

The background features a repeating pattern of stylized human figures. Most figures are light blue, while one figure in the center is highlighted in yellow. The figures are rendered in a 3D, blocky style.

Right-sizing Staff: Managing Costs More Effectively

Loretta Swan

Trinity Clinic

Trinity Mother Frances Hospitals and Clinics

Objectives

- Understand the process for “right-sizing” staff.
- Understand staffing strategies to improve the physician practice’s daily operations and reduce cost.
- Assess whether an opportunity exists to optimize clinic support staff based on industry benchmarks.

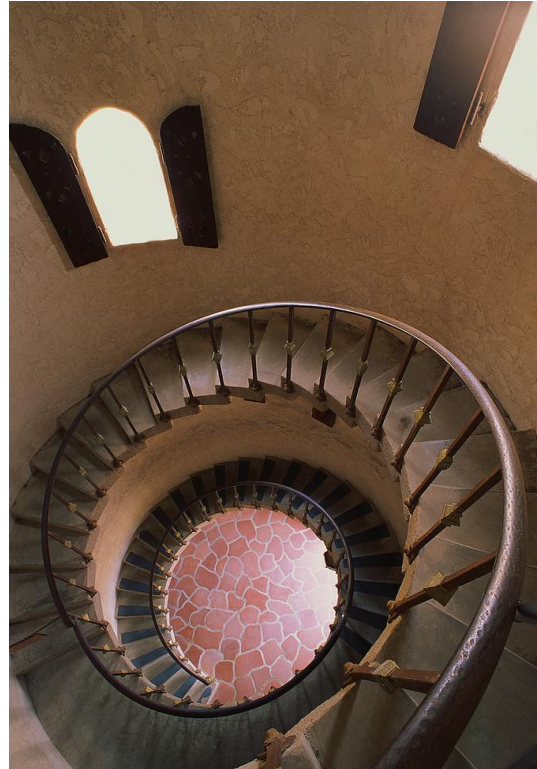
What is Right-Sizing



10 Steps To Get There



What they were...



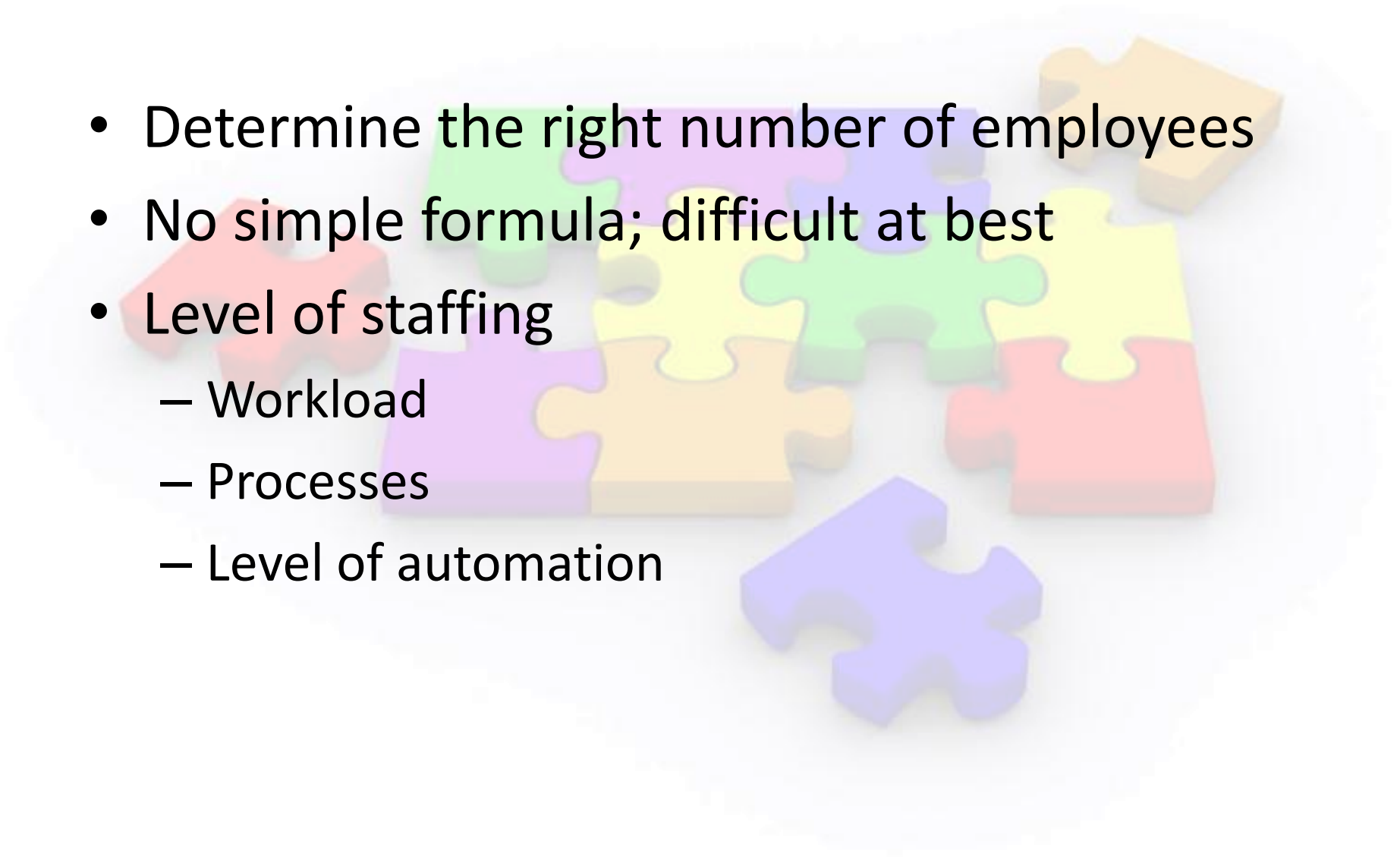
What they felt like...



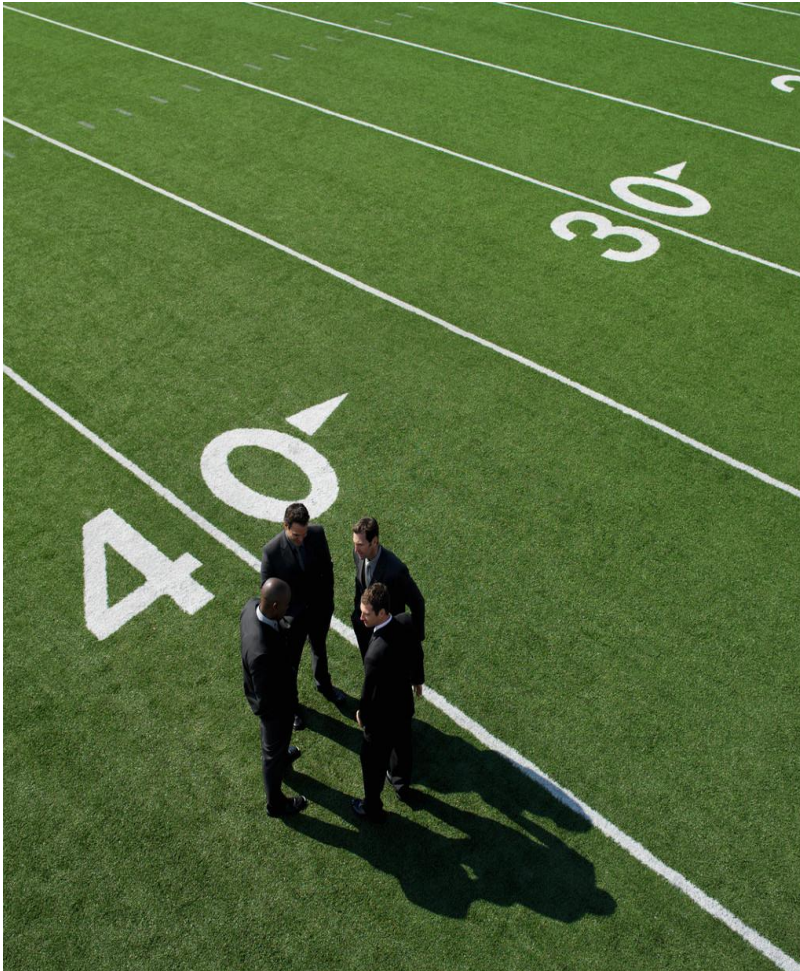
What we needed...

First of All...

- Determine the right number of employees
- No simple formula; difficult at best
- Level of staffing
 - Workload
 - Processes
 - Level of automation



Recognize the Challenge



Develop a tactical plan:

1. Capture savings
2. Increase revenue
3. Set a timeline

Provider Productivity

1. By Site
2. Rolling 3 Month - Annualized

BY Location	Prior 3 Month Annualized RVU's
Athens	14,145
Broadway	36,118
Canton	21,168
Cardio Thoracic	45,473
Cardiology	83,081
Chandler	8,802
Childrens	30,823

Annualized wRVUs were compared against budget.

Provider Productivity

Work RVUs - Benchmarks

Benchmarks	Specialty
Median Levels- Clinical Support Staff	
per 10,000 RVUw Benchmark	2.99
per Provider Benchmark	1.37
 Median Levels- Medical Receptionist	
per 10,000 RVUw Benchmark	2.28
per Provider Benchmark	1.00

- By Site
- By Specialty

Actual vs. Benchmark Comparison

1. Determine the # FTEs

2. Determine the Gap

	Athens
Family Practice Specialty	
Clinical Support Staff	#VALUE!
Front Office Support Staff	#VALUE!
Total Support Staff	#VALUE!
FTE Opportunity: 10,000 RVUws	
Clinical Support Staff	#VALUE!
Front Office Support Staff	#VALUE!
Total Opportunity	#VALUE!

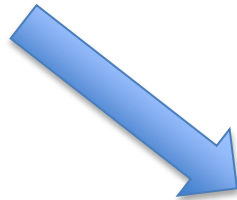
Determining the Opportunity

Comparing various percentiles

<i>Positions Reviewed</i>	FTE Opportunity			Ave Hourly Wage	Financial Opportunity	
	FTE's	Median	25th Percentile		Median	25th Percentile
Clinical Support Staff	240.9	43.7	73.4	15.5	\$1,622,436	\$2,722,320
Front Office Support Staff	149.3	12.5	33.6	11.8	353,244	946,724
Clinic Support Staff	390.2	56.3	107.0		1,975,680	3,669,044

Plan Implementation

Attrition or....



RIFs

- No simple formula
- Transition or “big bang”
- Internal transfers
- Early retirement
- Who stays; who goes



Henderson 1
Linda Bridges
Ann Henderson

Clinic
Clinic Manager
Director

Current Practice Information

	Total	Front Office Staff	Clinical Support Staff
Current FTEs	5.00	2.00	3.00
Current RVUs Annualized	7,411		
FTE Benchmark per 10,000 RVUs		2.28	2.99
Suggested FTEs at 50th %ile Benchmark	4.78	1.69	2.22
FTEs currently above benchmark	1.09	0.31	0.78

[illegible]

Clinic Manager Signature	Date
Director Signature	Date

Calculating the Results



Final Numbers and Savings

- Attrition
- Early Retirements
- RIFs
- Internal Transfers
- Offices Closed
- Total Savings
- Pain (on a scale of 1 – 10)

Sustaining the Changes

11/30/2014

BY Clinic Location	Paid FTE	Paid FTE's Targ	Paid FTE's Var	Overtime FTEs	Paid FTE vs Targ FTE	Targ FTE	FTE Adjustment	Adjusted Target	Annualized RVU's
Athens	11.1	12.7	1.6	0.1	11.1	7.5	2.7	10.2	14,145.0
Broadway	20.0	13.7	-6.3	1.3	20.0	19.2	0.0	19.2	36,118.0
Canton	12.8	15.9	3.1	0.6	12.8	11.3	0.0	11.3	21,168.0
Cardio Thoracic	2.1	9.4	7.3	0.1	2.1	8.1	0.0	8.1	45,472.8
Cardiology	18.3	6.0	-12.3	1.1	18.3	18.4	0.0	18.4	83,081.4
Chandler	5.2	5.8	0.6	0.2	5.2	4.7	0.7	5.4	8,802.4
Childrens	15.3	16.7	1.4	0.0	15.3	15.2	0.6	15.8	30,822.7

- Compared targets to budget to actual

New or Replacement Positions

		Select Specialty from Drop-Down
1.)	Enter Current (PAID) FTEs* (not including those being requested):	Family Practice
	Clinical Support Staff Paid FTEs	0.00
	Front Office Support Staff Paid FTEs	0.00
	Total Support Staff	0.00
2.)	Enter New or Replacement FTEs Requesting:	
	Clinical Support Staff FTEs	0.00
	Front Office Support Staff FTEs	0.00
	Total Support Staff	0.00
3.)	Total Providers	
	Physician	0.00
	Mid-Levels	0.00
	Total Providers	0.00
	Computed Total Staff FTEs	
	Clinical Support Staff FTEs	0.00
	Front Office Support Staff FTEs	0.00
4.)	Total Support Staff	0.00

*Paid FTEs Include all Overtime and PTO hours

Enter Current Annual RVUw's	0.00
Computed RVUw's per 10,000	-

Computed FTEs Over/ (Under) Staffed	
Clinical Support Staff	0.00
Front Office Support Staff	0.00
Total Variance from Benchmark	0.00

MGMA per 10,000 RVUw 50th %ile	Family Practice
Total Front Office	2.2
Clinical Support Staff	3.1

Staffing Solution at 50th %ile Benchmarks	
Optimal Clinical Support Staff	0.0
Optimal Front Office Support Staff	0.0

5.) Name of person completing this form			
6.) Date			
7.) Practice Name			
8.) Cost Center or Department Number for requested position			
9.) Supervisor of person completing this form			
10a.) Budgeted number of FTEs (Front Office and Clinical) in Practice			
10b.) Budgeted number of Total FTEs in cost center			
11a.) Is this position a new position or replacement?			
11b.) If replacement, who left?			
12.) Position/Job Title			
13.) Reason for the new position			
14.) Hours and Schedule of new position			
15.) Expected Salary of new position			
16.) How many total hours of overtime, PRN, and agency use in the last 3 pay periods?			
Pay period Ending:		OT, PRN Hours:	
Pay period Ending:		OT, PRN Hours:	
Pay period Ending:		OT, PRN Hours:	

17.) List last 3 Months of Clinic Volume (in RVUw's)		
Month 1 (most recent)	Month 2	Month 3

18.) What was/is the last date of employment if the position is a replacement?

19.) Is it possible to absorb or redesign the workload? If No, please explain:

20.) Will this position replace agency or overtime utilization that is currently incurred because of the vacant position?

21.) Can this position be filled internally? If no, please explain:

Facing Our Biggest Hurdles



- Objections
- Morale
- Redesign
- Methodologies

Triumphs



TEAMWORK

Share victory. Share defeat.

- Efficiencies
- Critical thinking as a team
- Improved processes
- Cost savings

In Retrospect...

Was it this?



Or this?



Maybe More Like This...



A Look Back

What it was/is:

- Positive approach to streamlining employee cost
- Resulted in a more profitable bottom-line
- Long term cost-saving benefit by employing the “right” amount of staff

What it created:

- Potential of emotional toll on everyone
- Risk of productivity slowdown in some areas
- Threat of losing critical employees

Questions?



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Thank You!