

## At a Glance

### Organization

Marlborough Hospital,  
Marlborough, Mass.

- Member of UMass Memorial Health Care
- 700 FTEs
- 100,000 annual outpatient visits
- \$60 million operating budget

### Solution Spotlight

- ANSOS One-Staff™

### Critical Issues

- Highly inefficient payroll processing
- Time-consuming, manual staffing and scheduling
- Lack of metrics for benchmarking

### Results

- Reduced clerical payroll processing time from three days to four hours
- Redeployed 5,460 nurse manager hours per year to focus on patient-care quality initiatives
- Managed growth in inpatient volume without agency/travelers
- Established productivity metrics

## Marlborough Hospital Achieves Unprecedented Productivity with ANSOS One-Staff™

Year after year, Friday afternoons and Monday mornings at Marlborough Hospital meant the same chaos: 27 members of management and eight nurse managers scrambling to run their payroll numbers. Important patient-focused duties were put on hold as the group punched calculators for four hours each. Throughout the week, additional time spent manipulating and transcribing paper schedules decreased overall efficiency. Managers could only view staffing, scheduling and productivity information at the end of each month, far too late to meet either patient care needs or budget restrictions. Marlborough Hospital needed a productivity solution — and fast.

This situation changed when the hospital implemented ANSOS One-Staff™, an enterprise productivity and staff management solution from McKesson. With better visibility into their workforce, managers were able to meet regulatory requirements, reduce agency staffing costs and make staffing decisions based on real-time data.

### Challenges

Coming from a facility with an automated payroll system, CFO Robert Crosby was particularly frustrated by the limitations of the paper environment he inherited at Marlborough. Crosby's initial automation goals were to

implement position control numbers, build out cost centers, automate time cards and create bidirectional interfaces with the existing payroll system. Candra Szymanski, the new COO, also understood that tedious manual processes were unnecessary. She knew first-hand about an ideal productivity tool for Marlborough — one she had used during her nurse manager years at another UMass facility. That tool was ANSOS One-Staff, McKesson's enterprise staff management and labor cost management system.

### Answers

Like Szymanski, Crosby's previous facility tied the ANSOS One-Staff system to payroll for the entire organization. After he joined Marlborough, Crosby began laying the groundwork to replicate this strategy. Such strong executive buy-in on the clinical and financial sides of the organization demonstrated top-level commitment to the project, and was key for optimizing the value Marlborough receives from ANSOS One-Staff.

In October 2005, ANSOS One-Staff was rolled out to the management team, which quickly began learning the system's scheduling and editing functionality. Intent on significantly improving workflow, Crosby was also keen to implement a bidirectional interface within the organization's existing payroll system. ANSOS One-Staff soon began driving payroll.

# Case Study

**“Now we’re able to tie volume and growth with productivity. ANSOS One-Staff provides justification for the FTEs needed for patient care. The system isn’t just looking at patient census at midnight — it’s taking into account our patient care needs throughout the 24-hour day.”**

***Candra Szymanski, MS, RN***  
***Chief Operating Officer***

## Results

Today Marlborough Hospital pays its employees using the data in ANSOS One-Staff, and the impact goes far beyond nursing staff. All departments, including housekeeping and facilities, use ANSOS One-Staff for scheduling and productivity management.

“In the days before ANSOS One-Staff, it took our payroll clerk about three days to do payroll,” relays Crosby. “Now it takes her about four hours. She uses the extra time to do charge entry work to expedite A/R.” In fact, more than 5,460 nurse manager hours per year have been reclaimed for patient-care quality initiatives. And thanks to the decision to implement scheduling and time and attendance solutions as part of one large initiative, Marlborough’s entire workflow is now automated. Signing in and out with time cards is a thing of the past.

Marlborough generates ANSOS One-Staff reports comparing actual hours worked with budgeted hours worked, giving management new insight into their staffing and productivity. Managers are now able to build schedules based on patient volume, identifying holes in the schedule much earlier. As a result, they can recruit existing staff to fill those openings instead of engaging agency staff.

“Now we’re able to tie volume and growth with productivity,” Szymanski says. “ANSOS One-Staff provides justification for the FTEs needed for patient care. We have visibility into how many people are providing care, attending training, on PTO, etc. The system isn’t just looking at patient census at midnight — it’s taking into account our patient care needs throughout the 24-hour day.”

The solution also provides information for many other needs. “ANSOS One-Staff lets us quickly and easily report to the Massachusetts Department of Health the number of RNs with an ACLS credential who live within 20 minutes of the hospital,” Szymanski explains. “It’s a huge time-saver.”

Going forward, Marlborough plans to initiate CEU tracking as well as benchmarking. In the future, Crosby wants to use data in ANSOS One-Staff to evaluate how Marlborough is doing compared to peer hospitals nationally. He also envisions using the system’s advanced features for scenario planning. According to Szymanski, for now, it’s enough to know that “ANSOS One-Staff moved us 20 years ahead from where we were.”

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