Customer

Case Study

Oakwood Healthcare System

Oakwood

Comprised of four acute care hospitals, Oakwood Healthcare System serves 35 communities in the Detroit area and a total of one million patients. Oakwood is a highly respected facility and was recently named one of America's Best Hospitals by *U.S. News & World Report*.

Oakwood Healthcare System is a comprehensive regional network of hospitals, healthcare centers, skilled nursing centers and related healthcare facilities. Oakwood has a medical staff of more than 1,200 doctors, and provides service to more than 1.2 million people in 35 southeastern Michigan communities.

Oakwood's specialty services include women's and children's health (including high-risk obstetrics and neonatal care), geriatrics, emergency care, cancer care, surgery, cardiology and other specialties.

Profile:

Location: Detroit, MI Metro Area
Hospitals: 4
Total Beds: 1,307
Internal Resource Pool(s): Yes
Annual Supplemental Staffing Spend: 8 million+

Implemented: 8/05
Total locations: 50+
Employees: 9,418
Electronic Time Keeping: Yes

The Problem:

Too Many Duplicate Staffing Processes

With several locations and a total of 9,800 employees, staffing issues were an organizational concern that needed to be addressed. Oakwood books 30,000 eight-hour shifts per year and 25,000 twelve-hour shifts per year. For years, Oakwood used agency staffing resources as well as its own contingent staffing pool for open nursing shifts. However, the labor-intensive phone- and fax-based system became increasingly complicated. All four hospitals were using duplicate resources, the same processes were being replicated at each facility to manage internal and external supplemental staffing processes and the redundancy was wasteful and inefficient. Additionally, there were financial drawbacks as the majority of staff was drawn from agencies, which charged a higher rate for the staff they supplied that what it cost to book shifts using the facility's internal staff resource pool. As a result, money was being spent unnecessarily. Staffing managers wanted to more closely track how staff was being allocated individually by hospital and needed a solution that did not involve increased cost and would unite all facilities' staffing processes. About two and a half years ago, Oakwood decided to make a change.

The Solution:

Shiftwise Integrated Staffing Technology

"We decided that we needed to address our staffing vendor management and recognized the need to consolidate all agencies centrally in order to streamline supplemental staffing at all locations," said Barbara Medvec, chief nursing officer for Oakwood Healthcare Inc. "As part of implementation, we needed to create an electronic model for tracking scheduling and then reporting results for our staffing services."

After a review of six variant models, Oakwood chose to partner with ShiftWise. They were particularly impressed by the work put into the development of the IT tool as well as the flexibility the system offered to meet Oakwood's interests and demands. "With ShiftWise, we knew we could keep our agency suppliers happy and engaged while offering a more reliable process," said Barbara Medvec. Implementation took one month and the service was exceptionally easy for nurses to use. Now, they could even book shifts from their homes.

The ShiftWise service provides hospitals with unprecedented control over their staffing processes by consolidating staff search, booking, time keeping, billing, data collection and record-keeping into a single, easy-to-use online service. It enables hospitals and agencies to eliminate their manual and paper staffing processes by providing on-line tools to effectively and efficiently manage all of their supplemental staffing needs. This new efficiency results in increased employee productivity, decreased staffing costs and, ultimately, better quality patient care. Adopting ShiftWise is easy for hospitals because it requires no specialized IT resources and no recurring or implementation costs.

Oakwood currently draws staff from 20 different agencies. However, more hours are booked with the ShiftWise service alone than with all agencies combined. Oakwood books approximately 5,000 hours per week with ShiftWise and the system has proven highly effective and has been running smoothly. At Oakwood 56 percent of the shifts are filled internally, while 44 percent of the open shifts are booked externally.

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Barbara Medvec
Chief Nursing Officer,
Oakwood Healthcare Inc.

Outcome:

Cost Savings, Consolidating Staffing and Improved Communication

By providing internal nurses with the ability to book shifts online before turning to staffing agencies, Oakwood's agency use has significantly decreased, which saved the organization $1.2 million in 2006 alone. ShiftWise enabled Oakwood to quickly centralize its internal supplemental staffing contingency pool, they can now track the internal nursing program. Additionally, external staffing purchases and acquisitions are managed effectively. For Oakwood, ShiftWise has served as a successful communication tool for ensuring the right coverage is in place for all shifts. The ease of communication between finance, accounts payable, agencies and hospitals gives them the ability to look on a daily basis at utilization and expenses.

David MacIntyre, Director of Staffing Solutions, particularly values ShiftWise' credentialing features. Instead of looking through many different systems as he had done in the past, if he needs a critical care nurse for a shift, he can simply access a list of those specific nurses. Significant improvements have also been made in the accounts payable and signing off on invoices processes. Prior to ShiftWise, an employee had to have manager sign off for time slips at the unit/facility level and as the staffing solutions level before to going to accounts payable. Now the process is streamlined. Overall, the system has helped facilitate staffing, saving time and allowing nursing to provide exceptional patient care.

"I feel I'm more in control of where I'm working and where I'd like to work," sais Lori Balogh, an Oakwood RN who uses the ShiftWise program. "I have a lot more freedom and flexibility," she added.

Annual turnover among Oakwood's RN contingents has been reduced from as much as 10% to less than 1%, Medvec said. "We don't want nurses to leave our hospitals," she said. "There are other alternatives. This has really helped us."

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