

In 2006 Mountain States Health Alliance (MSHA) nursing leadership set out on a mission to improve their process for managing nursing labor. At that time, staffing responsibilities were held by individual hospitals, each with its own variation of a staffing office. Within some hospitals, each department functioned independently. This created a fragmented and inconsistent approach, resulting in decreased productivity and financial inefficiencies. Today MSHA has a true enterprise approach to managing labor and has adopted Avantas' workforce strategies and technology across the system.

Engagement Timeline

2006

Workforce Analytics / Resource Optimization Project

2007

Centralized Resource Management Development

Enterprise Pool Development

De-installation of Ansos

2008

Smart Square Implementation in Nursing units, Enterprise Wide

Fully Automated Centralized Resource Management

2009

Implementation of Business Intelligence Tools/Dashboards

2010

Expansion of Smart Square beyond inpatient Nursing Departments:

- Pharmacy, Radiology, Imaging, Therapy, Admitting, Lab, Oncology, Cardio/Pulmonary, Hospitalists, etc.



13 Hospitals – 1,761 Beds

2012 National Quality Healthcare Award

Johnson City Medical Center
Magnet® Designation: 2005, 2009

Challenges

- Siloed resource management processes resulting in numerous inconsistencies and inefficiencies
- Disconnect between Finance and Nursing relative to labor metrics and reporting
- Reactive, inflexible, and expensive open shift management program
- Excessive use of agency and overtime
- Inability to expand resources to meet patient/market needs

Outcomes

- Interconnected system philosophy augmented by 24/7 centralized resource management
- Empowered Nursing with timely, actionable metrics and dashboards
- Implemented a proactive open shift management protocol
- Developed an enterprise pool resulting in the elimination of agency usage
- Expansion of tools and strategies beyond inpatient nursing

Savings

- \$7.2 million annual savings in contract labor costs at the flagship hospital alone
- \$8 million annual savings tied to centralized resource management
- \$8 million annual savings tied to increased retention of staff
- Reduction of average Open Shift hourly incentive from \$16.80 in FY08 to \$7.75 in FY12
- Reduction of Bonus Shift hourly incentive from \$20 in FY08 to \$5 in FY12