



ASHHRA, in collaboration with PwC Saratoga, formally invites its members to participate in the 2014 HR Metrics Tool. The mission of this collaboration is to enable ASHHRA members to benefit from PwC Saratoga's expertise in HR analytics and knowledge of the health care industry in order to obtain relevant benchmarks for workforce and HR metrics.

PwC Saratoga is a global leader in workforce measurement, having been in the field for over 30 years, and works with over 600 companies annually to support the development of a fact/evidence based framework to align HR strategy with organizational objectives. Additionally, PwC Saratoga has a deep understanding of the challenges facing HR professionals in the health care industry. PwC Saratoga has worked with hundreds of leading hospitals to benchmark HR metrics and provide thought leadership.

Participation in the HR Metrics Tool consists of data submission in a benchmarking survey. Each participant will receive a personalized report that compares their organization's results against those of other participants. The HR Metrics Tool will re-launch in January 2014.

Benefits of participation in the HR Metrics Tool are:

- Gain a better understanding of the investment in the HR function and its areas of strength and identify opportunities for improvement
- Consistently measure and benchmark items like nurse turnover
- Develop a comprehensive perspective on human capital management
- Benchmark directly with your health care peers in a confidential manner
- Establish consistent reporting on human capital metrics to enable accurate comparisons
- Personalized reports with the ability to review data by a variety of segments.

The survey focuses on the following metrics:

<p>Retention and Separations</p> <ul style="list-style-type: none"> • Turnover Rate • First Year of Service Turnover Rate • Nurse First Year of Service Voluntary Separation Rate • Nurse Voluntary Separation Rate • Average Tenure 	<p>Workforce Productivity and Profitability</p> <ul style="list-style-type: none"> • Workforce Employees Operating Cost per FTE • Labor Cost per FTE • Labor Cost Expense Percent • Nurse Overtime Pay Percent 	<p>Staffing and Hiring</p> <ul style="list-style-type: none"> • Internal Hires Percent • Cost per Hire • Time to Accept • Nurse Time to Accept • Nurse Vacancy Rate
<p>Workforce Diversity</p> <ul style="list-style-type: none"> • Ethnically Diverse External Hiring Percent • Ethnically Diverse Headcount Percent 	<p>HR Cost and Structure</p> <ul style="list-style-type: none"> • HR Costs per Employee • HR Headcount Ratio • Learning & Development Investment per Employee 	<p>Compensation & Benefits</p> <ul style="list-style-type: none"> • Average Benefits per Employee • Health care Costs per Active Employee • Learning & Development Investment per Employee

The fee for participating in the HR Metrics Tool starts at \$500 for ASHHRA members and \$1,000 for non-members. Pricing is based on headcount size:

Headcount size	Fees
Up to 2500 employees	\$500
2500-3000 employees	\$1,000
3501-5000 employees	\$2,000
5000+ employees	\$5,000

All participants will be provided with:

- PwC Saratoga's proprietary web-based data collection and reporting tool
- Standardized instructions for each data element for the health care industry
- Customized report containing your results compared against other organizations' results, with trended year-by-year results
- A single point of contact for questions about data collection and benchmarks
- Data collection webinars and user guides

ASHHRA members also have the opportunity to upgrade to PwC Saratoga's Hospital Consortium, with access to a national database of 200+ metrics. Please contact us for details.

Timeline for HR Metrics Tool

Activity	Date
Data Collection	January 14, 2014 - April 12th, 2014
2013 Benchmarks Published to Participants	June 2014

Please do not hesitate to contact us should you have any questions or if you are interested in becoming a member.

Ursula Pawlowski
312.422.3725
upawlowski@aha.org

Shebani Patel
408.817.7445
shebani.patel@saratoga.pwc.com

Kristina Dunphy
408.817.3882
kristina.dunphy@us.pwc.com