Workforce Management

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SHS Webinar
More Important than Ever
Old, New, and Better Methods
Goals

- Give you something valuable today
- Encourage you to join us at the SHS Conference, to get more
- Get some feedback to guide our program plan for the conference workshop
Who are we?

✦ David Cowan, Past Pres of SHS, Life Fellow HIMSS, (been around a while), faculty at Tech – teaching and research, Active in consulting – current focus Nurse Unit productivity, Technology integration to support patient care, teamwork, and productivity.

✦ Joyce Siegele, Board of SHS, Past Conference Chair, Manager of Productivity Management at Northside Hospital in Atlanta for many years, A thought leader in SHS.
We’ve come a long way…

- PAR-C, GRASP, RES-Q
  - Tools of the long past to support
- Top Down
  - Driven by the CFO
  - Rigid
  - Episodic
- Productivity Methodologies, Studies
To where we are now

- Time and Attendance, Scheduling,
- Daily and Shift Based, Standards, Staffing Matrix, Skill matching
- Premium Pay, Time off planning, Agency, Staffing Pools, Shift bidding
- Unit level responsibility – we support the manager in meeting their goals
Thinking about the future

- Integrated data systems
- Workforce Analytics
- System wide labor force management
- Dynamic Decision making
- New approaches?
Where is the leadership in your organization? Who is talking about Workforce Management? What directions are they giving, questions are they asking?

Managers of Larger Departments

- Budget
- But also to meet work demands

?’s

- Staffing grids
- How to manage the work
- Four hour staffing decisions
Key Changes

- How has our approach to workforce management changed over the years
  - retrospective reports -> real-time reporting
  - financial accounting -> decision support
  - Monthly -> Biweekly/Daily reporting
  - Reactive -> Proactive
Current Challenges

- What are the main challenges that you face?
  - ACO
  - Across the whole continuum
  - Economic Focus
    - Premium Pay (Agency, Overtime, Incentive pay)
  - Staffing Shortages
    - Internships to build pipeline of new staff
    - Staff Retention
  - Patient Acuity, still a valuable tool
    - Staff Assignments
    - Number of staff
Physicians

- How has the increasing employment of physicians changed things?
- How do you measure the productivity of Drs Billing, Encounters,
- Both Hospitalists and Clinic Practice
- Staff to support the clinical practices
- Variation in Technology Capabilities
Systems

- How have the systems and information changed to increase your knowledge and information to plan and manage productivity?
- Payroll System Detail is much more robust
- Time and Attendance Systems
- Some Analytics but still do a lot of spreadsheet analysis.
Finally what are the analytics you apply in managing productivity?
- Agency use
- Overtime
- Productivity
- Turnover
- Position Control (vacancies, addressing shortages)
- Call-in, LOA, Vacation
What are your priorities in the months and years to come? What do plan to do, how will your staff grow to meet the challenges, and what new tools will you look for?

- Daily Briefings
- Continue to focus on frontline managers
- Tools evolve
Other issues

- How do you measure productivity
  - Use standards
  - Multiple statistics
  - Both Constant and Variable to a Volume of Workload
  - Not just worked hours but Cost $/unit of measure

- Mental Health

- Building Budgets
We hope to see you in NO

- Workshop on Workforce Analytics – Fri 12-5 with David Cowan
- Conference Session – Designing the new LSU Medical Center in NO with Dr. John Couk and David Cowan on Sunday Morning
- Several Posters
  - Internships – a report from the Student/Academic Committee
  - Integrated Design – Facilities/IT/Process – bringing them together for optimal outcomes
- And Good food
  - Breakfast at Mothers – just down the street – WOW!
  - Shrimp PO-boy in the French Quarter
Thanks

 Contact

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