

In 2006 SSM Health Care – St. Louis began a journey with Avantas to transform their system from a collection of individual hospitals operating separately into a truly interconnected organization backed by strategies and technologies to support labor management at the enterprise level.



**SSM Health Care – St. Louis**  
**Malcolm Baldrige Quality Award: 2002**  
**Missouri Quality Award: 2010**

Seven hospitals located in the St. Louis area

### Challenges

- Heavy reliance on contingency staff to fill shifts (agency and core staff working in overtime/premium pay).
- Decentralized, paper-based approach to resource management.
- Inconsistent staffing policies and practices causing confusion and inefficiencies.
- Expensive open shift management practices.
- Inability to uniformly track and capture labor cost metrics.

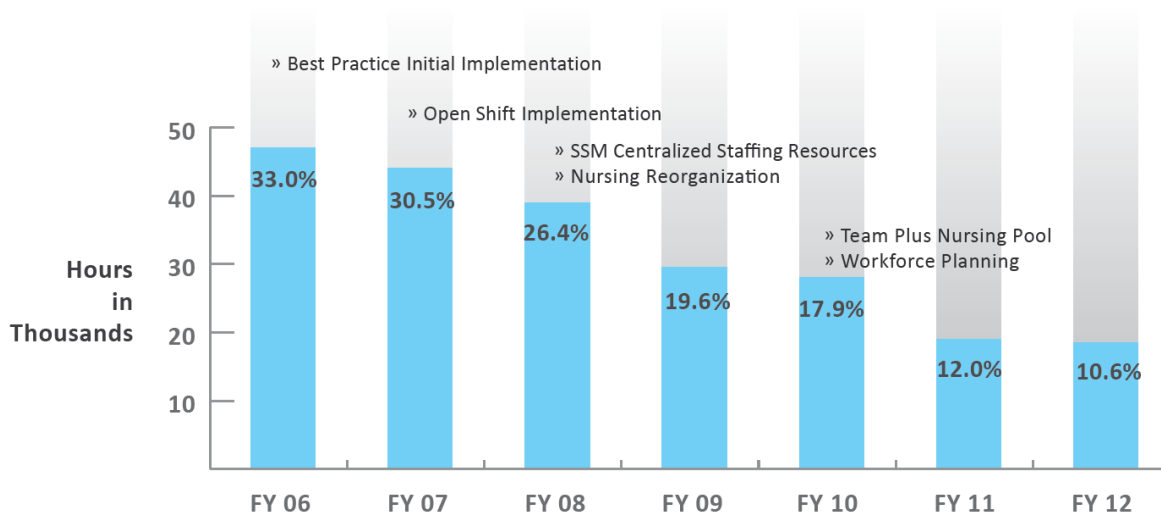
### Solutions

- **Smart Square** scheduling and productivity software.
- **Resource Management Center** automation and enterprise philosophy training.
- Development of an **Enterprise Float Pool**.
- Proactive **Open Shift Management** methodologies implemented.

### Outcomes (FY06 – FY12)

- Reduced contingency utilization from 33% of total hours to 10.6%.
- Contingency staffing savings of \$23,588,580.
- RN staffing satisfaction increased from the 18<sup>th</sup> to the 81<sup>st</sup> percentile.

### Journey and Milestones



Average contingency use in hours and as a percentage of overall care hours.