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## **ShiftSelect Enables Five Suburban Philadelphia Hospitals to Shed Millions in Labor and Administrative Costs While Elevating Career Satisfaction Levels**

### **Over 980,000 Patients Served**

The historic countryside along the old “main line” of the Pennsylvania railroad west of Philadelphia is accented by the suburban communities of Wynnewood, Bryn Mawr, Paoli and Media. Families in some of these colorful, tree-lined neighborhoods have been served for as long as 150 years by nurses at Lankenau Medical Center, Bryn Mawr Hospital, Bryn Mawr Rehab Hospital, Paoli Hospital and Riddle Hospital, all members of Main Line Health.

*“Concerro stays very close to their customers to build solutions that meet nurse specifications. They’re constantly soliciting feedback and making upgrades to the system. ShiftSelect is now embedded into every level of the nursing community from the top executives to middle management right through to the staff nurse level. It’s a very elegant solution that meets everyone’s needs and that’s why Concerro is number one.”*

*-- Nancy Valentine, Chief Nursing Officer, Main Line Health*

Main Line Health employs a clinical staff of over 4,500 full time, per diem and contract professionals who worked about 350,000 shifts and 2.8 million hours to handle more than 300,000 hospital inpatient days and another 160,000 emergency and 920,000 outpatient visits during fiscal year 2010.

“If you try to imagine the sheer complexity of all the human interactions that we’re responsible for,” noted Nancy Valentine, Main Line’s Chief Nursing Officer, “it’s a mind-numbing exercise.”

Prior to 2005, the primary methodology for scheduling shifts at Main Line facilities involved mountains of spreadsheet printouts and tens of thousands of outbound phone calls, messages and return phone calls, plus long hours of back and forth negotiations.

“Scheduling was one of the least satisfying and most time consuming elements of a nurse manager’s job,” Valentine explained. “It was an onerously laborious, expensive process and our operations management knew there had to be a better way to do this.”

In 2005, Main Line’s nursing vice president discovered Concerro’s “Software as a Service” (SaaS) solutions as a technology-enabled means of getting better control of incentives and bonuses, premium labor and variable staffing costs. It also offered nurses an easy self-service dashboard to choose their own preferred clinical shift work, and ensured more efficient overall management of Main Line’s substantial nursing budget.

Since Concerro was a hosted solution that didn't require internal IT resources to function, it was easy for Main Line management to complete a quick evaluation of how ShiftSelect could help nurse managers in all five acute care facilities schedule and manage their large nursing staffs. Within a brief period, the feedback received was so enthusiastic; decision makers knew that ShiftSelect was the right way to go.

## Accessibility and Self Determination

In the years since ShiftSelect was implemented, it has "vastly changed our nursing landscape," according to Valentine, "because it allows us to maintain a closer partnership with our nurses and give them more freedom to manage their time. Next to salary and fringe benefits, having control over your own schedule is a top priority for nurses in achieving work-life balance and career satisfaction."

Nurses can access ShiftSelect from any Web browser, anywhere, any time, at the hospital, at home or on the go. They can view a complete listing of available shifts that match their qualifications and synch up with their own availability dates and the preferences of their families. If they want to pick up extra shifts in other Main Line facilities in nearby communities, that's possible too, with manager pre-approval.

"Our staff members are categorized by competencies to ensure that the most qualified clinician with the most appropriate expertise is assigned to a given shift, providing a granular ability to match up the right skills to the right assignment," Valentine said.

## Nurse Managers Win with ShiftSelect

"For years, nurse managers have been slaves to the nursing schedule, spending so many hours trying to make the schedule work and hit their targets for staffing, both planned and unexpected. When individual nurses can independently schedule themselves online, that's a sanity saver for nurse managers," Valentine reported.

Conservative estimates indicate that each of Main Line's 85 nursing and medical staff managers individually save an average of three hours a week on scheduling minutia, which roughly translates into an annual savings of more than 14,000 hours of nurse manager time or approximately \$750,000 per year in reduced management labor and telephone calls that don't have to be made. Previously, shift managers averaged 120 calls per month for scheduling and now they make eight to ten calls per month.

"Some of our managers supervise as many as 100 people and make adjustments to staffing levels five and six times a day, flexing up and down. If they attempted to do manually what ShiftSelect achieves automatically, it would be humanly impossible. If we didn't have ShiftSelect, frankly, they would not be able to do their jobs effectively," Valentine said.

*"Nursing supervisors sometimes get desperate to find someone qualified who can work an open shift, but because ShiftSelect schedules people in advance, based on appropriate skills, the chances of putting a better team on that shift are greater."*

## Health Care Reform Compliance

New health care quality standards are more patient-focused than staffing-focused, but the fact that Main Line is building a continuum of care means that Concerro's solutions will help enable hospitals to design and implement the right long-term staffing models to address groups of patients rather than just individuals in the current hospital population.

"This is the kind of tool that is urgently required for hospitals to respond to the new health care mandates, not only in nursing but in other roles like radiology, social work and any support service where there are rotating shifts and finite resources. The people who fill those shifts can self-select to apply their skills where they have the best fit and can do the most good to achieve our quality goals," Valentine added.

ShiftSelect gives Main Line Health greater staffing flexibility and helps administrators better understand available resources by reviewing periodic analytical reports on where and when available staff resources can be best applied.

*"Our staff members now feel more empowered, more engaged and are more self-motivated to proactively schedule floating shifts in different facilities where we need them to be."*

"When we can more intelligently and more appropriately schedule a nurse or technician to be in the right place at the right time, we're setting ourselves up for success and making sure that all those patient interactions and standards of care happen as they should," she said.

## ShiftSelect Benefits to Main Line Health

- Employees can view schedules, request desired shifts and monitor their hours from any Web browser at home, at work or on the go.
- Main Line is now widely considered a premiere "employer of choice" and magnet facility by nurses and clinicians, due in part to the flextime, work life freedom and varied interesting assignments enabled by ShiftSelect.
- Incentives and bonus pay are more cost-efficiently managed and focused on those areas where the greatest needs exist.
- 4,500 professionals are scheduled over 350,000 shifts and 2.8 million hours to staff more than 300,000 hospital inpatient days and another 160,000 emergency and 920,000 outpatient visits during fiscal year 2010.
- The company's professional resource pool is cross-trained and shared among five suburban acute care facilities to meet the requirements of their variable patient census.
- Shift managers are easily able to balance and redeploy employees in nursing, respiratory, radiology, laboratory and therapies through a convenient, easy-to-use Internet-based dashboard.
- Needed skills for specialized shifts are more readily available to improve and maintain safety and QI standards while reducing premium labor costs.

- Previously, the 85 shift managers each averaged about 120 calls per month for scheduling and now they make eight to ten calls per month.
- An estimated 112,250 outbound phone calls per year previously made by managers for shift scheduling to employees, contractors and agencies are no longer necessary, since a majority of the open shifts are filled automatically through ShiftSelect.
- Managers save three hours per week on staffing and scheduling tasks for a total savings of 14,000 hours of shift manager time or approximately \$750,000 per year in reduced management labor and telephone calls that don't have to be made.

For more information, please visit our website at [www.Concerro.com](http://www.Concerro.com)

