



PwC Saratoga's Teaching Hospital Benchmarking Consortium

PwC Saratoga and the participating members of the Teaching Hospital Benchmarking Consortium would like to formally invite you to join the 2009 consortium. The mission of this consortium is to bring together employers to focus on the unique challenges of a teaching hospital 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 Teaching Hospital Benchmarking Consortium include:

- Participation in the annual teaching 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 teaching 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 teaching hospitals are already participating with PwC Saratoga including:

- Advocate Health Care
- Baylor Health Care System
- Children's Hospital of Philadelphia
- Cleveland Clinic
- Geisinger Health System
- Henry Ford Health System
- Lahey Clinic Hospital
- Mayo Clinic
- Ohio Health
- Scripps Health
- Summa Health
- West Virginia University Hospital
- William Beaumont Hospital
- 2 Confidential Participants

The following is an abbreviated list of hospitals that have been invited to participate in this survey.

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|--|---|---|
| Akron General Medical Center | Johns Hopkins Health System | UCLA Healthcare |
| Arkansas Children's Hospital | Long Island Jewish Medical Center | University of California, Davis, Health System |
| Avera McKennan Hospital and University | Maine Medical Center | University of California, Irvine, Medical Center |
| Baton Rouge General Medical Center | Massachusetts General Hospital | University of Chicago Hospitals and Health System |
| Beth Israel Medical Center | Medical University of South Carolina Medical Center | University of Connecticut Health Center |
| Brigham and Women's Hospital | Northwestern Memorial Hospital | University of Iowa Hospitals and Clinics |
| Cedars-Sinai Medical Center | NYU Hospitals Center | University of Kansas Hospital |
| Children's Healthcare of Atlanta | Ohio State University Health System | University of Maryland Hospital |
| Children's Medical Center of Dallas | Oregon Health & Science University | University of New Mexico Hospital |
| Children's Memorial Hospital | Rush University Medical Center | University of North Carolina Hospitals |
| Dana-Farber Cancer Institute | Saint Luke's Hospital of Kansas City | University of South Alabama Medical Center |
| Dartmouth-Hitchcock Medical Center | Saint Mary's Hospital | University of Texas System |
| Detroit Medical Center | Shands Healthcare | University of Utah Health System |
| Duke University Hospital | St. Luke's Episcopal Health System | University of Virginia Medical Center |
| Emory University Hospital | Stanford Hospital and Clinics | University of Wisconsin Hospital and Clinics |
| Erlanger Medical Center | Tampa General Hospital Fndtn. | UT Southwestern Medical Center |
| George Washington University Hospital | Texas Children's Hospital | Vanderbilt University Hospital |
| Georgetown University Hospital | The Nebraska Medical Center | West Virginia United Health System |
| Greenville Hospital System Inc | Thomas Jefferson University Hospital | Women and Infants Hospital of Rhode Island |
| Hackensack University Medical Center | Tufts Medical Center | Yale-New Haven Health System |
| Howard University Hospital | Tulane University Hospital & Clinic | |

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 FTE 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 Teaching 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 Teaching 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 teaching hospitals
- Benchmarking report containing all available benchmark results

The fee for joining the Teaching 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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