

HRIZONS

We are a strategic HR solutions and consulting firm that offers consulting services to improve organizational performance by helping our clients with their talent strategies and solutions for talent acquisition, talent management & talent development projects and initiatives.

We are in business to help our Clients succeed and prosper...

We do what we say we'll do, always...

We conduct business with honesty and integrity, always; no exceptions...



We put our client's interests first; period!

HRIZONS

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Healthcare Case Study

Making job description content work for healthcare's talent management and compliance needs

CLIENT OVERVIEW

This community hospital is a private, not-for-profit hospital located in the Mid-Atlantic region that operates 200 medical/surgical beds, admits 12,000 patients annually, treats more than 55,000 Emergency Center patients and employs 1,300 individuals. The medical staff is comprised of more than 600 physicians.

The hospital offers a broad range of inpatient and outpatient services, a number of specialty and subspecialty services, and a full range of ancillary and support services.

PRESENTING PROBLEM

To meet internal goals and being Joint Commission compliant, the hospital needed to standardize their job description format and upload approximately 500 job descriptions (JDs) into their online performance management module within five weeks – in time to start their upcoming performance review cycle. Their job descriptions were in Microsoft Word documents laid out in a variety of formats, and they needed to quickly be standardized and transferred into a file format to be imported into the online performance management system.

The client did not have all the internal resources needed to manage the project, to design the standard template, or to transfer the JD content into the needed format and import the content into the online application. They turned to HRIZONS to partner with them in meeting their goals.

In addition to the larger goal, they also informed HRIZONS that they needed to have twenty critical job descriptions for patient-facing positions updated and imported in order to ensure compliance with a Joint Commission directive. This initial milestone needed to be completed within a week and a half from the time of the initial discussion with HRIZONS.



The principals on the project identified a longer-term concern of job description content inconsistencies. The client agreed that they needed to edit and rewrite their job descriptions to make them more focused and effective for the performance evaluation process. Because of the immediate time pressure to have the job descriptions ready for the current review cycle, they decided to defer that phase of the project until after the current cycle.

HRIZONS SOLUTION & ACTION PLAN

The HRIZONS team established the project plan to manage all phases of the project, from standardizing the JD format, to transferring the JD content into the required file format, and finally to importing the content into the online system and testing the solution.

HRIZONS consultants were familiar with the online performance and talent management system and were able to design a solution that would meet the client needs and requirements. HRIZONS' Job Content Management System, JCMS™, provided a database and self-evident user interface to enable the client to easily standardize the format for their job descriptions. This tool was used by the HRIZONS team to transfer and import JD content into their online performance management module, and to generate reports to view the content prior to importing it into the online system to ensure data integrity. JCMS™ was also programmed to export files into the format needed for the online system.

The support team then entered all the content from Word documents into the JCMS™ Job Description templates over a 5-week period, also providing quality assurance (QA) checks on all content. The templates were then uploaded into JCMS™, where reports were run to check that the content was displaying properly, that all JDs were correctly mapped to job codes, that all job descriptions in the system were assigned to employees, and that all other data requirements and specifications were met. The HRIZONS consultants also double-checked that all the employee data fields were accurate and made sure that the performance review forms and processes were correctly configured to support the solution.

The content was then uploaded into the online system, where the client project team could then test that all content was displaying properly and that the performance management forms were displaying the correct content for employee reviews. HRIZONS consultants trained the client team on how to launch performance review forms and how to manage the job description content within the online tool. Forms were tested during the final week before Go-Live, and the performance management forms were pushed out to employees within the client's designated timeframe.

RESULTS

The most important result of this project was that all 500 job descriptions were entered virtually error free, on time, and within budget. This included meeting the goals for the initial 20 jobs being loaded to meet Joint Commission requirements. All job content was correctly synchronized with the performance review forms, and the client was able to launch review forms on time to all the designated employees.

The HR team also met their target of delivering a solution to the organization that would help realize the full ROI of their technology investment. Having accurate job content in the online system was an important requirement, and this objective was successfully met. Many healthcare organizations recognize that one of the chief stumbling blocks to a timely implementation of an online performance management process is having their job description content well organized, standardized, and formatted correctly to support the online review process.

By having HRIZONS handle all phases of the project from creating the original project plan to final testing of the solution in the online application, the client was able to reduce the risk of project delays or failures and was able to meet project objectives. And most importantly, they were able to achieve these results without adding pressure, anxiety, or workload to their staff during an already stressful time.

In summary, the client's Project Sponsor and Director of Employee Relations had this to say about HRIZONS's contribution:

"HRIZONS was a great help in making sure we got our 500 job descriptions into our performance management system within a very tight timeline of 5 weeks. They understood the system and made sure that our needs and requirements were met each step of the way. They were great to work with, and went above and beyond to make sure we were comfortable with the solution. They made sure that we had everything we needed to be successful.

I strongly recommend HRIZONS to any healthcare organization that wants to include job description management as part of their performance management solution!"

For more information about **HRIZONS** and our Healthcare Services and Solutions, please visit www.HRIZONS.com or send an email to info@HRIZONS.com.

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