

## Problem

From an HR perspective healthcare tends to lag behind other industries with regard to managing talent and planning for the future. Often seen as a tactical function, the HR team at Metro Health wanted to shift that perception.

## Solution

Metro Health looked towards emphasizing strategic workforce planning. API Healthcare and Metro Health have worked collaboratively to develop an operational workforce management strategy that is powered by technology.

## Results

Metro Health is on a path to achieving their goals of increasing retention rates, improving quality and patient satisfaction, and increasing financial performance. In addition, HR is no longer considered a tactical function, but rather serves as a strong contributor to the long-term operational success of the entire organization.



## Metro Health Case Study

### A Change of Perception

Facing significant challenges as a result of the reform-driven shift in care delivery, Wyoming, Michigan based Metro Health Corporation, an integrated healthcare system featuring a 208-bed teaching hospital and 12 neighborhood physician's offices, wanted to change the long held perception that HR was merely a tactical function. Changing perceptions is never easy, and in the case of Metro Health, would require proving to the operational team the significant benefits that are realized when taking a holistic approach to workforce management.

Like most health systems, labor is responsible for a significant portion of operational costs at Metro Health. As such, optimization of the workforce is important to keeping costs under control. As an existing API Healthcare client, Metro Health was already yielding the benefits of the Human Resources & Payroll, Staffing & Scheduling and Time & Attendance Solutions. The missing pieces, workforce planning and talent management were being provided by a third party vendor's disparate solution.

### Keeping Their Fingers Crossed

"We like to joke that we had a 'keep your fingers crossed' approach to talent management, but in earnest we had found that the other vendor's talent management technology wasn't moving us towards our goals in the way we had hoped," said Vice President of Human Resources, Erika Duncan. "With API Healthcare we had established a true collaboration that was yielding significant progress on our efforts to change perceptions and earn us a spot at the operational table."

Wanting to further improve efficiencies and help the organization be more productive, the Human Resources team considered workforce planning and talent management to be a critical component of their strategy to create a more operationally-driven workforce plan.

# Metro Health Case Study

API Healthcare's comprehensive and fully integrated solutions provided Metro Health with the core basics in staffing, scheduling, and payroll. However, as the organization began to make a move towards predictive analysis with regards to patient management, it made sense for HR to follow with predictive analysis in the people management space.

Explained Duncan, "Workforce planning and talent management are crucial to preparing for future needs, especially as those needs have yet to be defined. Development of a talent pipeline, complete with internal and external candidates, puts us in the best position possible to meet current needs and manage any challenges yet to come."

## A Strong Collaborative Relationship Yields Valuable Results

The ability to anticipate and predict the needs of the workforce, and reconciling it with the operational and clinical needs of the organization is where the relationship with API Healthcare yields valuable results. API Healthcare's fully integrated technology enables the HR team at Metro Health to demonstrate cost **savings**, cost **reduction** and cost **avoidance**. To achieve those benefits, the team focused on how to leverage technology and vendor expertise to execute a workforce optimization strategy that delivers on the organization's operational goals.

"We don't view API Healthcare as just a vendor, but rather as a critical

part of our workforce management team. We rely on API Healthcare to collaborate with our team – and other Metro Health vendors – so that we have the data and evidence we need to capitalize on the strategic value that comprehensive workforce management tactics have on our organization's bottom line, long-term fiscal success and the quality of the patient experience," said Duncan.

## An Organizational Transformation

Metro Health defines talent management as connecting an organizational strategy with the quantity and quality of leadership required for execution. Workforce planning involves aiming for a moving target through long-term strategic analysis and action. By using the right technology to execute their workforce management strategy, Metro Health is placing the right people with the right skills, experiences and competencies in the right jobs, and addressing future needs through analysis of present trends and emerging needs. The intended outcomes are designed to support long-term success, regardless of what direction the industry takes in the future.

API Healthcare has empowered Metro Health to better support their greatest asset through more streamlined processes that are scalable, sustainable and repeatable. The integration of talent management and workforce planning technology into their workforce blueprint has made identification, recruitment and retention of high-level talent an achievable goal.

*"Through our relationship with API Healthcare, we've developed a workforce management strategy that meets our short and long-term organizational goals. The API Healthcare solutions support that strategy, and have empowered us with the information and process improvements that give HR an important role in helping our organization make data-driven decisions that affect the future operations strategy of Metro Health. The full integration of API Healthcare's technology has enabled the HR department's organizational transformation, and given us a foundation from which we can build and shape the future of workforce management at Metro Health. )"*

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