


# HR as Profit Center

Todd Horton | Director  
Culture, Insights & Planning

CommonSpirit 

## Learning Objectives

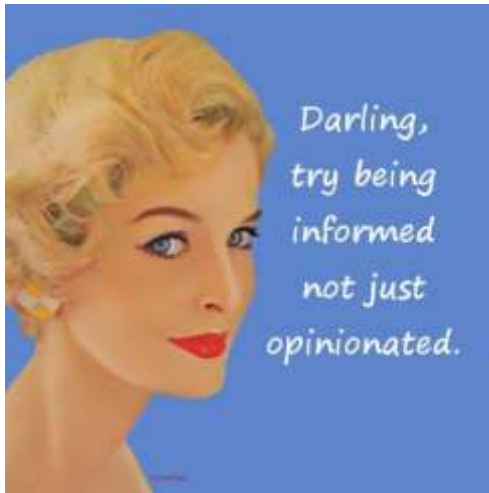
- Identify the outcomes that matter most in your organization
- Uncover the hidden links between HR initiatives and key outcomes
- Present return-on-investment clearly

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## Opinions are like...

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“If we have data, let’s look at the data. If all we have are opinions, let’s go with mine”

- Jim Barksdale

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## Reporting vs. Analytics

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### Reporting

- the process of organizing data into informational summaries in order to monitor how different areas of a business are performing

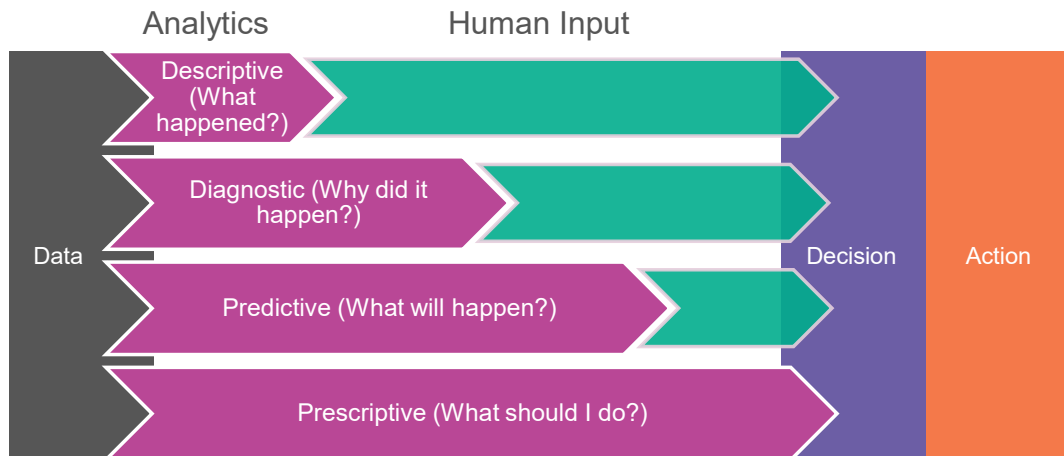
### Analytics

- the process of exploring data and reports in order to extract meaningful insights, which can be used to better understand and improve business performance.

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# Analytics Maturity Model



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Adapted from Gartner, #G00254653 (September 2013)

## Short Exercise

1. Using what you came up with for “common ground” earlier, pick one area where the desired future state, is largely dependent on behavior change of employee or leaders.
2. What types of workforce measures might give you insight into your work environment?
3. Which of these measures would change if you moved towards the desired future state?

## Common Ground for Dignity Health



### Onboarding Excellence

#### WELCOMING

New employees connect with people, work, and our mission and values

#### LEARNING

New employee resources foster understanding and success



### Effective Workforce Managers

#### CONNECTING

Accountable managers inspire through relationships and integrity

#### EMPOWERING

Accountable managers advance innovation and excellence



### Talent Stewardship

#### CULTIVATING

Opportunities abound for personal growth and development

#### ADAPTING

Talent quickly aligned towards organizational goals



### Living our Values & Brand Promise

#### BELONGING

Employees demonstrate our values and humankindness as whole people at work

#### DISCERNING

Grounded in our mission, values, and heritage, enlightened leaders thoughtfully move the organization forward



### Engaged Employees

#### TRUSTING

Employees know they are cared about and valued

#### CARING

Empowered employees connect to meaningful work

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## Choosing appropriate measures

### Org Health Indicators

- Onboarding Excellence
  - First Year Benefited Retention
  - Onboarding Index
- Effective People Managers
  - Manager Index
  - Sr. Leadership Index
  - Manager Support
  - High Performing Leader Retention
- Living our Values & Brand Promise
  - Mission Index
  - Diversity & Inclusion Index
- Talent Stewardship
  - Leader to Staff Diversity Ratio
  - Learning Utilization
- Engaged Employees
  - Engagement Index
  - Survey Participation Composite

### Outcome Calibration

- **Workforce Goals**
  - Overall Resignation Rate
  - Year over year Sr. Leadership Score Increase
  - Average Engagement Score
  - Overtime Premium Ratio
- **Business Goals**
  - HCAHPS
  - Quality
  - Productivity



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## Connect to what matters

|                                  | Engagement | Senior Leader Change | KPI Resignation | HCAHPS Overall Top Box | HCAHPS Recommend Top Box | HCAHPS Nurse Comm. Top Box | HCAHPS Responsiveness Top Box | Overtime Ratio |
|----------------------------------|------------|----------------------|-----------------|------------------------|--------------------------|----------------------------|-------------------------------|----------------|
| New Hire Retention               | +++        |                      | +++             |                        |                          | ++                         | +                             | +++            |
| Leader to Staff Diversity        |            |                      |                 |                        |                          |                            |                               |                |
| Survey Participation             | +++        | +++                  | +++             | +++                    | +++                      | +++                        | +++                           | +++            |
| High Performing Leader Retention | +          |                      | +++             |                        |                          |                            |                               | +              |
| Learning Utilization             | +++        |                      | ++              | ++                     | +                        |                            |                               | +++            |
| Engagement Experience            | -          | +++                  | +++             | ++                     | ++                       | +++                        | +++                           | +++            |
| Management Experience            | +++        | +++                  | +++             |                        | ++                       | ++                         | +++                           | +++            |
| Mission Experience               | +++        | +++                  | ++              |                        | ++                       | +++                        | +++                           | +++            |
| Culture of Safety Index          | +++        | +++                  |                 | +                      | ++                       | +++                        | +++                           | +++            |
| Senior Leadership Experience     | +++        | -                    | +++             | ++                     | +++                      | +++                        | ++                            | +++            |
| Inclusion & Belonging Experience | +++        | +++                  | +++             | ++                     | ++                       | ++                         | ++                            | +++            |
| Manager Support Experience       | +++        | +++                  |                 |                        | +                        |                            | +++                           | ++             |
| Onboarding Experience            | +++        |                      | +++             |                        |                          |                            | +                             | +++            |

+ Significant .10  
 ++ Significant .05  
 +++ Significant .01

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## Examples of using data and insights



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## Evidence Based “Wins”



Innovative HR programs to achieve budget goals while preserving critical staff



Smarter staffing mix to reduce cost and improve patient experience

## Key differences in this hospital

The RN Population was much more highly tenured than their peers throughout the rest of Dignity Health...



While also employing far more Part-Time and Per-Diem RNs than was typical across the organization:



# Key Findings and Outcomes

Over 75% of nursing staff at the hospital were Part-Time or Per Diem

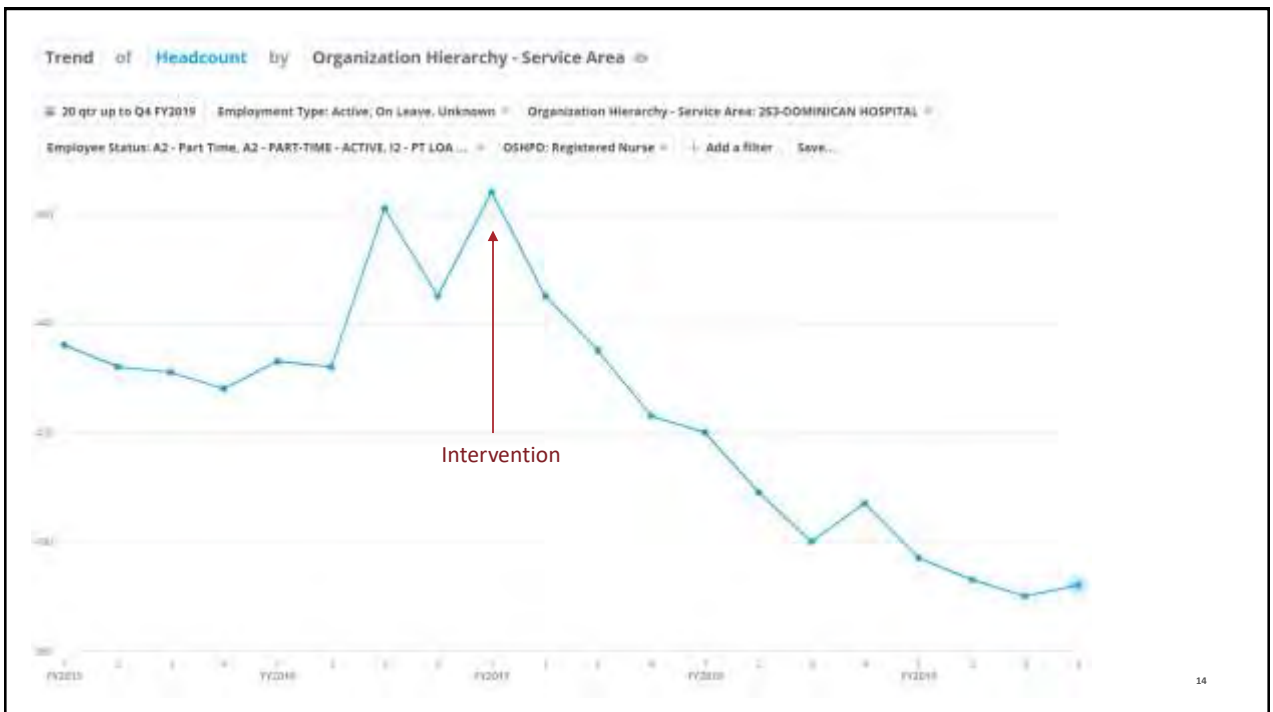
- ✓ Impact on **Total Cost of Workforce**
- ✓ Impact on **Continuity of Care**

A recent change to the shift structure resulted in shift changes happening in the middle of the night

- ✓ Impact on the **Quietness at Night** HCAHPS dimension

Root cause of staffing pattern identified and addressed

Substantial evolution of HR as a strategic partner



## Evidence Based “Wins”



Innovative HR programs to achieve budget goals while preserving critical staff



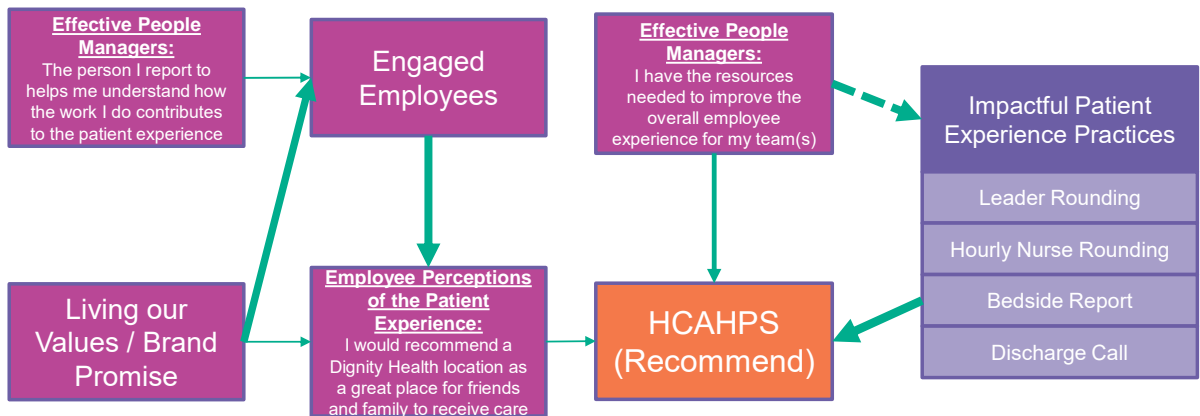
Smarter staffing mix to reduce cost and improve patient experience



Tackling manager effectiveness to create capacity and improve patient experience

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## What the data showed



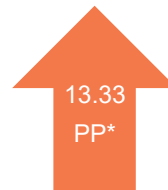
\* Arrow thickness indicates strength of relationship



## What they did

- HR Rounding on leaders to support manager capacity
- Tighter partnership between HR and Patient Experience teams, including cross functional participation in rounding and meetings
- Implementation of Crucial Accountability and Mini-Emerging Leaders Programs to address leadership needs

Effective People Managers



HCAHPS Willingness To Recommend Percentile

\*Increases from FY17 to FY18, Effective People Managers increase is statistically significant

# Thank you!



**Your opinion matters!**

Please take a moment now to  
complete the evaluation.

Thank You!