Reduce YoY Spend:

Move from a Manual to an Automated Contingent Workforce Program

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Moving from a Manual to an Automated Contingent Workforce Program

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About PeopleFluent

• Leader Human Capital Management
• In over 5,200 organizations
• 214 countries and territories
• 80% of the Fortune 100
• 180 VMS customers
• 8,000 Suppliers
• LTG Portfolio Company
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Reducing Annual Spend

Amanda Glazer
National Director, Talent Acquisition & Staffing
Concentra®
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Our History
Concentra was founded in 1979 and quickly became an innovator in occupational medicine and workplace health.

About Concentra
Through its affiliated clinicians, Concentra provides occupational medicine, urgent care, physical therapy, and wellness services from more than 500 medical centers in 44 states. In addition to these medical center locations, Concentra serves employers by providing a broad range of health services and operating more than 100 onsite medical facilities.

Our Mission
Improving the health of America’s workforce, one patient at a time.

Our People
Concentra has over 11,000 employees including physicians, advanced practice professionals, and physical therapists. Additionally, we employee all healthcare positions that support these clinicians, everything from pharmacists to medical assistants and field operations. Our corporate functions are also sourced and employed internally.
Organizational Need
Reduce the annual expenditure on temporary/contingent labor while leveraging our spend to improve quality of product delivered by vendors and improve the quality and continuity of care to our patients

Agenda

• Objective and Influencing Factors
  • Research and Due Diligence
    • Importance of documentation and reporting expected/experienced ROI
  • Choosing a Solution
    • MSP vs. VMS
    • Self-funded vs. vendor-funded
• Implementation of Solution
  • Change management – hardest part, by far
• Results and Expansion
1. How many of you are responsible for staffing or recruiting within your organization?

1. How many of you have temporary labor needs within your organization?

1. How many of you are confident that your current solution is providing best quality of product and efficiency with your spend?
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Objective and influencing factors

Annual Contingent Labor Spend

Year 1: 2015 – $19.5M
- With over 300 locations, there were almost as many processes
- No contract management systems (paper copies spread around the country)
- Payments to over 250+ vendors

Year 2: 2016 – $9M
- Contract audit by payee
- Term review and contract renegotiation
- Payments to 120 vendors

Year 3: 2017 – $10M
- Continued contract negotiation
- Payments to 74 vendors
- For continued improvement a technology solution was required

Year 4: 2018 (3rd YTD) –
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Research and Due Diligence

**Review of Contracts**
- Invalid
- Out of Date
- Compliance Issues
- Ineligible Executors

**Review of Payables**
- Understanding billing leakage
- No clear process for accountability to approving and negotiating contract labor spend and hours
- Documentation of specific examples of overpayment
- Documentation of poor patient/customer experience based on contingent labor practices

**Clear Line of Sight to Enterprise Spend vs. Pockets**
- Who doesn’t love the sales rep that brings cookies?
- “I did not know I could not sign that agreement”
Vendor Management vs. Managed Service Provider

• Previous experience from both the organization, as well as my own, it was a non-question for Concentra that we would utilize a self-managed VMS solution.

Vendor vs. Self-funded

• Some may think this is a no-brainer and choose the solution that doesn’t cost your organization money.
• In the temporary staffing world, my experience leads me to prefer to fund the technology ourselves.
• Maintaining a transparent and mutually beneficial relationship with the vendors that we rely on to care for our patients is front of mind in this decision.

Vendor Selection

• PeopleFluent and one other vendor were brought in as final candidates.
• Selection of PeopleFluent:
  • Support/Configuration through Implementation
  • Healthcare customer base
  • Suite of Talent Products
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Implementation of solution

Simplifying and reducing hundreds of processes across a national footprint... No small feat

Working through change management
• Tenured team members are often resistant to change

Overcoming obstacles
• Remember your due diligence and ROI
• Keep front of mind for pre-emptive conversations with Sr. Leadership to help guide your way
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**Year 4: 2018 (3rd YTD) – $9.3M**
- With 40% growth through acquisition in 2018; forecast was to spend around $20M in contract labor (includes acquisition’s previously invoiced $$)
- Currently annualizing forecast to $12.4M
## Moving from a Manual to an Automated Contingent Workforce Program

### Appendix

<table>
<thead>
<tr>
<th>Item</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original RFP</td>
<td>Initial inquiry put out to VMS/MSP vendors for proposal</td>
</tr>
<tr>
<td>Cost Savings &amp; Avoidance</td>
<td>Efficiencies and details submitted in approval process to ELT</td>
</tr>
<tr>
<td>Implementation Overview &amp; Timeline</td>
<td>Original approximation of timeline and responsibilities</td>
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</tbody>
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Session information and evaluation how-to’s

Why?
- Your feedback drives SIG Event content
- By signing and submitting your evaluation, you are automatically entered into a prize drawing

How?
- From the App:
  1. Select Sessions
  2. Select Day
  3. Select Session
  4. Click on Clipboard Icon
  5. Complete and submit evaluation

This was session # 9
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