

2022

STRONGER

vizient. CONNECTIONS SUMMIT

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#vizientsummit



People Analytics: Bring Your People Data to Life

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Duke University Health System, Durham, NC

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Learning Objectives

- Identify the key stakeholders, relevant data and priority workstreams necessary for an organization to start building out a people analytics platform.
- Explain the best practices and methods needed to develop a successful people analytics platform that empowers leaders to make effective and well-informed workforce decisions.



People Analytics: Bring Your People Data to Life

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Who is Duke Health?



22,000+

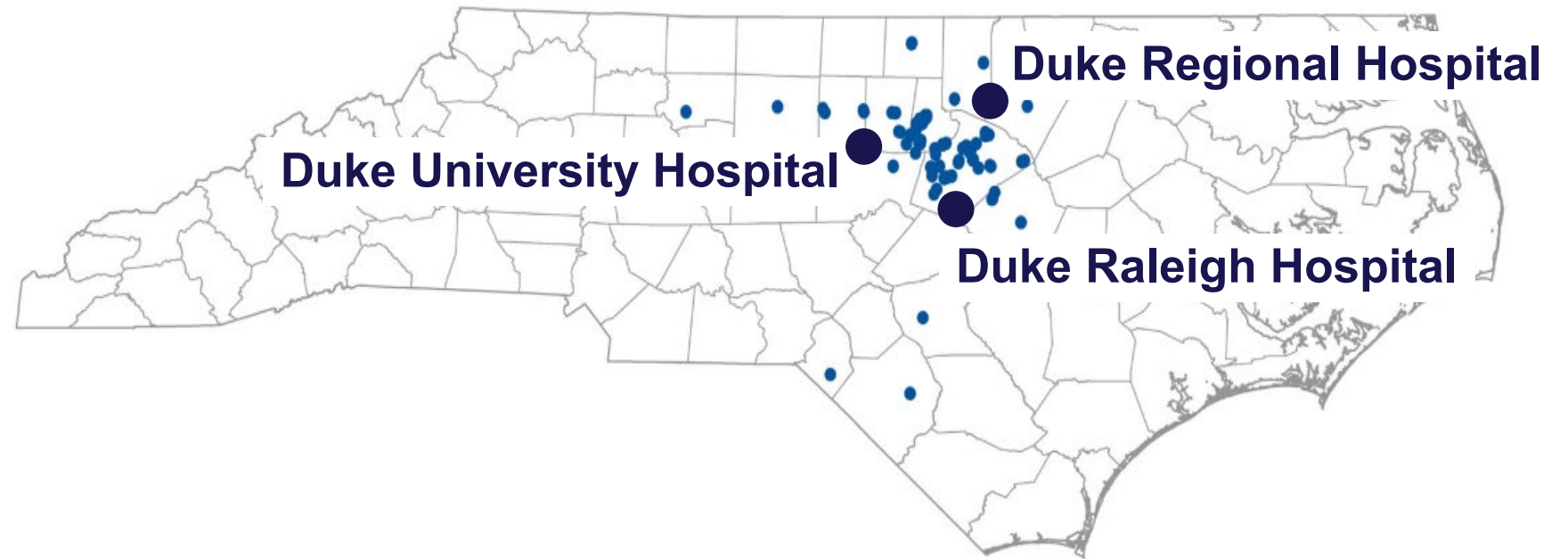
Team Members

66,000

Inpatient Discharges

2.2 million

Outpatient Encounters



It's About the People



Photos received from Duke's Asset Management System, [Imagery - Brand Guide \(duke.edu\)](https://brand.duke.edu/imagery). Accessed 29 Jul. 2022.



Challenges



A Multidisciplinary Team



DukeHealth | Performance Services



Duke Human Resources

Team Lead
(Workforce Analytics)

Management Engineer
(Workforce Analytics)

Management Engineer
(Staffing Optimization)

Chief Human Resources Officer
(Duke Health System)

Director of People Analytics
(Duke Health System)

Determining Needs



Centralized Access to Data

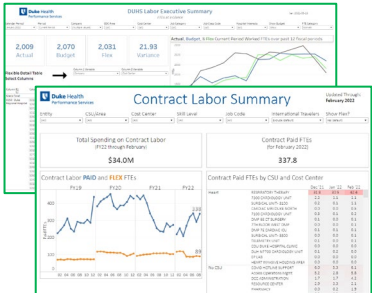
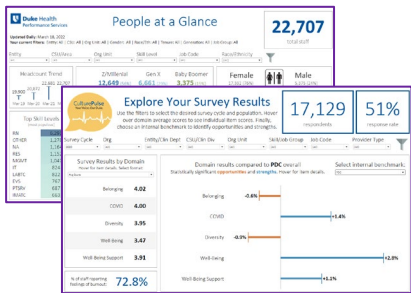
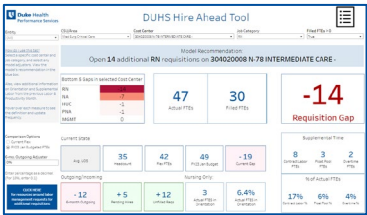
Performance Services
has a secure Duke
Intranet website

Self-service analytics for
HR, recruitment,
operations leaders, and
clinicians

600+ dashboards
created

The screenshot displays the Duke Health Performance Services (PS) web application. The header includes the Duke Health logo and navigation links: Home, Reports, Scorecards, Measures, Providers, PS Staff, Help, and About. A user profile for Wes Dickson (jd363) is shown with a Log out option. The main content area features a welcome message and a note about database performance issues. Below this, there are three main sections: PS SharePoint, My Favorites, and Reports. The Reports section lists various dashboards and tools, including Contract Labor Dashboard, COVID Vaccine Summary, COVID-19 Surge Planning Tool, Duke Health Daily Indicator Trend, Hire Ahead Tool, Margin Improvement Project, People at a Glance, Recruitment at a Glance, Staff Movement Dashboard, and Workforce Detail Dashboard. There are also sections for My Recently Viewed Reports and My Recently Viewed Scorecards. The bottom of the page includes a PS SharePoint footer and a Contact Us link.

Platform Overview



Hire Ahead Tool



Recruitment at a Glance



People at a Glance
CulturePulse Dashboard



Contract Labor Summary
Labor & Productivity



Staff Movement Dashboard
Exit Surveys at a Glance

People at a Glance



People at a Glance

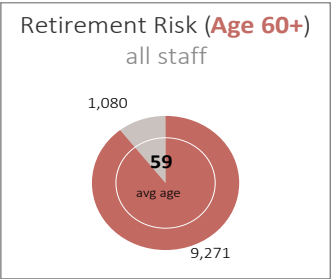
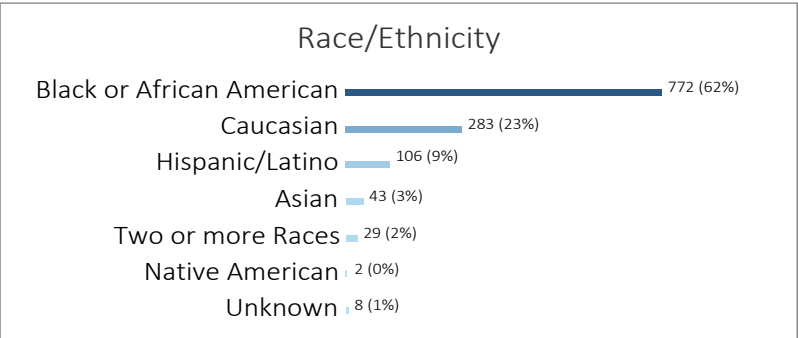
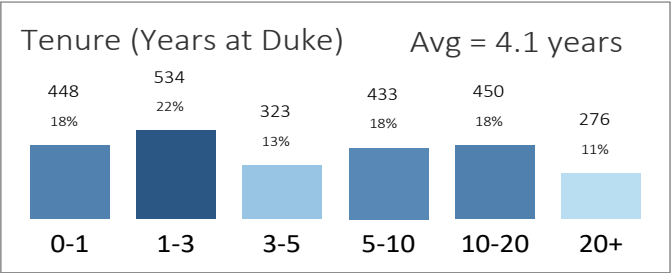
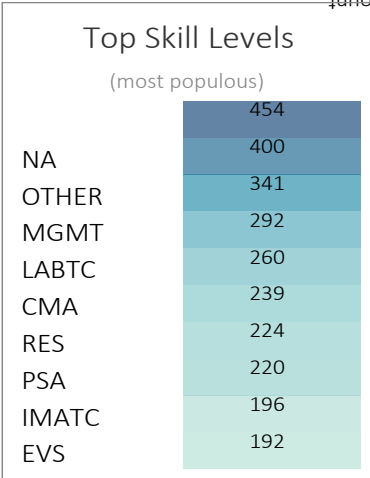
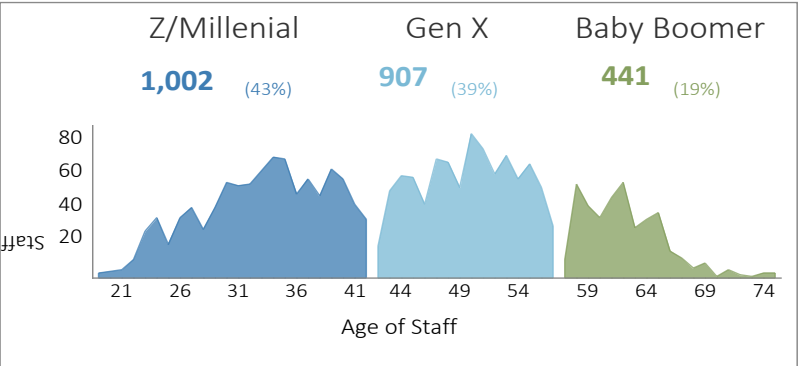
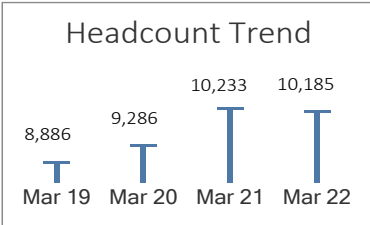
Not Real Data

10,000

total staff

Updated Daily: March 10, 2022

Entity: (All) Service Line: (All) Org Unit: (All) Job Group: (All) Job Code: (All) Race/Ethnicity: (All)



Staff Movement Dashboard

Staff Movement Summary



Not Real Data

Data updated monthly on the 23rd. Currently through **March 2021**.

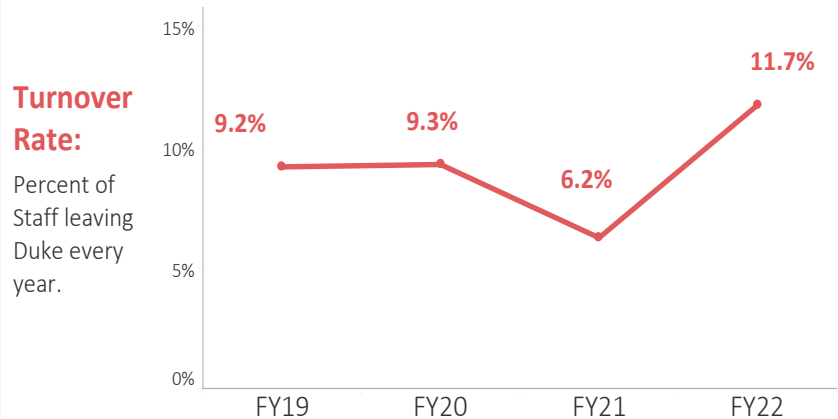
Entity Service Line Org Unit Job Group Job Code Tenure Race/Ethnicity

(All) (All) (All) (All) (All) (All) (All)

11.7%

Current Turnover Rate
(FY22 rate annualized through March)

Year over Year Turnover Trends



Change the View
Year-end View



Year-end View: the full picture of how past fiscal years finished, with the current year annualized to predict full year performance.
Year-to-Date View: all fiscal years through the current fiscal period only, allowing you to compare this year's performance to prior years at this time.
Monthly Terminations: monthly trend of terminations from the past 2 years.

by Job Group

Job Group	Headcount	Turnover Rate
FOOD	147	26.5%
NA	434	25.3%
CMA	164	21.4%
LABTC	28	21.4%
TRANS	139	17.3%
RT	132	16.7%
DIETN	48	16.6%
SURTC	75	16.0%

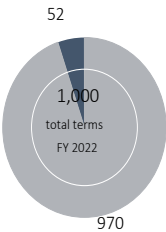
90 Day Turnover Rate (current FY)



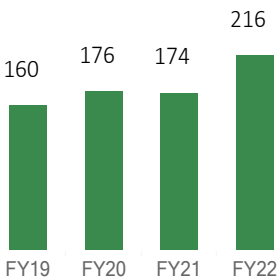
4.0%

Definition: Percent of hires that leave before their 90 day mark, based on 90-day end date.

Exits by Type (current FY) VOLUNTARY and INVOLUNTARY



Retirements (by FY)



Recruitment at a Glance

Recruitment at a Glance



Updated daily through
March 10, 2022
(see SuccessFactors for more details)



Not Real Data

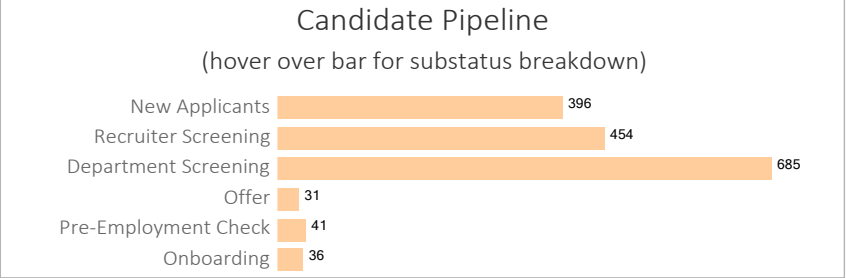
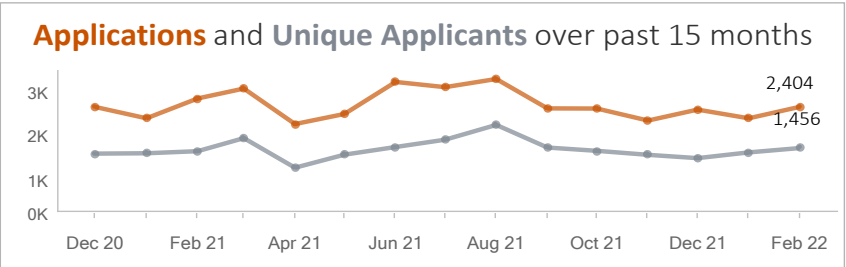
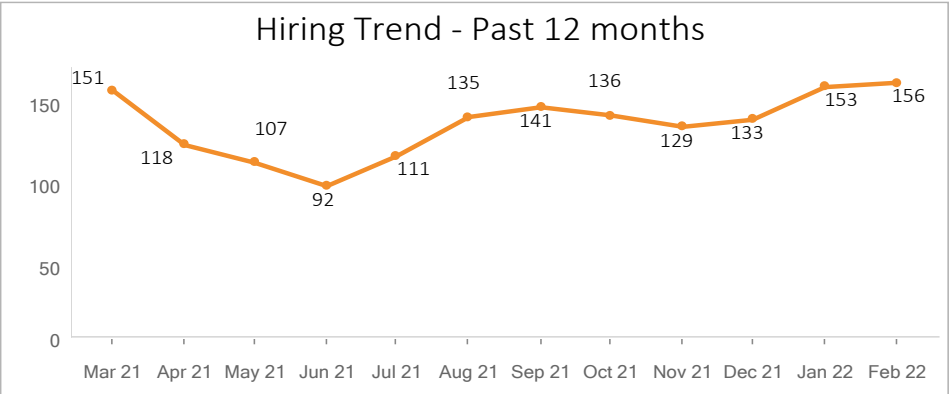
Entity: (All) Service Line: (All) Cost Center: (All) Job Group: (All) Job Code: (All) Recruiter: (All) Hiring Manager: (All)

3,000
Unfilled Reqs

1,500
Pending Hires

100
Reqs on Hold

41
Avg Days Open



39 days
Avg Time to Fill

68 days
Avg Time to Start


Last Week's Activity: (Sun Feb 27 through Sat Mar 5)

150
Reqs Opened


999
Applications

290
Offers Accepted

Hire Ahead Tool



DUHS Hire Ahead Tool
Not Real Data



Entity
(All)

CSU/Area
Med Surg Critical Care

Cost Center
304020008 N-78 INTERMEDIATE CARE -

Job Category
RN

Filled FTEs > 0
True

[How do I use this tab?](#)
Select a specific cost center and job category, and select any model adjusters. View the model's recommendation in the blue box.

Also, view additional information on Orientation and Supplemental Labor from the previous Labor & Productivity Month.

Hover over each measure to see the definition and update frequency.

Model Recommendation:
Open **14** additional RN requisitions on **General Medicine Unit**

Bottom 5 Gaps in selected Cost Center	
RN	-14
NA	-7
HUC	-1
PNA	-1
MGMT	0

47
Actual FTEs

30
Filled FTEs

-14
Requisition Gap

Comparison Options

☐ Current Flex

☒ FY23 Jan Budgeted FTEs

6-mo. Outgoing Adjuster

0%

Enter percentage as a decimal.
(For 10%, enter 0.1)

[CLICK HERE
for resources around labor
management requests for
additional requisitions](#)

Current State

45
Avg. UOS

35
Headcount

42
Flex FTEs

49
FY23 Jan Budget

- 19
Current Gap

Outgoing/Incoming

- 12
6-month Outgoing

+ 5
Pending Hires

+ 12
Unfilled Reqs

Nursing Only:

3
Actual FTEs in
Orientation

6.4%
Actual FTEs in
Orientation

Supplemental Time

8
Contract Labor
FTEs

3
Float Pool
FTEs

2
Overtime
FTEs

% of Actual FTEs

17%
Contract Labor %

6%
Float Pool %

4%
Overtime %

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2022
vizient. **CONNECTIONS** SUMMIT

Exit Surveys at a Glance

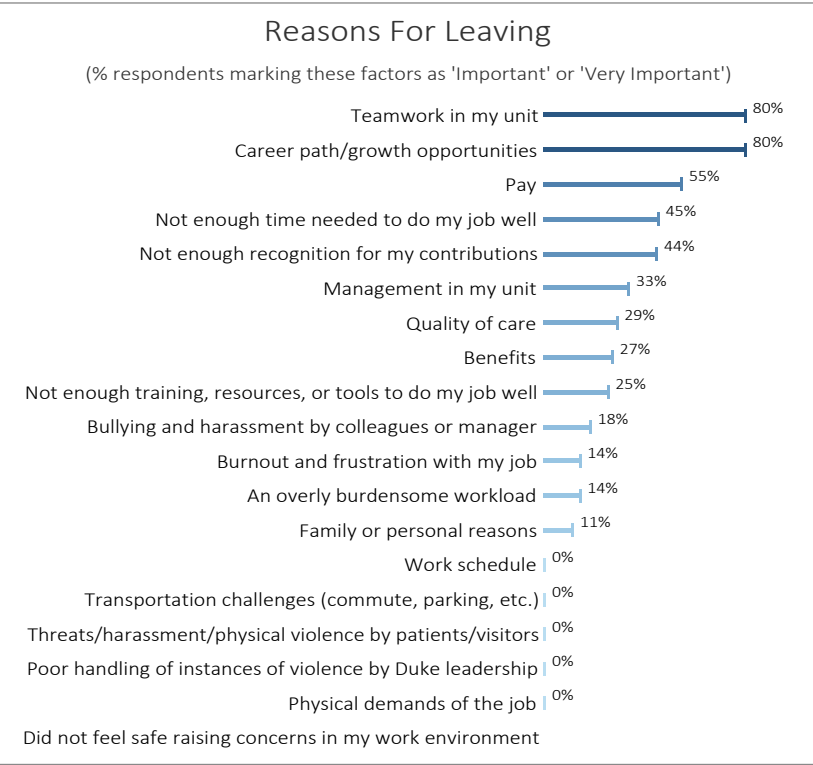
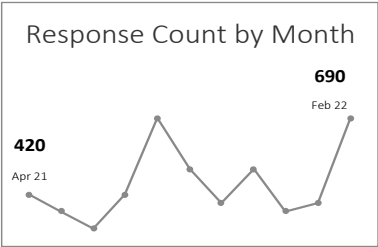
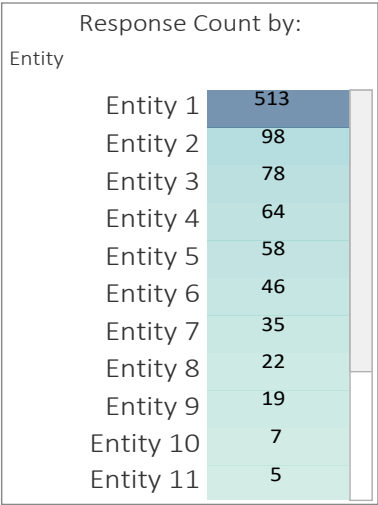


Exit Surveys at a Glance

Not Real Data

Data updated monthly through February 2022.

Timeframe: The Past 12 Months | Entity: (All) | Service Line: (All) | Org Unit: (All) | Job Group: (All) | Job Code: (All) | Race/Eth: (All)

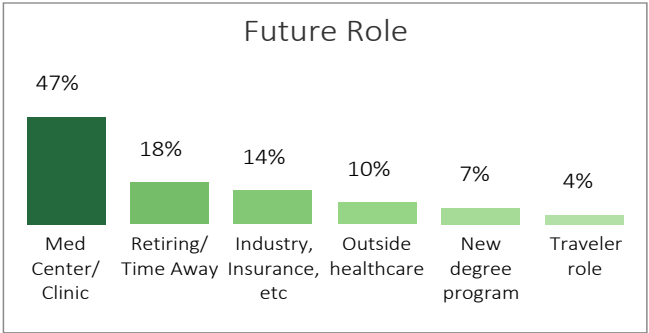


4,000

total respondents in the past 12 months

95%

would work at Duke again



Best Duke Work Experience

Feedback text area

Worst Duke Work Experience

Feedback text area

Outcomes



24,000 dashboard views since 2021 (2,750 in June 2022)



Key Hospital Initiatives

Measure of Success

RN Retention

Increased RN Salary; Additional Sign-On Bonuses

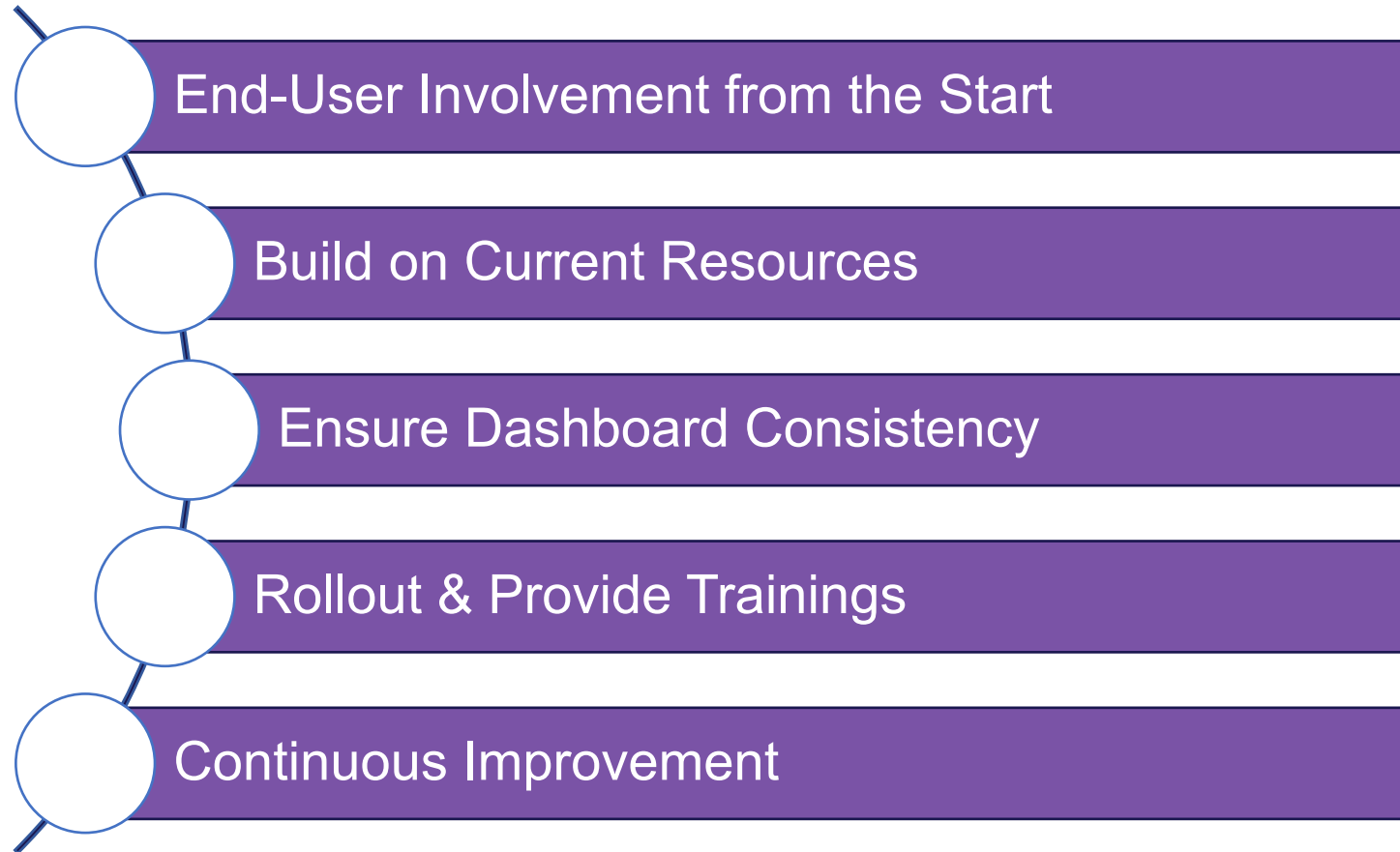
Contract Labor
Reduction

Reduced Contract Labor by 38% in 2021

Talent Acquisition
Process
Improvement

Decrease Time-to-Fill and Time-to-Start
across Recruitment

Lessons Learned



Key Takeaways

Robust data
pipelines &
platform

Dedicated
analytics support

End-User
Engagement

Continuous
Improvement

Questions?



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