

# COMPETENCY SOLUTIONS

*Developed by Healthcare Professionals Exclusively for Healthcare*

## **We are ONE...**

A large healthcare system was facing a problem common to other healthcare providers but not an easy one to solve – merging 5 hospitals within an hour of each other that were now part of the same system. 3 years after acquisition these hospitals still had different job descriptions and pay scales. The Human Resources group was consolidated, but the recruitment, compensation and performance management processes were very different from hospital to hospital. 2 of the larger hospitals were 3 miles apart, and it was possible to go 5 minutes down the street and make more money doing the same job. And worse, there was no central posting of jobs so employees looking for other opportunities were leaving when the job they wanted was available just down the street. Applicants were walked if a job wasn't available in one hospital, because local HR staff didn't know that the same job was open just down the street.

There were over 1,300 job codes tracked in their HRIS system, many of them redundant across the hospitals. Job descriptions and skills check lists were on paper, located throughout departments in each hospital. Valuable time was wasted across the system as each hospital was writing and maintaining their own set of job descriptions and competencies. And, many job descriptions were not current, or comprehensive. They were risking non-compliance with Joint Commission HR standards, and other regulatory requirements. Something had to be done ...

Human Resources tackled the challenge by selecting a partner to help them – Integrated HR Solutions, a leading provider of Healthcare competency solutions. First, they acquired IHRS' library of industry standard job descriptions and competencies, and then working with IHRS consultants they consolidated, streamlined and updated their job descriptions. In under 90 days, this provider was able to go from over 1,300 job codes and out-of-date, paper job descriptions to approx 600 common job descriptions and matching profiles of job-specific competencies. And, now their job descriptions and competencies are maintained on-line in IHRS' Healthcare CompetencyManager™ where they are readily accessible for job posting, interviewing, onboarding, ongoing assessment and performance evaluations.

The vision slogan for this initiative was “We are ONE” and the process used to gain consensus on the common jobs and competencies helped this provider realize their vision – ONE set of job codes, job descriptions and competencies, ONE recruitment process and ONE compensation system. Truly a big win for this Healthcare provider and their employees!

