

Management Span

Enabled by SullivanCotter Workforce Insights360™



As health care organizations look for better ways to optimize care delivery and improve performance, effectively managing the size, shape and complexity of the workforce remains a key initiative. By evaluating the number of direct and indirect reports for each manager against health care industry benchmarks, organizations can improve the operational efficiency of critical support functions, align divergent staffing models, increase employee engagement and control the cost of labor.

Leveraging our proprietary *SullivanCotter Workforce Insights360™* database and technology, we combine data-driven insights, competitive analysis and customized design recommendations to inform span of control levels to support your organization’s needs.

Workforce Insights360™

- Maps every position into a standardized set of job families and functional hierarchies.
- Groups each employee into an objectively-defined career stage and job level based on a unique demographic and accountability profile.
- Produces span of control metrics for a wide range of titles, families, levels, functions and career group combinations.

Our Solutions



Market Data: Summarizes market practices using a standard data set across the industry. Span of control metrics can be produced for targeted job title groups, job levels, job families, functional areas and career stages. Analysis can also be performed for a specific job title or on a custom cohort definition.

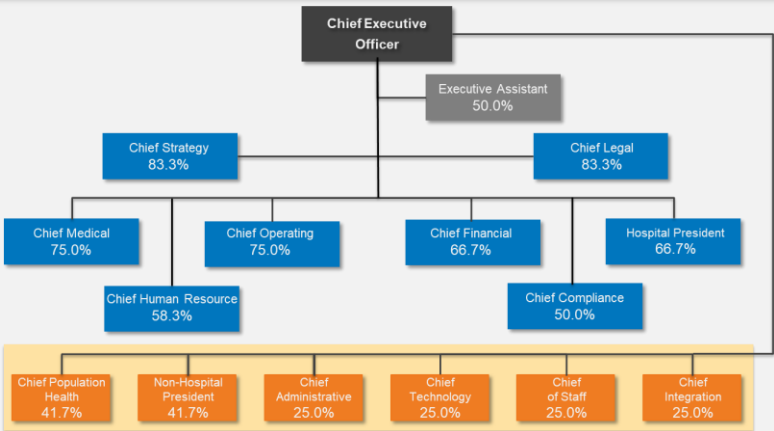


Competitive Analysis: Compares your organization against health care practices using leading data. We will provide commentary on market practices, workforce insights and advice on the implications of the analysis in the context of your organization’s strategic objectives.



Design Recommendations: Recommends span of control guidelines and staffing models which consider the organization’s unique performance objectives, operating structures and complexity, team experience, technology utilization, physical dispersion, manager competency and talent availability.

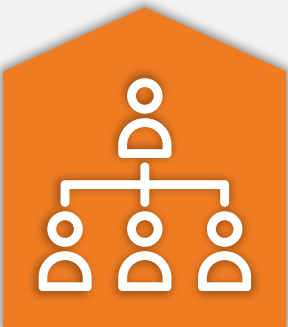
Benchmarking and Competitive Analysis



Benchmark Category	Custom Peer Group					
	10 th Percentile	25 th Percentile	Median	Average	75 th Percentile	90 th Percentile
Job Family						
Financial Services	2.1	3.6	7.3	7.8	10.5	17.3
Job Multi-Function						
Controllership	1.3	2.2	4.1	5.9	7.8	12.7
Financial Administration	1.0	2.0	3.2	4.2	5.3	6.6
Financial Audit	Benchmark Category					
Financial Planning						
Financial Services	Custom Peer Group					
Managed Care Ne						
Revenue Cycle an						
Tax Accounting						
Treasury and Inve						
Job Multi-Function						
Revenue Cycle and Business Office	2.3	3.8	7.7	10.1	14.3	21.2
Job Function						
Billing and Coding	2.0	3.0	7.0	9.4	14.8	19.5
Business Office	1.1	2.0	4.8	7.3	9.0	15.0
Credit and Collections	1.4	3.1	5.9	7.6	11.0	17.6
Patient Access	2.0	5.0	10.3	12.6	16.5	23.6
Patient Financial Services	2.1	3.8	8.5	9.6	13.6	18.1
Revenue Cycle	2.0	3.0	6.3	9.1	12.2	19.7
Revenue Cycle and Business Office	4.0	5.2	9.0	9.9	13.2	17.6
Revenue Integrity	1.0	2.0	5.3	6.1	7.0	12.6

Getting It Right

- Improving span of control is not just about reducing management headcount.
- Span of control that is too low can drive undefined accountability standards and increase overall labor expense.
- A high span of control can be linked with lower employee engagement and policy adherence due to limited managerial investment and day-to-day oversight.
- In clinical settings, research has shown that overly wide spans of control can correlate with higher rates of medication errors, patient infection, employee injuries and decreased patient satisfaction¹.



¹**Source:** Boned-Galán, A., López-Ibort, N., & Gascón-Catalán, A. (2023). Nurse Manager Span of Control in Hospital Settings: An Integrative Review. *Nursing reports (Pavia, Italy)*, 13(4), 1577–1592.

<https://doi.org/10.3390/nursrep13040131>