Baton Rouge General

Baton Rouge General Medical Center is a full-service community hospital with 544 licensed beds across two campuses. As the first hospital in Baton Rouge, opening its doors in 1900, Baton Rouge General has a long history of groundbreaking milestones, as well as providing the Greater Baton Rouge community with high-quality healthcare for generations.

EXECUTIVE SUMMARY

The manual 'paper and pen' process used to manage supplemental staffing created inefficiencies that led to cost overruns and employee dissatisfaction. The medical center concluded the manual system was not sustainable. **The solution?** Implementing ShiftWise and automating the staffing process for flexible, temporary and contract labor.

Powerful Outcomes:	- Anne Segura, director of employment & HR services:
Dramatically improves fill rates for open shifts	"We're filling 600 shifts a month now, up 38% from our previous number, 435."
Improves quality of care delivery by ensuring qualified staff fill shifts	As we broadcast available shifts, it's reassuring to know that automated credential matching ensures the responses to that opening are only coming from workers qualified to work that specific unit and job type.
Significantly reduces phone calls and improves recruitment and retention efforts	Float pool staffers pick that type of job because they want control of their schedule. With ShiftWise Connect you can make your own hours, and we're looking forward to capitalizing on that as a retention and recruiting tool.
Increases employee and patient satisfaction with better scheduling tools	ShiftWise is enabling our units to adopt a schedule vision. Planning in advance allows them to ensure they have the right person for each shift, which contributes to patient and employee satisfaction.
Saves time for HR with more efficient online contract staff billing & payment	We went from signing a dozen invoices a week to handling just one simple form, bi-weekly.
Decreases administrative and labor costs	When we save on overtime we have more funds to reinvest in our healthcare system, a direct benefit for our community.

'Paper and Pencil' Float Pool Management Means Constant Crisis

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With 3,000 employees and nearly 600 patient beds across two campuses, the daily staffing needs at Louisiana's Baton Rouge General are significant. By 2012, the **continuous need for staff to fill vacant shifts had overwhelmed the manual process** used to manage the resource pool for decades.

> "Float pool managers were literally doing everything using a pencil, paper and the phone... Because of this process, many shifts were being filled at the last minute or not at all."
>
> **- Anne Segura, Director of Employment and HR Services, Baton Rouge General**

"**Float pool managers were literally doing everything using a pencil, paper and the phone**," says Baton Rouge General's Director of Employment and HR Services Anne Segura. "If there was a vacant shift they would call through the resource pool list to see who was available. Often there was only one person in the staffing office, and that person was also in charge of handling phone calls from staffers picking up or cancelling a shift. Employees were getting frustrated because it was often difficult to reach the office by phone and they were being pressured to take shifts they didn't want. **Because of this process, many shifts were being filled at the last minute or not at all**."

This arrangement created challenges and unnecessary costs for the hospital. When a shift went unfilled, there were two options: a staffer would be required to take mandatory overtime or a forced call-in, or the patient capacity for the unit would be temporarily reduced to account for lower staff levels. **Forcing staff to work extra hours created employee issues, jeopardized patient satisfaction and racked up unneeded overtime costs** for the hospital; reducing patient capacity led to lost revenue.

AT A GLANCE: Challenges faced

- Time-consuming, inefficient manual 'pencil and paper' process for staffing unfilled shifts

- The inability to fill many shifts resulted in overtime pay or decreased patient capacity

- Limited visibility into expired credentials and authorizations risked quality of care

- Last-minute mentality for filling shifts created an unneeded sense of daily urgency

- Mandatory overtime and last-minute call-ins led to staff discontentment and jeopardized patient satisfaction

- Emphasis on simply filling shifts hampered the ability to match staff to shifts based on each employee's skills and strengths

- Contract staff billing and payment process wasted HR time with excessive paperwork

- Long phone wait times for float pool staff calling in for shifts led to employee frustration

The ShiftWise Solution - Taming the Crisis

Easy choice for vendor & float pool management ■ ■ ■ ■

When Baton Rouge General's Human Resources Department took over management of the hospital's float pool, they knew the antiquated 'pencil and paper' status quo was no longer be viable. They immediately began researching solutions for automating and optimizing this process.

> "One of the biggest appeals was that unlike most of the other vendors, ShiftWise is an independent company that is not owned or affiliated with a staffing organization. We didn't like the idea of the fox watching the hen house."
>
> **- Anne Segura, Director of Employment and HR Services, Baton Rouge General**

"We talked with a lot of solution vendors, but **for us the decision to go with ShiftWise was an easy one**," says Segura. "One of the biggest appeals was that unlike most of the other vendors, ShiftWise is an independently operated company…we didn't like the idea of the fox watching the hen house."

According to Segura, another driver for the decision to choose ShiftWise was the **ability to save time and money by invoicing all contract dollars spent** in one bi-weekly form. "We were spending a lot of time and energy reconciling vendor invoices to our own records," she says. "We went from signing a dozen forms a week to handling just one simple form, bi-weekly."

Hospital administrators were also pleased with the smooth implementation. "It was extremely well organized," says Segura. "**I've been through many technology implementations and this was by far the best-organized one**. ShiftWise worked with us closely throughout the process and has been incredibly responsive to our needs."

**AT A GLANCE:
ShiftWise Solutions**

- Full integration of all flexible, temporary and contract labor resources in one system
- System tiers to distribute orders to internal resources first before giving access to contracted staffing vendors
- Staff features such as daily job alerts, mobile shift confirmations, cross browser support, private staff logins and personalized communication settings
- Automated credential and document management
- Kronos to ShiftWise integration
- Real-time notifications, reports and visibility into all staffing activity

Substantial cost savings in overtime drives reinvestment in healthcare system ■ ■ ■ ■

Today, just months after the ShiftWise Connect implementation, **the difference in Baton Rouge General's resource pool management is instantly recognizable**.

ShiftWise Connect has allowed the hospital to **significantly increase the number of vacant shifts filled in advance**; the hospital is currently filling nearly 600 shifts a month with ShiftWise Connect. This has led to a substantial cost savings. "In the past, at least half of those shifts would have been overtime," says Segura. "As a non-profit, when we save on overtime we have more funds to reinvest in our healthcare system, producing a direct benefit for our patients and our community."

The ShiftWise Solution - Taming the Crisis

Streamlined process provides more focus on mission-critical activities

Other time and cost savings come as a result of streamlining the verification of credentials and document tracking for contract workers. ShiftWise automatically ensures that any staff that match to an order whether they are internal or external employees meet all of BRG's unique credentialing requirements.

Once all resource pool staff and external agency staff are verified online, ShiftWise allows each qualified staff to book directly to a shift without a time-consuming manual processes or phone tag. As a result, **managers can spend more time on mission-critical activities like recruitment and retention**, and staff gain more control over their schedules and lives. "Float pool staffers pick that type of job because they want control of their schedule," says Segura. "With ShiftWise Connect you can make your own hours, and as an HR department **we're looking forward to capitalizing on that as a retention and recruiting tool**."

> "ShiftWise is enabling our units to adopt a schedule vision. Planning in advance allows them to ensure they have the right person for each shift well in advance, which contributes to both patient and employee satisfaction."

Happier employees with a smarter way of working leads to time and cost savings

ShiftWise Connect is also contributing to an important culture shift within the hospital. "In the past it has been an acceptable practice to work in 'fire mode', filling shifts just four hours out with a constant sense of urgency," says Segura. "**ShiftWise is enabling our units to adopt a schedule vision**. Planning in advance allows them to ensure they have the right person for each shift, which contributes to patient and employee satisfaction."

Ultimately, hospital executives believe ShiftWise Connect will help them realize their mission and vision. "As a hospital system, we're in growth mode," says Segura. "We're looking for greater efficiency and increased productivity. **By using ShiftWise Connect we accomplish this with happier staff and a smarter way of working that leads to time and cost savings**."

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About ShiftWise

Leading healthcare systems nationwide click ShiftWise to lower costs, ensure compliance, and improve quality when using flexible, temporary and contract professionals. With an easy to use, web-based suite of applications and services that are highly flexible to the needs of each client, ShiftWise maintains a broad client base across the entire spectrum of healthcare providers and includes some of the most clinically advanced healthcare systems in the U.S. ShiftWise is based in Portland, OR. More information about ShiftWise can be found at www.shiftwise.com. Follow us on Facebook, Twitter and LinkedIn.