

## CASE STUDY:

# Oncology Consultants



Oncology Consultants has over 400 employees, providing oncology services across 14 clinics in the Houston region. They specialize in radiation therapy, conduct diagnostic imaging, and offer clinical trials.

The clinical staff was working traditional 8-hour workdays, and the organization was worried about losing valuable talent due to a changing landscape in their field with more flexible and remote work options. Oncology Consultants partnered with H-GAC's Commute Solutions program to better understand their employee's desires and develop programming to create more flexibility to retain the clinical staff. With the changing landscape in flexible work programs, Oncology Consultants can also expect to improve recruitment efforts.

### Assessment

To determine the right kind of flexible work program, Oncology Consultants deployed a survey to their nursing staff across all locations and received 41 responses. The analysis focused on employees with at least one year of tenure as Oncology Consultants and recognized that eligibility requirement would best fit their business. Of the 29 eligible respondents, 21% were interested in teleworking, while 76% were interested in a compressed workweek. The proposed 4/10 schedule would allow nurses to work four days a week for 10 hours, eliminating a workday each week.

### Resources for Implementation

The Clinical Director and Administration team decided to develop a compressed workweek program and would pilot one location at a time, starting with the largest clinic. Commute Solutions and Oncology Consultants worked to develop a tailored policy and agreement for the program. Additional training materials were provided for Human Resources to conduct a kick-off meeting for the new program.

### Evaluation

The 4/10 pilot program included two locations with six initial participants and evaluated the program a month after the pilot launched. Mini-focus group meetings were facilitated

for the participants, yielding the feedback Oncology Consultants hoped to achieve.


- A day off each week allowed the employees to save on commuting time and costs, use time off for personal appointments, and spend more time with family.
- Patient care improved because the longer workdays allowed the nurses to complete more administrative tasks, increasing the efficiency of their time spent with patients.
- Nurses reported increased morale with the extra day off.
- Productivity increased as nurses felt more organized and improved their time management.

All nurses participating in the program recommend the 4/10 schedule to others in similar roles.

### What's Next?

Oncology Consultants continues their partnership with Commute Solutions to tailor a telework policy for some administrative departments.

Program Impacts: Annual savings based on existing program participation:

- More than 30,000 miles reduced
- Approximately 30,000 lbs of CO<sub>2</sub> saved
- \$19,550 saved 

### More Information

The Commute Solutions website offers templates for developing policies and agreements for organizations and is important to tailor these to the rules of engagement at each company. Visit [yourcommutesolution.org](http://yourcommutesolution.org) for more information about commute alternatives.