

PRODUCT

Systematic, analytical approach driven by data and algorithms for redesigning job tasks and roles

INDICATION

Workforce Management

VALUE PROPOSITIONS

Workforce management

solution optimizing resource capacity for health systems using a proprietary process and task and job role analysis

Capacity Optimization Score

offers clear direction about how to automate and optimize jobs instead of fill vacancies.

Repeatable method that is trusted and validated by healthcare stakeholders

DEVELOPMENT STAGE

Process and algorithms developed and deployed at the Cleveland Clinic over the past three (3) years.

CONTACT INFORMATION

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Strategic Workforce Planning: Role Redesign & Capacity Optimization

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PROBLEM/OPPORTUNITY

The current healthcare environment faces a massive staff shortage. Health systems struggle to recruit and retain talent. In the US, there are 2-2.5 million unfilled healthcare jobs. Demand to fill these open positions outpaces the current supply of new medical, nursing and allied health professionals. Between 2020 and 2021, RN turnover went from 2.8% to 18.7%. The traditional solution to address this gap is to increase recruitment and retention strategies. This has driven labor cost to over 50% of total expenses for a health system. Further exacerbating issues is the rising cost of turnover. The organizational cost of losing an individual bedside RN is between \$28,000 to \$51,000. The challenge remains to optimize staffing as an alternative to the traditional method of recruiting and adding additional resource-capital, which is limited by the market.

SOLUTION/PRODUCT

Cleveland Clinic's strategic workforce planning (SWP) team has developed a role redesign platform that uses data to identify and redesign the roles that are deemed challenging to recruit and retain. The SWP team developed innovative data measures to enhance evaluation, management, and overall organizational handling of key jobs, with a focus on task and time efficiency analysis. The output of the proprietary process and algorithms produce a measure described as a "Capacity Optimization Score" for a role. The capacity optimization score for many roles falls below a defined threshold. In those cases, the roles are redesigned using a proprietary process with an emphasis on task automation and top of licensure instead of hiring more people.

The SWP team has engaged executives and clinical leaders in key institutes to deliver the solution. There are five (5) phases including initiate, forecast, plan, activate, and advise. The process built around the algorithms consistently drive commitment to asking key questions and yielding candid answers. The forecasting phase includes the deep analytics that feed the implementation phases that follow.

In 2023, capacity optimization has created the equivalent of 430 FTEs of capacity for Cleveland Clinic. This saved more than \$10 million for the organizations within the most challenging roles like Medical Assistants, Pharmacy Technicians, Environmental Services, Respiratory Therapists, and Transplant Coordinators.

