

Category: Healthcare

Employees: 8,000 employees and 4,000 contract workers

Products:

Workforce Timekeeper™,
Workforce Scheduler™,
Workforce Attendance™,
Workforce Connect™,
Workforce Employee™,
Workforce Manager™

PROJECT BENEFITS

Using the Kronos for Healthcare suite, Virginia Commonwealth University Health System has been able to:

- Improve workforce efficiencies by reducing the time it takes to open and close payroll, including a 50% reducing in manual check processing each pay period
- Reduce labor costs by \$1 million through reductions in the vacation accruals liability account
- Minimize compliance risks through more detailed oversight of employee time and attendance information

Kronos for Healthcare Delivers High-Quality Information and \$1 Million Savings

Virginia Commonwealth University Health System (VCU Health System) is a world class specialty care and research institution that includes a teaching facility; MCV Hospital, with 779 beds in downtown Richmond, Virginia; and outpatient clients throughout the area. With 8,000 employees and 4,000 contract workers at 90 locations, VCU Health System has been named Employer of Choice by the Richmond Human Resources Management Association and the Greater Richmond Chamber of Commerce for two years running. In addition, for three consecutive years the organization has been named one of the 100 best companies in the U.S. for working mothers.

Achieving these accolades has been remarkable considering VCU Health System had been using an older time and attendance solution that did not provide real-time data, making it difficult for managers to make timely workforce management decisions. Enforcing regulatory requirements was also a challenge, as managers could not accurately monitor time taken for employee meal breaks, and the payroll process was slow and cumbersome, including substantial manual check processing.

To support the organization's growth, minimize compliance risk, and maintain its Employer of Choice and Magnet Status, the management team decided it needed a better workforce management solution and selected the Kronos for Healthcare suite. The new solution delivered immediate improvements. Managers can now monitor real-time workforce data, give employees greater control over their schedules, and make sure employees are paid accurately, while the organization has saved an estimated \$1 million annually in the holiday accruals liability account for exempt staff.

Communication and training enhance early acceptance

In selecting a new workforce management solution, the VCU Health System evaluation team knew it needed a solution that would work in the organization's complex environment but not be too complex for end users. "Kronos fits that bill nicely," says Diana Bernier, VCU Health System director of payroll operations.

The VCU Health System laid the groundwork for success through a two-phase deployment. To improve employees' acceptance of Workforce Timekeeper, VCU Health System began communicating its plan six months prior to implementation. During phase one, the organization trained 550 managers and timekeeping staff on Workforce Timekeeper, which allowed them to train other staff and streamline time and attendance recording processes. Workshops and custom lab training sessions were offered to all employees, and the payroll department website includes how-to guides with quick reference tips for employees and managers.

Minimized Compliance Risk and Improved Workforce Productivity

Following the installation of 50 Kronos 4500™ badge terminals in the organization's most populated areas, employees can easily enter and view their work hours. "Managers can review and approve employee time records daily instead of weekly, improving data accuracy prior to each payroll run," explains Bernier.

With more timely and detailed oversight of employee time and attendance information, VCU Health System can better monitor employee meal breaks, allowing the organization to minimize compliance risk and pay employees accurately.

Implementation also included new written policies and pay changes for improved workforce productivity. “One of our goals was to shorten the time it took to open and close payroll, which we accomplished soon after implementing Workforce Timekeeper,” adds Bernier. Included in this time savings is a 50 percent reduction in manual check processing each pay period. Self-service enables employees to take charge of their payroll records by viewing their time records anytime and reviewing their processed pay information before payday.

Scheduling solution reduces labor costs

Phase two began with a rapid two-month implementation of Workforce Scheduler throughout the organization’s patient care areas, allowing nurses to indicate their scheduling availability. The result has been increased employee engagement and improved retention, which reduces labor costs by cutting costs of hiring replacement workers.

“We implemented Workforce Scheduler using pilot units in a rapid-cycle plan-do-study-act approach that helped us develop a customized product and increase acceptance because employees were part of the development process,” notes Karl Oldershaw, supplemental staffing RN. “The tight integration between Kronos’ timekeeping and scheduling products also helped with employee compliance and acceptance.”

“Being able to create and develop schedules to cover patient care and help our employees balance their work lives has increased their engagement and has helped us earn recognition as an employer of choice,” adds Bernier.

“With Workforce Timekeeper, we feel that we are now able to accurately monitor and hold our employees responsible for hours worked, showing a reduction in overtime pay, due to better controls and system security.”

Diana Bernier
Director of Payroll Operations

Continued improvements

Increased oversight of workforce data has resulted in noticeable time and labor cost savings. “With Workforce Timekeeper, we can now accurately monitor and hold our employees responsible for hours worked, reducing overtime pay due to better visibility and control,” says Bernier. The VCU Health System project team also completed the implementation of Workforce Timekeeper under budget and within six months, allowing the organization to reinvest the savings in other critical IT areas.

The organization also realized significant additional savings by using its Kronos solution to default paid time off for exempt staff. An audit of leave usage showed that a large percentage of exempt staff members were not entering their paid time off. By defaulting an average of seven days a year for holiday paid time off for exempt staff, VCU Health System has saved an estimated \$1 million annually with a decrease in its vacation accruals liability account.

Looking ahead, the organization foresees continued benefits for all stakeholders. “Our goals include more improvements in tracking labor productivity as we continue to promote our Kronos solution with our workforce,” explains Bernier. “This, in turn, will further support our goal of delivering quality care to our patients.”



TIME & ATTENDANCE

SCHEDULING

ABSENCE MANAGEMENT

HR & PAYROLL

HIRING

LABOR ANALYTICS

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