



Empowering People

CLIENT SUCCESS STORY



ABOUT BJC HEALTHCARE

BJC HealthCare is one of the largest non-profit healthcare organizations in the United States, delivering services to residents primarily in the greater St. Louis, southern Illinois and mid-Missouri regions. With net revenue of \$3.2 billion, BJC serves urban, suburban and rural communities and includes 13 hospitals and multiple community health locations. Services include inpatient and outpatient care, primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation, long-term care, and hospice.

Vertical/Industry: Healthcare

Region: North America

Live Since: 2009

Number of Employees: 26,400

Platforms/Solutions Used:
Cornerstone Learning (LMS)

Business Impact:

Talent Readiness

Compliance

Enablement

www.bjc.org

LEVERAGING LEARNING TO PROVIDE BETTER PATIENT CARE AND ENSURE COMPLIANCE

BUSINESS CHALLENGES AND OBJECTIVES

The fierce competition for talented clinical staff, along with extensive compliance requirements, makes the talent and learning challenges for healthcare organizations unlike those of other industries. Patient safety and satisfaction are paramount, and rigors include adapting to changes in healthcare legislation and meeting a growing number of requirements imposed by Joint Commission, the Centers for Medicare and Medicaid Services (CMS) and state agencies. Training, retaining and scheduling highly-skilled clinicians, nurses and other staff members – especially across many facilities – raises the degree of complexity.

BJC HealthCare, one of the nation's largest non-profit healthcare organizations, addresses these challenges every day as it strives to deliver exceptional patient care with its 26,000 employees at 13 hospitals and multiple community health locations in the greater St. Louis area. Because of its numerous employees and locations, BJC needed a better way to manage and educate employees, ensure compliance, and provide easy reporting to managers.

In the world of healthcare, providing and tracking learning is a critical and ongoing need. BJC needed a new Learning Management System (LMS) that could tie together training throughout the integrated health delivery system and replace an older platform that lacked flexibility and reporting capabilities. BJC began its search for a new LMS with these criteria in mind:

- Deliver high-quality learning interventions to enable superior patient care, heighten patient satisfaction, increase patient safety and comply with standards for accreditation.
- Enable administrators and managers to easily monitor employee progress.
- Offer an intuitive experience for managers and employees.
- Standardize a common set of clinical competencies to enable nurses to migrate between facilities.

THE JOURNEY / SELECTION PROCESS

BJC established a lengthy, highly-structured RFP for its search that included input from 35 administrators and managers, as well as Gartner, a leading technology research and advisory company. "We had very strong criteria in our RFP that was very clear on governance," says Jeanne Bonzon, director of learning and development at BJC. "We wanted a solution that had expansion capabilities, but our main criteria was the ability to easily configure the portal the way we wanted it to look, as well as have learning content run sequentially into a test. Cornerstone was the only vendor that could accommodate those requirements."



“BJC is unique in healthcare, as we are a very diverse system. We pride ourselves in excellence and are demanding of excellence in others. We really did our homework, and that says a lot about our relationship with Cornerstone OnDemand.”

- Jeanne Bonzon
Director of Learning and Development

After narrowing the field to four finalists and extensive evaluation and input from Gartner, BJC awarded the contract to Cornerstone OnDemand in December 2008. Additionally, it was Cornerstone's robust reporting capabilities that played a key role in BJC's decision. "What really sold us was the training progress pie chart," says Bonzon. "We could see at a glance who has and who has not completed a requirement."

THE RESULT / BUSINESS IMPACT

Throughout the organization, BJC felt the impact of consolidating systems almost immediately. Not only were costs reduced, but BJC can now offer employees a centralized online portal that facilitates learning among hospitals. Managers are better able to access the reports they need, see at a glance where training is needed and then assign training to staff.

Users also appreciate that the Cornerstone LMS is designed to act more like a typical Web page with flash graphics and video, so BJC can now provide a much better user experience. Among the many benefits of BJC's new LMS:

- **Minimize the training burden for busy staff.** With 26,000 people working in a 24/7 environment in an industry known for staffing shortages, comprehensive training on a new system would have been difficult. BJC's new portal offered single sign-on access and a completely intuitive user experience that required no training. "Implementation would have been far less successful if we needed to retrain our employees," Bonzon says.

Furthermore, Bonzon notes that BJC has observed that staff who participate in learning are more likely to remain with the organization.

- **Create a more flexible workforce.** In the past, the inability to offer a standard set of clinical competencies across its system meant that if one hospital had a low census, nurses couldn't be easily shifted to another hospital to work without additional training. As a result, BJC had to hire agency nurses at great expense. In June 2010, BJC began the process of standardizing these competencies and connecting them to learning, which will make compliance tracking easier and allow nurses to pick up shifts at any BJC hospital.

- **Increase access to reporting.** Not only does BJC now have an online resource library and knowledge bank, its managers are able to access training progress reports whenever they want. "Our managers had long complained that they had to go to someone else to look up information," says Bonzon. "Now we've put that information into their hands."

FUTURE PLANS

As BJC connects competencies to learning, it will be able to construct a learning map that provides a more central way for staff to find pertinent learning opportunities and encourage personal excellence. Ultimately, BJC wants the ability to tie training to performance management. "I'm proud that we're moving in this direction," said Bonzon. "It's gratifying to look back and say, 'We wanted a solution that would allow us to expand,' and then see that beginning to happen."



Cornerstone OnDemand is a global provider of comprehensive learning and talent management software and services. Our solution is designed to help organizations empower their people and maximize the productivity of their workforce. To learn more, visit www.cornerstoneondemand.com.