Ensuring the Success of System Selection, Configuration, and Implementation: The Role of CHROs

Implementing systems within an organization is a critical process that demands thorough consideration of the existing business processes. Unfortunately, systems are often put in place with inadequate regard for these processes or with an expectation that the organization will adapt to the system's design. **Consequently, these systems often fall short of meeting operational requirements, and in some cases, they automate suboptimal practices**. Such flawed implementations raise the risk of failing to achieve the intended business benefits. Correcting these issues can be an arduous, multi-year process, and often, operational "workarounds" create a gap between system utilization and consistency.

Supporting CHROs on Their Journey with HRIS, Scheduling, and Payroll Systems

Human resources, staff scheduling, and payroll are closely intertwined aspects of an organization, significantly influencing the overall employee experience. These complex functions frequently lead to questions, decisions, and strategies that ultimately land on the CHRO's desk. Below in Figure A is a representation of how these responsibilities are typically distributed.

Figure A: The Typical Scope of HR, Scheduling, and Payroll Responsibilities

HUMAN RESOURCES

Recruitment | Employee Demographics | Position/Job Management | Compensation Management | Benefits Administration | Performance Evaluation | Skills, Licenses & Training

CHRO

STAFF SCHEDULING

Unit Master Schedules | Employee Schedules | Time & Attendance | Leaves & Absences | Vacation Planning | Availability & Shift Swaps

PAYROLL

Payments | Tax Withholding | Leave Accruals | Allowances

Integrating Human Resources Information System (HRIS) modules with stand-alone scheduling, timekeeping, and payroll systems is common practice. However, there's a growing trend among vendors to provide comprehensive "end-to-end" systems that cover the entire lifecycle of these functions. These systems are often structured as modular arrangements, where specific modules handle related functionalities, **such as Time & Attendance, Recruitment/Applicant Tracking, or Benefits Administration.** There are also cross-stream modules that encompass multiple functionalities, like Reporting & Analytics, and Self-Service for employees and managers.

In many cases, more than one system is required to deliver an integrated employee journey, along with suitable interfaces and business rules. This journey starts with maintaining accurate employee information (HR) and position controls (Finance) within the HRIS. These elements connect to a scheduling module or interface with a separate staff scheduling system containing real-time scheduling and deployment data. An optimized staff scheduling environment ensures that clean, accurately linked time data flows seamlessly to payroll.

This scheduling data is essential for HR, Finance, and Operations to collaborate, constantly focusing on budget, staffing levels, and real-time quality assessment. It's also crucial for effective workforce planning, skill management, validation of vacancies, and day-to-day deployment decisions.
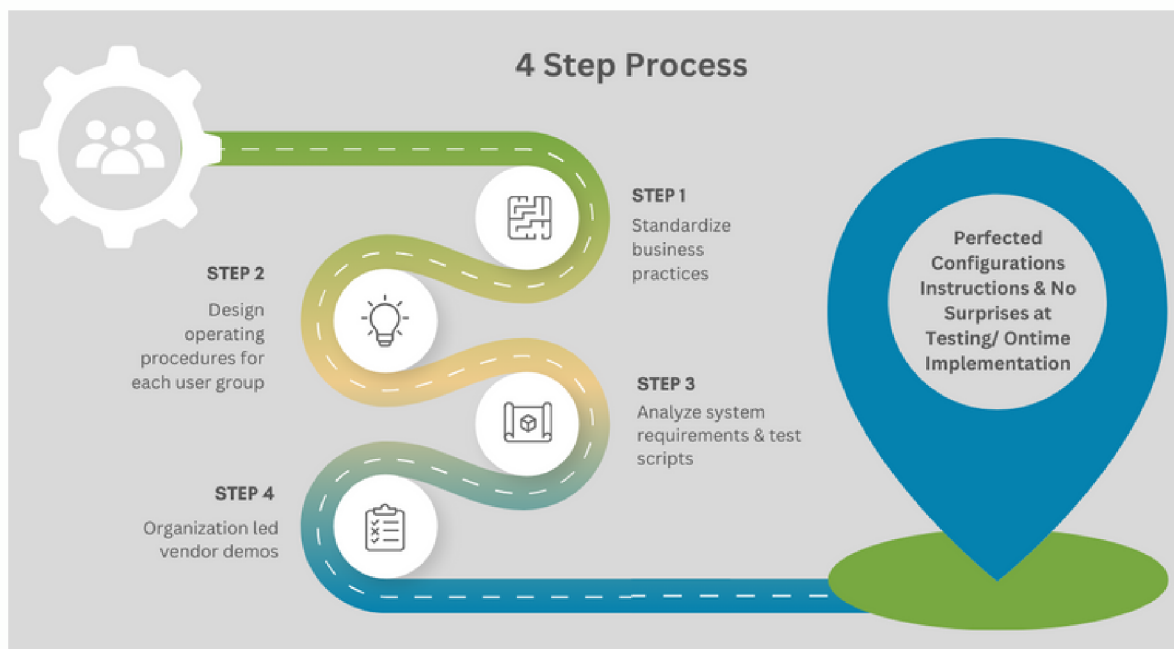
Considering a New System Acquisition?
Follow These Steps

Workforce Edge was founded to address the challenges associated with unsuccessful system implementations. Following the current state assessment, our approach begins with a collaborative business process design methodology and the development of user operating procedures. This ideally occurs before system procurement or, at the least, in advance of local configuration requirements definitions.

We've consciously engineered practice design as the first step to ensure the system aligns with your business which is the provision of care.

4 Step Process

STEP 1
Standardize business practices

STEP 2
Design operating procedures for each user group

STEP 3
Analyze system requirements & test scripts

STEP 4
Organization led vendor demos

Perfected Configurations Instructions & No Surprises at Testing/ Ontime Implementation

Our collaborative methodology encourages buy-in and commitment to new operational methods and scheduling support. **This leads to standardized, consistent, and detailed business practices, which, in turn, provide clear and detailed local configuration instructions to system vendors.** This significantly reduces confusion and rework that often surfaces after the requirements gathering phase. Where misunderstandings or difficulties expressing needs to vendors can cause issues and drastically delay implementation timelines.

> Standardized processes and practices must be established to drive accurate system setup. Any project implementing enabling technologies must invest upfront in ensuring consistent and standardized business practices are designed in advance and guide technology configuration.

Collaborative business process design, including key stakeholders, is the foundation for securing a broad commitment to the intended future state. **Organizations should not underestimate the extent of change management support required for corporate services, leaders, and frontline employees.** Without adequate investment in change management, organizations risk failing to achieve their intended benefits or investing more to address problems post-implementation.

Considerations for Your Systems Roadmap

The selection of any system designed to enhance business processes and practices must consider the organization's strategic direction. For healthcare operations, this includes changes in the patient population, the organization's service delivery focus, and any anticipated consolidation activities. The choice of specific HRIS modules should align with the organization's overall needs and consider cost-benefit analyses against alternative specialized systems.

When assessing quantitative benefits, there should be a strong focus on staff scheduling processes and functions, as they are the source of achievable financial savings, a crucial factor in today's value-based funding environment. In fact, improving the staff scheduling environment can begin even without an HRIS in place, providing immediate benefits and setting the stage for future phases.
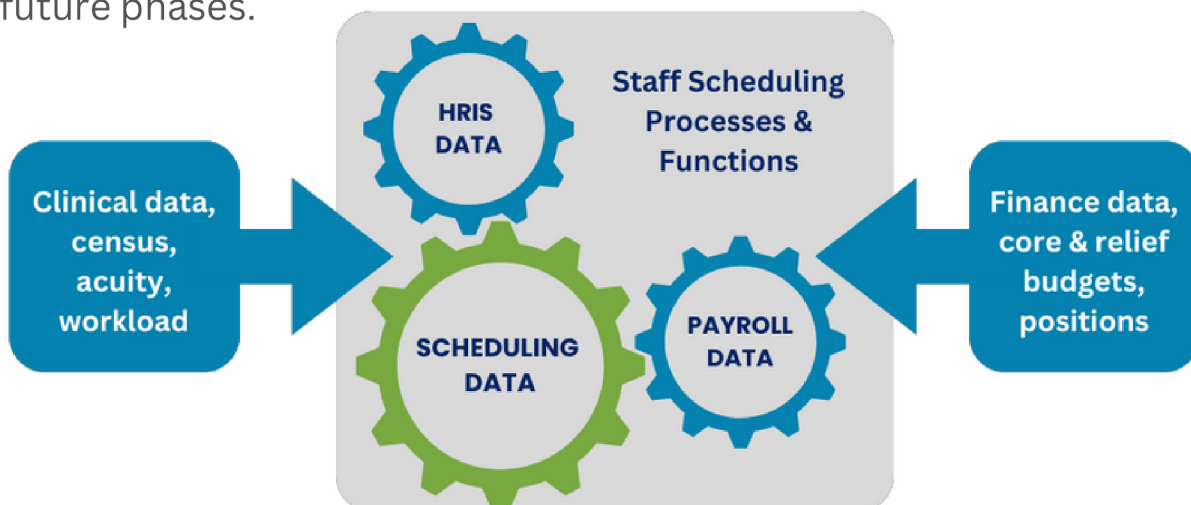
This approach can lead to staff scheduling optimization projects that fund subsequent project phases, including acquiring an HRIS and other necessary systems. However, seamless budget adherence is unattainable without well-constructed schedules matching approved positions and budgets. Locked-in scheduling, pay, and deployment rules are pivotal for maintaining the trust and commitment of employees, union relationships, and formal performance management and skill development.

Additionally, CHROs and operations require a deliberate pathway to leverage analytics generated from scheduling and deployment data. Although systems are often implemented to provide accurate information and enhanced reporting, having a system doesn't guarantee data accuracy. The use of the system is guided by business processes and procedures, which can result in unreliable data. Clean historical leave and workload data, employee demographics, and turnover rates are essential to stabilizing unit core and relief workforces.

The staff scheduling environment is not only a key component of an integrated journey; it is the main conduit driving critical aspects of the organization, deserving careful consideration.

> If you're interested in exploring how to become the leading health-care organization in your region, please contact us for a collaborative discussion at **info@workforce-edge.com.**