

# Lee Memorial Health System Streamlines New Hire On-Boarding Process

## challenges

- bring new staff on faster
- replace a paper based, error prone process

## solution

- 90 day deployment of new onboarding process
- process that integrates multiple systems and organizations

## benefits

- 21,000 employee hours saved in first year
- 200% reduction in processing time for new employee

Lee Memorial Health System (LMHS) is the leading provider of healthcare services in southwest Florida and the largest and only community-owned healthcare system in the area that receives no direct tax support. Cape Coral Hospital, HealthPark Medical Center, and Lee Memorial Hospital are each ranked as one of the 100 Top Hospitals in the Nation.

A progressive, financially sound healthcare provider, LMHS has more than 5,800 employees, 2,500 volunteers, and 830 physicians on staff spread over five different campuses. Common to the healthcare industry is high staff turnover. Hiring over 30 employees a week, it was important for LMHS to be as efficient in hiring and on-boarding new employees as possible. To minimize redundancy and costs in the new-hire process, LMHS evaluated options to better manage their process from new hire offer through orientation.

## Diagnosing the Problem

Managing the communication and process across departments and disparate systems was causing delays in getting new employees started. Every employee needs to complete orientation before they can officially begin employment;

unfortunately, the pre-orientation process was becoming less and less predictable. Because the process relied so heavily on human interactions, inefficiencies existed at many steps in the process:

- **Error-Prone.** The hire form printout usually contained errors from the beginning, which were perpetuated throughout the process. Furthermore, the handwritten corrections were often misinterpreted or overlooked.
- **Time-Consuming.** The file would get lost across the five campuses and was often faxed backwards and forwards redundantly. The recruiting staff spent on average 16 hours completing its required tasks, sorting through any problems or issues, and dealing with exceptions to the process. The HR staff spent an average of 9 hours manually entering information and managing corrections in the appropriate systems.
- **Poor Visibility.** Ultimately, no one knew how many people were going to turn up at any given orientation session. Sometimes people were missing, got the wrong dates or didn't have their pre-requisites completed.

“Prior to deploying Teamworks, our processes were tedious, slow and costly. We’ve experienced dramatic increases in efficiency, saving over 21,000 employee hours.”

— Jeff Ward  
Lee Memorial

## A More Efficient Way to Work

Known for its cutting-edge use of technology, LHMS implemented Business Process Management (BPM) software to improve process efficiency, starting with their new hire process. LHMS chose Lombardi’s Teamworks and today, several hundred users across the hospital network leverage it to manage the hiring process.

The Teamworks solution was implemented within 90 days and has been an immediate success. 6 weeks later, an improved version was rolled out that added even more efficiencies. Some key features of the solution include:

- **Interactive Task Coaching.** Teamworks’ coaching paradigm helps users step through tasks, understand their options, and make decisions. Instead of having to manually enter data into green screens, an HR admin is guided through the employee record for verification. This saves training time and enforces best practices consistently.
- **Upstream Integration.** Hire forms from the recruiting process are received electronically from Webhire.com and are dynamically presented to the HR staff. This helps automatically prioritize work and saves time in re-keying information.
- **Automatic Schedule.** Teamworks maintains a scheduler for the orientation and automatically books a date for the employee, based on priority and number of already scheduled attendees. Since this helped to minimize exceptions to the orientation process, the recruiting team cut the orientation schedule time in half from 16 hours to 8 hours.

- **Streamlined Record Creation.** Teamworks now writes new employee information automatically into the Infor HR system. This dramatically reduces the time required to get new employees into the system and eliminates the potential for data entry errors. This reduced record creation time from 9 hours to 10 minutes.

## Enterprise Class BPM

Having rolled out a brand-new, complex HR application within 90 days, LMHS now manages 4 key processes with plans for 6 more. LMHS plans to continue improving the process every couple of months. They now have a core group of IT professionals that are trained with Teamworks and have become self-sufficient in creating process-centric applications. They have targeted other critical processes, including patient scheduling and management of payments to vendors.

## About Lombardi

Lombardi is a leader in business process management (BPM) software for companies, systems integrators and government agencies. We offer award-winning BPM technology, know-how and services to help our customers succeed with their process improvement initiatives.

Lombardi is behind some of the largest, most successful BPM implementations in the world. Our customers include Allianz Group, Aflac, Banco Espirito Santo, Barclays Global Investors, Dell, El Paso Energy, FETAC, Financial Services Authority, Ford Motor Company, Hasbro, ING Direct, Intel, Maritz Travel, National Bank of Canada, National Institute of Health, Safety-Kleen, T-Mobile, UCLH, Xbridge and numerous governmental agencies. For more information, visit [www.lombardi.com](http://www.lombardi.com).



4516 Seton Center Pkwy, Suite 250, Austin, TX 78759  
T. 512 382 8200 (877 582 3450) F. 512 382 8201

[www.lombardi.com](http://www.lombardi.com)

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