



CASE STUDY

Sutter Health is a leading network of community-based health care providers in California, serving more than 100 cities, and comprised of 26 acute care hospitals, 3,400 physicians and nearly 44,000 employees.

Situation

Sutter Health was without a training director for their EHR Transformation Project and asked Hayes to fill this key position immediately with an interim director. When Hayes began work on the project, there were 14 training employees and more than 40 vacant positions. As a result of the leadership vacancy, the interim director was faced with a multi-faceted challenge to:

- Create a training team with permanent and reliable employees
- Create quality documentation for Sutter Health's training needs
- Create a realistic budget for the training department
- Hire a replacement training director
- Complete projects on time and on budget

Our Approach

Phase I: Assessment Our first task was to provide an overall assessment of the current training program and staff. Hayes interviewed the existing training staff, senior management and related departments to better understand the issues. In addition, we reviewed Sutter's training budget, documentation, policies and procedures and all current and future projects.

Phase II: Recommendations Based on the assessment, we recommended that Sutter hire additional FTEs, improve integration and communication between the training departments and other departments and improve the training department's project management ability.

Phase III: Development The Hayes interim training director worked with Sutter to:

- Create a training department budget which incorporated a charge-back process
- Write job descriptions, interview and hire 44 FTEs
- Reorganize the training department to better align with Sutter's goals
- Provide project management support and tools to ensure the training team met its obligations in a timely manner
- Establish ongoing communication between the training department and EPIC EHR build teams
- Assist in developing rollout plans for each affiliate
- Supervise development of all training materials

Phase IV: Transition To ensure continuity Hayes recruited and trained a permanent training director.

Results

Sutter Health's training department is now well positioned to meet its goals and objectives. The department has better communication with the other implementation departments and affiliates. In addition, the perception and reputation of the training department has significantly improved.

About Hayes

Hayes works with healthcare organizations to solve mission-critical operational challenges by providing services and software solutions that improve quality and efficiency with the ultimate goal of improving the patient experience.

