution

- Automate the manual process with ShiftWise Vendor Management Service (VMS) & Internal Resource Pool (IRP) Applications
- Deliver a single, consolidated electronic invoice
- Maintain all healthcare worker credentials on-line
- Expand improved staffing process to all hourly workers within the hospital including non-clinical workers like IT, Accounting, etc.
- Provide an on-line calendar function for internal agency nurses to proactively communicate availability and preferred shifts

Powerful Outcomes

- Instant visibility of all available staff from internal and supplier resource pools
- Invoice reconciliation time reduced by 80%
- Realized \$500,000 in savings in the first 8 months of using ShiftWise
- Internal Agency was able to grow from 113 employees to 180 without the need for additional staff management
- All supplier staff credentials are now on-line and updated by suppliers instead of Memorial Health System
- Non-clinical workers seamlessly integrated into ShiftWise
- On demand reporting and expense tracking

The Challenge

Antiquated Staffing Processes Lack Efficiency, Visibility



Memorial relied on a fragmented and time-consuming homegrown system comprised of spreadsheets and databases to manage its supplemental staffing for the entire healthcare system. The system required staffing representatives to use and maintain a myriad of software applications to determine if candidate qualifications matched the unique requirements of its 40 different departments, and manually call qualified candidates to fill open shifts.

“Every individual in our system had potentially up to 40 different boxes for qualifications that had to be checked in our spreadsheet to make sure they were qualified to work in a unit,” said Liepe. “We would have to individually contact every one of those nurses and ask them if they could work a shift. Then we would wait to hear back, because rarely did we ever connect with somebody.”

Meanwhile, different departments across the Memorial organization were independently working with multiple agencies to fulfill short-term temporary staffing needs, and the staffing services department was struggling with verifying that agency staff was booked properly and in compliance with hospital policies. The organization struggled with obtaining visibility into staffing spending, and department managers would often need to wait two to three months to obtain reports of their staffing supplier costs. Memorial also faced a daunting challenge when addressing billing for more than 70 different staffing companies, and for the estimated 40 to 110 contract labor workers that were at the hospital at any given moment.

“I was getting between 400 and 600 invoices to be signed every month,” said Liepe. “The reconciliation and invoicing process was a nightmare, and it required a full-time administrative employee to devote 35 hours a week to managing it.”

Memorial also recognized the need to move away from a paper-based timecard system for contract labor to clock in and out of their shifts. This would enable the organization to eliminate erroneous billing and provide a more accurate representation of actual hours worked.

In addition, although Memorial had recognized the benefits of building an internal staffing agency with staff who could be deployed to fill open shifts throughout the organization, it found that managing the necessary staffing processes for the 113 employees in its IRP had become far too difficult a task to achieve using its manual system.

“We recognized that the systems we were using were antiquated and inefficient,” said Liepe. “We decided to explore the possibility of using a vendor-neutral staffing solution to consolidate our processes for managing both agency and internal resource pool staff to better address our needs.”

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Jonathan Liepe
Director of Staffing

Surveying the Industry to Determine the Best Staffing Solution

In its search for a new workforce management system, Memorial took the unusual step of surveying numerous staffing suppliers to ask about their experience with different solutions vendors, with a focus on healthcare industry knowledge, functionality and customer service. Based on this survey, and an extensive internal review process, Liepe determined that ShiftWise was the best match for Memorial.

“One thing that really differentiated ShiftWise is its ability to offer consolidated billing and invoicing and online time tracking and record keeping,” said Liepe. “It also became clear from the staffing vendors we surveyed that ShiftWise really understood the healthcare market and did a better job at customer service for both their vendor and hospital customers. Other feedback we received was that once ShiftWise went live, they continue to be there for you to ensure their service runs smoothly and goals are being met. That was critical to us.”

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The Shiftwise Solution

ShiftWise delivers standard-setting Software as a Service (SaaS) applications that are easy to implement and provide a host of powerful tools to improve staffing operations. By automating processes that typically require heavy use of phone, paper and fax, ShiftWise enables healthcare organizations to implement a Strategic Staffing Plan with ease.

“ShiftWise provided a dedicated on-site project manager to help us with the implementation,” continued Liepe. “They provided training on location to enable us to deploy quickly. We were also delighted that it was so easy for us to train our employees to use ShiftWise applications. We conducted group training sessions to get everybody up to speed quickly.”

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The Shiftwise Solution

Simplified Billing Processes; Increased Knowledge of Staffing Costs

ShiftWise has also enabled Memorial to consolidate all of its timekeeping, reconciliation, invoicing, and secure payment for external staffing supplier use, resulting in a significantly streamlined billing process. “With ShiftWise, we’ve reduced the time we used to spend reconciling hours worked against time cards and then invoicing by more than 80 percent,” said Liepe. “I now get just one consolidated invoice per week, instead of 100. The time savings we’ve achieved by using ShiftWise is dramatic.”

Memorial has also benefited from ShiftWise’s ability to automatically log all staff booked through the system and generate detailed reports on demand. Using ShiftWise, Liepe can instantly send Memorial’s department heads an up-to-date report with an accurate cost summary for their contract labor costs. “I generate a monthly report using ShiftWise and send it to all clinical directors, as well as our chief human resources officer, to inform them of contract labor expense,” said Liepe. “ShiftWise reports really raise visibility to departments that are using contract labor and increases awareness of areas where we can better address staffing.”

The screenshot shows the ShiftWise software interface. At the top, there is a navigation bar with icons for home, orders, staff, timeslips, organization, reports, accounting, and admin. Below the navigation bar, the user is logged in as 'Watson, Stephanie'. The main area displays a calendar for February 2009, showing days from Tuesday to Friday. The calendar is color-coded to show staff availability and booking status. For example, on Tuesday, there is a block for 'AM 12hr'. On Wednesday, there is a block for '300 PM 11.50hr Pend'. On Thursday, there is a block for '300 PM 11.50hr Book'. On Friday, there is a block for '1300 PM 11.50hr Book'. The interface also includes a search bar for 'Availability for' and a list of filters: Booked, Pending(HDO), Pending(Staff), Available, Do Not Work, and Cancellations.

Growing Internal Resource Pool for Increased Savings

ShiftWise has enabled Memorial to critically evaluate its supplemental staffing spending across the organization and grow its internal resource pool more effectively to address its needs. While Memorial had started building its internal staffing agency before selecting ShiftWise, it soon found that managing the process effectively became increasingly challenging as it grew. ShiftWise has simplified this process by automating the scheduling, credentialing, timekeeping, and reporting of contingent workers, enabling Memorial to more easily grow and manage its internal staffing agency efforts.

“ShiftWise has enabled us to grow our internal staffing agency from 113 employees to 180 without having to add any additional staff to manage the process,” said Liepe. “Memorial has already reduced its overall supplemental staffing costs by \$500,000 in the first eight months of this year by having a robust internal agency to meet the system’s needs.”

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The Shiftwise Solution

Simplified, Proactive Compliance with JCAHO Staffing Requirements



With ShiftWise, Memorial is also now able to more easily meet Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) requirements, which mandate that hospitals provide detailed documentation that staff members assigned to each department are properly credentialed. The ShiftWise service provides pre-emptive scheduling checks to ensure that all staff booked to each department meet necessary credential requirements. It also generates detailed reports on demand to provide evidence of compliance during a JCAHO audit.

“During JCAHO audits, we used to have to present 40 to 60 pages of paper files to auditors for each traveler or agency professional that was here, if we had them. If we didn’t have some of that information, we would have to contact their agency,” said Liepe. “Now I can go right into ShiftWise and access a detailed profile, along with the necessary credential information for each nurse. I’m definitely more confident that every position we fill is compliant with regulatory requirements based on our use of ShiftWise’s credentialing and staff checking capabilities.”

| Staff Credentials Status | | | | | | |
|--------------------------|--------------|------|---------------------------------------|------------------------|--------------------|---------------------|
| Name | Organization | Type | Specialty | Expiration Status | Date of Expiration | Credential |
| Watson, Stephanie | II-Staff | RN | ER I, ER III, ICU, Dialysis, Med/Surg | Approaching Expiration | 03/18/2009 | Annual Review |
| Watson, Stephanie | II-Staff | RN | ER I, ER III, ICU, Dialysis, Med/Surg | Approaching Expiration | 03/16/2009 | Criminal Background |
| Watson, Stephanie | II-Staff | RN | ER I, ER III, ICU, Dialysis, Med/Surg | Approaching Expiration | 03/16/2009 | HPAA |
| Watson, Stephanie | II-Staff | RN | ER I, ER III, ICU, Dialysis, Med/Surg | Approaching Expiration | 02/26/2009 | MIR |

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Integrating Non-Clinical Contingent Workers into ShiftWise



Memorial is now working to extend the efficiencies it has experienced with ShiftWise to booking and managing non-clinical workers. The organization will ultimately incorporate supplemental staffing for a number of additional departments, including IT, finance and accounting, administrative support and dietary services.

“Our goal is to extend visibility across our entire contingent workforce spend, and ShiftWise is providing us with an opportunity to manage all of our processes centrally for everything- both clinical and non-clinical,” said Liepe. “The end result will be smarter, more efficient use of our internal staff resources throughout Memorial, and a more intelligent use of staffing agencies.”

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