



# CASE STUDY

**HRACUITY**  
Your Employee Matters

## CLIENT PROFILE

A prominent network of hospitals focused on advancing patient care, medical education and research

## INDUSTRY

Healthcare

## ABOUT HR ACUITY

HR Acuity® is the leading provider of employee relations and workplace investigation solutions. *HR Acuity® On-Demand*, an award winning SaaS solution, provides a disciplined and predictive approach to the management of workplace issues by delivering defensible best-practice processes, standardized documentation and comprehensive reporting. By combining its proprietary methodology and world class software, HR Acuity® enables organizations to reduce costs and mitigate the legal, financial and reputational risks associated with adverse employee-related events.

## Web-based Employee Relations Solution Brings Best Practice Processes, Documentation and Reporting to Hospital System

A renowned network of hospitals lacked a consistent methodology for the management of employee-related events including documentation protocols, conducting workplace investigations and compliant reporting. Using Excel spreadsheets, color-coded files and even handwritten notes, human resources (HR) at each hospital operated independently, collecting their own employee-related event data. Compounded by differing levels of staff training, ability and experience amongst human resource units, the hospitals lacked consistency in their employee relations practices creating potential risk to the network.

The hospital system turned to HR Acuity® who configured and implemented HR Acuity® On-Demand, a unique Software as a Service (SaaS) employee relations risk mitigation solution that provides a proprietary methodology for managing employee relations. HR Acuity® On-Demand provided the framework for standardized documentation, best practice workplace investigations, compliant reporting and a consistent employee relations process.

## CHALLENGES

Once the engagement began, the HR Acuity team faced numerous implementation challenges including: :

### • Physically Distinct Entities:

The client had 9 hospitals on the East Coast participating in the initial rollout of HR Acuity® On-Demand. Each had its own HR department and Human Resource Information System (HRIS).

### • Getting Buy-In From Participants:

HR Acuity® On-Demand is most successful when there is commitment from the leadership and buy-in from the designated users prior to implementation. ►

With 9 hospitals in different locations, achieving human resource buy-in was a logistical exercise that would require numerous, regularly scheduled conference calls with all parties.

- **Inconsistent Documentation:**

The network hospitals were documenting employee-related events and investigations in different ways, and each seemed resistant to using a different hospital's methodology or documentation protocol.

- **Lack of Structured Terminology:**

Throughout the network, the hospitals were using different terminology to refer to the same employee-related issues. For example, time and attendance, absenteeism and chronic lateness are all references to the same employee misconduct. Different expressions made it impossible to have a top-down view of employee relations issues across the network or create a consolidated data view.

- **Different HRIS Platforms:**

Hospitals within the network used different human resource information systems. Seven of the hospitals utilized a system made by SAP; another used the Lawson HRIS. On one end of the spectrum, a hospital had been utilizing HR Acuity® On-Demand for more than 4 years while on the other end, hospitals began the implementation from scratch. There were different forms, disparate data points and local information unique to an individual hospital, but not relevant for others.

- **HR Departments with Varying Capabilities:**

Each hospital employed human resource staff with different training, experience and capability. The individual HR departments did not discuss metrics on employee-related events amongst each other, and there was little commonality to HR procedures as a basis for comparison.

## SOLUTION: The HR Acuity Approach

### CREATE BUY-IN

- **Coordinated Information Sharing Prior to Implementation:**

By scheduling numerous, web-based calls with all of the key HR stakeholders, HR Acuity® was able to build a sense of buy-in prior to implementation. With the on-going championship from the HR leadership team, the implementation evolved as a bottom-up process driven by users.

### ESTABLISH CONSISTENCY OF PROCESS

- **Consistent Documentation and Investigation Processes:**

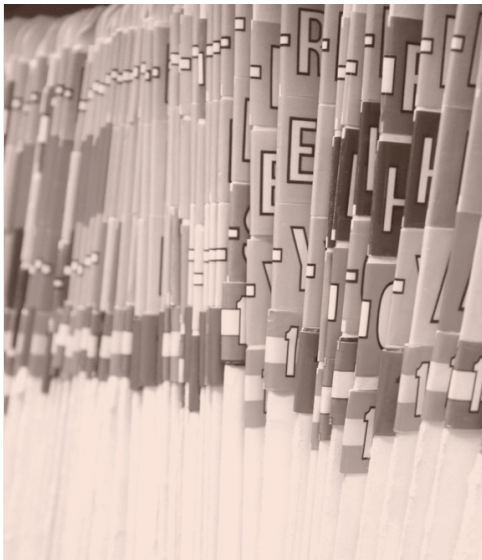
HR Acuity® On-Demand provides documentation templates that retain a base level of information, but also permit additional information specific to the organization. As an example, network hospitals were able to work with a standard set of questions for an exit interview, and build out the form as needed. Similarly, the proprietary methodology in HR Acuity® On-Demand assisted the hospitals in structuring consistent workplace investigations. ▶

## TESTIMONIALS

*"The product is highly superior to others in the market. They are continually adapting and improving the product based on customer feedback. I have never had any tech issues with their system (which is saying a lot for a web based product). Their CEO is highly knowledgeable about all aspects of her field and runs a superior company from a customer service perspective."*

*"Prior to partnering with HR Acuity, our employee issues were treated as individual events. HR Acuity not only provides us with the technology to record and track incidents, identify trends and create visibility to potential areas for improvement, they have helped us design and implement a standardized process to ensure fair and equitable treatment across the organization. HR Acuity offers far more than software. The HR Acuity Team engages with us to complement our HR team and offer a full-service solution."*

*"Because this tool is so easy and well organized, I have found myself going out of my way to document events that otherwise would have seemed too much of a hassle in the past..."*



## About HR Acuity On-Demand

**CONFIGURE** menus for issue category, actions, and more

**ATTACH** relevant documents to the case file

**GENERATE** case reports

**GET** straightforward analysis with reporting and metrics

**TRACK** issues and resolutions from the case file repository

**IDENTIFY** patterns of behavior or potential bias

**USE** benchmark data from our proprietary knowledge center

## CUSTOMIZE

### • Hierarchical User Permissions:

While personnel information remained confidential and was not accessible by other hospitals in the network, HR Acuity® On-Demand allowed for a high-level legal overview of the data if needed. In one situation, a hospital had terminated an employee for cause, and the top level legal and mediation groups were allowed access to information that helped prevent another hospital from hiring the same person.

## TRAIN

### • Comprehensive Employee Relations Training:

The HR Acuity® Approach combines both personnel training on key employee relations processes as well as the HR Acuity® On-Demand application. HR Acuity® facilitated highly interactive training sessions to almost 60 users on how to use the solution but also critical topics such as how to conduct a workplace investigation interview, how to determine the credibility of a witness, handling employee-related events, best practice investigations and documentation protocol. In total, the client received 520 hours of web-based and in-person learning time.

## RESULTS

- **Growing network user base with license growth increasing from 26 to 65+**
- **Utilization of HR Acuity® On-Demand by HR practitioners increased over 300% in the second 6 months of the first year of use**
- **In-network synergies emerged as hospitals gained visibility of aggregated metrics on frequency and category of employee-related event issues within the group**
- **Better quality and more consistent documentation of employee relations issues and consistency of workplace investigation process reduces risk for organization**
- **Use of standardized post-hire and exit interview questions and procedures proactively identifies retention issues in the workplace**
- **Higher than average rate of completion for exit interviews (55% relative to 30 – 35% industry norm)**
- **Centralized repository of employee relations Information ensures it is available regardless of turnover or attrition within HR**
- **Metrics are now available on-demand so HR leaders can receive reports and analyze data**

# GET THE POWER TO KNOW

You can't prevent every employee relations issue. But you can control how your organization responds. Achieve consistency in the way you track, investigate, and analyze with HR Acuity—the employee relations case management solution. Our software equips you with built-in expertise to make best practice your process.

Because in today's world, doing things the right way is your only option.

## **HR Acuity** **the Employee Relations** **Case Management Solution**

**HRACUITY**<sup>®</sup>  
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Contact us to learn more about  
our award winning employee relations  
case management solution

**888.598.0161**  
**hracuity.com**

25a Vreeland Road, Suite 101 • Florham Park, NJ 07932