

Enterprise labor management has been getting a lot of attention in the wake of healthcare reform, the rise of ACOs, and the growing trend of consolidation among health systems and medical groups. The benefits of managing a healthcare organization's largest operating expense at the system level have been well documented and include improved coordination of resources, increases in quality, and reduced labor costs.

Penn State Hershey, with the help of their labor management partner, Avantas, has taken this concept to a new level, implementing the strategy across the entire continuum of care. In 2012, Penn State Milton S. Hershey Medical Center and its associated Medical Group began an aggressive and historic endeavor to completely transform their approach to managing their workforce by redesigning processes, adopting new strategies, and implementing technologies to strategically allocate resources across the system to meet patient demand.



Penn State Milton S. Hershey Medical Center
Magnet® Designation: 2007, 2012

551-Bed Academic Medical Facility
49 Medical Group Practice Sites

Challenges

- Disparate policies and practices within the hospital and medical group practice sites.
- Lacked methods and tools to operationalize productivity across the enterprise.
- Sought a strategy to share resources across the medical group practice sites.
- Paper-based and inconsistent scheduling and labor management tools.

Solutions

- **Workforce Analytics, Productivity Analysis, and 360-Degree Policy Review** with all inpatient nursing units and medical group practice sites.
- **Smart Square** scheduling and productivity software implemented across inpatient nursing complete and medical group practice sites.
- **Resource Management Center** automation and enterprise philosophy training.

Outcomes

- Standardized and automated policies and practices across inpatient nursing and medical group practice sites.
- Implementing a variable staffing model in medical group practice sites.
- Developing appropriate workload indicators, benchmarks and productivity standards across all departments.
- Automated business rules within Smart Square to ensure sustainable results.
- Empowered Nursing with timely, actionable metrics and dashboards.
- Implemented self-scheduling, pre-posting, and open shift management tools within inpatient nursing.

Savings

Milton S. Hershey Medical Center

- \$2.1M two-year savings

Medical Group Savings

- \$1.3M YTD