



PwC Saratoga's Multi-Facility Hospital Benchmarking Consortium

PwC Saratoga and the participating members of the Multi-Facility Hospital Benchmarking Consortium would like to formally invite you to join the 2009 consortium. The mission of this consortium is to bring together large employers to focus on the unique challenges of a multi-facility system and to provide a forum through which workforce and HR topics can be benchmarked. Membership into the consortium includes participation in an annual Human Capital Benchmarking Survey and access to annual benchmark results.

Some of the key benefits of joining the Multi-Facility Hospital Benchmarking Consortium include:

- Participation in the annual multi-facility hospital HR / workforce benchmarking survey
- Participation in PwC's Health and Wellness Benchmarking Survey (covering health benefits, pharmaceutical costs, and wellness programs)
- Participation in future PwC compensation surveys
- Access to PwC thought leadership on both HR and non HR topics
- Opportunity to poll and informally network with peers via the multi-facility hospital group e-mail
- Access to Saratoga's Human Capital Effectiveness Report with over 300 metrics represented by over 300 companies across 12 industry sectors
- Access to webcasts on human capital measurement topics

You will also be able to:

- Gain a better understanding of the investment in the HR function and its areas of strength and identify opportunities for improvement
- Consistently measure and benchmark items like Nurse turnover
- Develop a comprehensive perspective on human capital asset management
- Network and benchmark directly with your hospital peers in a confidential manner
- Establish consistent reporting on human capital metrics that enable an "apples-to-apples" comparison

A number of leading multi-facility hospitals are already participating and your organization would be a key addition to this group.

- Adventist Health System
- Advocate Health Care
- Baylor Health Care System
- Cleveland Clinic
- Geisinger Health System
- Henry Ford Health System
- Integris Health
- Lahey Clinic Hospital
- Mayo Clinic
- Ohio Health
- Premier Health Partners / Miami Valley
- Scripps Health
- Spectrum Health
- Summa Health
- Texas Health Resources
- University of Michigan
- William Beaumont Hospital
- 2 Confidential Participants

The following is an abbreviated list of hospitals that have been invited to participate in this survey. If there are other hospitals you feel would be appropriate to include in this survey, please let us know.

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| Allina Hospitals and Clinics | Health Management Associates | Orlando Regional Healthcare System |
| Ascension Health | HealthSouth Corporation | OSF Healthcare System |
| Baptist Health South Florida | Iasis Healthcare Llc | Provena Health |
| BJC Health System | Inova Health System | Providence Health & Services |
| Bon Secours Health System, Inc. | Iowa Health System | Public Health Trust Of Miami—Dade County Florida |
| Brigham and Women’s Hospital | Jefferson Health System | Saint Vincent Catholic Medical Centers |
| CareGroup | Johns Hopkins Health System | Scott & White |
| Carolinas HealthCare System | Kaleida Health | Select Medical Corporation |
| Case Western Medical System | Kindred Healthcare | Sentara Healthcare |
| Catholic Health East | LifePoint Hospitals | Sharp HealthCare |
| Catholic Health Services of Long Island | Louisiana State University Sys | Sisters of Charity of Leavenworth Health System |
| Catholic Healthcare West | Los Angeles County Department of Health Services | Sisters of Mercy Health System |
| Cedars-Sinai Medical Center | Louisiana State University System | SSM Health Care |
| CHRISTUS Health | Massachusetts General Hospital | St. John Health |
| Clarian Health Partners | MediSys Health Network | Sutter Health |
| Community Health Systems | MedStar Health | Trinity Health |
| Detroit Medical Center | Memorial Hermann Healthcare System | Vanguard Health Systems |
| Duke University Health System | Ministry Health Care, Inc. | Via Christi Health System |
| Emory Healthcare | Montefiore Medical Center | Virtua Health Inc |
| Fairview Health Services | New York City Health and Hospitals Corporation | Wake Forest University Baptist Medical Center |
| Fulton–DeKalb Hospital Authority | New York-Presbyterian Hospital | WellStar Health System |
| Genesys Health System | North Shore University Hospital Manhasset | Wheaton Franciscan Services |
| HCA | Novant Health | |

The consortium will initially focus on the following 22 metrics:

- Management Span of Control
- Promotion Rate
- Percent of Employees Eligible for Retirement In Next Five Years
- Labor Cost Expense Percent
- Overtime Pay Percent
- Workers’ Compensation Cost per Employee
- HR Costs per Employee
- HR Headcount Ratio
- Recruiter Headcount Ratio
- HR Management and Professionals FTE Staff Percent
- HR Labor Costs per Employee Served
- Time to Accept
- Offer Acceptance Rate
- Rehire Percent
- 90–Day Turnover Rate
- First Year of Service Turnover Rate
- Voluntary Separation Rate
- Nurse Manager Span of Control
- Nurse Voluntary Separation Rate
- Nurse Voluntary Separation Rate by Length of Service
- Cost of Voluntary Turnover
- Benefit Cost per Employee

The key activities and dates associated with the Multi–Facility Hospital Benchmarking Consortium include:

Activity	Date
Data collection begins	January 2009
Data collection concludes	March 2009
Benchmark results available	June 2009

All participants of the Multi–Facility Hospital Benchmarking Consortium will be provided with:

- PwC Saratoga’s proprietary web–based data collection and reporting tool
- Standardized instructions for each data element
- PwC Saratoga resource to support your data collection team
- Rigorous data validation methodology
- Customized report containing your system’s results compared against other multi–facility hospitals
- Benchmarking report containing all available benchmark results

The fee for joining the Multi–Facility Hospital Benchmarking Consortium is \$10,000. Please do not hesitate to contact us should you have any questions or are interested in becoming a member.

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