Half Million Dollars in Annual Labor Cost Savings
With Improved Scheduling Efficiencies

API **HEALTHCARE**®

A GE Healthcare Company

Mary Washington Healthcare

A non-profit regional healthcare system with two hospitals, as well as 28 additional healthcare and wellness facilities, Mary Washington Healthcare exists to improve the health of their community. Headquartered in Fredericksburg, Virginia, Mary Washington invests profits into the organization by upgrading technology that will achieve continuous improvement in the scope and quality of care they provide.

The leadership team at Mary Washington recognized significant operational adjustments were necessary in order to address the changing dynamics in healthcare. To meet current challenges, leadership created several 'Affordable Healthcare Initiatives' with a directive that they look at the workforce and identify how to do things differently without sacrificing quality.

Meg Pemberton, director of capacity management at Mary Washington Healthcare, explains, "As a non-profit organization it is our goal to remain independently sustainable over the long term. API Healthcare's technology is helping us create strategies for reducing labor expenses without compromising the level of care quality the community has come to expect from Mary Washington. One of our biggest wins has been

Problem
A paper-based scheduling process and no transparency into labor resources led to heavy use of per-diem labor. The organization was also incurring significant amounts of costly incremental overtime, which was impacting the non-profit organization's bottom line.

Solution
Adding API Healthcare Staffing and Scheduling Solution to the existing API Healthcare Time and Attendance Solution provides complete transparency into labor resources across all of Mary Washington's two hospitals and free-standing emergency department and helped provide:
• Complete view of available labor resources
• Improved productivity and reduced overtime

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in the reduction of contracted per diem labor. We've reduced our monthly spend on contract labor by more than 85% and yielding $582,087 in annual savings. In addition, we've found that effective workforce management strategies are most effective when applied across entire organizations, regardless of department or function. API Healthcare's fully integrated technology solutions help control costs at every level."

Scheduling in Silos is Costly

Scheduling in silos with paper, managers were finding it nearly impossible to create effective staffing plans because they did not have the necessary transparency and visibility into the complete labor pool.

"Not only were we scheduling in silos, we were working in them as well," said Pemberton. "If there was an open shift at one facility, there was no way to know if one of our internal employees at another facility was available to fill the spot. Instead of looking to internal resources, we were filling these vacancies with external labor."

Lack of transparency had also created challenges around FTEs. On paper it would appear that the organization had a number of FTEs to fill. However without proper insight into existing employees, it was difficult to tell if a new FTE was necessary, or if more efficient scheduling could solve the issue at reduced cost.

Another by-product of a paper-based staffing and scheduling system was significant occurrences of incremental overtime.

- More appropriate and cost-effective use of resources organization-wide
- Technology benefits all functions, not just clinical

Results

With the help of API Healthcare's solutions, Mary Washington was able to achieve:
- Year-over-year per diem savings: $582,087
- Reduced incremental overtime by floating employees
- Culture of transparency
- Increased employee engagement

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– Meg Pemberton, Director of Capacity Management, Mary Washington Healthcare

Breaking Down Walls Through Transparency

With a focus on optimizing their outcomes, Mary Washington wanted a solution that was applicable across the entire enterprise for every employee regardless of department or function. API Healthcare's Staffing and Scheduling Solution not only provided the necessary technology to create transparency and improve efficiencies in scheduling with clinical labor; it provided the flexibility to leverage technology across all practice areas.

Pemberton explains, "Improving scheduling efficiencies with clinical labor is our top priority because that is where we can make the greatest impact in the short term. However we believe technology should yield benefits to all groups, and API Healthcare's fully integrated solution will allow us to do exactly that now and into the future."

API Healthcare Staffing and Scheduling Solution is breaking down walls between Mary Washington's two hospitals and Emergency Department facility by providing scheduling managers transparency and visibility into the workforce regardless of location.

"We now have insight into the complete skill mix of available staff across both hospitals and the free-standing emergency department, something we didn't have before. As a result we are able to better match qualified staff with patient needs, and we can better prioritize available internal resources instead of utilizing premium external labor," says Pemberton.

The ability to schedule employees between facilities has also reduced the number of open FTEs to be filled.

"We used to have a fair number of open FTEs, but API Healthcare's technology has helped us realize that we can actually reallocate existing resources, saving us the costly expense of recruiting, hiring and onboarding new employees," according to Pemberton.

In addition, API Healthcare has provided Mary Washington with greater control over, and insight into incremental overtime.

"Overtime has long been an issue for us, as nurse managers have consistently struggled with catching problems in advance. The staffing and scheduling solution shows exactly where we are at risk for overtime and allows managers to adjust scheduling strategies accordingly. Because transparency is reflected in real-time, adjustments can be made quickly without compromising care quality," explains Pemberton.

"We have nurses with identical skill sets, credentials and experience who can move between facilities. API Healthcare's staffing and scheduling technology allows our nurse managers to identify which employees match current census needs and float them into open shifts rather than contracting with costly per diem."
– Meg Pemberton, Director of Capacity Management, Mary Washington Healthcare

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