

CASE STUDY | Dayton Children's Hospital

Using the Right Data to Develop a Strategic Approach to Recruitment



Learn how a leading pediatric organization transformed its approach to clinical workforce planning

"Having the type of quantifiable data made available by SullivanCotter's Provider Needs Assessment improved internal confidence and forecasting by providing us with a more accurate picture of what demand may look like. This enabled us to shift from ad-hoc decision-making to a more holistic approach."

Derek Theodor – Executive Director, Dayton Children's Specialty Physicians



Dayton Children's Hospital's mission is the **relentless pursuit of optimal health** for every child within its reach

181-bed hospital in Southwest Ohio with over **400 physicians and advanced practice providers (APPs)**

Challenges



- **Physician and APP workforce had grown swiftly and organically** without a comprehensive and centralized strategy to support sustainability
- The organization was seeking a financially viable approach to **accurately predict patient needs** and **budget for the corresponding clinicians**
- There was a desire to create a **master plan for clinical workforce recruitment**

Approach



- Partnered with SullivanCotter to build a **strategic workforce plan** prioritizing **growth and alignment** with market population trends
- Captured the **supply of clinicians** to determine the current and forecasted surplus or deficit and identified **service line delivery gaps and opportunities**
- **Assessed patient demand** using predictive modeling founded on market-specific demographic utilization patterns
- Received a formal **3-year recruitment plan** along with **customized reports** and **patient demographic data** by ZIP Code

Outcomes



- **Moved from case-by-case approach** based on individual service line requirements to an **overarching plan** focused on needs across the enterprise
- Created a strategic plan to **partner with primary care providers** within the community to better meet patient needs
- Examined physician and APP productivity to **proactively plan for retirements** and have new clinicians onboarded in time to **avoid any gaps in care delivery**

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Develop a master plan for recruitment with data and insights from our innovative **[Provider Needs Assessment](#)**.

