

2004 Showcase in Excellence Awards Recipient

Banner Thunderbird Medical Center



MISSION C.L.E.A.R.
Casual Labor Elimination
And Retention
Steering Committee

Company Information:

Highest Ranking Official:

Colleen Hallberg
Chief Executive Officer

Contact Person:

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Type of work:

Banner Thunderbird Medical Center has 335 licensed hospital beds and 62 licensed behavioral health and rehabilitation beds. Principal lines of business include behavioral health, cardiology, emergency services, endoscopy, radiology, neurology, oncology, orthopedics, pediatrics, surgery and women's and infant services. Banner Thunderbird opened in 1983 and is part of Banner Health, based in Phoenix, Arizona. Banner Thunderbird is ranked among the highest in the country in patient and employee satisfaction and has been recognized nationally for clinical and service excellence.

Workforce: 2500 employees

Testimonial of Value of Arizona State Quality Awards Program

"Banner Thunderbird Medical Center has learned a great deal and received a number of valuable insights from this process. During application, we were able to go back and revisit the goal, benefits, and results of the MISSION C.L.E.A.R. initiative. The internal assessment validated our belief that by working together, we could eliminate our casual labor and do it in just eight months. The external assessment allowed us to position our efforts as a benchmark within the healthcare industry and measure our accomplishment in real terms. Receiving the Showcase of Excellence Award is an honor we value and share with all the staff of Banner Thunderbird Medical Center and our organization."

Colleen Hallberg
Chief Executive Officer

Highlights of Organizational Process:

Quality and Performance Results:
Time Frame: September 2002-April 2003

Registry Usage: The amount of registry staff utilized per pay period decreased from 21.6 to 1.6.

At the beginning of Mission C.L.E.A.R., the number of registry FTEs at the hospital totaled 21.6 per pay period (3 per day). By the end of Mission C.L.E.A.R., the number of registry FTEs totaled 1.6 per pay period. Registry usage specific to nursing only was 0 per pay period at the end of May 03.

A nursing shortage still exists in the industry along with seasonal volume changes in the Phoenix metro area. In response to these factors Banner Health's (BH) Arizona Region has established employee nursing pools that can now be used by all BH hospitals in the Phoenix metro area to fill nursing needs in a similar manner as registry use, but in this situation the nursing staff are BH employees considerably decreasing the expense to the facility.

Travelers: The number of contracted traveling nurses decreased per pay period from 34 to 2.

At the beginning of Mission C.L.E.A.R., the number of travelers totaled 34 (not including international nurses). By the end of Mission C.L.E.A.R., the

the number of nursing travelers at the facility had been reduced to 2. The strong push to eliminate travelers from the hospital had an additional result: of the 34 travelers who were at the facility, eleven applied for and were hired on staff at the conclusion of their contract period.

Casual Labor Expense: Casual Labor expense decreased from 5.6 million in 2002 to 1.8 million at the end of 2003.

In 2002, Banner Thunderbird spent over \$5.6 million in casual labor. By the beginning of May, the majority of the casual labor had been eliminated, and along with that, the majority of the expenses. By end of June 2003, the hospital spent about \$1.3 million in casual labor, compared to a budget of \$2.3 million. At the end of April 2004 year-to-date expenses totaled \$392,829.

Hires Needed: The goal set for new hires needed was exceeded by 99 FTEs.

At the onset of Mission C.L.E.A.R. a goal of hiring 181 FTEs was set. New FTEs were required to fill vacant position decreasing the reliance on travelers and casual labor. By the end of Mission C.L.E.A.R. more than 280 employees in the areas of nursing, medical imaging and telemetry had been hired, which was 99 FTEs over the goal.

Voluntary Annualized Turnover: The number of employees that voluntarily leave the organization divided by the total number of employees decreased 5.6 %.

At the beginning of Mission C.L.E.A.R. voluntary annualized turnover was measured at 12% for the whole facility. By the end of Mission C.L.E.A.R., it had dropped to 6.4%. The year 2003 ended at 8.1 % voluntary annualized turnover, and Banner Thunderbird was maintaining at 8.1 % at the end of June 2004.

Overall Vacancy Rate: Total open positions divided by total positions dropped by 0.8%.

At the beginning of Mission C.L.E.A.R., the overall vacancy rate at the hospital was at 4%. By the end of Mission C.L.E.A.R., the overall vacancy rate dropped to 3.3% and ended at 3.2 % in 2003.

Process

Planning Retreat

In order to jump start Mission C.L.E.A.R., a full-day strategic planning retreat was held and included participants from throughout Banner Health. The retreat yielded eight strategic directions.

Project Structure

Three levels of support were initiated to accomplish the strategic directions: 1) Executive 2) Steering 3) Sub-Committee. Involvement continued with the development of the organizational structure, with administration being a key stakeholder. The Executive Committee was made up of the four leaders from the senior management team of the hospital. The Steering Committee was made up of a combination of members from the Executive Committee and the leadership of each individual subcommittee. Subcommittee leaders were chosen from those attending the planning retreat.

Implementation

Each sub-committee's goal was to:

- Identify strategies through planning and developing practices that would accomplish their assigned initiative
- Implement those practices
- Tracking the progress and effectiveness of those practices that were implemented

Evaluate

Upon completion of Mission C.L.E.A.R., the Steering Committee convened to evaluate the effectiveness of strategies that were implemented. The results of the evaluation were used to determine what strategies should be continued in the future and results were communicated to other facilities within Banner Health for their implementation of a casual labor reduction initiative.

Share:

The workgroup's recommendation that Banner Health establish Mission C.L.E.A.R. as a system initiative was approved. Mission C.L.E.A.R. was shared, recognized and incorporated into Banner Health's system strategies. Banner Health supports facility specific Mission C.L.E.A.R. activities with a regional advertising platform to promote regional recruitment events. Mission C.L.E.A.R. 2 has been formed at BTMC to sustain the gains of the original Mission C.L.E.A.R. The kickoff retreat was held on October 27, 2003.