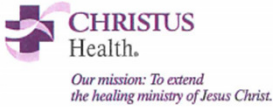




CHRISTUS Health®


Human Resource Stewardship
Leadership Engagement
Daily Accountability





CHRISTUS Health.
Our mission: To extend the healing ministry of Jesus Christ.

- CHRISTUS Health system headquarters.
- Cities in which CHRISTUS Health affiliates and related entities operate hospitals or long-term care facilities, in addition to various clinics and outpatient sites.
- Cities in which CHRISTUS Health affiliates and related entities operate offices, clinics, outpatient sites, or affiliated physician groups.



NEW MEXICO
TEXAS
ARKANSAS
LOUISIANA
MEXICO
CHIHUAHUA
COAHUILA

- 29 Hospitals in the 4 states
- Hospitals in Mexico, Chile and Columbia
- 600+ care locations
- 45,000 Associates
- 15,000 Physicians

2

Focus Areas

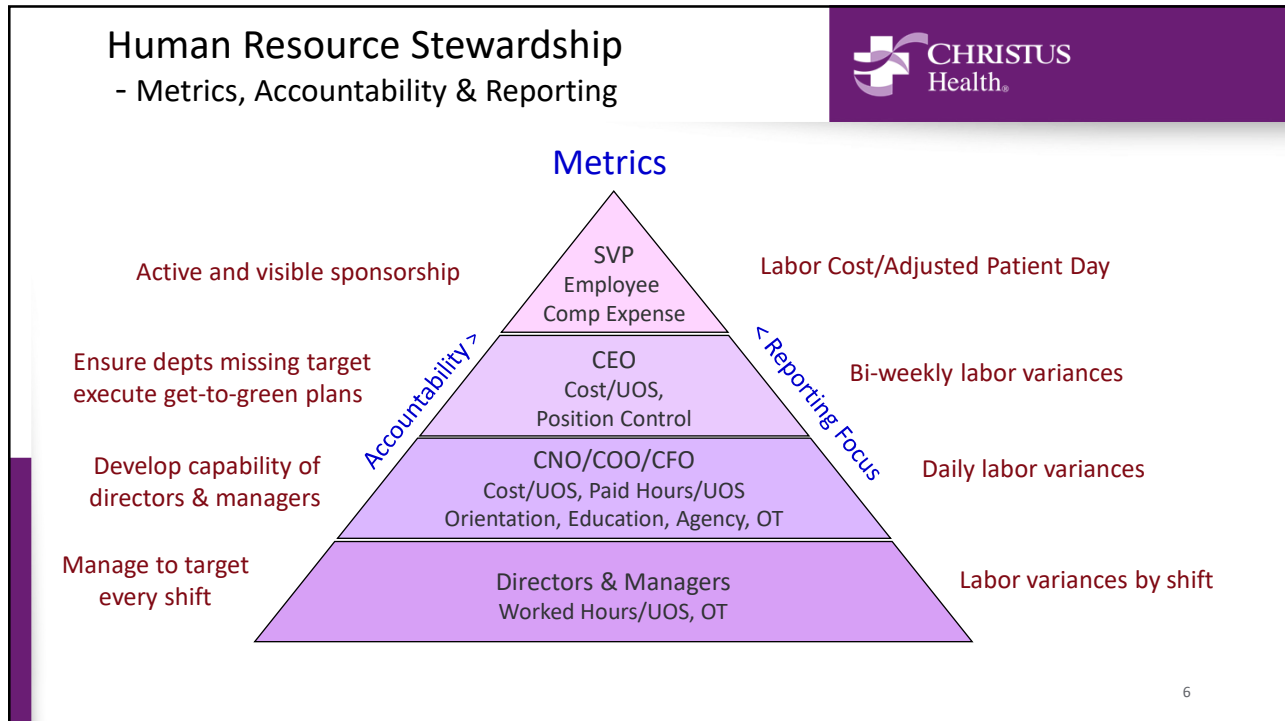
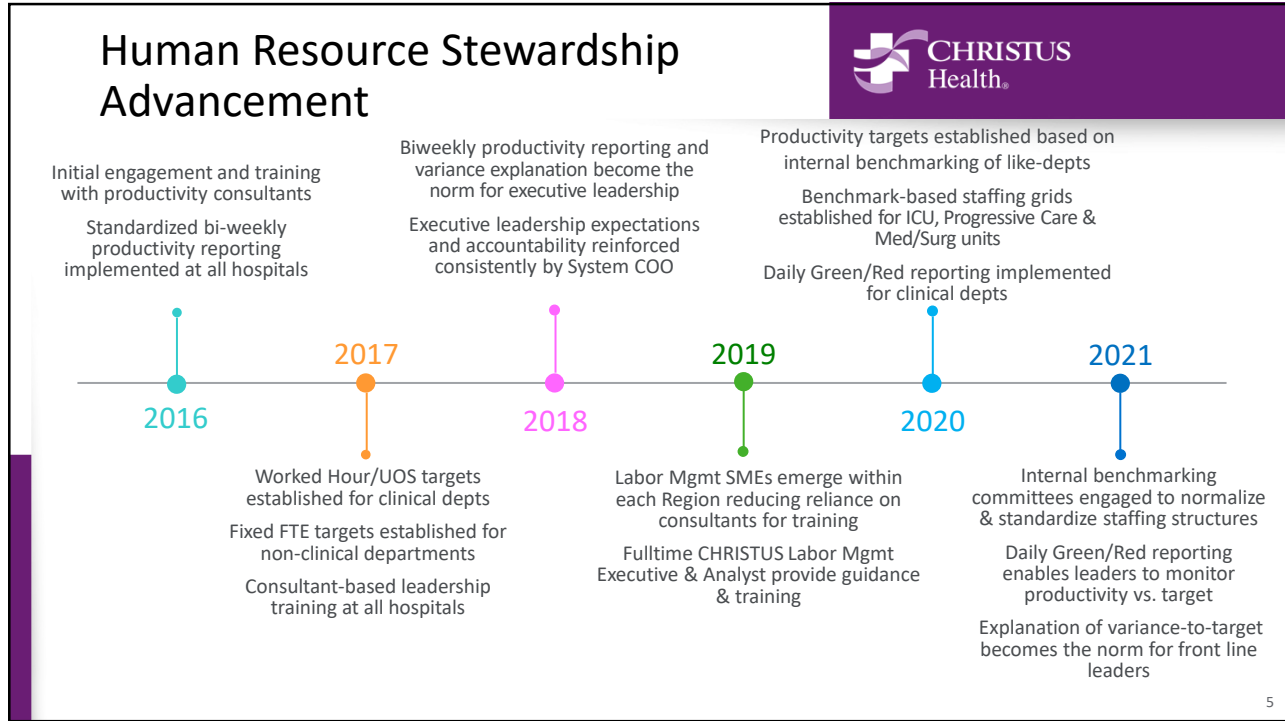


1. History of Labor Management at CHRISTUS
2. Measurement & Reporting
3. Evolution of Target Setting
4. Nursing Unit Standardized Staffing and Productivity Targets
5. Internal Benchmarking for Target Setting
6. Broadening our Focus

3



4



Productivity Measures



Daily and Pay Period-based measures

- Paid Hours: All paid hours
- Worked Hours*: Excludes PTO, Bereavement, Jury Duty, etc
- Paid Hours/UOS (PHPUOS)
- Worked Hours/UOS* (WHPUOS)
- Paid FTE Variance: FTE Variance to PHPUOS Target
- Worked FTE Variance*: FTE Variance to WHPUOS Target
- Labor Cost/UOS

*Available next day at dept level

Bi-Weekly Productivity Report



CHRISTUS Health		St. Michael Health Center		Pay Period		26		Ending		7/3/2021												
Bi-Weekly Productivity Report																						
Cost Center / Description	PAY PERIOD BREAKDOWN						VOLUME UNIT OF SERVICE			FTE ANALYSIS (Total Paid)				HOURS PER UOS ANALYSIS				EQUIVALENT FTE VARIANCES				
	FTEs						Description	FY21 Target	Current Period	YTD Avg	FY20	FY21 Target	Current Period	YTD	Total (WHPUOS)		Paid (PHPUOS)		WHPUOS (Total)		PHPUOS	
	Worked	OT	Agency	EDU/ORT	Non-Prod	Total									Target	Current	Target	Current	Target	Current	Target	Current
VP Chief Financial Officer																						
151433101 CENTRAL SERVICE	14.4	0.4	0.0	0.0	1.5	16.3	ADJ PT DAYS - REGION	5,589	7,735	6,820	16.9	16.1	16.3	17.2	0.207	0.153	0.231	0.168	-5.2	-2.4	-6.0	-2.5
151464301 PALLIATIVE CARE	5.4	0.0	0.0	0.0	0.7	6.1	ADJUSTED PATIENT DAY	4,562	6,269	5,651	5.7	5.4	6.1	5.8	0.085	0.069	0.095	0.078	-1.3	-0.9	-1.4	-0.9
151815301 MATERIALS MGMT	5.4	0.0	0.0	1.0	1.0	7.5	ADJ PT DAYS - REGION	5,589	7,735	6,820	9.0	8.0	7.5	8.7	0.103	0.067	0.115	0.077	-3.5	-1.3	-3.6	-1.1
151827101 GENERAL ACCOUNTING	0.8	0.0	0.0	0.0	0.2	1.0	FIXED				1.0	1.0	1.0	0.9					0.0	-0.1	0.0	-0.1
151827301 FINANCE	2.9	0.0	0.0	0.0	0.3	3.2	FIXED				3.2	3.2	3.2	3.1					0.0	-0.1	0.0	-0.1
151829101 DECISION SUPPORT	1.0	0.0	0.0	0.0	0.0	1.0	FIXED				1.0	1.0	1.0	1.0					0.0	0.0	0.0	0.0
151831201 ADMITTING	18.2	1.2	0.0	1.9	1.0	22.3	REGISTRATIONS	5,692	6,853	6,282	30.5	27.5	22.3	25.3	0.344	0.249	0.386	0.260	-8.2	-4.0	-10.8	-5.0
151831601 CENTRAL SCHEDULE	10.1	0.7	0.0	1.0	0.9	12.8	REGISTRATIONS	5,692	10,371	9,396	9.2	8.1	12.8	10.3	0.102	0.091	0.114	0.098	-1.4	-2.9	-2.0	-3.1
151832101 INSURANCE VERIFICATION	3.9	0.2	0.0	0.6	0.6	5.3	REGISTRATIONS	5,692	6,853	6,282	6.1	5.3	5.3	5.2	0.066	0.055	0.074	0.062	-1.0	-0.7	-1.1	-0.6
151832601 REVENUE INTEGRITY	8.8	0.0	0.0	0.0	0.5	9.3	FIXED				9.9	10.2	9.3	9.6					-0.8	-0.6	-0.8	-0.6
151833101 NETWORK BILLING	6.0	0.0	0.0	0.0	0.3	6.4	FIXED				5.6	6.4	6.4	6.2					0.0	-0.2	0.0	-0.2
151835401 REGIONALIZATION	2.5	0.0	0.0	0.0	0.0	2.5	FIXED				2.9	3.1	2.5	2.4					-0.6	-0.7	-0.6	-0.7
151835501 ARKLA TEX HLTH N TWK	0.5	0.0	0.0	0.0	0.0	0.5	FIXED				1.2	1.3	0.5	0.7					-0.8	-0.6	-0.8	-0.6
151855101 MEDICAL RECORDS	12.3	0.0	0.0	0.0	1.5	13.8	REGISTRATIONS - REGIO	7,430	9,144	8,335	14.9	13.8	13.8	13.7	0.132	0.108	0.148	0.121	-2.8	-1.7	-3.2	-1.7
151855102 CLINICAL DOC	5.2	0.0	0.0	0.0	0.6	5.8	FIXED				5.8	5.9	5.8	5.7					-0.1	-0.2	-0.1	-0.2
151857401 MED STAFF CRED CVO	3.8	0.0	0.0	0.0	0.2	4.0	ACTIVE MEDICAL STAFF	2,533	2,393	2,393	7.9	5.7	4.0	4.9	0.160	0.126	0.179	0.133	-1.0	-0.5	-1.4	-0.4
151862401 AMH CLINICAL INFORM	0.0	0.0	0.0	0.0	0.0	0.0	FIXED				0.7	0.8	0.0	0.0					-0.8	-0.8	-0.8	-0.8
151862501 CASE MANAGEMENT	17.1	0.0	0.0	1.0	1.9	20.0	PATIENT DAYS - OBS DA	2,694	2,467	2,630	22.1	19.5	20.0	20.5	0.516	0.587	0.580	0.649	2.2	1.2	2.1	1.4
151862901 PATIENT INTAKE	0.0	0.0	0.0	0.0	0.0	0.0	FIXED				9.0	0.0	0.0	5.4					0.0	5.4	0.0	5.4
151872504 DSRIP MEDICAL HOME	2.3	0.0	0.0	0.0	0.7	3.0	FIXED				3.1	3.3	3.0	3.2					-0.3	-0.1	-0.3	-0.1
340131018701 PRE-SCREENING NURSE	7.6	0.1	0.0	0.0	0.7	8.4	FIXED				0.0	8.5	8.4	3.4					-0.1	-5.1	-0.1	-5.1
	128.8	2.8	0.0	5.5	12.6	149.7					169.3	157.6	149.7	155.3					-28.5	-17.6	-33.8	-18.5

Cadence of Metrics and Review

- Executive Level



- Productivity metrics published biweekly following end of each 2-week pay period
- Variance reviews occur at each hospital led by the executive leadership team
- Hospital level reviews focus on departments with the largest unfavorable variances to targets
- Low performing dept leaders share plans to get back to target
- Insights gained from the individual hospital reviews are shared by Hospital Presidents in a biweekly report-out meeting led by System COO
 - Attended by all C-Suite leaders

11

Cadence of Metrics and Review

- Department Leader



- All department leaders can review the prior day's productivity vs. target using a daily "Green/Red" performance report
- Leaders with departments that miss target the prior day are expected to document the reason the target was missed (and the actions that will be taken to prevent recurrence)
- Variance-to-target comments entered by department leaders can be reviewed by hospital executives on a daily basis via a web portal

12

Daily Green/Red Productivity Report - ICU Worked Hours Variance to Target



Dept	7/18/21	7/19/21	7/20/21	7/21/21	7/22/21	7/23/21	7/24/21	7/25/21	7/26/21	7/27/21	7/28/21	7/29/21	7/30/21	7/31/21	Total Hrs Variance	FTE Variance
TMF LPOH Clinics ICU Cardiovascular	(97)	23	(59)	(70)	(64)	(101)	(143)	(101)	(44)	(42)	(53)	(32)	(61)	(86)	(940)	(11.7)
SR SR Hospital - Medical Center ICU MedSurg	7	(21)	(15)	8	(25)	13	(54)	(137)	(94)	(37)	(101)	(136)	(122)	(89)	(804)	(10.0)
CHoSA Childrens of SA ICU Neonatal	(93)	(65)	(17)	(36)	(82)	(83)	(92)	(81)	(56)	2	(30)	(5)	(68)	(48)	(753)	(9.4)
TMF MFH MAIN ICU Neurology	54	(62)	(50)	(48)	(13)	(61)	(126)	(85)	9	(11)	(33)	(80)	(116)	(72)	(694)	(8.7)
SS MFH Sulpher Springs ICU General	(15)	(61)	(18)	9	(50)	(37)	(5)	(73)	(33)	(36)	(32)	(63)	(57)	(72)	(544)	(6.8)
TMF MFH MAIN ICU MedSurgical A	(74)	(12)	(35)	70	23	(97)	(60)	(4)	(101)	9	(12)	(62)	(39)	(53)	(447)	(5.6)
SPOHN Spohn South ICU Neonatal	(47)	(33)	2	(34)	(64)	(6)	0	(7)	(58)	(60)	(53)	(26)	(7)	(48)	(442)	(5.5)
ALT CH St. Michael Main ICU MedSurgical A	11	(43)	(13)	(24)	(42)	(1)	(59)	(43)	(50)	(11)	(32)	(25)	(38)	(55)	(426)	(5.3)
SWLA St. Patrick Hospital ICU MedSurgical A	(27)	(39)	7	(8)	(34)	(24)	(32)	(52)	(70)	(53)	1	(28)	(45)	(18)	(423)	(5.3)
CHoSA Childrens of SA ICU Pediatric	(39)	20	48	(28)	(35)	(25)	(42)	(86)	(51)	(23)	(102)	(6)	(6)	(28)	(401)	(5.0)
ALT CH St. Michael Main ICU Cardiovascular	(39)	(16)	3	(11)	(33)	(21)	(9)	(8)	(33)	(7)	(35)	(33)	(59)	(66)	(366)	(4.6)
TMF MFH MAIN ICU Neonatal	(25)	(31)	(31)	(40)	(36)	(30)	(73)	(6)	25	(28)	(22)	(14)	(2)	11	(304)	(3.8)
CGS CGS Longview ICU General	(40)	(1)	(13)	37	(22)	(14)	(95)	(39)	(60)	4	(41)	(6)	(8)	(6)	(295)	(3.7)
ALT CH St. Michael Main ICU Cardiac	(30)	(20)	(41)	(25)	(16)	(15)	7	(2)	2	(25)	(41)	(29)	(40)	(17)	(292)	(3.7)
SPOHN Spohn Shoreline ICU Cardiac	(98)	(70)	(21)	9	21	(37)	(75)	(45)	(35)	33	5	51	(31)	6	(286)	(3.6)
SR SR Hospital - San Marcos (CTMC) ICU MedSurg	(19)	(0)	(24)	4	7	2	(23)	(18)	(24)	(6)	(19)	(33)	(11)	(10)	(188)	(2.3)
SPOHN Spohn Kleberg ICU MedSurgical A	(22)	(27)	(4)	(8)	(23)	32	(15)	(6)	4	(41)	(23)	2	(13)	(15)	(160)	(2.0)
SR SR Hospital - New Braunfels ICU MedSurg	(20)	15	(2)	8	(12)	(19)	(8)	(5)	(18)	(0)	(23)	(31)	(9)	(12)	(137)	(1.7)
NLA SBHS Hospital Highland ICU MedSurgical A	(51)	0	3	(29)	(24)	(10)	23	(32)	(24)	37	23	(16)	(44)	6	(137)	(1.7)
SPOHN Spohn Shoreline ICU MedSurgical A	(38)	(54)	(74)	2	(84)	(22)	(16)	9	11	59	52	(26)	(17)	63	(134)	(1.7)
SR SR Hospital - New Braunfels ICU Neonatal	0	6	(12)	5	4	(14)	(13)	(13)	(14)	(14)	(14)	(13)	5	(7)	(92)	(1.1)
CLA St. Frances Cabrini ICU MedSurgical A	28	(7)	56	15	(52)	4	(49)	(63)	(40)	1	(6)	(13)	(0)	46	(80)	(1.0)
ALT CH St. Michael Main ICU Neonatal	(7)	1	(1)	8	(4)	3	(17)	(5)	(24)	(16)	(25)	19	(4)	(6)	(78)	(1.0)
SPOHN Spohn South ICU MedSurgical A	(28)	(37)	24	59	(5)	(2)	(13)	(27)	(7)	(20)	11	38	15	(21)	(13)	(0.2)
CGS CGS Longview ICU MedSurgical A	16	3	(31)	(17)	9	12	24	(25)	(12)	38	22	(45)	(10)	16	(1)	(0.0)
SWLA Lake Area Hospital ICU Neonatal	(13)	18	7	6	14	(6)	(8)	(3)	9	5	6	(13)	(6)	(14)	4	0.1
SPOHN Spohn Alice ICU MedSurgical A	(9)	24	25	23	(18)	18	(14)	(25)	4	3	18	(4)	(16)	(22)	6	0.1
NLA SBHS Hospital Highland ICU Cardiovascular	2	32	29	(69)	19	9	1	18	25	20	(10)	1	18	(84)	11	0.1
ALT CH St. Michael Main ICU MedSurgical A	0	0	0	0	0	0	0	(15)	(17)	(21)	17	11	53	0	28	0.4
CLA St. Frances Cabrini ICU Neonatal	5	(20)	5	(8)	8	(4)	(4)	16	3	(9)	(10)	40	11	(1)	31	0.4
SS MFH Sulpher Springs ICU Neonatal	11	25	(15)	(1)	(5)	8	(8)	1	14	(11)	(24)	17	17	(11)	31	0.4
SPOHN Spohn Beeville ICU MedSurgical A	(12)	1	1	0	10	23	13	(11)	0	0	0	2	25	(14)	39	0.5

Daily Green/Red Productivity Report - ICU Worked Hours Variance to Target



All ICUs: 7/18 - 7/31

Cost Center	Dept	Premium Hours	Productive Hours	Non Productive	Edu & Ort Hours	Agency Hours	Worked Hours	Unit of Service	WHPUOS	Target	% Variance to Target
550221021175	SR SR Hospital - Westover Hills ICU M	533	2,208	205	230	473	3,214	270	11.904	16.793	-29.1%
306111031190	SS MFH Sulpher Springs ICU General	94	1,291	197	0	0	1,386	123	11.309	15.751	-28.2%
340131011175	ALT CH St. Michael Main ICU MedSurg	112	1,120	204	68	170	1,402	117	11.984	15.622	-23.3%
550221011175	SR SR Hospital - Medical Center ICU M	160	2,326	394	6	319	2,805	211	13.326	17.143	-22.3%
550221031113	SR SR Hospital - New Braunfels ICU Ne	40	276	0	76	0	316	21	15.048	18.830	-20.1%
340131011105	ALT CH St. Michael Main ICU Cardiove	33	1,359	132	71	100	1,493	111	13.448	16.744	-19.7%
303116131105	TMF LPOH Clinics ICU Cardiovascular	231	3,625	725	227	0	3,856	298	12.946	16.101	-19.6%
340131011104	ALT CH St. Michael Main ICU Cardiac	52	1,262	227	61	168	1,482	110	13.471	16.126	-16.5%
303111011116	TMF MFH MAIN ICU Neurology	318	3,494	487	414	0	3,812	283	13.462	15.913	-15.4%
650431011175	SWLA St. Patrick Hospital ICU MedSur	183	2,292	336	254	326	2,802	197	14.221	16.366	-15.1%
500211031113	SPOHN Spohn South ICU Neonatal	391	2,913	112	19	302	3,606	324	11.128	12.492	-10.9%
550221051175	SR SR Hospital - San Marcos (CTMC) I	164	1,242	49	93	134	1,540	109	14.171	15.900	-10.9%
580231011113	CHoSA Childrens of SA ICU Neonatal	160	5,912	716	377	119	6,191	499	12.419	13.930	-10.8%
500211041175	SPOHN Spohn Kleberg ICU MedSurgic	323	1,288	178	6	0	1,611	118	13.697	15.054	-9.0%
303111011175	TMF MFH MAIN ICU MedSurgical A	482	4,244	651	211	0	4,726	319	14.815	16.215	-8.6%
580231011134	CHoSA Childrens of SA ICU Pediatric	183	4,486	426	570	181	4,850	278	17.474	18.920	-7.6%
364121011190	CGS CGS Longview ICU MedSurgical	463	3,231	393	175	80	3,774	255	14.800	15.956	-7.2%
303111011113	TMF MFH MAIN ICU Neonatal	320	3,655	568	187	0	3,975	355	11.196	12.054	-7.1%
550221031175	SR SR Hospital - New Braunfels ICU M	140	1,700	181	146	24	1,864	130	14.387	15.447	-6.9%
500211011104	SPOHN Spohn Shoreline ICU Cardiac	214	3,729	828	86	0	3,943	263	15.012	16.100	-6.8%
600421011175	NLA SBHS Hospital Highland ICU Med	109	1,382	148	81	448	1,938	131	14.844	15.890	-6.6%
340131011113	ALT CH St. Michael Main ICU Neonatal	220	1,532	204	58	0	1,751	159	11.016	11.509	-4.3%
500211011175	SPOHN Spohn Shoreline ICU MedSur	533	3,659	732	13	138	4,330	279	15.521	16.000	-3.0%
625411011175	CLA St. Frances Cabrini ICU MedSurg	333	3,765	515	129	821	4,919	316	16.567	15.821	-1.6%
500211031175	SPOHN Spohn South ICU MedSurgical	291	1,552	353	89	0	1,842	113	16.292	16.405	-0.7%
364121011175	CGS CGS Longview ICU MedSurgical	178	1,453	163	136	12	1,643	99	16.695	16.607	-0.1%
650431021113	SWLA Lake Area Hospital ICU Neonata	94	927	171	60	0	1,020	84	12.149	12.100	0.4%
500211061175	SPOHN Spohn Alice ICU MedSurgical	137	844	166	5	36	1,017	66	15.481	15.388	0.6%
600421011105	NLA SBHS Hospital Highland ICU Carc	76	1,266	202	58	248	1,589	96	16.557	16.438	0.7%
625411011113	CLA St. Frances Cabrini ICU Neonatal	122	1,643	244	2	0	1,765	139	12.695	12.478	1.8%
450311011113	SETEX St. Elizabeth - Main ICU Neona	57	1,269	361	138	0	1,327	103	12.882	12.386	4.0%
500211011176	SPOHN Spohn Shoreline ICU MedSur	1,057	2,581	33	301	173	3,811	300	12.692	12.053	5.3%
600421011113	NLA SBHS Hospital Highland ICU Neo	46	1,221	286	24	0	1,266	101	12.537	11.885	5.5%
306111031113	SS MFH Sulpher Springs ICU Neona	10	587	97	0	0	598	46	12.992	12.309	5.6%
364121011113	CGS CGS Longview ICU Neonatal	43	1,341	412	146	0	1,383	99	13.973	12.478	12.0%
500211011177	SPOHN Spohn Shoreline ICU MedSur	166	1,312	267	0	0	1,478	80	18.471	16.452	12.3%

Daily Target Variance Explanation



Daily Labor Productivity Variance Comments



Select Department*: Select Variance Date*: Enter Variance Comment*:

Search:

* - Required Input

View Saved Variance Comments

Select Group: CHRISTUS Good Shephe... Select Infor Cost Center: (All) Select Variance Date: From: 7/1/2021 To: 8/16/2021

Infor Cost Center	Variance Date	Time Entered	Entered By	Comment
364121011440 CGS CGS Longview Postpartum	7/21/2021	7/23/2021 5:18:53 PM	bon30229	9 admissions; 6 discharges; 5 pedi (several in isolation for RSV); 2 med/surg; 1 ante; 1 am RN LOA
	7/22/2021	7/23/2021 5:20:13 PM	bon30229	4 admissions; 12 discharges; 1 RN LOA; 2 RNs into education time after discharges; 1 pm RN call in; 1 pm PCT float to ortho
364121011675 CGS CGS Longview IMC MedSurgical A	8/15/2021	8/16/2021 11:04:11 AM	sar00840	Test
364121012025 CGS CGS Longview Post Surgical PACU	8/1/2021	8/4/2021 8:43:21 AM	amy00339	Holding inpatients overnight
	8/3/2021	8/4/2021 2:35:46 PM	amy00339	Held Inpatients overnight waiting for room assignments
	8/6/2021	8/9/2021 4:41:20 PM	amy00339	Held ICU Case overnight in PACU waiting for room assignment
364121012090 CGS CGS Longview Surg General	7/5/2021	7/18/2021 12:20:58 PM	kar60321	Low Volume Post Holiday

15

Target Setting Evolution



2016: Initial targets based on percent improvement of Worked Hours/Unit of Service run rate

Example (NOT RECOMMENDED):

- Emergency Dept run rate = 3.00 Worked Hours/Patient Visit
- 5% improvement target = 2.85 Worked Hours/Patient Visit

2017- 2019: Annual Worked Hours/UOS targets reset one of two ways

- If a department's run rate beat the target, the run rate became the new annual target, or
- If a department did not achieve the target, the target remained the same for the next year

2020: System CNE and Hospital CNOs collaborated to develop standardized Hours/Patient Day targets based on best-practice staffing ratios for ICU, Progressive Care & Med/Surg units

Targets established for many clinical areas based on internal benchmarking of like-depts

2021: Internal benchmarking continues to expand to include Cardiology, L&D, ORs

FY21 Target Setting - Change in Methodology



FY20

- Hospital CFOs negotiated targets
 - Targets based on prior year run rate or prior year goal (if not achieved)
- Staffing structure in like-depts not standardized
- No standard assumptions for OT, PTO, Orientation, Education percentages when setting targets

FY21

- Worked Hours/UOS targets for like-depts based on internal benchmarks
 - 1/3rd of depts at benchmark: Target set at run rate
 - 1/3rd above benchmark: 1-10% improvement target
 - 1/3rd significantly above benchmark: 10+% improvement target
- Standardized assumptions for OT, PTO, Orientation, Education percentages by dept type

Standard Nursing Unit Staffing Grid



380116085 MFH Bradley Tower Medical ICU						WHPUOS Target Excluding Ort/Edu:				14.670	7.0%	Ort/Edu %
Days (12 hour shift)					Nights (12 hour shift)					Pure WHPUOS	15.882	WHPUOS Incl. Ort/Edu
Census	Manager	Charge RN	RN	CNA	UC	Charge RN	RN	CNA	UC		10.0%	Non-Productive %
6	0.48	1.00	2.0			1.0	2.0			12.952	17.740	PHPUOS Target
7	0.48	1.00	3.0			1.0	3.0			14.531	22.1	ADC
8	0.48	1.00	3.0		1.0	1.0	3.0		1.0	15.714		
9	0.48	1.00	4.0		1.0	1.0	4.0		1.0	16.635		
10	0.48	1.00	4.0		1.0	1.0	4.0		1.0	14.971		
11	0.48	1.00	5.0		1.0	1.0	5.0		1.0	15.792		
12	0.48	1.00	5.0		1.0	1.0	5.0		1.0	14.476		
13	0.48	1.00	6.0		1.0	1.0	6.0		1.0	15.209		
14	0.48	1.00	6.0		2.0	1.0	6.0		2.0	15.837		
15	0.48	1.00	7.0		2.0	1.0	7.0		2.0	16.381		
16	0.48	1.00	7.0		2.0	1.0	7.0		2.0	15.357		
17	0.48	1.00	8.0		2.0	1.0	8.0		2.0	15.866		
18	0.48	1.00	8.0		2.0	1.0	8.0		2.0	14.984		
19	0.48	1.00	9.0		2.0	1.0	9.0		2.0	15.459		
20	0.48	1.00	9.0		2.0	1.0	9.0		2.0	14.686		
21	0.48	1.00	10.0		2.0	1.0	10.0		2.0	15.129		
22	0.48	1.00	10.0		2.0	1.0	10.0		2.0	14.442		
23	0.48	1.00	11.0		2.0	1.0	11.0		2.0	14.857		
24	0.48	1.00	11.0		2.0	1.0	11.0		2.0	14.238		

14.670
Average of 5 census points (20-24)

Benchmarking Committees



Starting in 2020, benchmarking committees have been formed for the following service lines:

- Emergency Dept, OR, Neonatal ICU, L&D, Therapies, Lab, Pharmacy, Radiology
- Benchmarking Committee deliverables
 - Staffing structure normalization
 - Establishment of comparison groupings based on volume, acuity, designation, etc.
 - Establishment of benchmark-based productivity targets
- Committee membership
 - System level executive sponsor
 - Hospital CFO
 - Service line directors represent each region
- Committee duration
 - 5-10 bi-weekly meetings (60 min/meeting)

19

The cover page features a collage of images and icons. On the left, there are icons for a heart, a stethoscope, a pie chart, and a doctor. In the center, the CHRISTUS Health logo is displayed. On the right, there is a large, close-up image of a smiling baby. Below the logo, the text reads 'NICU Benchmarking Committee Recommendations' and 'February 2021'. At the bottom left, there is a small image of two hands holding each other. The page number '20' is visible in the bottom right corner.

NICU Benchmarking Committee Recommendations

February 2021

Benchmark Committee Debrief Agenda



1. Committee Members
2. Non-standard positions
3. Benchmark groupings and WHPUOS targets
4. Committee Deliverables

21

NICU Benchmarking Committee Members



- Rhonda Thompson (Chair) – CHoSA
- Stephanie Lerma – CHoSA
- Traci Richards – Spohn-South
- Charlotte Bowling – St. Michael
- Carol Harman – St. Michael
- Rebecca Barr – St. Michael
- Sarah Mills – Sulphur Springs
- Birdwell Denise – St. Elizabeth
- Christy Bailey – Highland
- Sylvia Ellington – St. Frances Cabrini
- Angel Goodrich – Lake Area
- Metosha Brantley – Good Shepherd-Longview
- Becky Rios – Spohn Region
- Sarah Casimiro – Good Shepherd

22

Non-Standard Positions



Transfer non-standard positions out of NICU

Location	Job Title	FTE (PP ending 9/12/20)	Recommendation
St. Frances Cabrini	RN Clinical Educator	0.5	Transfer to Quality or Nursing Admin
CHoSA	RN Coord Clinical Program	0.5	RN Coord also takes patients charge Coord time to Quality
St. Elizabeth	RN Coord Neonatal Program	0.9	Transfer to Quality or Nursing Admin
CHoSA	RN Lactation Consultant	0.9	Transfer to Education
St. Michael	RN Lactation Consultant	0.5	Transfer to Education
St. Frances Cabrini	RN Lactation Consultant	0.2	Transfer to Education
St. Elizabeth	Stork Nurse	1.0	Transfer to L&D
San Marcos	Stork Nurse	0.5	Transfer to L&D

Benchmark Groupings and Targets



NICU Level	Ministry	Description	UOS PPs 1-13	ADC	Actual WHPUOS PPs 1-13	Current WHPUOS Target	% Variance to Current Target	New Target (Benchmark)	% Variance to New Target
3 (a)	Mother Frances-Tyler	NICU	4245	23.3	12.62	12.96	-3%	12.78	-1%
3 (a)	Spohn-South	NICU	3319	18.2	12.94	14.09	-9%	12.78	1%
3 (b)	Highland	NICU	2002	11.0	11.68	12.40	-6%	12.87	-10%
3 (b)	St. Michael	NICU	1415	7.8	12.73	11.76	8%	12.87	-1%
3 (b)	Longview	NICU	1362	7.5	13.31	12.89	3%	12.87	3%
3 (b)	Lake Area	NICU	1130	6.2	13.76	13.75	0%	12.87	6%
3 (b)	St. Frances Cabrini	NICU	1431	7.9	14.20	12.98	9%	12.87	9%
3 (b)	St. Elizabeth	NICU	1743	9.6	14.87	19.72	-33%	12.87	13%
2	Westover Hills	NICU	311	1.7	19.46	14.75	24%	19.46	0%
2	New Braunfels	NICU	80	0.4	23.58	15.38	35%	19.46	17%

WHPUOS Benchmark Targets	Notes
3 (a)	12.78 target based on PP 1-13 run rate average of Tyler & South
3 (b)	12.87 target based on PP 1-13 run rate of 4 NICUs with lowest WHPUOS
2	19.46 target based on PP 1-13 run rate of Westover Hills NICU

Committee Deliverables & Recommendations



1. Implement structure & staffing changes needed to standardize across like-depts
Recommendation: transfer non-standard positions such as Educators, Coordinators, Lactation Consultants out of the NICU
2. Establish comparison groups based on like-size/volume/designation for the purpose of benchmarking and target setting
Recommendation: Comparison groupings will be based on NICU level and volume within the Level 3 NICU grouping
3. Implement standardized staffing and/or guidelines
Recommendation: Developed standardized staffing grids
4. Identify labor target changes as needed
Recommendation: Implement internally benchmarked targets

25



Broadening our Productivity Focus to include additional Cost and Capacity KPIs

26

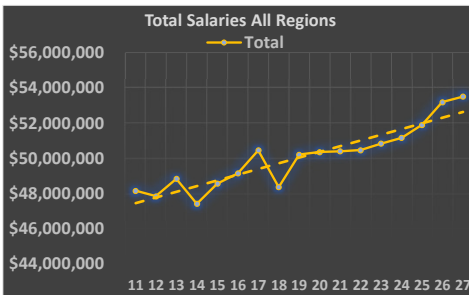
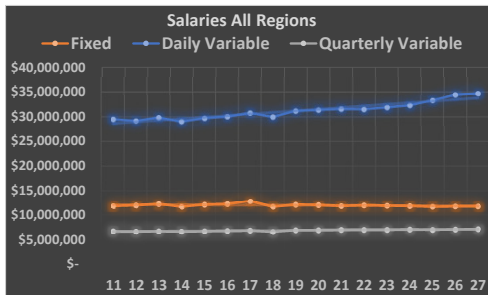
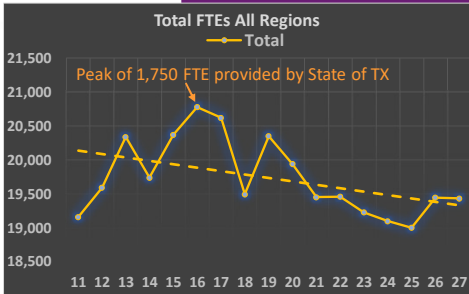
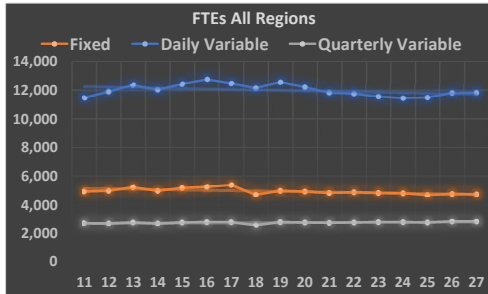
FTE and Salary Trends



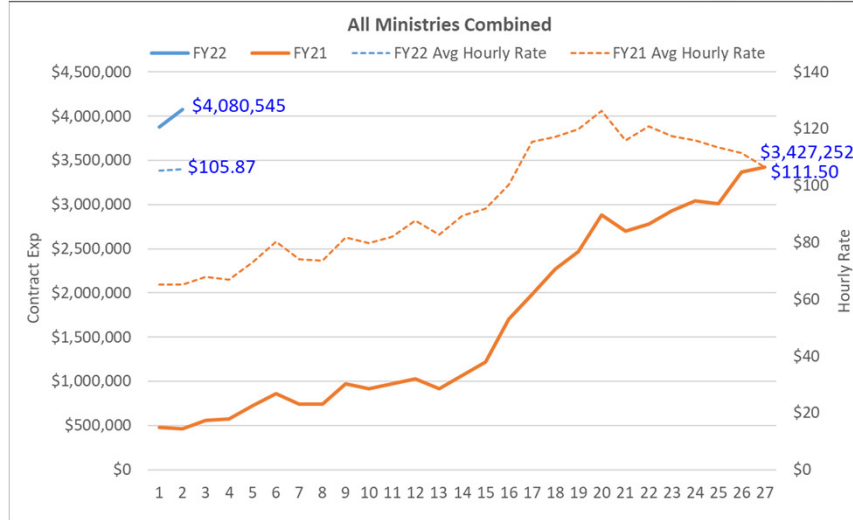
FTEs and Salaries are trended based on three categories

- **Daily Variable:** Depts that have a Hours/UOS target and expected to flex staffing as volume fluctuates.
- **Quarterly Variable:** Depts that have a Hours/UOS target but are not expected to flex staff on a daily basis. Hours/UOS Targets will be reviewed quarterly.
- **Fixed:** Depts that have a Paid FTE target and do not flex staff. FTE targets will be reviewed quarterly.

FTE and Salary Trends

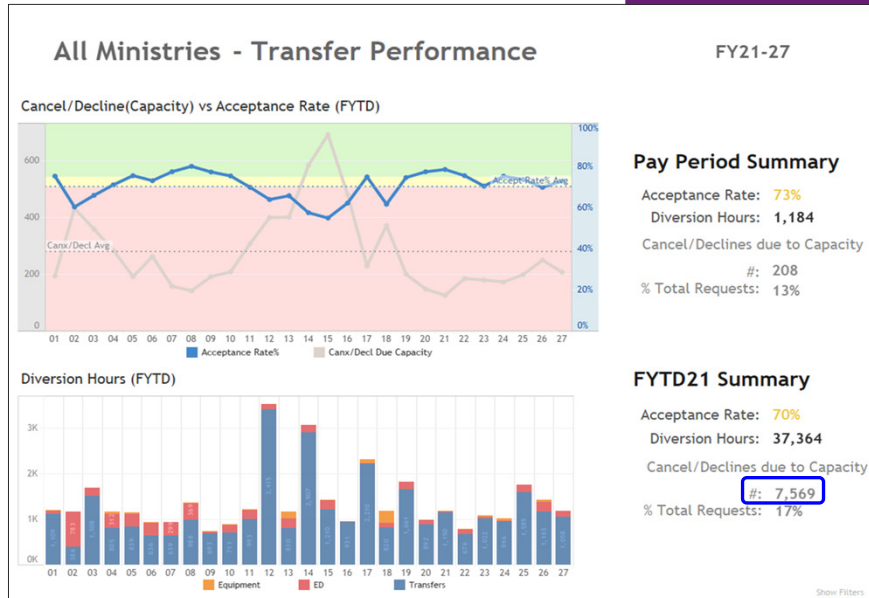


Contract Labor \$



29

Transfer Acceptance Rate



30

Challenges and Success Factors



Challenges

- Leader accountability to achieve targets
- Executives delegating responsibility to next level leaders
- Reliance on external consultants for training
- Multiple reporting formats & data sources
- Lack of clarity related to who is accountable for Hours/UOS and \$\$/UOS targets
- Bi-weekly reporting is not sufficient to manage and adjust labor on a daily basis
- Target-setting too top-down; lack of buy-in from hospital leadership
- Annual reset of targets not timely enough to adjust to business and volume changes

Success Factors

- System COO leads bi-weekly review
- SVPs & Hospital Presidents expected to provide fact-based explanations when off target
- Develop SMEs at each hospital
- Centralize reporting and data management
- Front line leaders responsible for Hours/UOS
Executive leaders responsible for \$\$/UOS
- Measure productivity daily and make the data easily accessible to front line leaders
- Engaging leaders through benchmarking committees allows for collaboration and buy-in
- Evaluate and reset targets quarterly

31



Thank you!

32