



PwC Saratoga's 2013 Hospital Consortium

PwC Saratoga and the participating members of the Hospital Consortium would like to formally invite you to join the 2013 consortium. The mission of this consortium is to bring together hospitals to focus on the unique challenges of the hospital industry and to provide a forum through which workforce and HR topics can be benchmarked. Membership into the consortium includes participation in an annual human capital benchmarking survey and access to annual benchmark results.

Discounted Price for ASHHRA Members: \$9,000, recommended for multi-facility systems that have over 4,000 employees.

Some of the key benefits of joining the Hospital Consortium include:

- Participation in the annual hospital HR/workforce benchmarking survey, focusing on over 50 hospital-related metrics
- Access to Saratoga's Human Capital Effectiveness Report represented by over 300 companies across 12 industry sectors with over 200 cross-industry metrics
- Participation in PwC's Health and Wellness Benchmarking Survey (covering health benefits, pharmaceutical costs, and wellness programs)
- Access to PwC thought leadership on both HR and non-HR topics
- Opportunity to poll your hospital peers on key issues
- Access to webcasts on human capital measurement topics

You will also be able to:

- 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 asset management
- Network and benchmark directly with your hospital peers in a confidential manner
- Establish consistent reporting on human capital metrics that enable an "apples-to-apples" comparison

In addition to over 200 cross-industry metrics offered, the consortium will initially focus on the following metrics:

Retention and Separations

- Bedside Nurse First Year of Service Voluntary Separation Rate
- Bedside Nurse Five to Ten Years of Service Voluntary Separation Rate
- Bedside Nurse Manager Voluntary Separation Rate
- Bedside Nurse More than Ten Years of Service Voluntary Separation Rate
- Bedside Nurse One to Three Years of Service Voluntary Separation Rate
- Bedside Nurse Three to Five Years of Service Voluntary Separation Rate
- Bedside Nurse Voluntary Separation Rate
- Graduate Bedside Nurse Voluntary Separation Rate
- Per Diem Voluntary Separation Rate
- Physician Voluntary Separation Rate
- Voluntary Separation Rate
- Voluntary Separation Rate (Excluding Per Diems)
- Bedside Nurse Turnover Rate

HR Cost and Structure

- HR Costs per Employee
- HR Headcount Ratio
- Learning & Development Investment per Employee

Workforce Productivity and Profitability

- Average Benefits per Employee
- Bedside Nurse Labor Cost per Hospital Bed
- Bedside Nurse Overtime Pay Percent
- Bedside Nurse Paid Time Off Days per Employee
- Bedside Nurse Per Diem Costs as a Percent of Total Costs
- Bedside Nurse Sick Days per Employee
- Healthcare Costs per Active Employee
- Labor Cost per FTE
- Total Cost per FTE
- Bedside Nurses per Hospital Bed
- Adjusted Admissions per FTE
- Absence Rate
- Labor Cost per Adjusted Admission
- Labor Cost Expense Percent

Workforce Diversity

- Average Retirement Age
- Ethnically Diverse Headcount Percent
- Percent of Employees Eligible for Retirement within Five Years
- Percent of Executives Eligible for Retirement within Five Years
- Percent of Bedside Nurses Eligible for Retirement within Five Years
- Percent of Physicians Currently Eligible for Retirement
- Promotion Rate
- Average Tenure

Talent Acquisition

- 90 Day Turnover Rate
- Bedside Nurse 90 Day Turnover Rate
- Bedside Nurse First Year of Service Turnover Rate
- Bedside Nurse Time to Accept
- Bedside Nurse Vacancy Rate
- Cost per Hire (Excluding Relocation)
- Cost per Hire for Bedside Nurses
- Ethnically Diverse External Hiring Percent
- First Year of Service Turnover Rate
- First Year of Service Voluntary Separation Rate
- Internal Hires Percent
- Offer Acceptance Rate
- Per Diem Turnover Rate
- Rehire Percent
- Time to Accept
- Turnover Rate
- Vacancy Rate

Span of Control and Succession Planning

- Bedside Nurse Manager Span of Control

You can sign up for Hospital Consortium standard membership for one year or multiple years at a time. All participants will be provided with:

- PwC Saratoga's proprietary web-based data collection and reporting tool
- Standardized instructions for each data element
- PwC Saratoga resource to support your data collection team
- Rigorous data validation methodology
- Customized report containing your results compared against other hospitals' results
- Benchmarking report containing all available benchmark results

We also offer a Premium Membership option for the Hospital Consortium.

Premium Membership Components:

- **Hospital Consortium:** Standard participation in the annual benchmarking survey, representing 12 cross-industry sectors
- **Metrics 101/200, Workforce Planning 101/200 and Finance 101 for the HR Professional Workshops:** A total of 2 seats at full-day sessions focused on surveys, metrics and measurement held at PwC offices around country. For more details, visit: www.meetpwc.com/saratogaworkshops
- **Custom Benchmark Cut:** You select parameters which we use to develop a custom peer benchmark group based on organizations in the consortium (e.g., location, revenue size, headcount size, etc.)
- **On-site Training Workshop:** Focused session facilitated by PwC Saratoga for 10-15 participants on a topic of interest for your organization (e.g., metric mapping, workforce planning, predictive analytics, etc.)

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

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Timeline for Saratoga's Hospital Consortium:
Nov. 2012 - Feb. 2013: Data Collection
Feb. - March 2013: Reports Prepared
April 2013: Results Released