



**FOR IMMEDIATE RELEASE
May 13, 2011**

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Humility of Mary Health Partners reducing overtime expenses

YOUNGSTOWN, OHIO (May 13, 2011) – Humility of Mary Health Partners (HMHP) has experienced a high level of success in its efforts to reduce its overtime expenses at all three of its hospitals in 2010. During 2010, a savings of over \$1.7 million in overtime was realized, compared to budget.

This success was a direct result of the work between HMHP managers, the Cleveland-based Manufacturing Advocacy & Growth Network (MAGNET), and Catholic Health Partners. The three organizations jointly studied the HMHP overtime situation then utilized “best practice” recommendations from the consulting experts at MAGNET to reduce and manage overtime. This allowed HMHP to lower costs and ease work burdens on their employees while continuing to provide world-class health care to their most important asset – their patients. This joint project was made possible by funding from the U.S. Department of Health & Human Services.

Lean and Six Sigma methodologies were used in a series of four-hour workout sessions in 2009-2010 to accelerate the project and results. The root causes of overtime were identified by carefully tracking and monitoring overtime hours, and developing and analyzing employee and

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staff logs with the reasons for overtime. The team's actions included standardizing scheduling codes and related policies, implementing new reporting tools to track overtime, and providing communication and training.

In addition, those charged with reducing overtime determined that a significant amount of overtime was being incurred due to variable service demands and the scheduling and staffing methods being employed by HMHP. Actions currently being implemented to address those concerns include:

- Improved vacancy requisition approval process,
- Creating a centralized staffing/scheduling office with improved policies and procedures,
- Establishing a "Ready Staffing" float pool.

It is anticipated that the continuation of the overtime reduction campaign in 2011 will generate additional savings beyond the \$1.7 million HMHP was able to save in 2010.

Planning and communication were critical to the success of the overtime reduction campaign. HMHP team members attributed the success in reducing overtime to:

- The open, honest and non-blaming team environment that was created– "we agreed upon ground rules at the beginning," "we could say how it is without feeling it was inappropriate ..."
- Holding effective meetings – "the leaders and facilitators brought us back on-task when we were off-task,"; "Four-hour sessions were more productive [vs. 1 hour sessions]," "This is the most productive team I have ever served on."

"HMHP is proud of the fiscal responsibility we have displayed in this unprecedented effort and we thank our many employees for working together, with support from MAGNET, to reduce our overtime costs while simultaneously maintaining the excellence in patient care and service that we are known for," said Robert Shroder, HMHP President and Chief Executive Officer.

"MAGNET is delighted that we have been able to bring our many years of expertise in resolving workforce issues to bear on helping HMHP achieve these impressive cost savings. We look forward to working with other companies in the Mahoning Valley to help them achieve similar results," said Daniel E. Berry, President and Chief Executive Officer of MAGNET.

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