



CASE STUDY

Temple University Health System



BETTER TALENT PLANNING, BETTER TALENT ACQUISITION

Temple Health utilizes analytics and managed services for an optimized workforce

PAINTING THE PICTURE WITH DATA

The middle of a global pandemic is not typically the time when a leadership team chooses to adopt a new strategy that touches all aspects of their staff and delivery of care. However, the leadership team at Temple University Health System is anything but typical.

Staffing levels are always a focal point for provider organizations, and often the number one concern for nurses. Many nursing leaders feel they are understaffed, but without a deep dive into the data it's difficult to know for certain where the shortages are, what is causing them, and what the fixes might be.

During COVID-19, this issue was exacerbated. This motivated Temple Health, a 1,020-bed Philadelphia-based academic health system, to understand their staffing levels and allocations across facilities and units and determine what they could do better.

"We knew what the projections of the virus were and saw the toll it was taking on hospitals and health systems in other countries," said Angelo Venditti, Chief Nursing Executive at Temple Health. "There really has never been a better time to focus on staffing and the safety of our healthcare professional."

AMN Healthcare conducted an **Enterprise Workforce Analysis** to paint a clear picture of the staffing situation at Temple Health. This proprietary process helps healthcare organizations pinpoint the exact causes of less-than-optimal talent outcomes and where opportunities exist within their business. As a result, talent levels, the mix of permanent and contingent staff, and talent spend are optimized.

Inadequate numbers of core staff can be one cause for organizations to feel short-staffed, but there are often other factors at play. For example, nearly all organizations have Full-time Equivalent (FTE) leakage to a certain extent. This happens when hours dedicated within a budget for core staff FTEs are not scheduled or working hours have "leaked" from available staff resources. Our Analysis found leakage equivalent to sixteen FTEs, which affected costs and efficiencies.

INSTINCTS SUPPORTED BY FACTS

COVID-19 highlighted the need for greater talent resource flexibility. Part of developing agile plans that allow for quick adjustments to workforce composition is the float pool. We at AMN Healthcare have found that organizations can optimize their core staff and reduce dependence on agency contingent labor, both worthy goals, but without a robust float pool miss the essential “third leg of the stool” for true talent optimization.

Often, float pools have been restricted to one facility within a system. Today’s float pools are actually “flex pools”, a strategic and flexible source of staff that fills needs across the enterprise in line with emerging demand. A highly customized solution, flexible resource pools are designed to fit the size of the healthcare system, its volume, and census patterns.

Mr. Venditti knew the float pool was undersized and relied often on core staff members working overtime. Our Enterprise Workforce Analysis provided the blueprint and recommendations for adding staff to this flexible resource team that could go to the areas of highest demand across the system.

An AMN Healthcare Workforce Strategy Consultant met with each facility’s Chief Nursing Officer and VP of Finance to review their data, thus supplying insights to validate Mr. Venditti’s instincts. Across all service lines, the current level of contingency utilization was evaluated and a utilization plan was put in place.

Contingency Source	Total Reallocation Recommendation (FTE)	Peer Group	Current Utilization (FTE)	Proposed Utilization (FTE)	Final Recommendation (FTE)
Enterprise Float Pool	13	Med Surg	0	9	9
		Critical Care	0	4	4
Site-Based FTE Float Pool	39.6	Behavioral	0.3	5.4	5.1
		Critical Care	7.6	16.1	8.5
		Med Surg	6.6	29.4	22.8
		Mother-Baby	4.5	7.8	3.3
Site-Based PRN Float Pool	12.1	Behavioral	3.1	1.4	(1.6)
		Critical Care	0.8	5.2	4.3
		Med Surg	3.2	10.5	7.3
		Mother-Baby	0	2.1	2.1
Total Contingency FTEs	64.7		26.1	90.9	64.8

Now, when Mr. Venditti is considering a proposed hire, he asks himself two questions: Do I need this position, and if so, should I hire them for the float pool or for a unit?

Temple University Health System is a 1,020 bed Philadelphia-based academic health system dedicated to providing access to quality patient care and supporting excellence in medical education and research.



NEW THINKING FOR TALENT ACQUISITION

Having the staff you need is one thing. Having the processes and supporting technologies to know how to acquire quality talent quickly and allocate them efficiently down to the unit level is critical for success.

Our Managed Services Program handles the entire talent acquisition and development lifecycle, optimizing core and contingent talent to increase efficiency, reduce costs, and improve patient and provider experiences.

Through our Enterprise Workforce Analysis, we're providing data impacting core staff for immediate relief while bringing contingent labor cost down and building the workplace of the future. One way Temple operationalizes these benefits is by partnering with our **Managed Services Program** (MSP).

Our Program handles the entire recruitment acquisition and development lifecycle for Temple Health, optimizing their core and contingent talent to increase efficiency, reduce costs, and improve patient and provider experiences. We have an agile model in which an organization can retain control of their staffing or have us manage the process for them.

Previously, Temple Health operated three separate staffing centers, responsible for both patient and staff placement across their system. Although it might seem logical to have the same team coordinate the logistics for both, staffing requires its own focused attention, working in concert but separately with patient placement.

Temple Health consolidated its three staffing offices into one. Partnering with the patient placement team and with the enterprise transparency of their scheduling tool, **Smart Square**, they now have their finger on the pulse of staffing at every hospital and know what beds are available to move staff and patients between campuses.

KEYS TO SUCCESS: PROCESS AND TRANSPARENCY

Temple Health transformed their approach to workforce management with analytics, float pool development, a consolidated staffing office, our Managed Services program, and the implementation of our staff scheduling solution, Smart Square, in 10 months – during a pandemic.

How they accomplished this was a mix of leadership, transparency, partnership, and the health system's bias for action. As Mr. Venditti stated, "Our people have a great will and hunger to do things differently."

The foundation was formed over the course of several cross-functional executive steering committee meetings. In these meetings, the strategy was developed and system design decisions were made, tailored to Temple Health's strategy.

Transparency was critical to inform team members, gain buy-in, and build momentum and enthusiasm for the project. The "why" and WIIFM (what's in it for me) was shared through a series of internal communications, biweekly newsletters to staff, and education sessions on topics such as "non-productive time" to help staff understand what they could do to improve utilization.

NEXT STEPS TOGETHER

The partnership between Temple Health and AMN Healthcare provides a platform for innovation that combines the ability to accurately predict staffing needs in advance with the technologies and processes to acquire and place healthcare professionals for the right position at the right time.

Because of their hard work conducted during the pandemic and our teams pulling together, Temple Health is in a strong position to continue delivering exceptional patient care no matter what the future brings.

FOR MORE INFORMATION on how to effectively plan for talent success, contact client.
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