

Sample Workforce Report (2009 data)

MHA Workforce Planning – Statewide Data



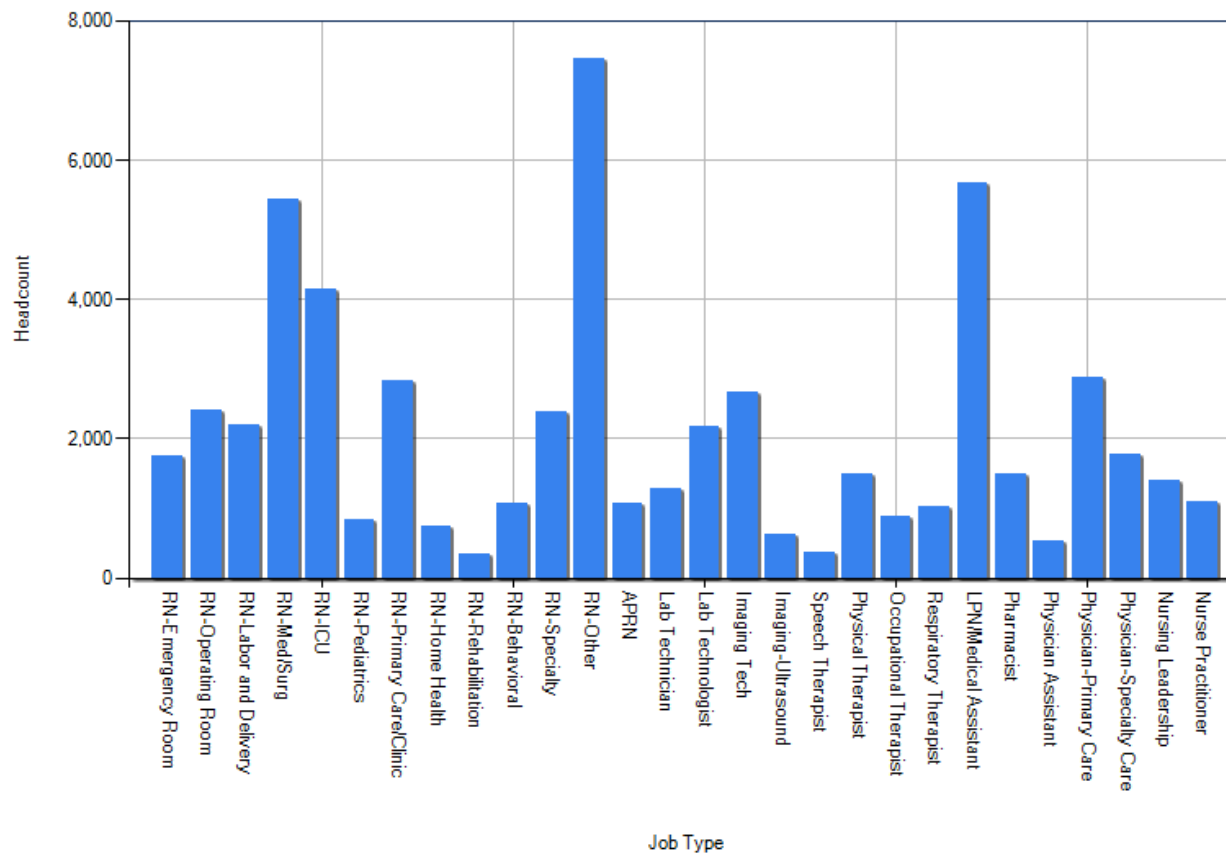
Minnesota Hospital Association

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 2009
 - 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



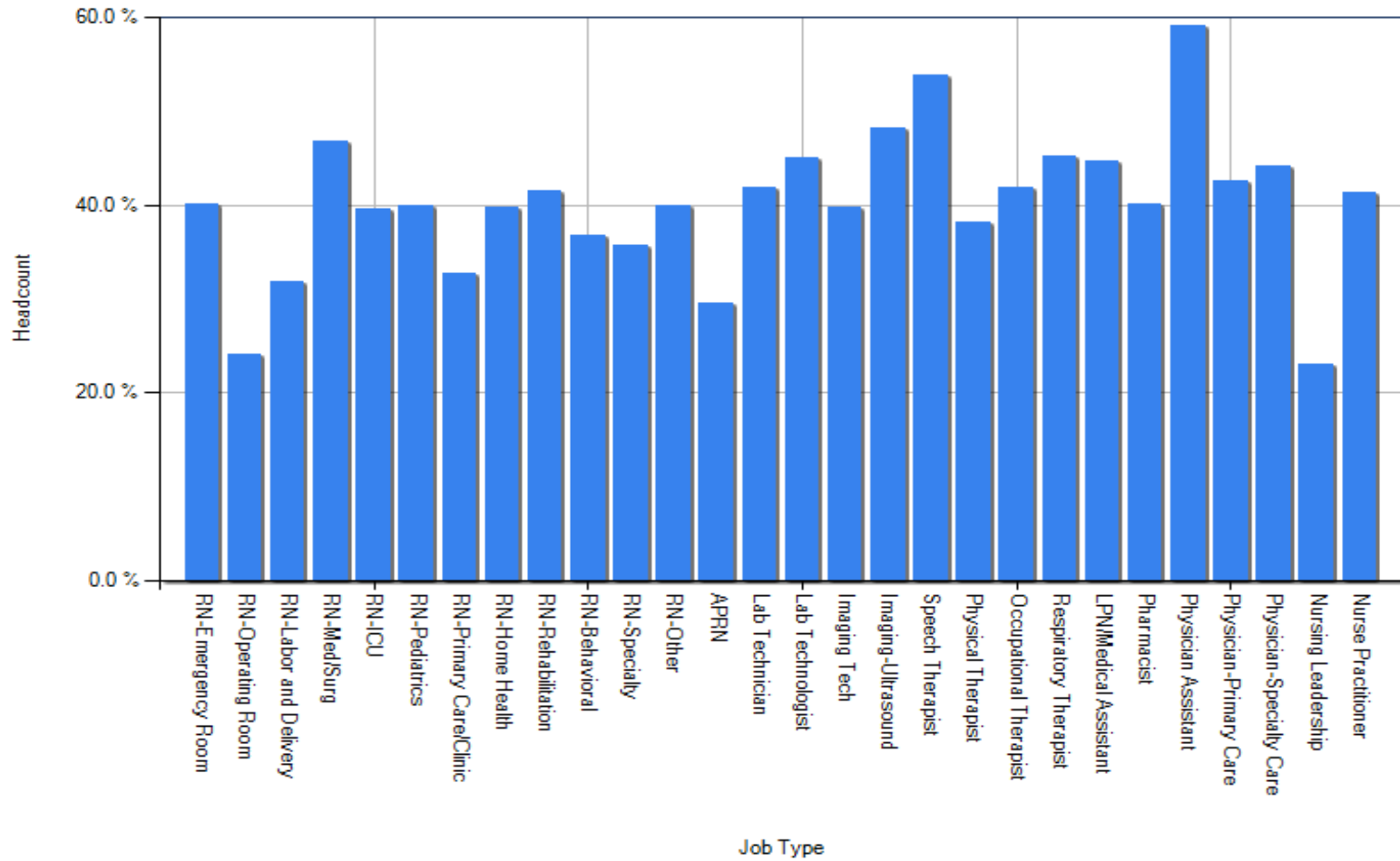
Current State: Data Highlights by Job-type

	FTEs	Average age	Average service	Average pay	Headcount
RN-Emergency Room	1146.4	42.5	10.1	37.07	1743
RN-Operating Room	1767.5	47.5	15.0	39.18	2414
RN-Labor and Delivery	1434.2	41.8	11.8	37.14	2191
RN-Med/Surg	3863.2	39.1	8.4	34.4	5449
RN-ICU	2958.1	40.1	10.2	36.7	4150
RN-Pediatrics	583.5	39.5	10.1	36.42	842
RN-Primary Care/Clinic	2076.4	46.3	12.6	33.78	2838
RN-Home Health	511.2	48.0	10.1	36.12	740
RN-Rehabilitation	242.9	43.7	9.5	36.31	350
RN-Behavioral	715.6	49.6	11.5	38.01	1081
RN-Specialty	1673.5	43.8	11.8	37.11	2380
RN-Other	5542.9	39.7	9.9	35.3	7466
APRN	879.0	46.0	11.5	65.89	1075
Lab Technician	1050.1	42.2	10.2	20.73	1293
Lab Technologist	1940.4	39.7	10.6	27.8	2178
Imaging Tech	2072.3	40.9	9.9	28.8	2665
Imaging-Ultrasound	473.6	38.8	8.3	32.73	621
Speech Therapist	217.3	37.6	6.5	30.64	371
Physical Therapist	1041.7	40.2	9.4	33.02	1489
Occupational Therapist	524.8	40.2	8.8	30.57	878
Respiratory Therapist	751.2	41.8	10.0	27.09	1030
LPN/Medical Assistant	4362.2	42.7	9.9	18.23	5683
Pharmacist	1215.8	41.8	9.4	54.97	1496
Physician Assistant	436.2	39.9	5.6	45.37	529
Physician-Primary Care	2400.4	46.2	9.3	99.25	2885
Physician-Specialty Care	1518.6	47.4	8.7	145.98	1786
Nursing Leadership	1319.2	49.1	15.1	46.65	1403
* Base rate Nurse Practitioner	856.1	45.5	9.0	45.42	1087

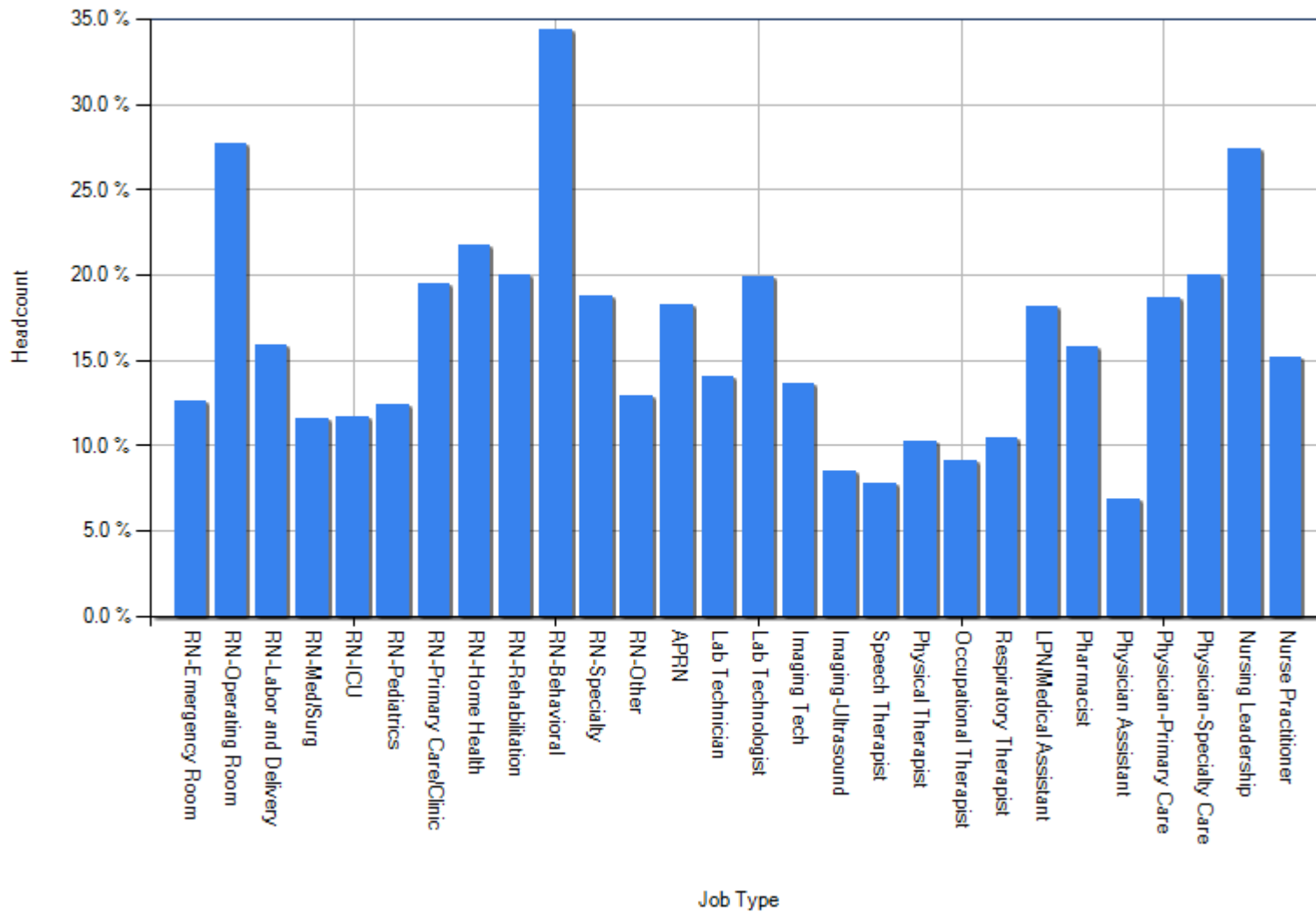
Turnover Risk Zone Analysis

- 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

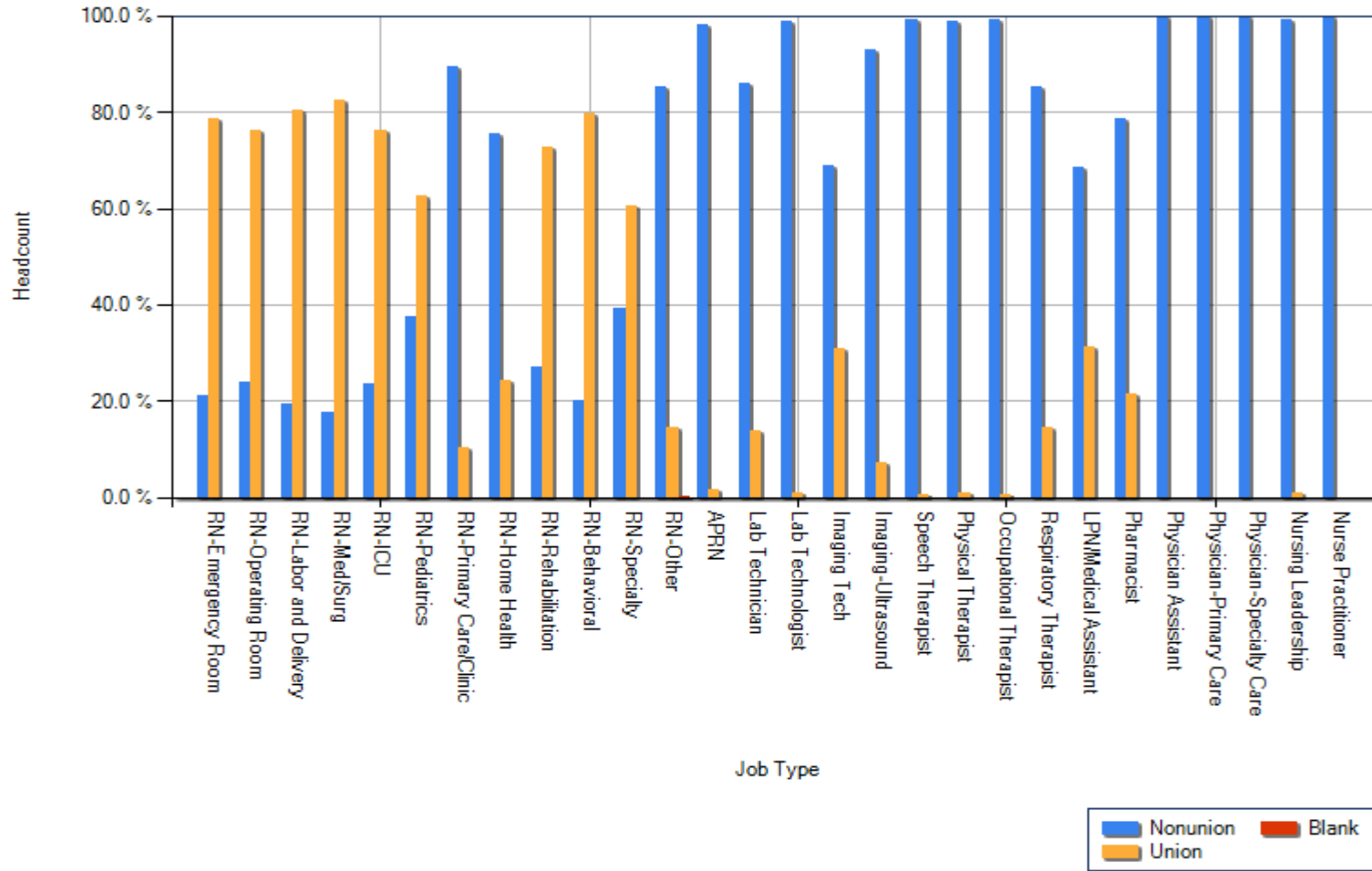
Employees At-Risk of Turnover – low service <5 years



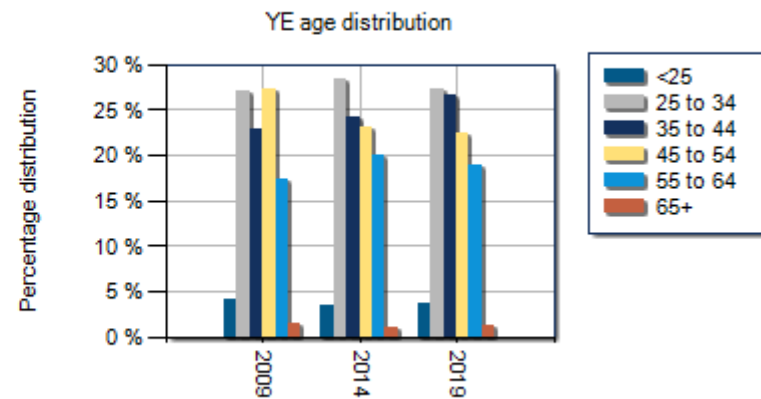
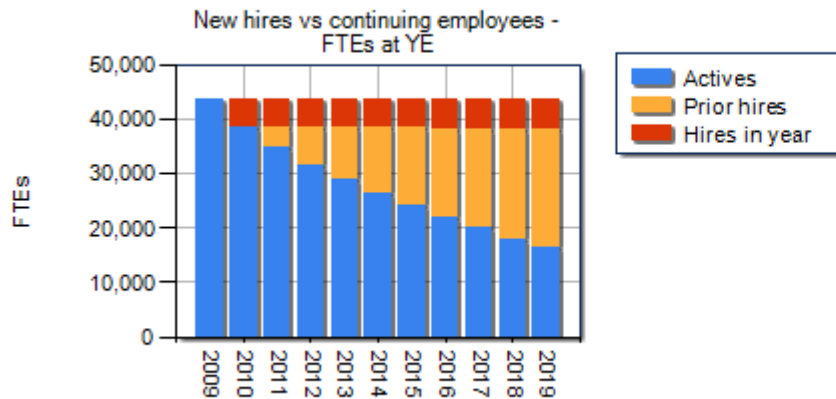
Employees At-Risk of Turnover – Retirement Zone Age >55 Service >5yrs



Percent Unionized by Job type (*for organizations reporting in 2009)



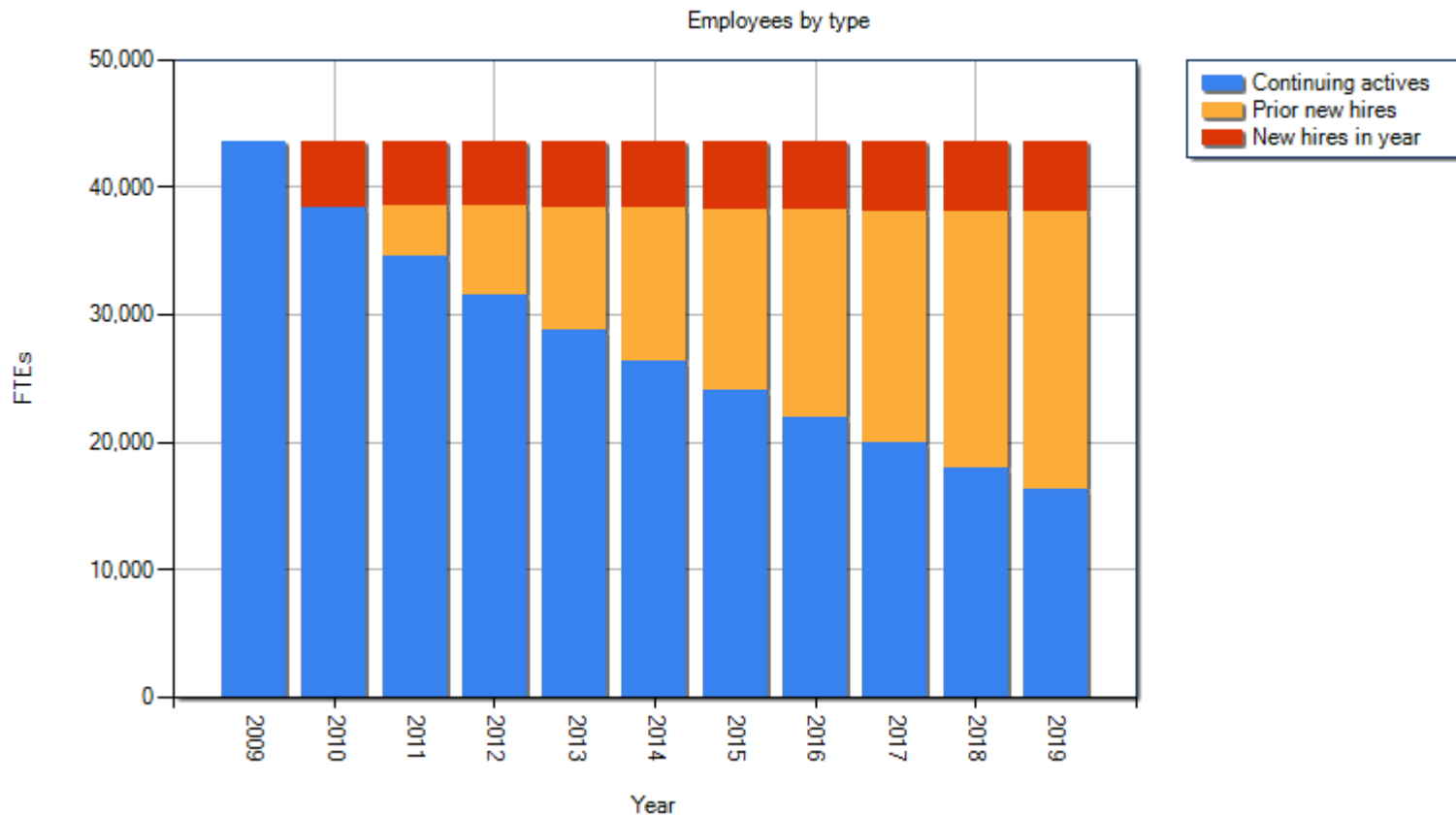
Projected Workforce – Dashboard for All Job-types



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Headcount Summary											
New hires in year (replacements and new adds)		5,131	5,043	5,069	5,146	5,226	5,292	5,362	5,436	5,496	5,527
Separations		5,131	5,043	5,069	5,146	5,226	5,292	5,362	5,436	5,496	5,527
FTE count (YE)	43,574	43,574	43,574	43,574	43,574	43,574	43,574	43,574	43,574	43,574	43,574
Workforce Risk Group											
% eligible for retirement (YE)	16.40%	16.80%	17.30%	18.10%	18.30%	18.20%	18.20%	18.20%	18.00%	17.70%	
% less than 5 years service (YE)	38.10%	37.50%	37.40%	36.40%	37.20%	39.60%	39.90%	40.40%	41.00%	41.50%	
Changing Demographics											
Average age (YE)	42.5	42.5	42.7	42.8	42.8	42.8	42.8	42.8	42.8	42.7	42.6
Average service (YE)	10.3	10.1	10.1	10.1	10	9.9	9.8	9.7	9.5	9.4	9.2
Percentage new (YE)		11.80%	20.60%	27.70%	34.00%	39.60%	44.80%	49.70%	54.30%	58.60%	62.60%
Percentage Turnover		8.90%	9.10%	9.10%	9.10%	9.20%	9.30%	9.40%	9.40%	9.50%	9.60%
Percentage Disability		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Percentage Retirement		2.20%	1.80%	1.90%	2.10%	2.20%	2.20%	2.30%	2.40%	2.50%	2.50%

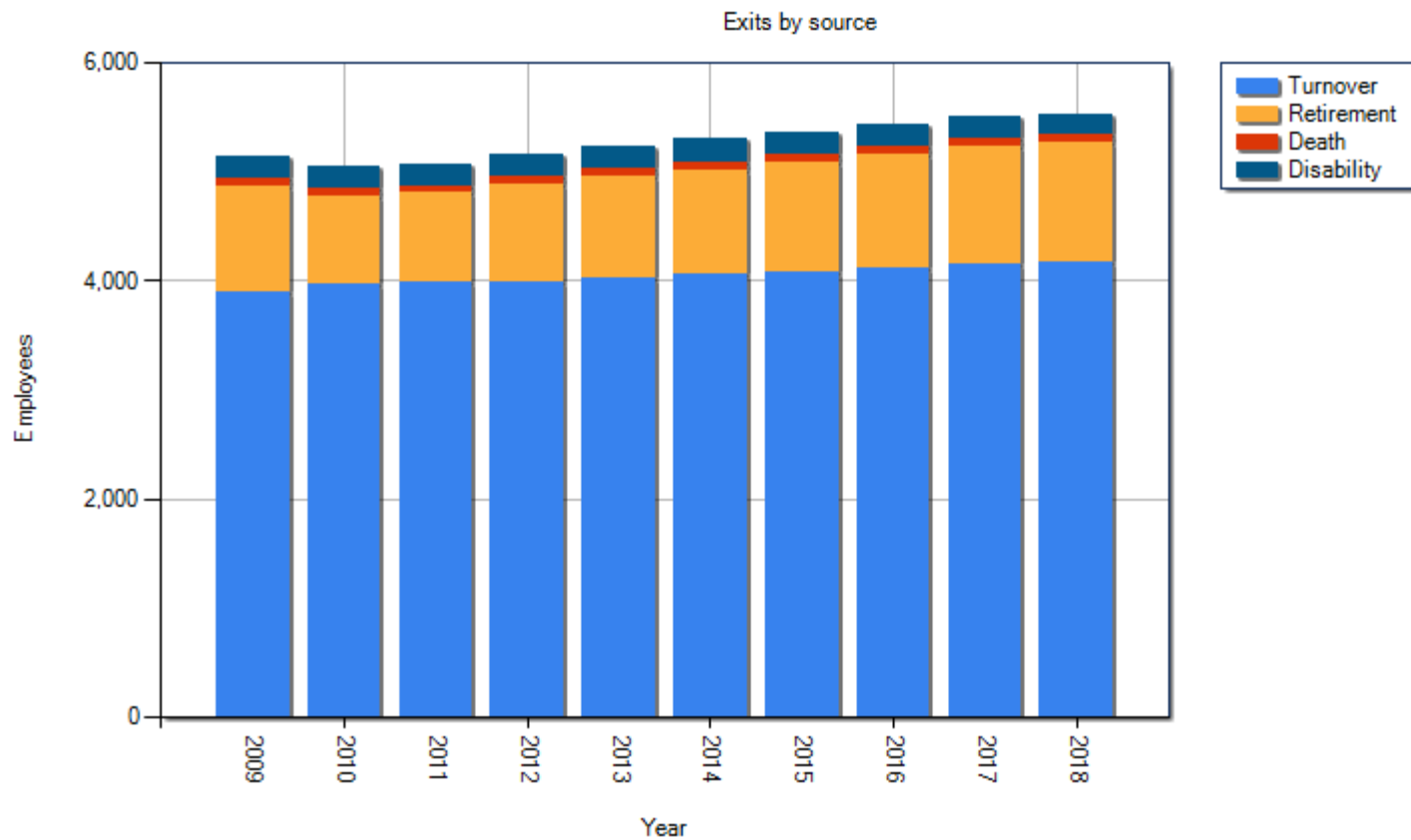
Projected Workforce – All Job-types

- 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



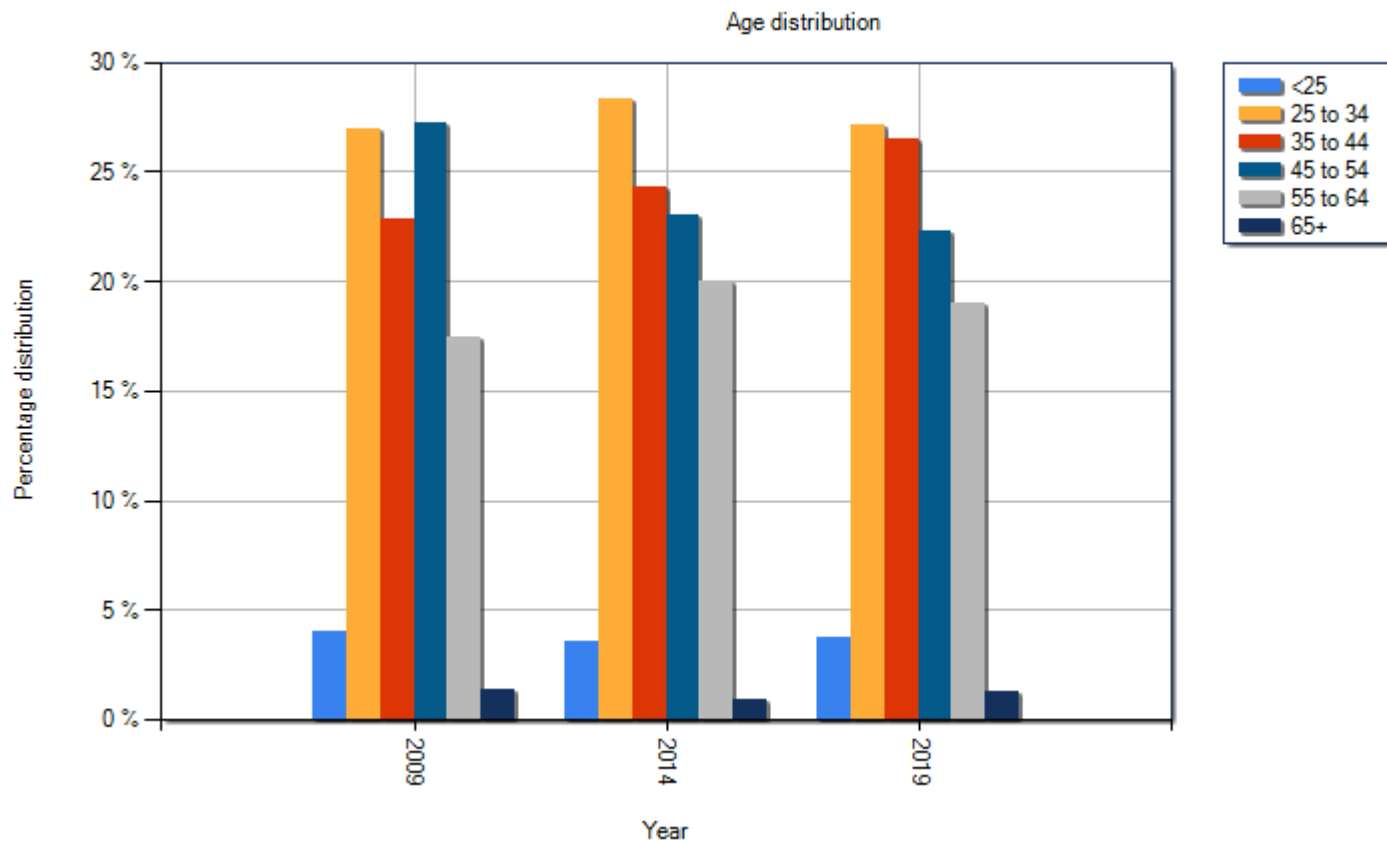
Projected Exits From Workforce – All Job-types

- 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



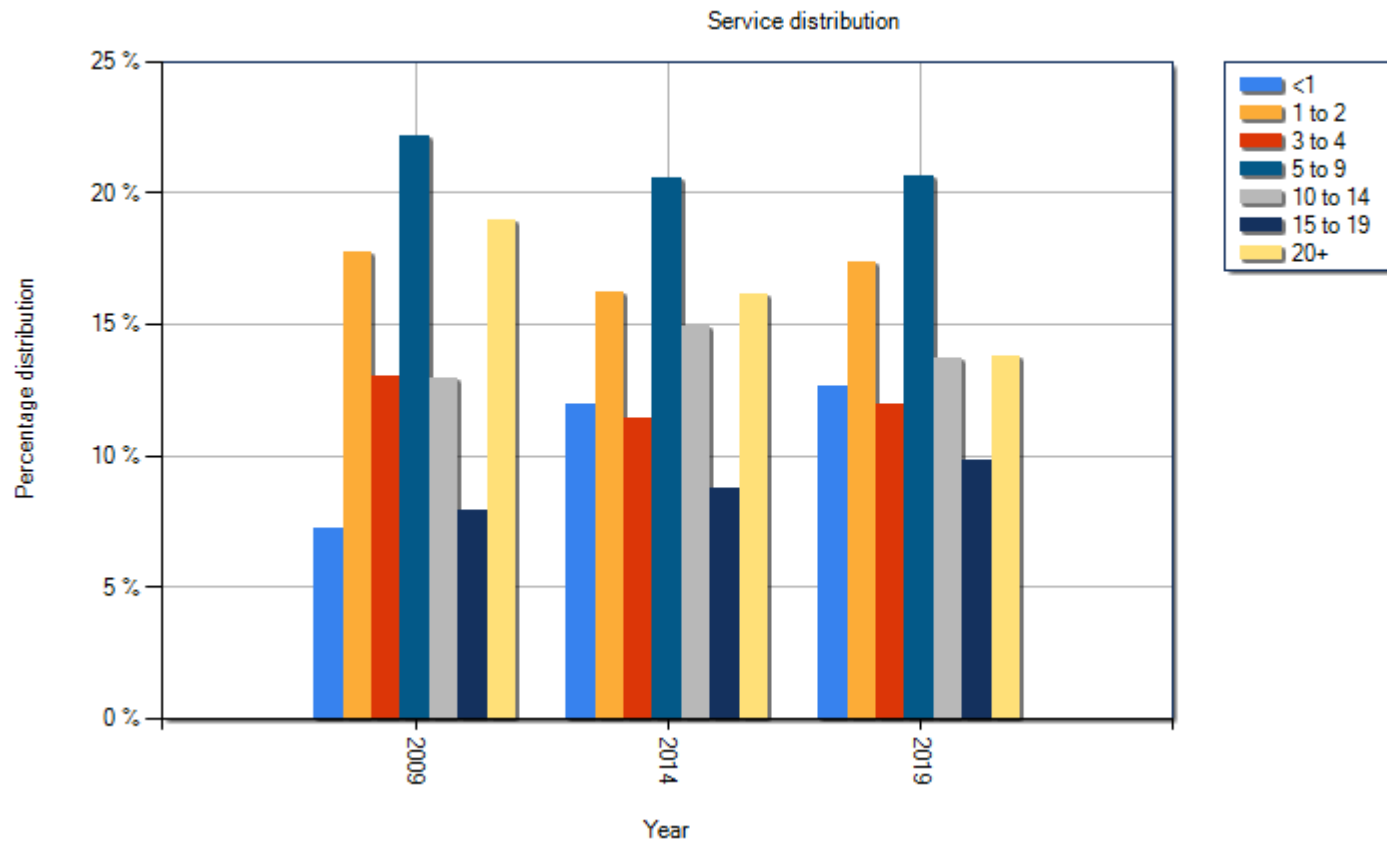
Projected Age Distribution for All Job-types

- 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



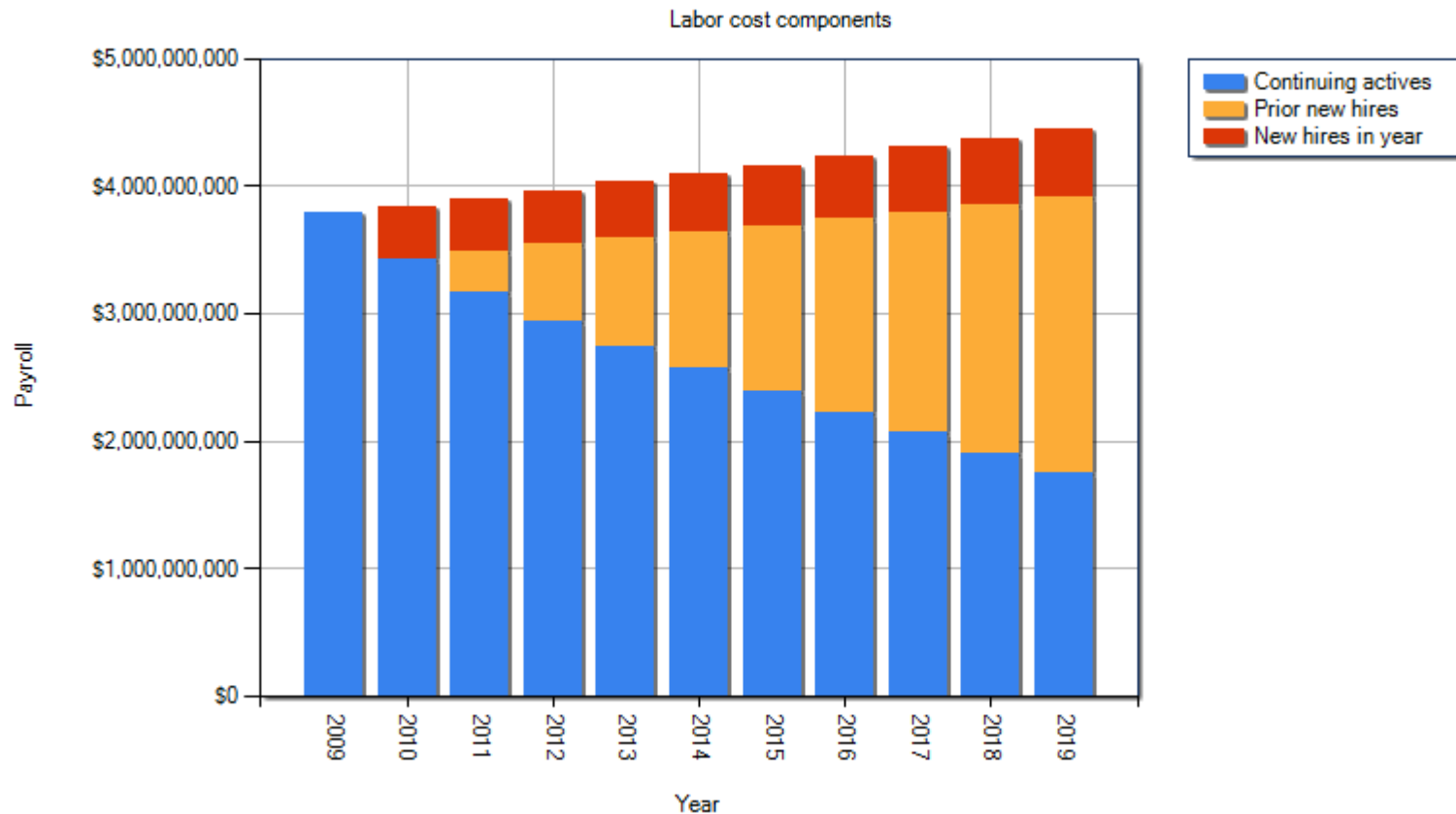
Projected Service Distribution for All Job-types

- 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 2009

Summary of Data Received 2009

- 37 organizations
 - 58,113 employees (43,574 FTEs)
 - 207 total facilities reported
 - **70 Hospitals** (36,936 employees, 26,623 FTEs)
 - 90 Clinics (10,047 employees, 8,120 FTEs)
 - 47 “Other” (11,130 employees, 8,830 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 2010

2009 Participating Organizations

Allina Health Care
Catholic Health Initiatives
Centracare Health System
Childrens
Cloquet Community Memorial
Douglas County Hospital
Essentia
Fairview Health Services
First Care Medical Services
Gillette Childrens
Grand Itasca Clinic and Hospital
Healtheast Care System
Hennepin Healthcare
Hutchinson Health Care System
Johnson Memorial Health Services
Lakeview Health
Mahnomen Health Center
Mayo Health System
Mille Lac HS

North Country HS
North Memorial
Park Nicollet
Paynesville Heath Care System
Pipestone County MS
Redwood Area Hospital
Regions
Rivers Edge
RiverView Health
Roseau Lifecare Medical Center
Sleepy Eye Medical Center
SMDC
St. Lukes Hospital
Stevens Community Medical Center
Tri County Hospital
Wheaton CHMC
Wilmar Rice Memorial Hospital
Windom Area Hospital

2008/09 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
- 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%