



# StrataJazz Real-Time Labor Performance

Better understand and manage the  
financial aspects of labor decisions



Numerous factors contribute to ongoing labor expense challenges across healthcare. Salaries and benefits for qualified healthcare workers are higher nationwide, which means organizations must be efficient and intentional in how they use limited resources.

Having the ability to effectively track and analyze labor performance data is essential. Yet, many healthcare organizations struggle to gather and reconcile disparate data from multiple systems. When the data do not align with what managers see in workforce management solutions, it can be difficult for them to act upon that data to make improvements or establish accountability.

Because the data are generally retrospective, healthcare leaders lack visibility to the financial repercussions of poor scheduling practices and productivity management. Finance teams may know that labor is a variable direct cost for patient care, but they are unable to effectively compare performance internally or externally to identify areas where costs may be unnecessarily high. Overcoming these challenges can be further hampered when organizations lack a strong partnership between finance and operational departments, such as nursing.

StrataJazz® Real-Time Labor Performance (RTLTP) improves alignment between finance and operations by increasing the transparency and availability of data. It helps healthcare organizations reduce variable labor expenses and improve utilization through:

- **Insights:** Improve visibility and trust in data to identify staffing issues faster
- **Interventions:** Increase productivity with more efficient variable staffing and visibility to scheduling gaps

- **Outcomes:** Reduce labor expenses and improve operating margins

## Bring financial and operational data together to inform decision making

RTLTP improves visibility into data – and consequently, trust in that data – allowing managers to identify and correct issues faster. It also allows finance to review trends and access operations/nursing insights to use in forecasting and regular operations reviews. Data are aggregated from multiple source systems and combined with commentary from nursing leaders. That information then is summarized in persona-based dashboards and visualizations that serve as the center for bi-weekly labor review meetings.

Dashboards can be aggregated into meaningful, customized views for leadership and finance teams, displaying volume trends, such as worked hours per unit every 15 minutes. As variable direct costs related to patient care, labor cost variances can significantly impact service line profit and loss statements. Making this information available and easily digestible helps finance better understand labor performance and the root causes of such variances.

## Increase productivity with more efficient variable staffing

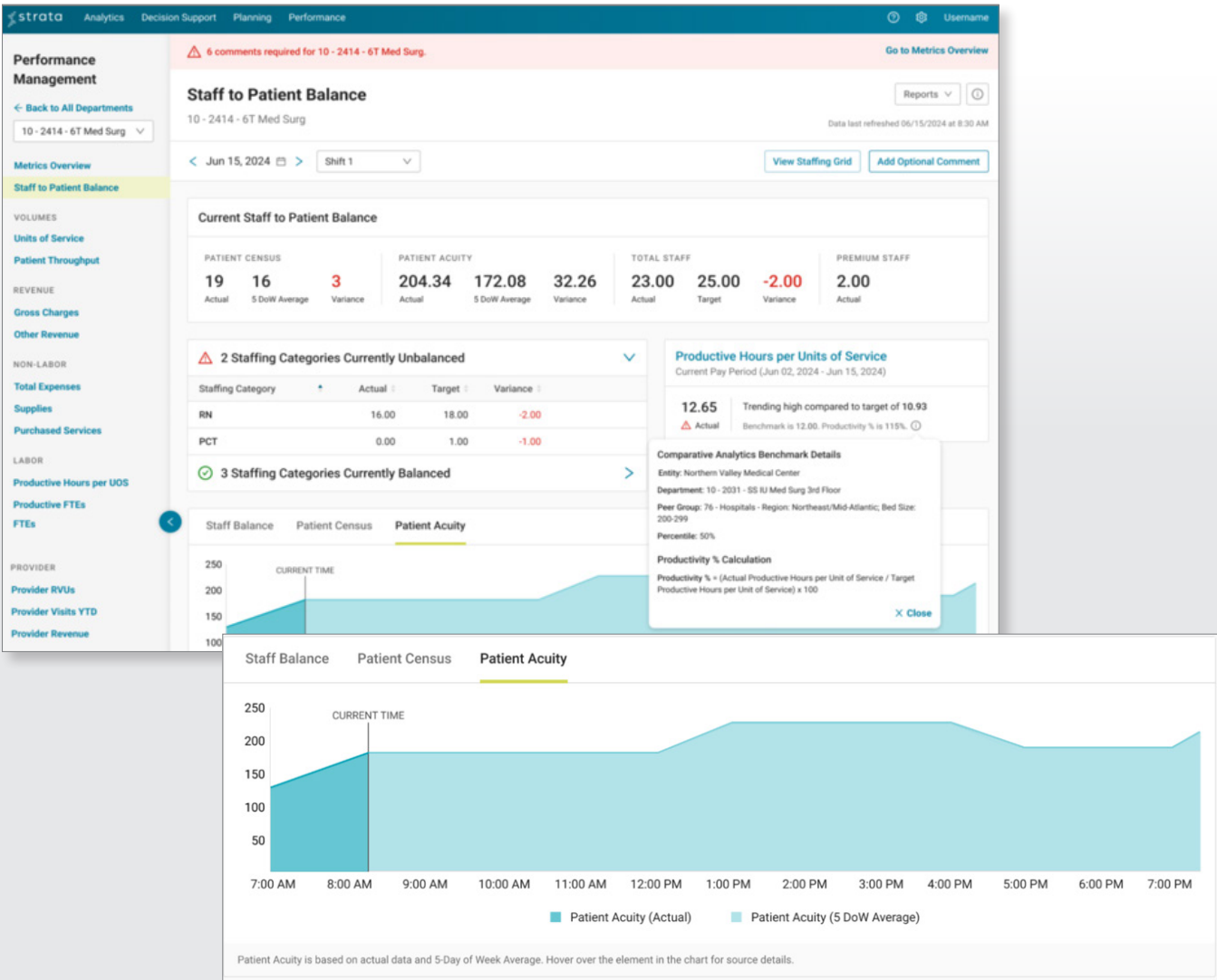
RTLTP allows finance and operations to speak the same language and connect the dots when it comes to labor utilization. Finance teams have visibility into mid-shift adjustments, can better understand what drives those changes, and can work with operational leaders to identify the root causes behind them. The tool makes it easy to compare real-time data to productivity targets, including internal and external labor benchmarks.

# StrataJazz Real-Time Labor Performance

With the benefit of real-time insights, finance and operations can manage and improve labor performance on an ongoing basis, rather than postponing improvements for a retrospective project at month's end. For example, the Staff-to-Patient Balance dashboard within RTLP provides a shift-based view of what is happening right now. That view incorporates the actual patient census (not the average patient census) and what is projected to happen on future shifts, so nursing leaders can proactively address staffing issues and prevent variances.

## Adjust staffing grids to facilitate more consistent staffing practices

RTLP highlights staffing targets that are unbalanced based on staffing grids that are loaded into the tool. Leaders from finance and operations can use RTLP data to assess the impacts of staffing adjustments and identify needed changes to scheduling processes. Armed with this information, organizations can increase productivity by implementing more efficient staffing practices and decreasing the need for mid-shift adjustments.



## Nursing leaders: Strengthen partnerships between finance and operations

Visualizations, commentary, and persona-based dashboards provide a comprehensive toolkit for labor review meetings. They make it easy to aggregate information for specific staffing huddle views, and to make that information available on a real-time basis.

With RTLP, leaders have the data they need to understand the drivers behind labor expenses and identify necessary fixes. They can add commentary to dashboards to explain the root causes for front-line managers. They also can access and update staffing grids directly from the dashboards. RTLP includes charts that pull targets directly from StrataJazz Productivity Reporting to show productivity trends.

Dashboards display all staff members currently clocked in with their respective pay types, scheduled end times, hours this week, and hours scheduled, including:

- Skill mix and staff balance
- Actual vs. planned staffing based on staffing grid (by unit and staffing category)
- Understaffed and overstaffed units
- Patient acuity scores from acuity calculation systems
- Expected volume and scheduled staff
- Early identification of overtime and premium pay

The dashboards compare current census counts against an average of the previous five weeks, providing accurate patient volume measures as patients move throughout the hospital. These shift-based views display what is happening right now, as well as what is projected to happen on future shifts. This allows nursing leaders to see whether problems from past pay periods have been resolved, or if those problems are ongoing.

## Ease communication with finance and justify staffing decisions

Nursing leaders can use real-time data to make staffing adjustments based on census, staffing levels, and solution insights in order to achieve productivity targets. The data on dashboards are updated every 15 minutes to provide a true patient census (not average daily census), including patient acuity, staffing levels, and forecasted work hours. Nursing leaders can make annotations to explain staffing decisions when they're made, rather than days or weeks later.

RTLP uses trend data to make census projections for up to one week, with high levels of accuracy — tests show that 93% of its projections are within 10% of actuals.

## Improve employee retention with efficient staffing and less variability

Nursing leaders can use RTLP to monitor staffing levels and adjust for unplanned circumstances. They can proactively manage to productivity targets and notify staff members in advance if schedules need to change. Department managers can evaluate nurses' workloads with a view that incorporates patient acuity and count per staff.

With RTLP, nursing leaders can establish a cycle of continuous improvement in which ongoing plan comparisons and root-cause analyses drive more accurate and efficient staffing plans, thus ensuring that operations — rather than finance — drives productivity decisions.

*For more information about StrataJazz Real-Time Labor Performance, visit our [website](#) or contact [Strata](#).*