

Sample Workforce Report (2008 data)

MHA Workforce Planning – Statewide Data



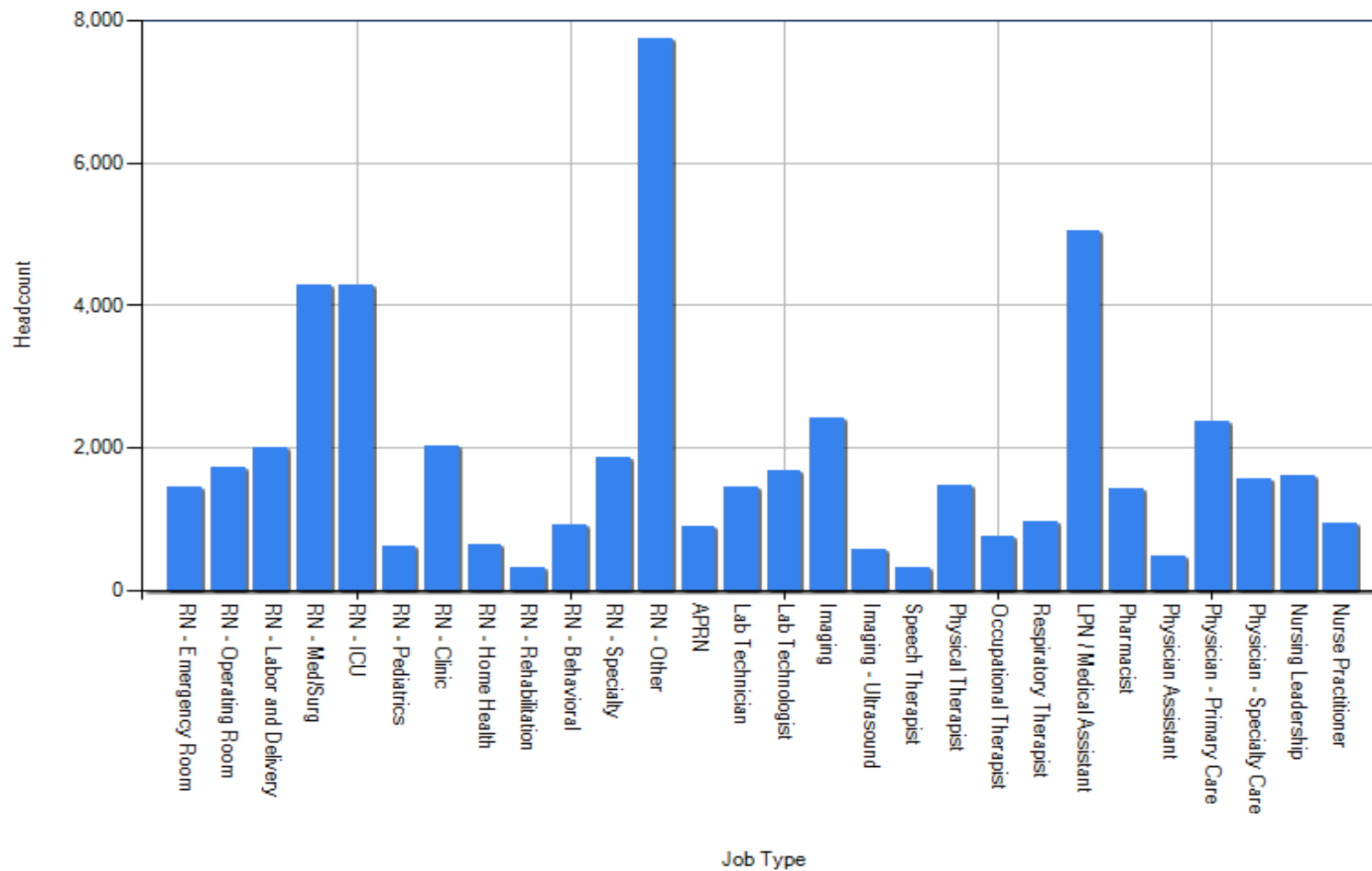
Minnesota Hospital Association

Background For Users: Workforce Scan and Projection Template

- This document has been prepared for use by the MHA's member organizations and gives a broad overview of some of the main characteristics of the data submitted to the MHA in 2008
 - It shows a sample of the possible analysis that can be done with the MHA's workforce planning tool
 - These slides can be reproduced to focus on certain key jobs or facilities
 - If this information would be helpful for your organization, the MHA can summarize this for particular facilities and Job-types of interest to you
 - Many other useful templates and custom analyses are possible

Current State: Data Highlights by Job-type

- The distribution of data submitted (organized by Job-type) is shown below
- Many organizations did not differentiate their RN's, instead reporting them as RN-Other



Current State: Data Highlights by Job-type

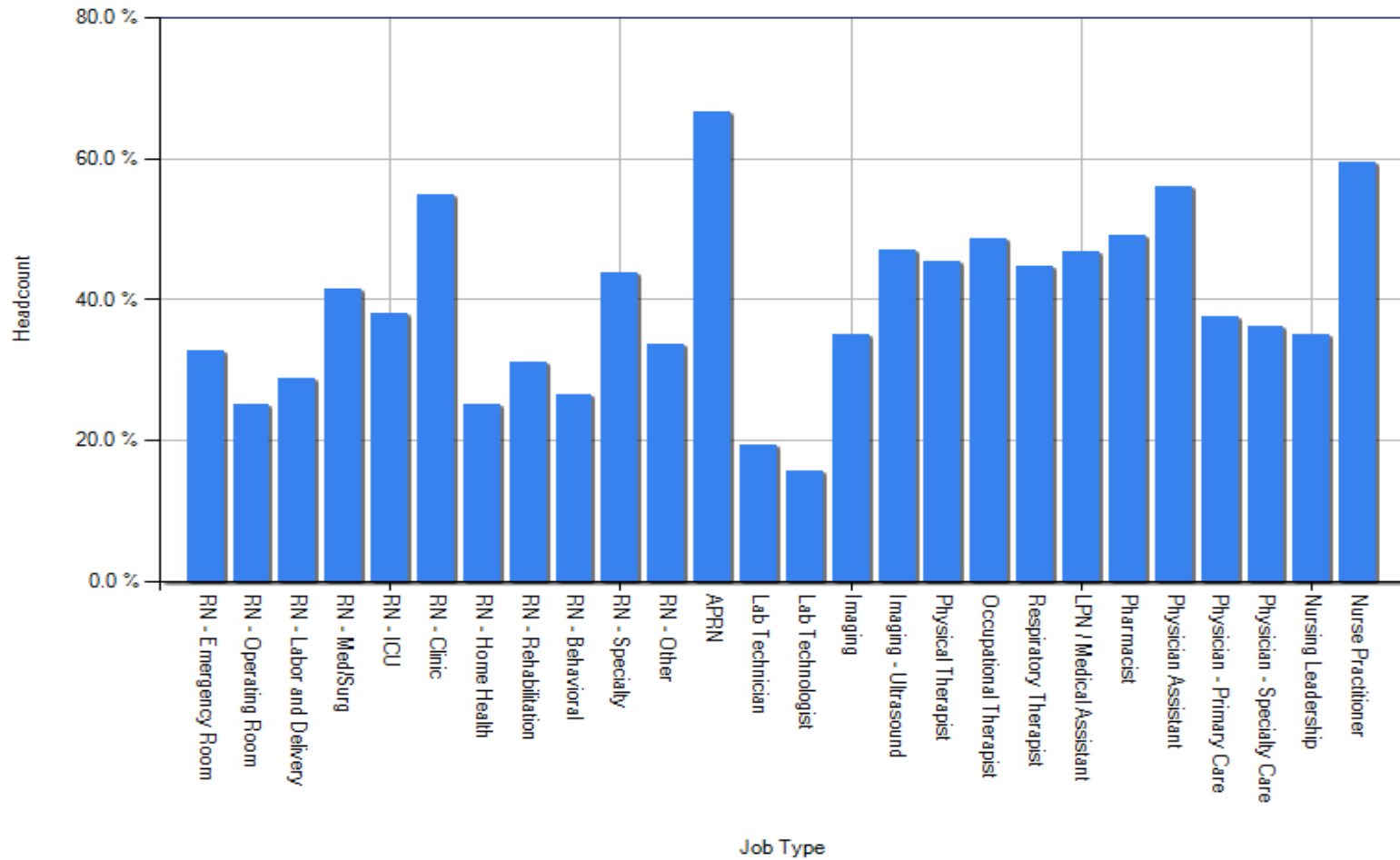
| Job Type | Average Age | Average Service | Average Pay* | FTE | Headcount |
|----------------------------|-------------|-----------------|--------------|---------|-----------|
| RN - Emergency Room | 42.1 | 9.5 | 35 | 968.9 | 1,438 |
| RN - Operating Room | 47.3 | 14.2 | 37 | 1,294.2 | 1,724 |
| RN - Labor and Delivery | 41.1 | 10.9 | 35 | 1,369.1 | 2,004 |
| RN - Med/Surgery | 39.7 | 8.6 | 33 | 3,127.3 | 4,271 |
| RN – ICU | 39.2 | 9.4 | 35 | 3,138.3 | 4,271 |
| RN – Pediatrics | 39.4 | 10.0 | 35 | 425.7 | 615 |
| RN – Clinic | 46.7 | 10.6 | 31 | 1,399.2 | 2,018 |
| RN - Home Health | 47.7 | 9.8 | 35 | 465.0 | 644 |
| RN – Rehabilitation | 43.1 | 8.2 | 35 | 217.9 | 305 |
| RN – Behavioral | 49.1 | 10.8 | 37 | 631.0 | 916 |
| RN – Specialty | 43.1 | 10.7 | 35 | 1,330.3 | 1,852 |
| RN – Other | 39.8 | 10.7 | 34 | 5,656.5 | 7,748 |
| APRN | 45.3 | 11.2 | 62 | 697.9 | 878 |
| Lab Technicians | 42.5 | 11.0 | 22 | 1,182.5 | 1,437 |
| Lab Technologists | 37.8 | 9.1 | 26 | 1,507.5 | 1,672 |
| Imaging | 40.1 | 9.3 | 27 | 1,840.5 | 2,413 |
| Imaging – Ultrasound | 38.3 | 8.2 | 31 | 437.4 | 569 |
| Speech Therapists | 37.5 | 5.8 | 30 | 205.1 | 318 |
| Physical Therapists | 39.2 | 8.5 | 31 | 1,032.9 | 1,459 |
| Occupational Therapists | 39.8 | 8.2 | 29 | 440.1 | 748 |
| Respiratory Therapists | 41.0 | 9.0 | 26 | 688.7 | 956 |
| LPN / Medical Assistant | 42.7 | 10.1 | 18 | 3,795.7 | 5,049 |
| Pharmacist | 41.6 | 8.9 | 53 | 1,129.0 | 1,424 |
| Physician Assistant | 39.8 | 5.7 | 43 | 409.0 | 481 |
| Physician - Primary Care | 45.6 | 8.8 | 85 | 1,921.8 | 2,358 |
| Physician - Specialty Care | 47.4 | 8.7 | 135 | 1,417.2 | 1,560 |
| Nursing Leadership | 48.0 | 13.9 | 45 | 1,487.2 | 1,608 |
| Nursing Practitioner | 45.0 | 9.1 | 44 | 734.3 | 927 |

* Base rate of pay only, does not include bonus, overtime or any other non-base pay

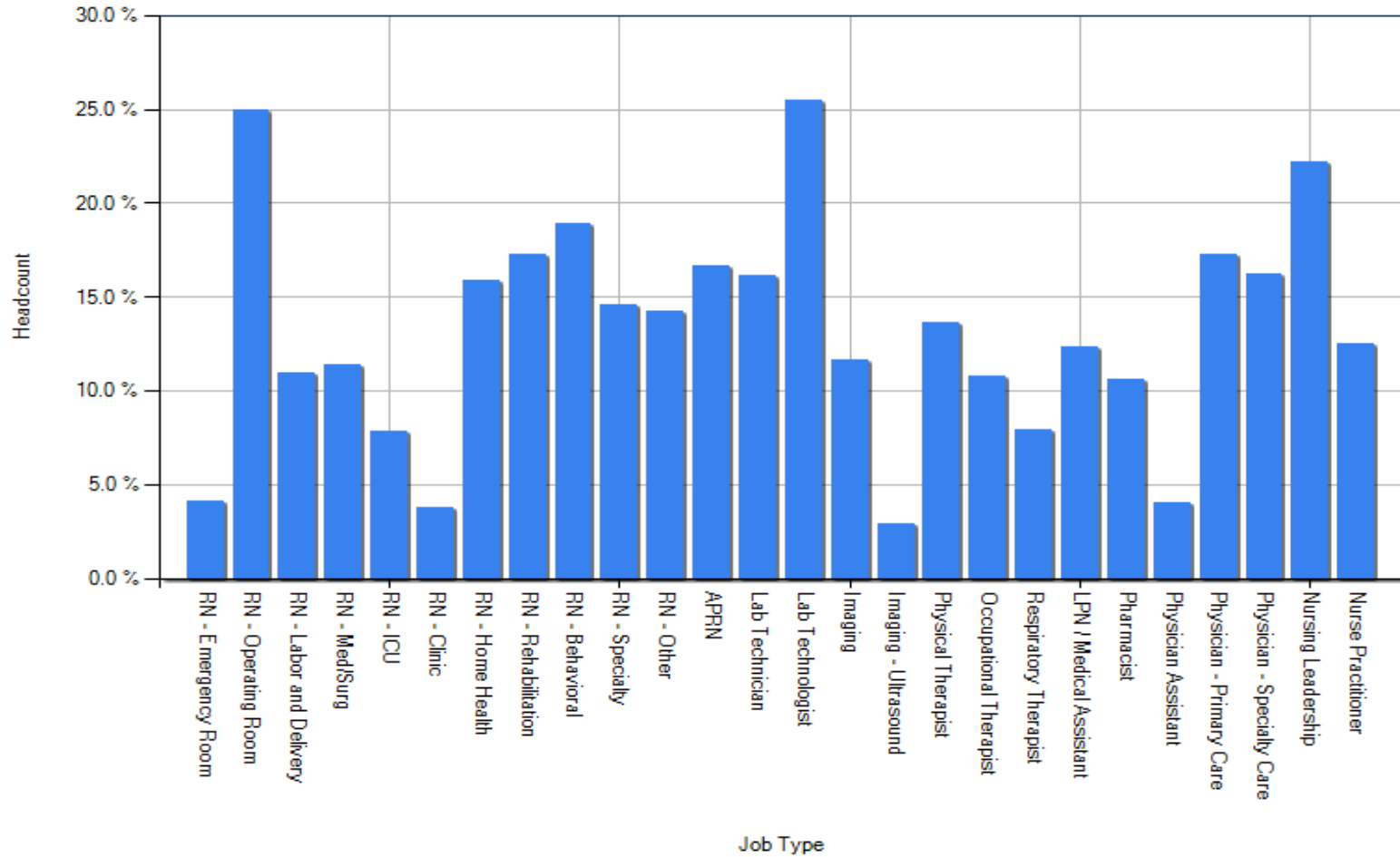
Turnover Risk Zone Analysis

- Short service employees are more likely to have turnover risk
- Employees at more mature ages (55+) are more likely to retire
- To analyze the risk zones within a workforce, we define:
 - Turnover risk as being the percentage of employees with less than 5 years of service
 - Retirement risk as the percentage of employees over age 55 with 5 years of service (those with fewer than 5 years of service are still considered a turnover risk)
 - Total risk would be the combination of low service turnover risk + retirement risk
- Using risk-zone analysis, an organization can quickly determine how much potential turnover and retirement risk they face, and compare this to broader Minnesota level data

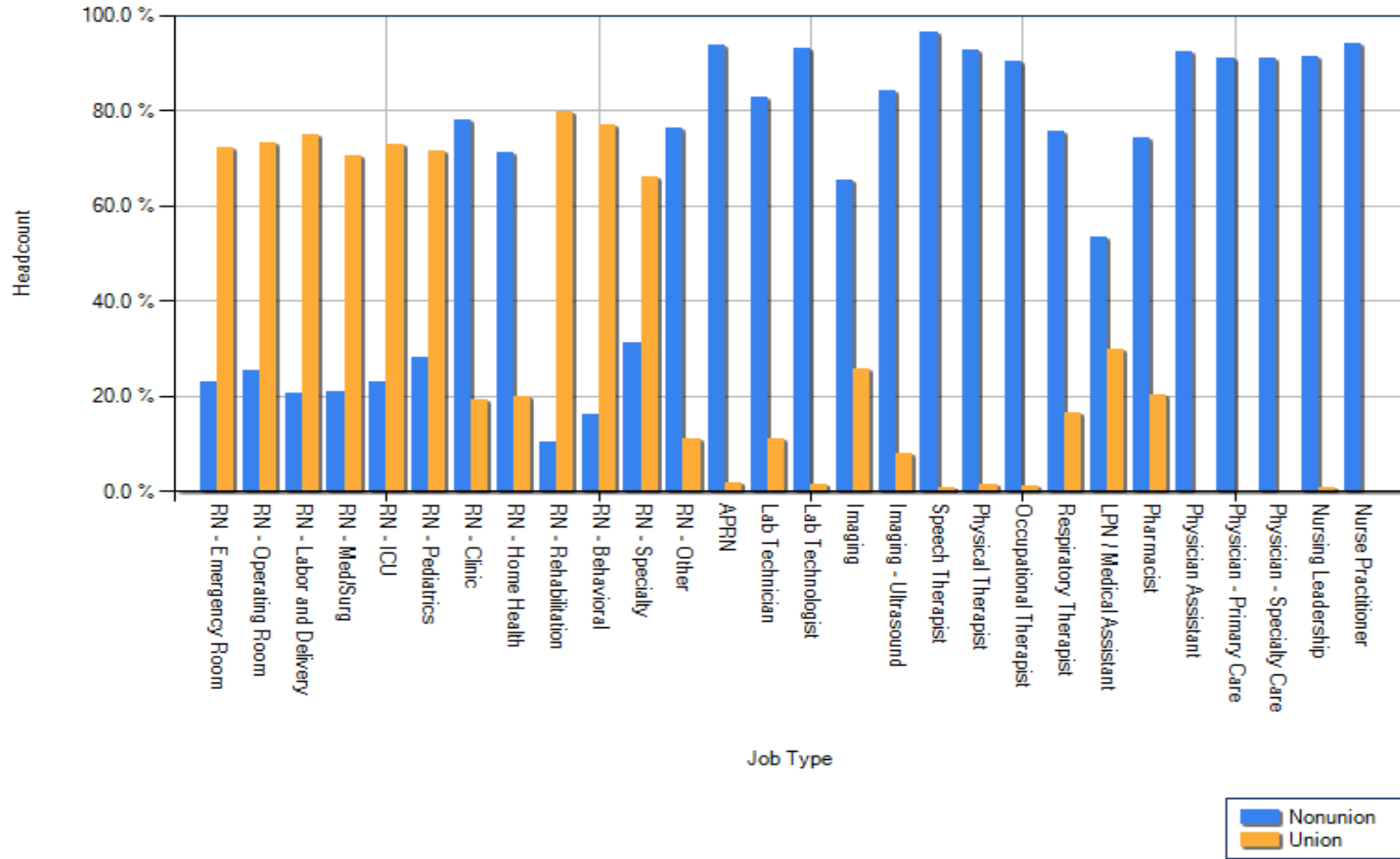
Employees At-Risk of Turnover – low service <5 years



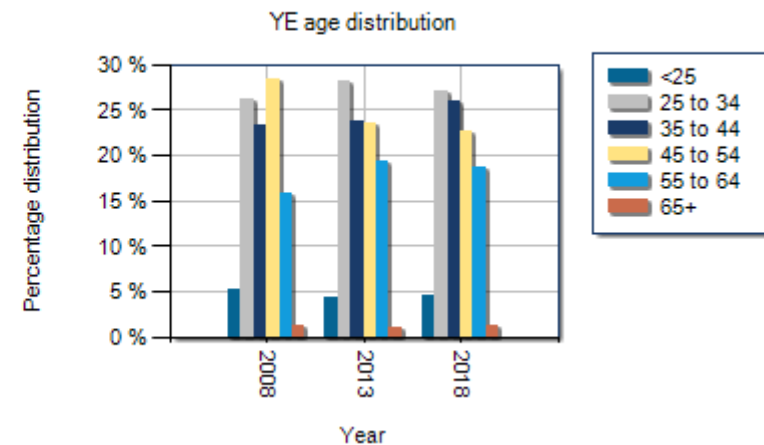
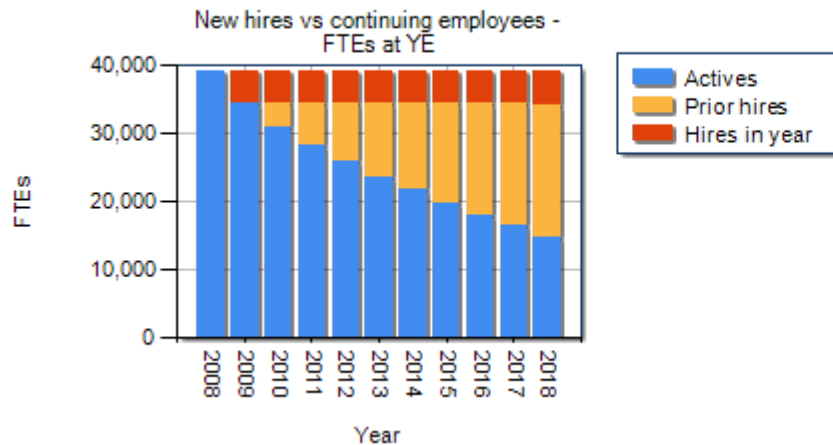
Employees At-Risk of Turnover – Retirement Zone Age >55 Service >5yrs



Percent Unionized by Job type (*for organizations reporting in 2008)



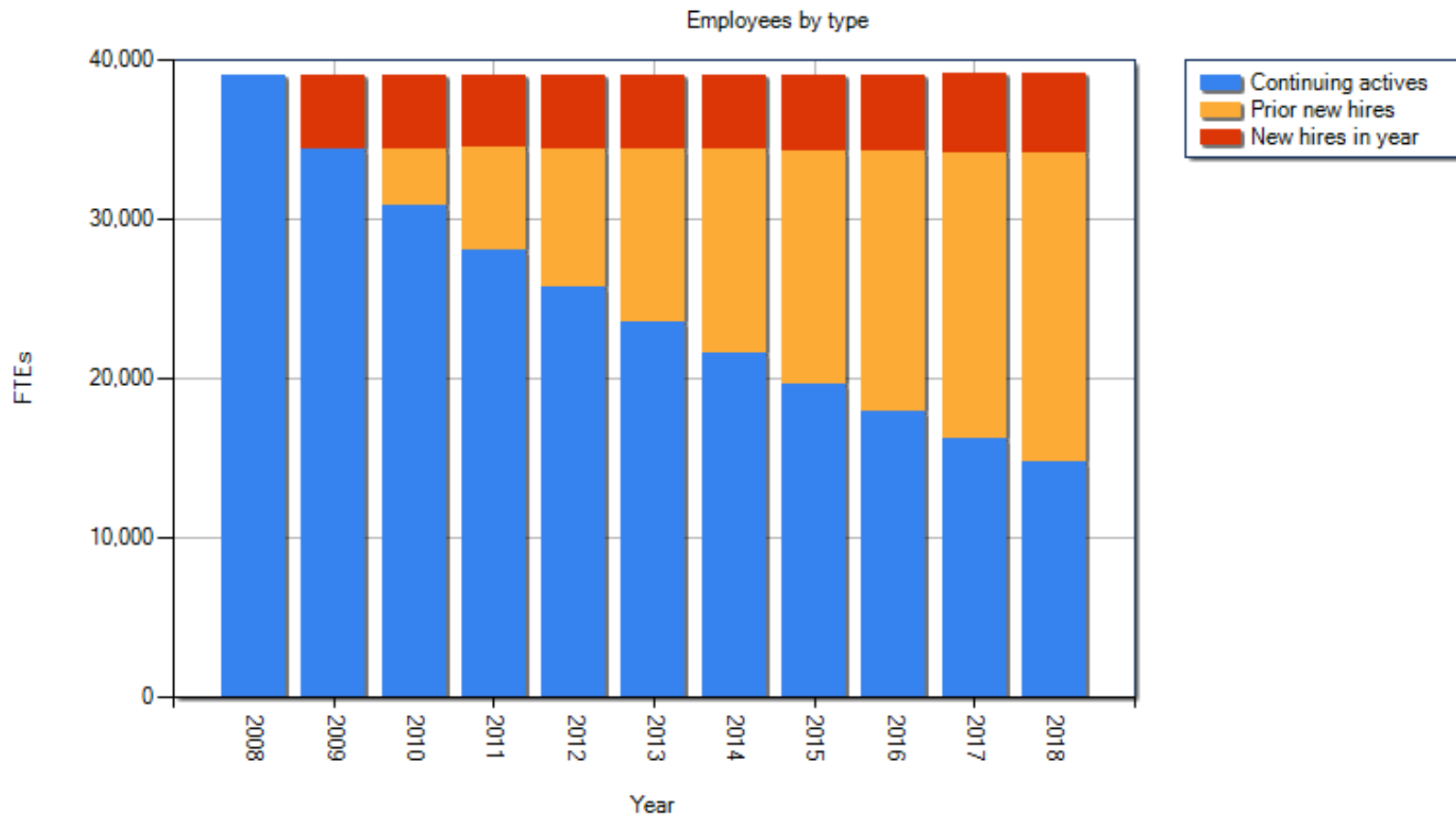
Projected Workforce – Dashboard for All Job-types



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Headcount Summary | | | | | | | | | | | |
| New hires in year | | | | | | | | | | | |
| (replacements and new | | 4,805 | 4,725 | 4,709 | 4,726 | 4,804 | 4,859 | 4,913 | 4,974 | 5,033 | 5,074 |
| Separations | | 4,805 | 4,725 | 4,709 | 4,726 | 4,804 | 4,859 | 4,913 | 4,974 | 5,033 | 5,074 |
| Headcount (YE) | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 | 40,294 |
| Workforce Risk Group | | | | | | | | | | | |
| % eligible for retirement | 14.60% | 15.30% | 16.20% | 17.00% | 17.60% | 17.90% | 18.00% | 18.10% | 18.00% | 17.80% | |
| % less than 5 years service | 39.40% | 39.10% | 39.60% | 38.00% | 38.90% | 39.60% | 39.80% | 40.20% | 40.70% | 41.20% | |
| Changing Demographics | | | | | | | | | | | |
| Average age (YE) | 42.1 | 42.2 | 42.4 | 42.5 | 42.6 | 42.7 | 42.7 | 42.6 | 42.6 | 42.5 | 42.5 |
| Average service (YE) | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 | 9.8 | 9.7 | 9.6 | 9.5 | 9.3 |
| Percentage new (YE) | | 11.90% | 20.90% | 28.00% | 34.10% | 39.60% | 44.70% | 49.50% | 54.10% | 58.30% | 62.30% |
| Percentage Turnover | | 9.40% | 9.50% | 9.40% | 9.30% | 9.30% | 9.30% | 9.40% | 9.40% | 9.50% | 9.60% |
| Percentage Disability | | 0.40% | 0.40% | 0.40% | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% |
| Percentage Retirement | | 1.90% | 1.60% | 1.70% | 1.80% | 2.00% | 2.10% | 2.20% | 2.30% | 2.40% | 2.40% |

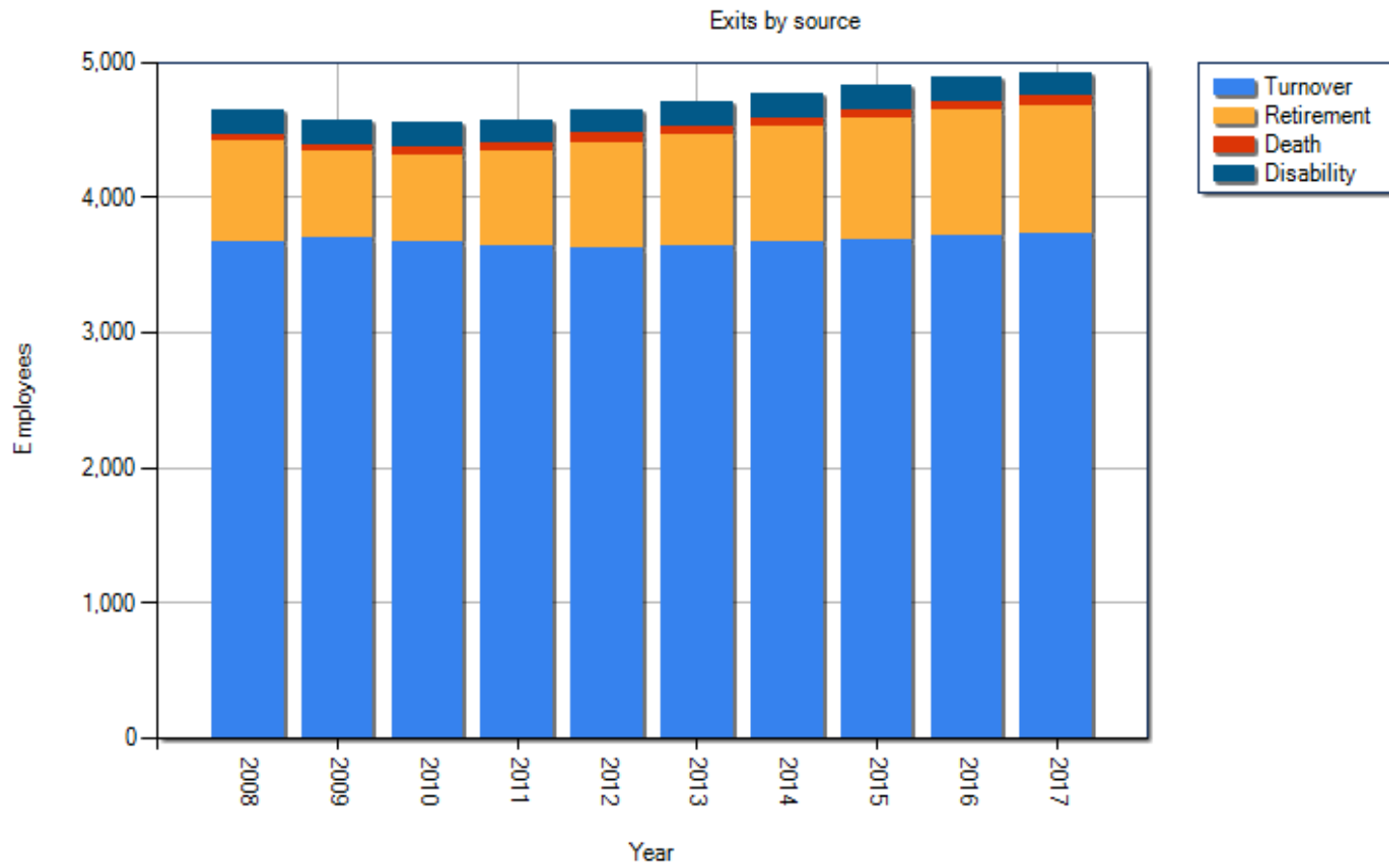
Projected Workforce – All Job-types

- This analysis depicts the expected hiring needs to maintain a constant sized workforce over the ten-year horizon (the original workforce is in blue, those hired in the forecasted year are red)
- This analysis can be conducted for individual facilities and/or Job-types to help inform decisions about recruiting and staffing



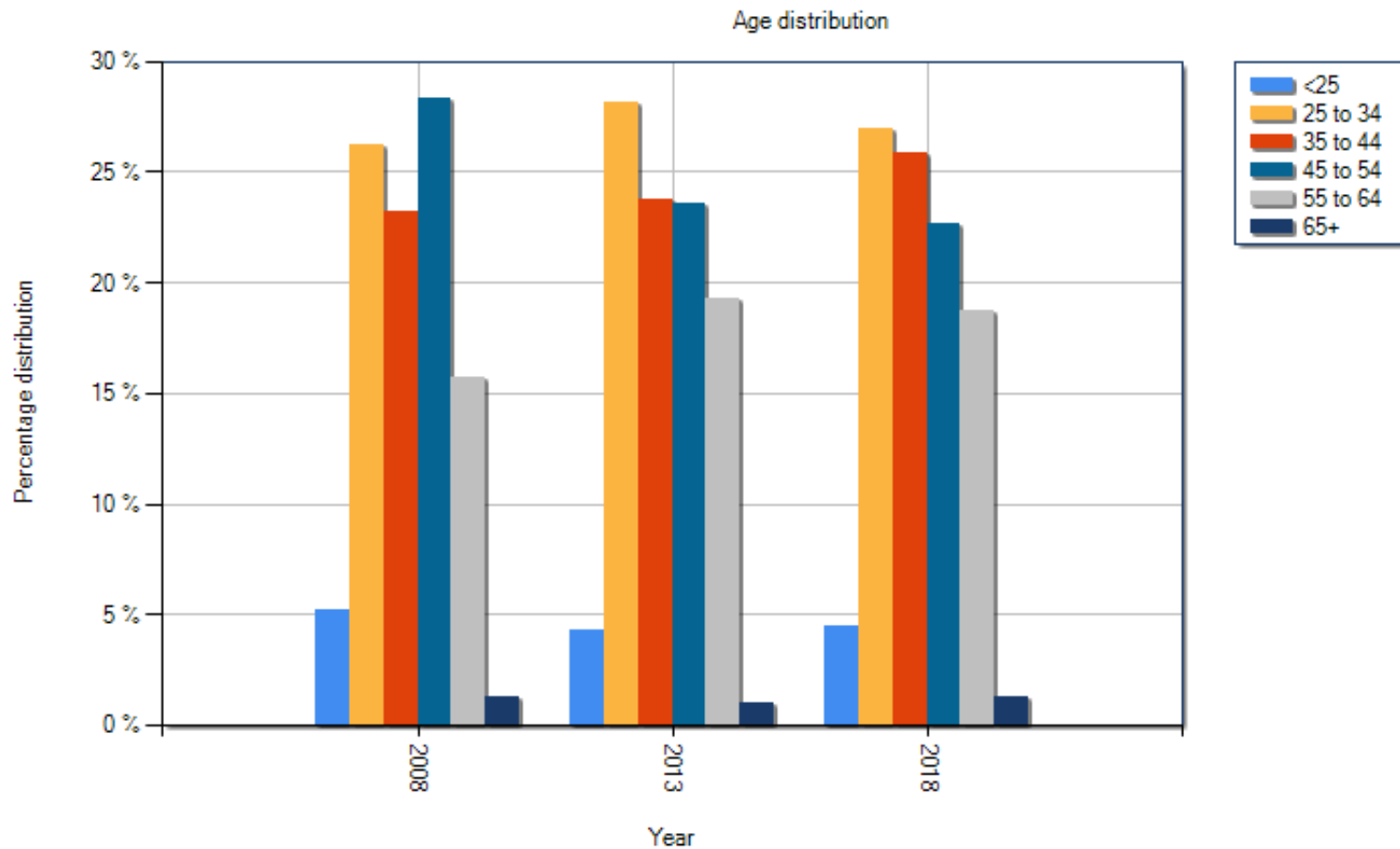
Projected Exits From Workforce – All Job-types

- This analysis shows the causes for the expected exits from the MHA workforce
 - When this analysis is performed on your organization's data this allows you to anticipate any issues with expected retirements or turnover before they happen



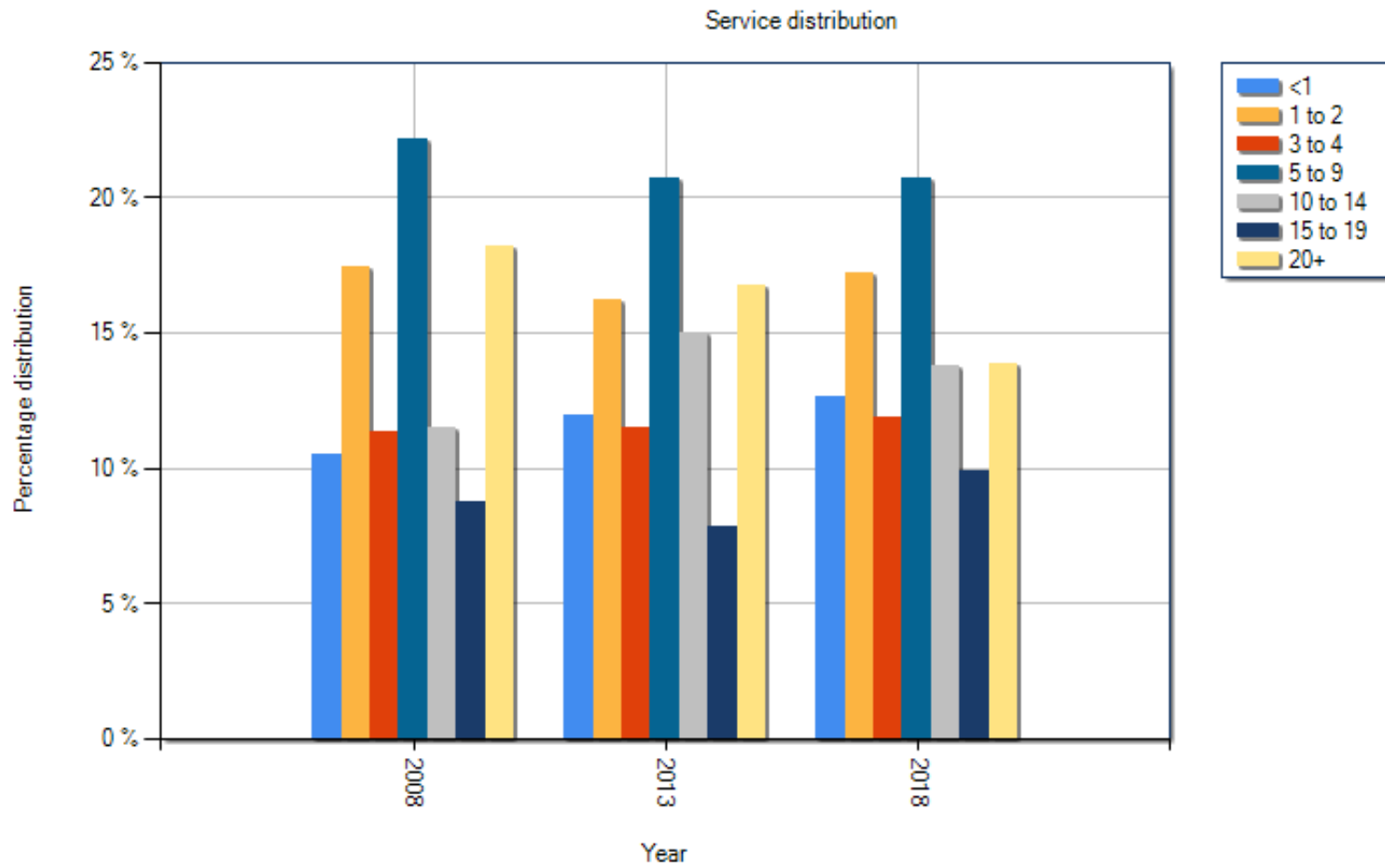
Projected Age Distribution for All Job-types

- Expected age distributions can also be analyzed to assist in planning job responsibilities and workplace design
 - These can also be obtained on a facility and Job-type basis



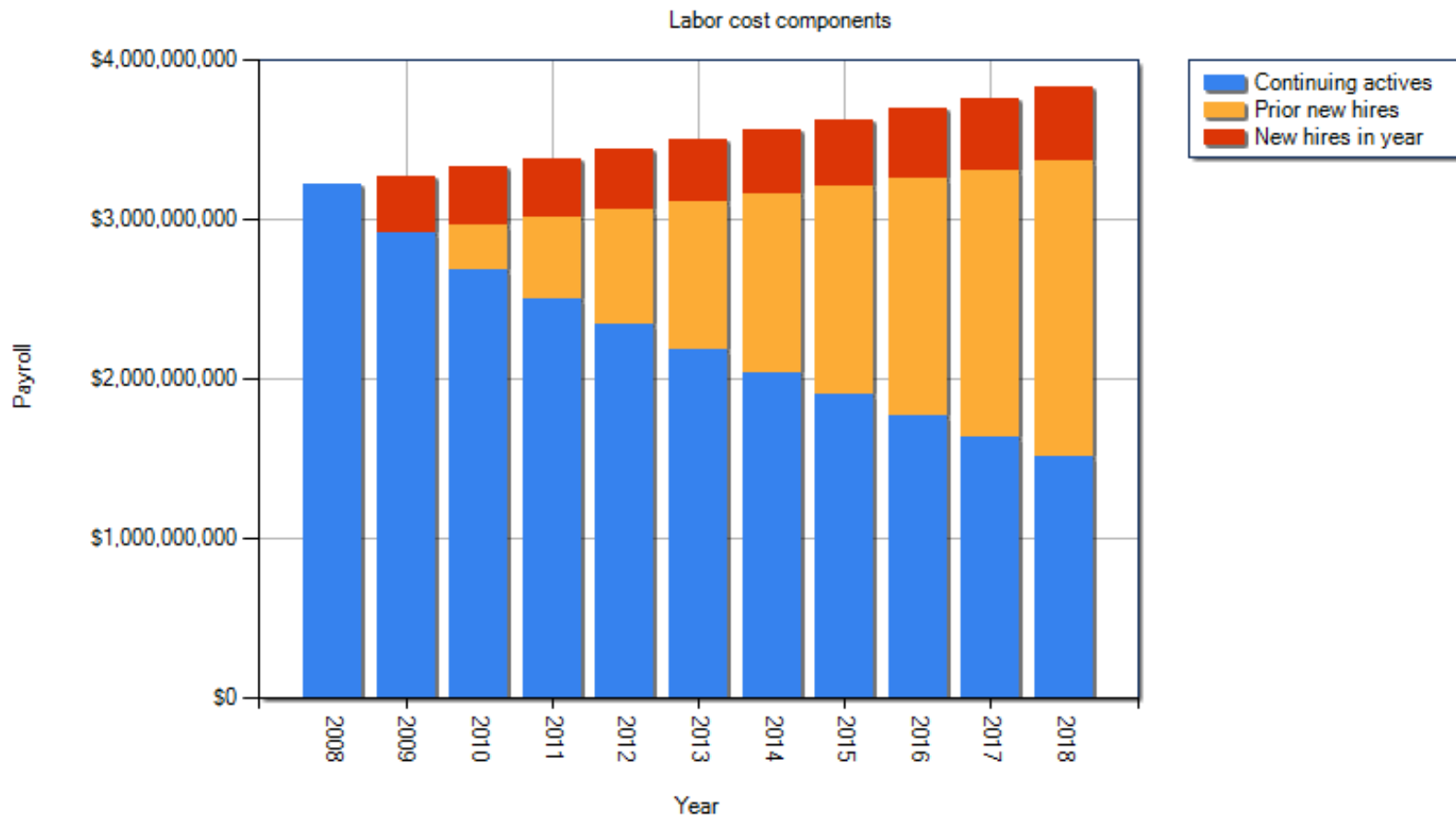
Projected Service Distribution for All Job-types

- Expected service distributions can also be analyzed and can help to set expectations around issues such as potential cultural change and other issues
- These can also be obtained on a facility and Job-type basis



Projected Payroll for All Job-types

- Expected base payroll can be projected for analysis
 - This can be used in the budgeting process, among other things
 - These can also be obtained on a facility and Job-type basis



* Base rate of pay only, does not include bonus, overtime or any other non-base pay

Supporting Information for 2008

Summary of Data Received 2008

- 37 organizations
 - 51,663 employees (38,949 FTEs)
 - 161 total facilities reported
 - **71 Hospitals** (38,765 employees, 28,869 FTEs)
 - 47 Clinics (9,229 employees, 7,314 FTEs)
 - 43 “Other” (3,669 employees, 2,766 FTEs)
- Includes major organizations such as Allina, Catholic Health Initiatives, Centracare, Childrens, Fairview, Mayo, North Memorial, Park Nicollet and SMDC as well as individual facilities like Regions and HCMC
- Also includes many small and rural providers, see full list on next page
- Additional organizations are expected to participate in 2009

2008 Participating Organizations

Allina Health System
Avera Marshall Regional Medical Center
Brainerd Lakes Health
Catholic Health Initiatives
Centracare Health System
Childrens
Cuyuna Regional MC - Crosby
Douglas County Hosp
Essentia
Fairview Health Services
Graceville Health Center
Grand Itasca Clinic and Hospital
Hennepin Healthcare System Inc
Hutchinson AHC
Lake Region Healthcare Corp.
Lakeview Health
LifeCare Medical Center
Mahnomen Health Center
Mayo Health System

Mille Lacs HS
North Country HS
North Memorial
Northern Itasca Hospital District
Northfield Hospital
Park Nicollet
RC Hospital & Clinics
Redwood Area Hospital
Regency Hospital
Regions
RiverView Health
Sleepy Eye Medical Center
SMDC
St. Luke's Hospital
Stevens Comm Medical Center
Tri County Hospital
Wheaton CHMC
Windom

2008 Baseline Assumption Set

- Termination and Retirement rates as depicted in tables below
- Disability set to 1987 Commissioner's table (six month elimination period)
- Mortality set to RP-2000 tables with gender distinction
- Flat salary growth of 2.25% for continuing actives (2.25% for new hire profiles)
- New hire profiles determined for each job-type based on aggregate MHA "metro" and "non-metro" data of those with hire dates within one year of data snap-shot date (hired between 1/1/2007 and 1/1/2008)
- Flat headcount (zero growth) assumption for all facilities

| Termination | | | | | | |
|-------------|------------------|-------|-------|-------|-------|----------------|
| Age Band | Years of Service | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5+ |
| < 25 | 25.0% | 22.5% | 20.0% | 17.5% | 10.0% | 7.5% |
| 25 - 29 | 25.0% | 22.5% | 20.0% | 17.5% | 10.0% | 7.5% |
| 30 - 39 | 22.5% | 20.0% | 15.0% | 12.5% | 10.0% | 7.5% |
| 40 - 49 | 20.0% | 15.0% | 12.5% | 10.0% | 7.5% | 5.0% |
| 50 - 54 | 20.0% | 15.0% | 12.5% | 10.0% | 7.5% | 5.0% |
| 55 + | 20.0% | 15.0% | 10.0% | 7.5% | 5.0% | See Retirement |

| Retirement | |
|------------|-------|
| Age | Rate |
| 55 - 59 | 5.0% |
| 60 | 7.5% |
| 61 | 10.0% |
| 62 | 25.0% |
| 63-64 | 20.0% |
| 65 | 80.0% |
| 66 - 69 | 75.0% |
| 70 - 74 | 90.0% |
| 75+ | 100% |