

CHALLENGES

- Time-consuming to participate in surveys and match market data to positions
- Onerous to compile compensation data
- Reliance on outdated market data led to reactive compensation stance

RESULTS

- Easy access to current market data
- Reduced time compiling compensation data
- Reclaimed time for analysis
- Positioned the compensation team as a true business partner



Charleston Area
Medical Center

Charleston Area Medical Center Calls Upon HealthcareSource Pay Data and Survey Management to Enable an Effective Compensation Strategy

When the demand for talent far outweighs the supply and the need to retain talent is critical to success, your organization needs a winning compensation strategy. However, it's challenging — if not impossible — to develop one without ready access to timely, relevant information. That was the situation facing Charleston Area Medical Center (CAMC) — a nonprofit, regional referral and academic medical center — in West Virginia. Without an automated and streamlined process, its compensation team struggled to determine appropriate pay, validate competitive pay rates, and proactively develop a strategic compensation strategy.

Needing a Competitive Compensation Strategy

As the third largest employer in a state with young people exiting for better opportunities, Charleston Area Medical Center (CAMC) in West Virginia competes for talent against other types of service providers. This includes restaurants, convenience stores, and hotels, to name a few. This competition for talent created recruiting and retention challenges at every level in the organization.

CAMC needed a competitive compensation planning process and strategies that would help it attract and retain quality talent in order to drive performance and improve patient care. According to CAMC's Corporate Director of Total Compensation, Mary Caldwell, to develop an effective compensation philosophy and strategy, she needed to define the market. Once she knew how the organization wanted to approach the market, Caldwell needed to ensure job descriptions were accurate and that CAMC was using the right positions in its market data.

Lacking Ready Access to Critical Market Data

Unfortunately, CAMC lacked easy access to this market data. The organization participated in seven to ten surveys per year, a very labor-intensive and manual process.

A full-time assistant spent a great deal of time completing the surveys. CAMC then received results in spreadsheet format. Once CAMC knew which data cuts it wanted for each position, a compensation analyst spent considerable time manually combining it with relevant employee information. The analyst would load each cut of data along with CAMC's pay grade and employee information from the company's HRIS system into a spreadsheet.

With about 1,200 unique job titles in its system, CAMC lacked the manpower to pull detailed information for every position every year. Moreover, because it only participated in hospital-based surveys, it only had access to data for that market — even though it was competing against other service-based industries for talent.

Without the most current survey data, CAMC became more reactive than proactive. According to Caldwell, "From a market survey perspective, we were often using data published in the current year but based on data submitted in the previous year to try to forecast for the next year.



By the time we pulled and combined all the information, there was no time left for analysis. We could only look at hot jobs for the year.”

Caldwell realized CAMC either needed to hire a compensation analyst with macro expertise to streamline survey data input or evolve to a more automated process.

Moving from Paper to HealthcareSource Pay Data

Having vetted various vendors and recently purchased Position Manager® and Performance Manager® from HealthcareSource®, Caldwell decided that HealthcareSource Pay DataSM was the best option. She chose to implement the solution in three phases, starting with gaining ready access to survey data.

CAMC was in the midst of its budgeting process and had decided not to participate in surveys that year. Pay Data gave the organization access to market survey data in a way it never had before. “We could have stopped there and been extremely happy with the product. It changed the way we run our business and enabled us to see that our positions were at pay grade comparable to the market,” recalls Caldwell.

Pay Data eliminated the need to manually aggregate survey data, instead providing a centralized, consolidated source. CAMC can pick a market by industry, size, and location down to the city level. With all this data in a single place, CAMC can also quickly and easily see where its incumbents are falling against the market.

Within Pay Data, each position includes a job summary displayed on screen, and users can blend positions and weight and age them based on job duties. Moreover, a unique job match feature allows the compensation team to conduct a word search in the job summary rather than on just the job title.

“We want an accurate picture of a job before we price it, and while a job title is a good starting point, it can be misleading to base the entire decision on that. Once we match our position appropriately, we decide where we want to price it based on the market and our compensation philosophy,” explains Caldwell.

“Access to reliable market data allows our compensation analysts to be more proactive and properly plan for annual compensation adjustments, along with merit and budget issues,” says Caldwell. Once the team completes its analysis, Caldwell can print a user-friendly summary that can easily be dropped into a presentation. “It’s a great way to share with leadership where CAMC and our employees are falling against the market. If your leadership team can see the market data and where we fall in relation to it, they will buy in and can become the greatest voice for your compensation structure,” continues Caldwell.

Ensuring Appropriate Pay

With this solid foundation in place, CAMC moved into phase two of its implementation plan by deploying HealthcareSource Survey ManagementSM and uploading its employee pay, position information, and various demographics about employees. Now when conducting job reviews, the compensation team can review the position along with its incumbents to pinpoint any compensation ratio issues around age or gender. This enables CAMC to ensure its incumbents are paid appropriately within the pay grade.



At the same time, the team can see what differentiates one pay level from the next within Pay Data. As a result, analysts can make informed compensation recommendations in regards to career ladders.

Being Good Corporate Citizens

The third phase involved making job matches in Pay Data so CAMC can easily participate in market surveys using Survey Management. "I believe it's our duty as a corporate citizen to participate in these surveys, and Pay Data and Survey Management allow us to do so quite easily," explains Caldwell.

With Pay Data and Survey Management in place, Caldwell's compensation team has reclaimed time for analysis and strategic thinking. The reduction in manual work has allowed the team to focus on market assessment and CAMC's compensation strategy. "Our compensation team can proactively study their labor markets, and confidently work with operations on issues affecting recruitment and retention. We are true business partners to the organization," concludes Caldwell.

ABOUT CHARLESTON AREA MEDICAL CENTER

Location: Charleston, West Virginia

Overview: Charleston Area Medical Center ("CAMC") is a nonprofit, 908-bed, regional referral and academic medical center with more than 7,300 employees. CAMC is made up of four hospitals: CAMC General Hospital, CAMC Memorial Hospital, CAMC Teays Valley Hospital and CAMC Women and Children's Hospital. CAMC is home to one of the largest heart programs in the United States; the only kidney transplant center in West Virginia; the highest level trauma center; and the only freestanding children's hospital in the state.

Employees: Over 7,300

HealthcareSource Solutions: Position Manager®, Performance Manager®, Staff Assessment™ Pay Data™ and Survey Management™



HealthcareSource®
Quality Talent. Quality Care.™

1.800.869.5200

solutions@healthcaresource.com

www.healthcaresource.com

About HealthcareSource

With more than 3,000 healthcare clients, HealthcareSource® is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent Suite™ helps healthcare organizations build a Patient-Centered Workforce™ by selecting, aligning, continuously developing, and retaining highly-engaged people. The company's cloud-based platform of software, content, services and analytics includes applicant tracking, reference checking, behavioral and skills-based competency assessments, compensation analysis, performance and learning management, eLearning courseware, education and advisory services. A private company focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. HealthcareSource has been regularly ranked as a leader by KLAS Research for Talent Management, in addition to recognition in Healthcare Informatics 100, Modern Healthcare's "Healthcare's Hottest," Inc. 500|5000, Deloitte Technology Fast 500, and Becker's "150 Great Places to Work in Healthcare" list.