

## Are You Ready to be a More Efficient Hospital?

### **If your managers aren't hitting their targets, do they:**

- Understand and agree with the way their workload is measured?
- Have workloads that match other reports they receive (statistical)?
- Have labor hours reported (paid and worked) that match other reports they receive (labor distribution, income statements)?
- Understand how their benchmarks (worked hours per workload unit) were derived?
- Agree with their benchmarks?
- Use the targets when preparing the FTEs and labor expense portions of their budgets?

### **If you don't have productivity management system, ask yourself these questions:**

- Is my organization's culture ready to "buy in" to this?
  - If not, what do I need to do to get the organization ready?
- Do I have the ability to measure departmental workload accurately?
- Does my time and attendance system capture labor hours appropriately (productive and non-productive hours)?
- Do I have access to relevant departmental standards?
- Do I have the in-house capability to set standards for each department?
- Do I have the Information Technology and Human Resources needed to implement this?
- Do I have the in-house Project Management capability to manage process changes when departments are not able to meet reasonable targets?