



## CASE STUDY

# Health Services Management Group Gains Greater HR Insight and Minimizes Compliance Risk with OnShift

## Key Results

Consistently staff to targets, as census fluctuates

Be better prepared for survey with staffing documentation and audit trail

Gain greater predictability with visibility into staffing

## Company Background

Health Services Management Group owns and operates seven nursing facilities in the Southeastern United States, offering skilled nursing, memory care, assisted living and short-term rehabilitation services.



## Business Challenges

Pen and paper had been the scheduling method for employees at Health Services Management for years. The process was inefficient and costly. In addition, Donna Porter, Director of Human Resources and Risk Management for Health Services Management Group, was concerned about the risks involved with managing employees and schedules on paper.



### STAFFING RISKS

- Conducted a mock audit and discovered that schedules were not updated for call-outs, not reconciled with time clocks, and lacked an audit trail
- Turnover often led to schedule loss: when a Director of Nursing walked, schedules walked too
- Managing staffing levels was a best guess scenario



### BATTLING OPEN SHIFTS AND POSITIONS

- Inconsistent staffing models across facilities, with different shift lengths and rotations
- Schedulers spent hours every day creating and updating schedules, filling gaps with the first person who said “yes” which led to perceived favoritism among employees
- Paper schedules made it difficult to understand where open positions existed



### OVERTIME COSTS

- Some facilities had 16% overtime while the corporate rate was 7%
- Overtime was often built into weekly schedules, especially those with 12-hour shift rotations
- Clock riding increased overtime as there was no way to reconcile time clock data with paper schedules in a timely fashion. Payroll reports were after the fact

## The Solution

OnShift's implementation, training and customer success team assisted with the OnShift deployment, which addressed training employees unaccustomed to using computers as well as younger workers who are attached to their smart phones.



### PROPER STAFFING

- As census fluctuates, schedulers flex staffing up or down, without over- or under-staffing
- OnShift automatically captures census data from the organization's clinical application, American HealthTech
- OnShift calculates required staff by location and position, based on census



### ONLINE TRACKING

- Online scheduling in OnShift provides documentation and data that are helpful during surveys
- Tracking responses to open shifts, fill-in histories, PTO, and no-shows provides visibility into employee issues situations.
- Labor budget analysis and tracking to hours per patient day (HPPD) targets helps keep facilities on track



### FOCUS ON OVERTIME

- Fill call-offs with the click of a button, sending shift messages via text, email and automated phone call to qualified and available employees
- Predictive analytics flag overtime in advance, so it can be avoided
- Integration with Peoplenet time and attendance enables schedulers to reconcile schedules

**"It's been one of the best implementations I've gone through. The training team is phenomenal and our Customer Success Manager is very responsive and willing to spend extra time with those who need more help. We're not flying blind."**



**Donna Porter**  
Director of Human Resources and Risk Management for Health Services Management Group

## The Results

- Reporting on employee behaviors helpful for performance evaluations
- Consistently staff to targets, as census fluctuates
- Eliminate overstaffing situations, thereby lowering costs
- Fill open shifts within 20 minutes, on average
- Creating and updating schedules takes less than half the time prior to OnShift
- Increased employee satisfaction with predictable schedules and online access
- Gained more control over employee early/late punches



**IMPROVED HR**  
insight with proactive staffing information and real-time data



**REDUCED OVERTIME**  
**29% - 45%**



**MINIMIZE**  
risk and better prepared for surveys

**"The dashboards and email summaries tell me what's going on in real-time. Before OnShift everything was historical and the staffing issues had already happened."**

**Donna Porter, Director of Human Resources and Risk Management for Health Services Management Group**