



Managing Labor Productivity for More Cost-Effective Care

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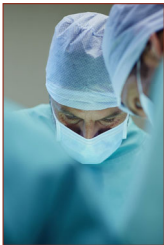
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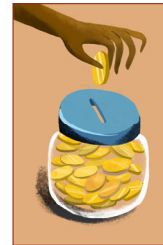
Learning Objectives

- **Discuss strategies to measure productivity and leverage data and detailed methodology**
- **Identify benefits of optimized and increased productivity and management on financial, clinical, and operational functions.**
- **Propose best practices for formulating strategies and implementing change utilizing labor productivity.**
- **Look into the future of labor productivity with predictive staffing.**

Staff Productivity Impacts Revenue Capture



If the right staff aren't in place, procedures get delayed, beds stay closed, and elective cases may be canceled.



Every missed case = missed billing opportunity. Efficient clinical labor directly translates into reliable revenue capture.



The downstream effects show up in charge lag, denials, and ultimately the numbers revenue cycle manages.

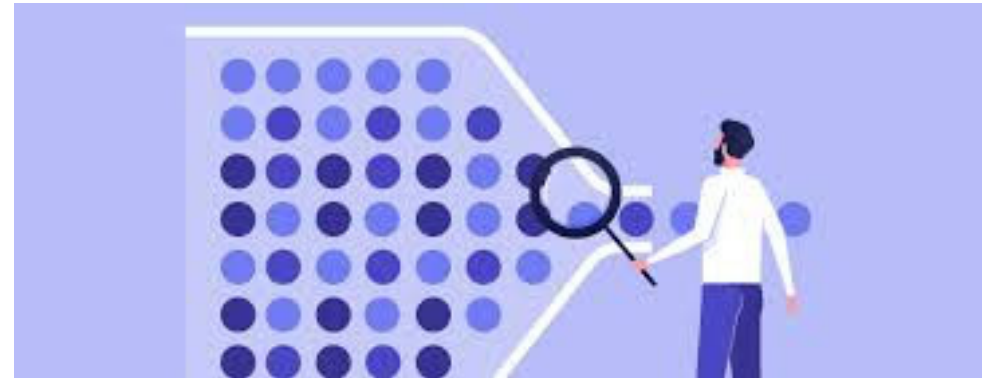


Engaged staff will work towards shorter charge lags to be able to see productivity output as quickly as possible.



Staffing Drives Patient Throughput


- Bottlenecks caused by understaffing extend length of stay, stall discharges, and limit new admissions.
- That reduces capacity and lowers revenue potential even when demand exists.
- Productivity in clinical staffing helps stabilize throughput, ensuring steady billing and collection opportunities.



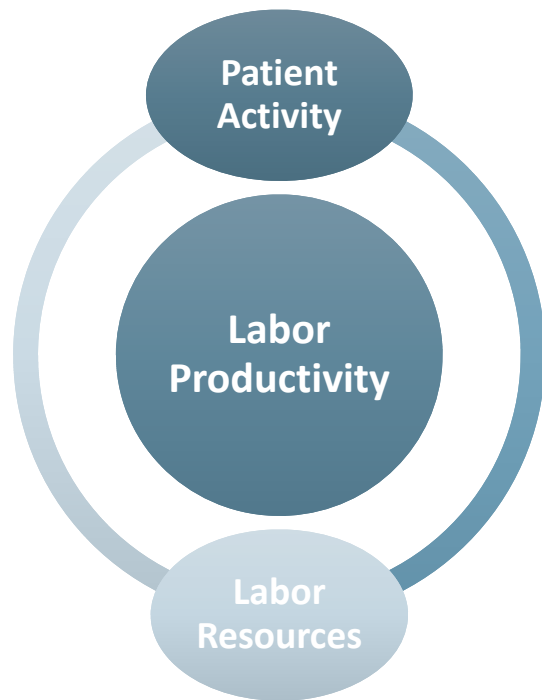
- **Fatigued or overstretched staff are more prone to errors, incomplete documentation, and compliance risk.**
- **Efficient staffing reduces error rates at the source, protecting compliance and revenue integrity.**

Quality & Compliance Connections

Heavy Workload Impact on Nurses and Patient Safety



Impact on Nurse	Resulting Issues	Impact for Patient
Less time	Bypassing safety protocols and incomplete communication	Lapses of continuity in treatment
Less attention to details	Mistakes and brain strain	Risk of over- or under-medicating patients
More stress	Reduced job performance	Greater risk of medical errors
More shortcuts	Compromised quality of patient care	Risk of infections and compromised data security



What is Labor Productivity?

Simple Definition: The labor output per healthcare worker.

Complex Definition: Measuring how efficiently a hospital, service, or department utilized labor resources to care for all patient activity compared to standards.

**The right people, in the right place, at the right time,
performing the right care**

To take these measurements and make meaningful changes, more information and insights are required for both patient activity and employee resources.

Balancing Labor Productivity



Standard Labor Productivity Data Sources

- Patient Billing
- Payroll



The current standard of reporting and analysis of labor productivity is limited by the data sources used. When only looking at billing and payroll information you lose the detail required to understand the cause or solution to a staffing issue.

Optimal Labor Productivity Data Sources

- Electronic Health Record (EHR)
- Patient Billing
- Employee Clock In/Clock Out
- Payroll



Connecting electronic health record (EHR) data, general ledger, patient billing, employee clock in/clock out feed and payroll data. This provides the framework for an accurate view of clinical operations.



Reporting Capabilities

Current Standard Labor Productivity Reporting

- **Bi-Weekly/Monthly Reporting**
- **Static Dashboards**
- **Charge Based Models**
- **High Level Statistics**
- **Averaged Patient Activity Indicators**



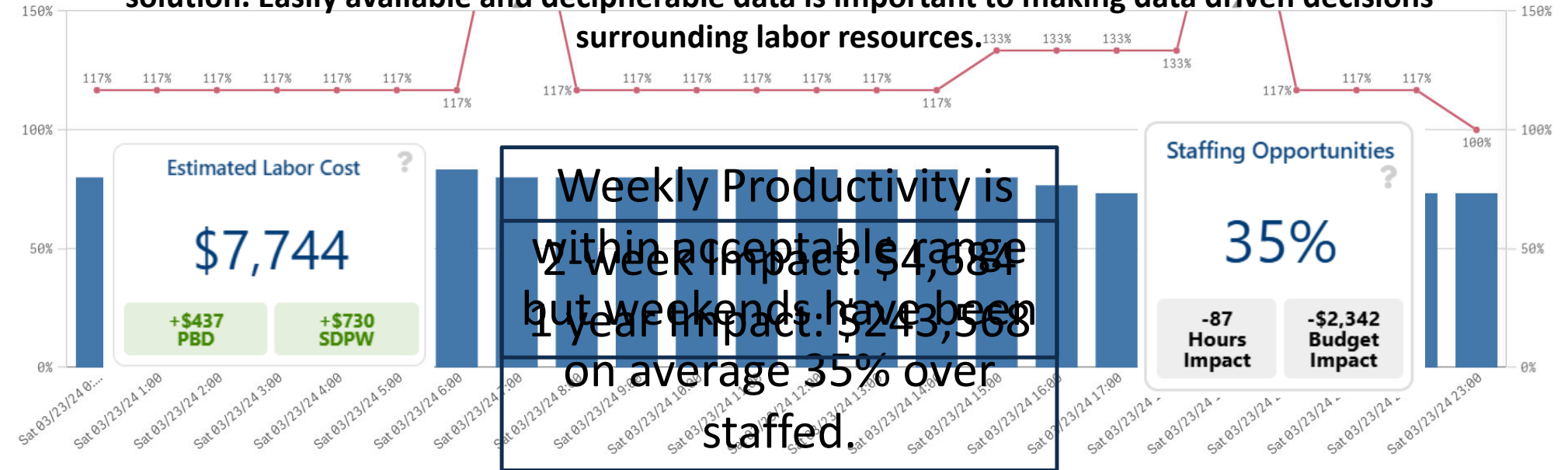
Optimal Labor Productivity Reporting

- **Real-Time Daily Reporting**
- **Dynamic Dashboards and Visualizations**
- **ADT Feed Based Models**
- **Detailed Statistics Tailored to Services and Patient Acuity**
- **Patient Activity Indicators Tracked by Hour**
- **Employee Resource Utilization Detail**
- **Cost Impact of Staffing Outcomes**



Identifying Opportunities Utilizing Nuanced Data Sets

The ability to interpret productivity outcomes and identify the why is imperative to finding a solution. Easily available and decipherable data is important to making data driven decisions surrounding labor resources.





Creating Sustainable Change

Q1 - 2025 Patient to Staff Ratio/Hour by Day of the Week

Q1 - 2025 Average Patients/Hour by Day of the Week

Shift	Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total
Shift 3	12:00 AM	6.0	5.4	4.8	4.1	4.4	5.1	4.4	4.88
	1:00 AM	5.6	4.5	3.8	3.5	3.4	4.6	2.5	3.98
	2:00 AM	5.1	3.4	3.1	3.0	3.0	4.1	2.3	3.43
	3:00 AM	3.5	2.6	2.6	3.4	2.5	3.5	2.1	2.89
	4:00 AM	3.4	2.6	2.3	3.4	2.6	2.9	2.4	2.79
	5:00 AM	2.8	2.8	3.8	3.3	2.6	3.0	2.4	2.93
Shift 1	6:00 AM	3.3	3.0	3.8	3.3	2.8	3.4	2.8	3.16
	7:00 AM	3.1	3.6	4.0	4.1	3.1	3.4	2.8	3.45
	8:00 AM	4.4	4.9	5.0	5.0	4.3	4.8	3.4	4.52
	9:00 AM	6.0	5.5	6.1	6.4	5.4	6.8	4.4	5.79
	10:00 AM	7.0	6.8	6.9	7.1	8.1	8.1	5.3	7.04
	11:00 AM	8.4	7.1	8.0	9.5	9.3	8.4	6.0	8.09
	12:00 PM	8.5	7.9	8.1	9.1	9.1	8.8	7.1	8.38
	1:00 PM	8.9	8.1	8.3	9.6	9.0	10.1	6.4	8.63
	2:00 PM	8.5	7.6	8.0	9.6	8.3	10.3	7.5	8.54
	3:00 PM	8.5	8.4	8.4	9.4	8.5	9.3	6.9	8.46
	Shift 2	4:00 PM	9.0	7.9	7.8	9.0	8.8	9.5	8.3
5:00 PM		8.4	6.8	6.9	9.4	7.3	8.8	7.9	7.89
6:00 PM		8.0	6.6	7.3	9.3	8.0	9.3	7.0	7.91
7:00 PM		9.0	7.0	6.4	7.8	8.1	8.0	7.0	7.61
8:00 PM		8.0	7.4	5.0	7.5	7.8	8.1	6.1	7.13
9:00 PM		6.1	5.9	6.4	6.3	5.9	7.1	6.3	6.27
10:00 PM		6.4	5.9	5.6	5.5	5.8	6.0	7.9	6.14
11:00 PM		5.9	4.9	5.0	5.0	5.9	5.6	6.3	5.50
24 Hr Total		59.9	48.9	48.1	56.8	54.9	57.1	52.4	378.0



Key Actions

Expand Data Sources → Connect the Dots Across Functions

Break down silos by connecting clinical labor data with operational and revenue cycle metrics. This ensures staffing decisions are tied to their financial impact, from cost of labor to reimbursement outcomes.

Adopt Real-Time Analytics → Make Productivity Visible Daily

Shift from hindsight to foresight. Real-time dashboards show how staffing shifts affect throughput, charge capture, and revenue potential — giving revenue cycle leaders daily insight into margin drivers.

Identify Root Causes → Focus on Financial Impact Drivers

Don't just see the symptoms — diagnose the financial drivers. Nuanced analytics reveal whether denials, delayed charges, or documentation errors trace back to labor challenges.

Engage Stakeholders → Align on Both Care and Cash Flow

Make labor productivity a shared responsibility. Clinical leaders, operations, and revenue cycle must all be at the table to balance staff wellbeing, patient care, and financial sustainability.

Implement Sustainable Solutions → Drive Lasting Margin Protection

Turn insights into sustained margin protection. Data-driven staffing models preserve care quality and staff satisfaction while safeguarding revenue integrity and long-term financial health.



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Questions?