

## Major Healthcare Organization Selects Kronos for Healthcare for Schedule-Centric Workforce Management

BJC HealthCare, one of the largest nonprofit healthcare organizations in the United States, delivers services to residents across the greater St. Louis, southern Illinois, and mid-Missouri regions. With net revenue of \$3.0 billion, 26,000 employees, 13 hospitals, and multiple community health locations, BJC provides a wide range of healthcare services, including inpatient and outpatient care, primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation, long-term care, and hospice.

In 2006, BJC HealthCare set out to address escalating labor costs by improving its approach to workforce management. Driven by its commitment to employee satisfaction and quality patient care, the organization kicked off a Lean Six Sigma initiative to better schedule, empower, and manage its clinical workforce. BJC's initiative, branded internally as the "MyTime" project, involved defining a new schedule-centric labor management process as well as replacing the organization's legacy timekeeping system and its combination of scheduling solutions, including vended, internally developed, and manual processes.

"Our clinical managers came forth and said they needed a better way to schedule their workforce," said Phil Cavoretto, director of disbursement at BJC HealthCare. "We have more than 26,000 employees and over \$1.4 billion in salaries, and we didn't have a good scheduling system in place."

### Finding the right solution for implementing new workforce management processes

After a careful evaluation of available solutions, BJC selected Kronos for Healthcare, a suite of integrated, web-based applications, including Workforce Scheduler, Workforce Timekeeper, Workforce Leave, Workforce Attendance, and Workforce Employee.

According to Tammy Dwyer, BJC's "MyTime" scheduling automation manager, the ability to integrate the schedule with the timecard was a key requirement for the new system. "We are now able to generate a schedule and have the information flow directly to the timecard and to payroll," she noted. "That way, we can get better reporting and maintain accurate paychecks for our employees."

### Implementing a schedule-driven approach to workforce management

At BJC HealthCare, the employee schedule is the place where hospital operations integrate with staff labor, making management of the schedules critical for all aspects of patient care. That's why BJC's "MyTime" solution, which was implemented in a phased rollout beginning in 2007 and will reach full deployment in early 2009, is designed to be schedule-driven. All planned activities and pertinent information—including shifts, job transfers, pay codes, and work rules — are put into the employee schedule, giving BJC a single location for managing, administrating, and coordinating labor across the entire system. This approach helps keep employee pay accurate and reflects the work they were scheduled to perform. It also provides consolidated data for key healthcare performance indicators such as "Hours per Patient Day" and "Labor per Stat."

BJC's clinical employees interact with the schedule to see when and where they are working as well as their specific job assignments (e.g., On-call, Precepting, Orientation, etc.). Employees use Kronos' Workforce Employee self-service software to view the schedule in real time, sign up for open shifts, swap shifts, and request schedule changes or time off.



**Business Type:** Healthcare

**Employees:** 26,000+

**Locations:** 13 hospitals and multiple community health locations across the greater St. Louis, southern Illinois, and mid-Missouri regions

**Products:** Workforce Scheduler™  
Workforce Timekeeper™  
Workforce Attendance™  
Workforce Leave™  
Workforce Employee™

#### Project Benefits:

- Realized 50 percent reduction in payroll check errors
- Reduced early-in hours per pay period
- Improved workforce satisfaction through self-service

The integrated solution enables BJC clinical managers to go to one place — the schedule — to complete all their transactions, whether they are assigning shifts or ensuring correct payment for work performed. When maintained accurately, “MyTime” keeps all time and attendance information on the schedule, thereby de-emphasizing the role of timecard edits and bringing greater consistency to both scheduling and pay practices.

Managers also use the system to manage staffing in a way that ensures adequate coverage — even as demand fluctuates. Because information such as scheduling role, work rules, and labor policies are built into the scheduling application, managers can make better decisions about workforce deployment. The system tracks hours worked for all employees in real time, helping to control overtime and contract labor expenses by selecting cost-effective and qualified replacements to fill coverage gaps.

### Realizing labor cost savings and enhanced employee satisfaction

BJC HealthCare’s efforts to transform workforce management through scheduling best practices, employee empowerment, consistency, and simplification have yielded significant savings in overtime and clocking outside of scheduled hours as well as improved workforce satisfaction through self-service. Stand-out results include:

- Missouri Baptist Medical Center, a BJC HealthCare hospital, reduced early-in hours per pay period by 76 percent over a period of 10 weeks, for a savings of five full-time equivalents annually.
- BJC HealthCare immediately realized a 50 percent reduction in payroll check errors and has sustained this reduction.

For achieving significant improvements in employee satisfaction, operational consistency, financial control, and compliance through its strategic “MyTime” workforce management initiative, BJC HealthCare received a 2008 Kronos Best Practices Award. These awards are presented annually to organizations that demonstrate excellence in the application of Kronos solutions.

### Looking ahead to new goals

With the Kronos for Healthcare solution in place, BJC HealthCare’s “MyTime” team plans to introduce additional workforce management benefits by monitoring common metrics across all its locations and by developing real-time executive dashboards to provide at-a-glance insight into employee scheduling, timekeeping, attendance, and leave information.

