

# Workforce Structure

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 size, distribution and cost of the workforce against market benchmarks, establishing the right workforce structure can support the restructuring of existing operations, evaluate the cost savings associated with acquisitions, identify retirement risks, establish diversity objectives, and fulfill the fiduciary obligation to manage labor expense.

Leveraging our proprietary *SullivanCotter Workforce Insights360™* database and technology, we combine data-driven insights, competitive analysis and customized design recommendations to inform workforce structure 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 workforce structure 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. The market can be defined broadly or include a custom group of peer organizations. Workforce size, shape and cost 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.

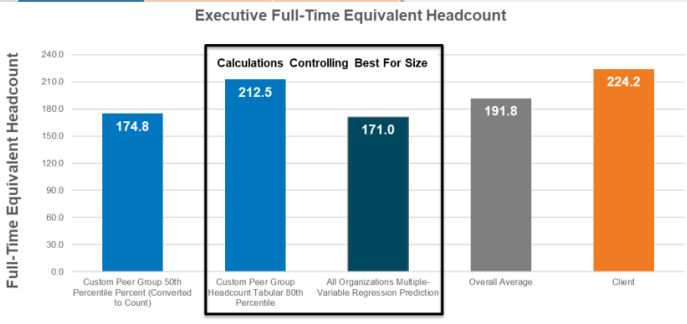


**Design Recommendations:** Recommends workforce size, shape and cost models which consider the organization’s unique operating structures and complexity, functional role, experience distribution, technology utilization, physical dispersion, management span and labor expense.

## Benchmarking and Competitive Analysis

Benchmark Category	Custom Peer Group						Client	
	10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Median	Average	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile	Actual	Percentile
Titled Executive Full-Time Equivalent Headcount								
E5 – Chief Executive	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-
E4 - President	1.0	3.3	9.9	10.5	14.5	19.0	9.0	49 <sup>th</sup>
E3 – Executive Vice President	1.0	2.0	4.0	4.5	6.6	9.0	8.0	83 <sup>rd</sup>
E2 – Senior Vice President / Chief Officer	13.0	16.0	27.0	41.9	39.2	79.6	38.9	75 <sup>th</sup>
E1 – Vice President	29.8	36.2	50.0	78.1	93.0	133.4	95.0	76 <sup>th</sup>
All Titled Executives	61.6	83.3	96.6	136.5	126.9	186.4	151.9	79 <sup>th</sup>
Titled Executive Full-Time Equivalent Headcount Percent								
E5 – Chief Executive	0.00%	0.00%	0.01%	0.02%	0.02%	0.04%	0.02%	79 <sup>th</sup>
E4 - President	0.00%	0.01%	0.04%	0.04%	0.06%	0.08%	0.02%	37 <sup>th</sup>
E3 – Executive Vice President	0.00%	0.00%	0.01%	0.02%	0.02%	0.04%	0.03%	81 <sup>st</sup>
E2 – Senior Vice President / Chief Officer	0.06%	0.09%	0.14%	0.17%	0.20%	0.36%	0.16%	61 <sup>st</sup>
E1 – Vice President	0.21%	0.25%	0.32%	0.32%	0.38%	0.46%	0.40%	79 <sup>th</sup>
All Titled Executives	0.38%	0.45%	0.53%	0.56%	0.72%	0.79%	0.64%	68 <sup>th</sup>

Benchmark Category	All Organizations		Client	
	Percent of Total	Prediction	Actual	Percent Of Prediction
Titled Executive Full-Time Equivalent Headcount				
E5 – Chief Executive	1%	1.0	1.0	95.8%
E4 - President	8%			
E3 – Executive Vice President	4%			
E2 – Senior Vice President / Chief Officer	26%			
E1 – Vice President	62%			
Average	100%			



Benchmark Category	All Organizations Prediction					Client	
	Correlation	Variance	Low Confidence Interval	Prediction	High Confidence Interval	Actual	Percent Of Prediction
Titled Executive And Director Full-Time Equivalent Headcount							
Multiple-Variable Regression Model	0.96	92%	1,143.0	1,240.0	1,338.0	1,312.5	105.8%

## Getting It Right

- Assessing the size and distribution of the workforce is not just about reducing headcount or creating a normal distribution.
- While too many associates can create expense challenges, too few can indicate understaffing and impede critical initiatives.
- Demographic shifts such as an aging workforce, rising education levels, and broader gender and ethnic representation should influence talent strategies.
- When reviewing headcount, market practice should be placed in context with the various roles that different functional groups perform, such as clinical delivery, shared services or compliance.
- Understanding the relationship between patient care headcount and support headcount can be a useful metric.



### Looking to gain additional insight?

[Learn more](#) about our workforce solutions and the benefits of becoming a SullivanCotter Workforce Insights360™ data member.

[Contact-Us@sullivancotter.com](mailto:Contact-Us@sullivancotter.com)