

Case Study

At a Glance

Organization

Lee Memorial Health System
Fort Myers, Fla.

- 7 hospitals
- 8,000 employees
- 1,200 physicians
- 1,600 licensed beds
- Repeated recognition by the Thomson 100 Top Hospitals® program

Solution Spotlight

- ANSOS One-Staff™
- eShift™

Critical Issues

- Manual tedium in staffing resource center
- Need for standardized staffing processes
- Need to reduce traveling nurse costs
- Staffing ratio concerns in acquired hospitals
- Lack of position control capabilities
- Ability to forecast in an area of seasonal demand

Results

- Improved processes across all facilities
- Grew open-shift fill rate from 20% to 100% with eShift
- Savings of \$3 million in labor cost avoidance and operational efficiencies with ANSOS One-Staff

Lee Memorial Health System Increases Open-Shift Fill Rate by 60%

Before 2000, department heads and managers at Lee Memorial Health System had to schedule staff with sign-up sheets and justify new or vacant positions without consistent criteria. They also spent considerable time gathering data and creating reports manually. After the organization implemented McKesson's ANSOS One-Staff™ enterprise productivity and staff scheduling solution, automated scheduling, integrated position control and the system's productivity reports saved managers hundreds of hours. Initial results were so successful that ANSOS One-Staff was implemented enterprisewide in 2003.

Since then, Lee Memorial has saved more than \$3 million in operational efficiencies, labor cost avoidance and budget management with ANSOS One-Staff. As an award-winning health system with facilities named to the list of Thomson 100 Top Hospitals® (formerly Solucient) numerous times, Lee Memorial Health System next set its sights on improving open-shift fill rates.

Challenges

Lee Memorial's staffing resource center, or float pool, used paper calendars to schedule 350 employees. Only 20% of shifts

were being filled. The acquisition of two new hospitals, Southwest Florida Regional and Gulf Coast, compounded the issue. Both new facilities carried staffing ratios in patient nursing units that were lower than Lee Memorial's patient care standards.

According to Kristie Huff, RN, MSN, system director of resources and staffing for patient care services at Lee Memorial Health System, reaching productivity goals also depended on having the right tools to ensure balanced schedules. And south Florida's seasonal patient fluctuations made determining demand and staffing needs challenging.

Answers

In January 2007, Lee Memorial solved a host of staffing challenges by implementing eShift™, an innovative open shift management solution. Fully integrated with ANSOS One-Staff, eShift enables Lee Memorial to consolidate staff at all campuses and helps them function as one.

Once the initial schedule is finalized in ANSOS One-Staff, vacancies are communicated to eShift and published to the Web. Per diem and full-time staff are granted access to request only those shifts for which they are qualified to work.

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"Because eShift allows each unit to implement a process that best aligns with their departmental procedures, adoption across the organization has been strong."

Kristie Huff, RN, MSN

System Director of Resources and Staffing

Patient Care Services

Lee Memorial Health System

"Times are tight," Huff says. "We don't have a big pool of nurses, so we must make the most of what we have. We use eShift to move human assets in our staffing resource center to the place they are most needed for staffing balance."

Results

In just nine months after initial implementation, eShift is being used in all units across all five campuses. By offering easy access to open shifts, eShift provides Lee Memorial with the flexibility to handle variable workloads without relying on travelers. System-wide adoption of eShift has resulted in more than 80% of all open shifts being filled with existing staff. In some units, that number is 100%. By maximizing their resources with eShift, they avoid paying premium rates for travelers. And most importantly, filling scheduling holes with staff familiar with Lee Memorial's patient care goals improves the quality and consistency of care.

Lee Memorial now floats staff between facilities using a centralized staffing model. Managers can look at factors such as census, target staffing matrix and individual credentials/certifications in making staffing decisions. As soon as eShift pilot units were launched, the accolades began. "Both the staff and the managers loved it immediately," says Huff. "Because of their enthusiasm,

we anticipate a reduction in our overtime hours as staff pick up the shifts they really want."

A wide variety of units at each facility find that eShift's flexibility meets their specific staffing needs. "At Health Park, the staff gathers around the computer screen and picks shifts as a group. That approach really works for them," says Huff. "Because eShift allows each unit to implement a process that best aligns with their departmental procedures, adoption across the organization has been strong."

The benefits of an integrated eShift and ANSOS One-Staff solution will multiply as Lee Memorial grows.

Huff believes the biggest benefit is standard process improvement among all facilities. "It's incredible that we can go into a new unit and determine that all positions are needed and used. We can say, 'This is the way we do position control,' and be confident that the way we do it is the absolute best way to achieve high productivity," she explains.

After establishing this foundation, Lee Memorial's next step is to refine their ability to balance staff on a daily basis. With the strong workflow established by eShift and ANSOS One-Staff, Huff is certain Lee Memorial will continue to evolve.

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