

## CASE STUDY

**Category:** Healthcare

**Business Type:** Hospital

**Employees:** 1,030

**Products:**

Workforce Timekeeper™,  
Workforce Scheduler™,  
Workforce HR™,  
Workforce Absence Manager™,  
Visionware®

### PROJECT BENEFITS

- Real-time labor cost data help managers control labor costs
- Accurate leave management minimizes compliance risk and reduces labor costs
- Integrated scheduling and HR solution increases productivity
- Accurately matching staffing to census enhances quality care

## Kronos for Healthcare Helps Bay Area Hospital Control Labor Costs While Minimizing Compliance Risk

Bay Area Hospital, a licensed 172-bed acute care regional medical facility, is the largest hospital on Oregon's coast. With a staff of 1,030 clinical and administrative employees, the hospital provides a comprehensive range of diagnostic and therapeutic services designed to provide high-quality care to patients.

Scheduling and managing this number of employees with the hospital's predominantly paper-based systems was challenging. HR relied on manual processes for applicant tracking, benefits administration, and training management. Employee attendance and leave balances were tallied on separate spreadsheets in a time-consuming process that led to overly generous leave granting. Supervisors developing schedules had to keep clinical staff certification and licensing information in their heads and make scheduling changes with cross-outs and sticky notes.

Frustrated by these inefficiencies, Bay Area Hospital leadership felt a critical need to implement an automated and integrated workforce management solution. They wanted a vendor with experience in the healthcare industry and a solution that accurately tracked multiple types of leave. As a longtime customer of a Kronos® automated timekeeping solution, the hospital turned to Kronos for Healthcare. The solution has helped Bay Area Hospital control labor costs, minimize compliance risk, improve workforce productivity, and deliver quality care.

### Automated processes control labor costs

Using Workforce HR to automate HR functions, the hospital can track applicants and employee certifications, as well as provide employee self-service. All employees are hired through the solution's online application process. Instead of distributing copies of paper applications and entering applicant data into multiple systems, the process is completely automated.

After an applicant is hired, the new employee's information — including skills, certifications, and licensing — is instantly populated into the solution's other modules, and they can be scheduled immediately. The integrated solution has allowed Bay Area Hospital to re-allocate one and a half full-time equivalents from the human resource and payroll departments and realize considerable labor cost savings, says Suzie McDaniel, director of HR and organizational development.

Having a single system for all employee information, as well as reporting capabilities that provide a wealth of high-quality data, makes serving HR's business partners easy. Human resources personnel can quickly pull specific job groups and make group edits to reward employees, adjust pay rates, and change supervisors — instead of doing this one employee at a time. "With one keystroke I can email or mail items to all RNs, even though they have multiple job codes. It's so easy now," explains Cindy Kronsberg, HRIS operations and customer service supervisor.

Using Workforce Timekeeper and Workforce Scheduler, managers are empowered with real-time labor cost data to better manage their units. "It's all integrated into one system, and everything is on the screen, so they can track patterns — see who arrives late, leaves early, misses breaks, and accrues incidental overtime," notes Sheila Bellotti, payroll coordinator. With visibility into labor costs and their impact on unit costs, managers are trending missed breaks and reducing unnecessary overtime.

### Minimized compliance risk with reduced labor costs

Handling complex wage and labor law requirements is far easier with Workforce Absence Manager. In addition to tracking FMLA leave time, Bay Area Hospital HR staff must track leave for the Oregon Family Leave Act, which has different eligibility requirements and balances. With Kronos, the hospital can track both leave types concurrently and managers don't have to interpret complex labor laws.

"The system saves so much time, from opening a leave case until it's closed. Now I spend just three minutes per case versus 20 minutes before," says Nanette Stevens, compensation and benefits coordinator. Her attention to leave tasks has reduced from 30 to 10 percent of her time.

With 10 percent of Bay Area Hospital employees on leave at any time, the hospital's manual system made it difficult to determine exactly how much leave time an employee used. Rather than risk being out of compliance, the hospital granted more leave time than required by law. Using the automated Kronos solution, Bay Area Hospital estimates a savings of \$70,000 annually through accurate management of leave balances, as well as consistent application of leave time throughout the organization.

### Improving workforce productivity and the delivery of quality care

Both employees and managers are enjoying the solution's time-saving capabilities. Employees can view their personal information and benefits, track their time, see when their certifications expire, review training transcripts, and access the company directory.

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**Nanette Stevens,**  
Coordinator, Compensation and Benefits

Supervisors are better able to manage workforce productivity. When creating a schedule or filling an open shift, supervisors can see who is approaching overtime and who has the right skills and certifications to provide quality care. Workforce Scheduler has also enabled daily breakdowns of labor reports in a fraction of the time it took before. Previously, a staff member spent eight hours producing the following week's schedule breakdown. Now, one person can load four weeks of nursing staff schedules within this time and print breakdowns as needed.

"The focus on patient safety, productivity, and effective use of our labor is at the forefront of our organization, so we use Visionware often and with religious fervor," says McDaniel about the Kronos solution. Managers use Visionware's biweekly productivity reports to proactively monitor labor expenses. Over the course of a year, Bay Area Hospital realized a savings of more than \$1 million by increasing productivity just 2.3 percent.

These Kronos for Healthcare solutions enable Bay Area Hospital to match employees with the right skills to each unit's patient numbers and acuity — and to deliver quality care to patients every hour of the day.

