

How VCA Took their Payroll from Frantic to Focused with OSV

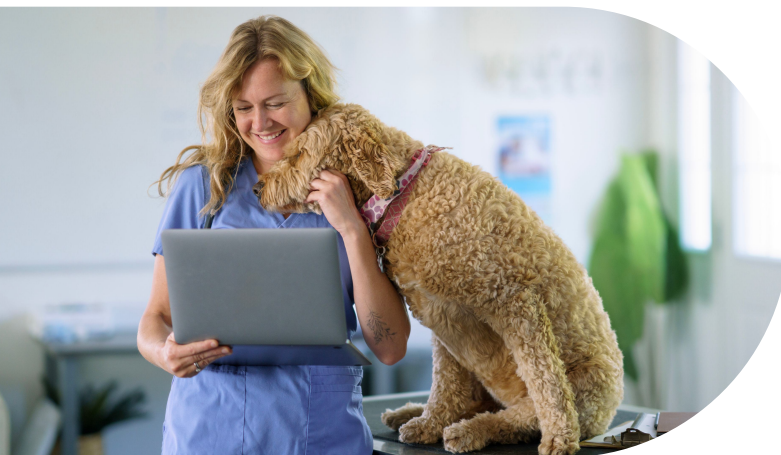
The challenge

What VCA was seeking in a partner

With over 30,000 employees across a national network of veterinary hospitals, VCA faced unique payroll challenges that demanded more than basic automation. "We have a lot of associates who have very different pay," explains Jenny Rogers, Director of Payroll at VCA. "Our doctors are on contracts that are very different, so my team had to spend a lot of time doing some manual overrides and adjustments that are unique to our associate base."

Before partnering with OneSource Virtual (OSV), VCA's payroll operations were anything but streamlined. The team was using a system that was already antiquated when implemented. The limitations were clear-cut: no time stamps, no record of who made changes, and no ability to track data through the system.

"It was frantic," Jenny recalls. "We used to do payroll over the course of three days, which then got shortened into two days." The team was in constant firefighting mode, leaving no room for the strategic work that would truly support their associates.



Overview



VCA Animal Hospitals is one of the largest providers of veterinary healthcare in the United States, operating a national network of hometown hospitals that deliver world-class medicine and compassionate care to more than four million pets annually. As part of the Mars Veterinary Health family of brands, VCA combines cutting-edge technology with deeply personalized care to fulfill their mission: creating a better world for pets.



Headquarters

Los Angeles, CA



Industry

Veterinary services



Employees

30,000+



OSV customer since

2020

The breaking point came after VCA went live with Workday in 2018 — without OSV. A seemingly minor issue had catastrophic consequences: "The words 'non-ASCII character' are forever etched in my brain," Jenny says. "A dash or hyphen in somebody's name stopped a check file where 1,200 of our associates did not get paid. And we didn't learn about it until payday. It was a fiasco."

CA needed a partner who could handle the complexity of their diverse workforce, eliminate integration risks, and free their team to focus on what mattered most: supporting the people who care for millions of pets each year.

Integration that just works

When VCA partnered with OSV, they discovered what Amber McMullan, VP of Payroll and Doctor Compensation, characterizes as “almost hard to describe.”

“From my former lives and just my experience prior to implementing OSV, the external providers that are not in-tenant — most of the time they’re not speaking the same language,” Amber explains. “There’s always some challenges or opportunities with interfaces or upgrades or maintenance that’s required to keep the systems in sync.”

OSV’s in-tenant model changed everything. Working directly within VCA’s Workday environment, OSV eliminated the middleware, file transfers, and integration points that had previously caused so many headaches. “We speak the same language,” Jenny confirms. “There is no integration, which is a plus. It’s just seamless — the data is all there. You can check the data in real time.”

The transformation was immediate and tangible. No more worrying about code mismatches between systems. No more discovering on payday that a formatting error had stopped payments. No more three-day fire drills to close out payroll. “The in-tenant model has made all the difference,” says Amber. “It’s a game changer for how we need to react to changes to our sister banners and standardizing our approaches.”



Time savings and team transformation

OSV’s services delivered immediate operational relief. “We take advantage of the payroll NetPay, payroll tax, and garnishment,” Jenny explains. “It takes all of the worry off my plate and the payroll processing. We don’t have to get into the weeds of filing this or that.”

This impact was measurable: VCA compressed their payroll processing from three days to just one day and reduced their garnishment headcount by one FTE. But the real transformation went beyond efficiency metrics.



“I’m really trying to elevate my team from being payroll processors to be payroll analysts,” Jenny shares. With OSV handling the transactional burden, VCA’s payroll team could finally focus on strategic initiatives, company growth projects, and professional development. As part of Mars Veterinary Health, VCA’s associates have access to extensive leadership and growth classes, opportunities that were previously out of reach when the team was drowning in day-to-day processing.

With this time being taken off her team’s plate, Jenny has cultivated a “worry-free environment” where her team can invest time in career advancement rather than keying in payroll or chasing down filing confirmations.

Partnership and support that makes the difference

For VCA, OSV represents more than a vendor relationship. It’s an extension of their team. “We have a great partnership with OSV,” Jenny says. “It’s real trust. We have our monthly meetings with our customer success manager. We know the people in the pod — [my account manager] will reach out if we’ve missed something or if there’s a question. I know I can reach out to her, and she calls me right back.”

The relationship has evolved to a personal level. “Our account managers are like friends basically,” Jenny notes. VCA can count on OSV to not only deliver a friendly service, but also a proactive, collaborative approach to problem-solving. “Even if we come across a bump in the road or an issue, they’re very collaborative with working through a solution.”

Amber echoes this sentiment, emphasizing the accountability that defines the partnership: “I have an excellent relationship with all of the folks over at OSV, and that’s been since the beginning. I can always speak with transparency. What always stands out for me is the accountability for both sides. If there has been anything that comes up, OSV is always very responsive in addressing it, being transparent, and digging into the root cause.”

Worry-free operations

OSV's in-tenant approach delivers something VCA never had before: complete transparency into post-payroll processes without leaving Workday. Through the OSVSphere platform, Jenny's payroll tax team can see funding status, track changes, and troubleshoot issues at the employee level in real time.

"It's very open and very user-friendly, and it has really helped my team a great deal," Jenny says. The visibility enables proactive management: the team can spot funding discrepancies, identify potential issues before they escalate, and maintain confidence that everything is on track.

"Especially with the payroll tax, because it is so complex and compliant," Jenny notes. "We have monthly meetings with our OSV team, which is great. They listen to our feedback and questions, and they dig deep into our cases. We can look at stuff in real time in Sphere, which is great because my payroll tax manager can really see the status of where things are, or what's pending, or what needs to be followed up on."

The transparency gives VCA's leadership team something invaluable: trust. "You have to trust your vendors," Jenny emphasizes. "And if you don't have the trust, then you have nothing — especially when we're dealing with compliance issues with payroll and tax and making sure that everyone receives their direct deposit on time, their paycheck on time. Those are things I don't want to worry about. So, I have a big trust in OSV."



“If you have Workday, then it should be a **no-brainer** to have OSV. Because why go through another vendor with an integration and the worry that something's going to go wrong with the integration, or the codes don't match, and all of that extra work you have to do? With OSV, it's just **seamless**.”

- Jenny Rogers, Director of Payroll at VCA

Why VCA recommends OSV

Jenny's advice to other Workday users is direct: "If you have Workday, then it should be a no-brainer to have OSV. Because why go through another vendor with an integration and the worry that something's going to go wrong with the integration, or the codes don't match, and all of that extra work you have to do? With OSV, it's just seamless. The data is all there. You can check the data in real time. It's just truly a smooth transition."

VCA's experience is backed with social proof: sister companies Banfield and BluePearl have also rolled onto OSV's services. "It's a tried and true solution," Jenny confirms. "We wouldn't have this partnership if it wasn't a solid option for us."

Looking forward

As VCA continues to evolve as part of Mars Veterinary Health, the partnership with OSV enhances the agility they need. "The transparency, authenticity, and just the relationship that we've built over the years is what we value the most as we evolve," Amber reflects. "We have new leadership. Our priorities shift in different ways that require our focus. And OSV being a solid partner has allowed us to focus on those moving targets, our changing initiatives."

For Amber, Jenny, and their team, the future is about continuing to elevate their role within the organization. With OSV managing the compliance complexity and transactional burden, VCA's payroll team can focus on strategic initiatives that drive business value — exactly where they should be.