

CASE STUDY

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# Healthcare Organization closed 8,000 requisitions, saved millions



A major not-for-profit healthcare organization realized the key to its mission of delivering leading healthcare solutions is expert stewardship of its over 100,000 employees. This is where their Workforce Planning and Analytics Team and its senior director make significant impact. Visier is part of the solution that enables this team to deliver on their organization's mission of providing quality care to communities across multiple states.

## Making the Business Case for People Analytics

The organization has been using business intelligence for more than five years. But an accelerating pace of change—along with healthcare transforming due to policy changes and the trend to consumerization—made the Workforce Planning and Analytics Team's senior director aware that the organization was not in the optimal position to lead the change with the right talent in the right places.

Additionally, organization leaders needed faster and more complete access to the workforce data for analysis and to plan for the future with precision. Two and a half years ago, as a response to these challenges, the organization did an HR transformation including a move to an HRBP model to support people leaders. The director realized the HRBPs did not have the skill set to leverage analytics in their partnership with people leaders. He argued for a strategic workforce planning and analytics function that worked at the intersection of data and strategy, one that empowered HR and the organization's leaders to proactively position its workforce to achieve their strategic priorities.

### Establish a Workforce Planning and Analytics Team

The purpose of this new function is to enable the achievement of strategic business priorities using data-driven insights. Part of its mandate is to further catalyze innovative thinking and leading-edge practices through strategic partnerships, experimentation, and technology that anticipates the future of work.

Analytics should not be done in silos, so the group also works-through relationships and thought partnerships—on central analytics and IT functions, Care Excellence, Operations Excellence, Finance, Marketing and Communications, and Strategy.

Furthermore, the team aims to integrate data and create shared knowledge, standardize the delivery experience of reporting and analytics, and create a culture of analytics built on a reproducible process. Analytic solutions that organize, analyze, and visualize data for people analytics and planning, and the data unification strategy, are intended to enable leaders, managers, and associates at all levels, giving them the ability to accurately and quickly derive actionable insight from the data available.

**“ Instead of just reacting to the changes in healthcare, we looked at what data we have to drive insights and help us to transform ourselves into an outcomes-focused healthcare workforce. We saw that our data was limiting and cumbersome to pull together. We could not solve problems at the speed of business or look to the future to inform workforce decisions to lead the change and deliver cost effective quality care.”**

Senior Director of Workforce,  
Planning and Analytics Team



# Core Services

Education & Development	Strategy Enablement	Self-Service Implementation	Reporting & Administration	Research & Analytics
Build adoption with advocacy and engagement	Align workforce strategy to business strategy	Cross-functional partnerships with information services, analytics groups and industry to build out data capabilities	Content management	Study design and implementation
Develop best practices and implementation	Develop data-driven workforce plans and scenarios aligned to business strategy	Ensure self-service access to robust solution sets	Reporting and Ad-hoc report generation	Statistical analysis plans
Competency-based education and training	Proactively create and share data-driven insights		Collaboration with AIS to develop automation of reports	Program measurement and evaluation
Enhance advanced analytic capabilities				Predictive and Prescriptive Analytics

→ Figure 1: Core services provided by the Workforce Planning and Analytics Team

Reporting directly to the CHRO, the Workforce Planning and Analytics Team represents HR on all cross-functional analytics work.

The organization leverages a hub-and-spoke model for aligning analytics efforts and resources. This allows for the utilization of shared platforms, technology and expertise through a centralized analytics function. These include a Platform-as-a-Service; Data-Science-as-a-Service; Data Scientist Workbench; Data Warehouse and Marts; and Data Governance.

Across the organization there is a formalized analytics affinity group that allows for and promotes direct partnerships across user groups on strategically aligned priorities. These different capabilities, governance and organization, have enabled the healthcare organization to move up a people analytics maturity curve from “react and respond” to “predict, prescribe, and act,” recognizing that the future of people analytics goes beyond descriptive (what happened?) and diagnostic (why did it happen?) to predictive (what’s likely to happen?) and ultimately to prescriptive (what should we do?).

The future of people analytics is moving to that prescriptive analytical optimization stage of maturity and this major healthcare provider is leading the charge.



## People Analytics User Adoption Starts with Upskilling HRBPs

Visier played a key role in closing the data and analytics capability gap of the HRBPs. They needed to get trained on business and clinical metrics and they needed to learn to connect the dots from workforce trends to these business and operations metrics. While HR directors are already doing this “in spades,” the HRBPs are beginning this journey—but several hundred of them are already making significant strides.

The HRBPs have had considerable training on key metrics to manage and fine-tune the workforce. The Workforce Planning and Analytics Team have done knowledge transfer and engage in continuous development through regular competency-based webinars and brown-bag sessions. They have also developed a library of recorded and printed materials.

There is shared accountability, which starts with an integrated scorecard of organizational and HR goals directly aligned to and sourced from an analytics dashboard (developed in Visier). HR leaders do rounds to ensure regular usage by HRBPs of analytics solutions when consulting with people leaders.

At the same time, people leaders have put HR on notice and they are expected to ask their HRBPs for a review of dashboards and visualizations from Visier. On an ongoing basis, the Workforce Planning and Analytics Team put out “ideas of the week” and other just-in-time suggestions connecting HRBPs to salient content targeted to create a pull and FOMO (fear of missing out).

Furthermore, a social collaboration site enables people analytics conversations, user-generated content sharing, and sharing of innovations. HRBPs can self-select to affinity groups and topics of interest. Healthy peer pressure further enhances accountability. As a result, the organization is fast moving towards that “predict, prescribe, and act” consultative model.





## Using Visier uncovered hundreds of millions in savings

When this major healthcare organization thought it had a recruiting crisis (based on not always having the right people at the right place and right time at the optimal cost), it turned to people analytics and learned that it was actually a turnover and staffing-to-patient-outcome problem.

**Turnover analysis and staffing based on monitoring a productivity index led to hundreds of millions in savings for the healthcare provider.** Below are a few examples.

### Addressing Voluntary Turnover, Premium Labor Spend and Overtime Spend Issues

With Visier in place, it is monitoring departments that are lagging behind in key measures around voluntary turnover, premium labor spend, and overtime spend. Every two weeks, reports go out to all senior leaders listing departments that are meeting or behind targets.

Visier is an important part of the HRBP consultative process, who work with the lagging departments to show the data behind the levers they can pull to correct and catch up. Addressing the three core measures requires that the HRBPs educate managers about how the decisions they make connect directly to these metrics and how leaders can play a role in solving the problems.

### Staffing and the Productivity Index

To provide the best possible care to each patient, work has been done to define the expected level of hours invested in a particular patient with a particular case mix and diagnostic. A productivity index has been defined and management monitors this index by region, location, etc.

“The expectation is that managers are more prescriptive on how they are staffing by monitoring their productivity index in Visier,” explains the senior director of the Workforce Planning and Analytics Team.

Visier dashboards and visualizations are used by HRBPs to work with departments. They also look at call-back hours, movement of staff to float pools, and elimination of premium labor such as expensive traveling nurses. This is all part of data-driven management of the workforce.

A secondary benefit of this work is related to the number of open requisitions to be recruited. Before Visier, hospital units would open requisitions because they didn’t think they had enough people to deliver services—it was based on gut feel. Now, unit managers can only open a requisition if the data shows productivity is above a certain threshold, thus ensuring that a position really does need to be filled.

HR was able to close 8,000 requisitions as a result of being able to monitor the productivity index status.

The end result of this analysis has enabled the healthcare provider to constantly and efficiently adjust staffing to patient volumes while delivering a high quality of care. They are now staffing more appropriately to ensure there is no or reduced overtime utilization and that they are able to limit the need for “on-call” pay (status where they are paid to be on call if volumes spike). Their goal is to keep overtime and contract labor expenditures at or below 2.5% of the overall labor spend.



## Next Steps

### Healthy Equity

Management at this organization is passionate about eliminating health outcome disparities in communities they serve and has set a goal to do so within four years.

“If you are a minority, the probability of a successful outcome for heart disease, cancer, diabetes and other common diseases is much lower than if you are white. We believe that is an injustice,” explains the senior director of the Workforce Planning and Analytics Team. “When the care team represents the diversity of the community, there are better outcomes for minority populations.”

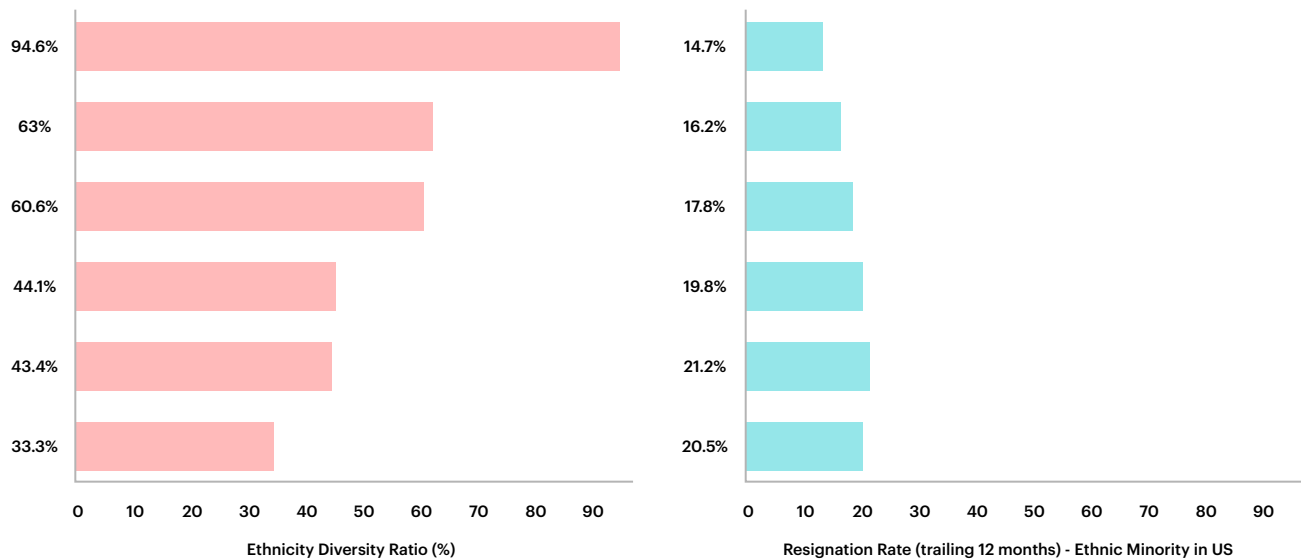
The Visier platform is playing a big part in tracking the diversity of teams serving Medicare and Medicaid communities. Another piece associated with this issue is having more minorities in leadership. To support this, the Workforce Planning and Analytics Team added a custom metric to Visier, the Diversity Leader Index, to track status and progress.

**“ We have been working on identification, education, and community activity for the past three years, but now we’re ready to be more meaningful. Visier is how we monitor where we are with diversity on care teams and tracking those teams.”**

Senior Director of Workforce,  
Planning and Analytics Team

### Ethnic Diversity Ratio by Ethnic Diversity Registration Rate TTM

Ethnicity Diversity Ratio (41.3%) vs. Resignation Rate (trailing 12 months) - Ethnic Minority in US (16.9%) Grouped by Organization





## Extending Impact through Self Service

People analytics adoption in the future will include direct access to over 10,000 people leaders. The Visier self-service model will be integrated into people leader desktops and mobile devices for ease of access and use. The analytics team also continues to expand business and consumer metrics; for example, absence metrics will soon be implemented. There is also a link to upcoming system-wide business goals, with the analytics platform to serve as the reporting and analytics source of truth.

## People Planning

The people analytics and planning group has trained HR and organizational development leaders on planning in each of its markets, and has selectively deployed workforce plans to help with major workforce transitions (divestitures, service line integrations, post-acquisition integrations, etc). The organization will be fully using Visier's workforce planning in the coming fiscal year, and aligning to its 2025 advanced strategic direction.

## Summary

By doing turnover analysis and staffing to expected volumes based on the productivity index, this healthcare provider has eliminated most premium labor spend, radically reduced overtime spending and better ensured that all associates are getting the opportunity to work their expected hours per pay period.

This has led to greater morale and hundreds of millions in savings that can be reallocated to the transformation of healthcare while emphasizing greater service to those who are poor and vulnerable.

**“ The role that Visier plays is bringing together a complete picture of workforce data in one place. There is a WOW factor for leaders when they see that whole big picture. Now everyone has a solution to search for trends in departments that are consistently behind or missing targets. Visier enables them to understand these trends and solve for the problems. Now when a leader says, ‘I am missing my target’ or ‘I can’t recruit fast enough,’ the HRBP can dispel the unfounded assumptions and then resolve what is really going on.”**

Senior Director of Workforce,  
Planning and Analytics Team



# Visier's purpose is to help people see the truth and create a better future—now.

Visier was founded to focus on what matters to business people: answering the right questions, even the ones a person might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier delivers fast, clear people insight by using all the available people data—regardless of source. With best-practice expertise built-in, decision-makers can confidently take action. Thanks to our amazing customers, Visier is the market leader in Workforce Analytics with more than 15,000 customers in 75 countries around the world.

For more information, visit [visier.com](https://visier.com)