

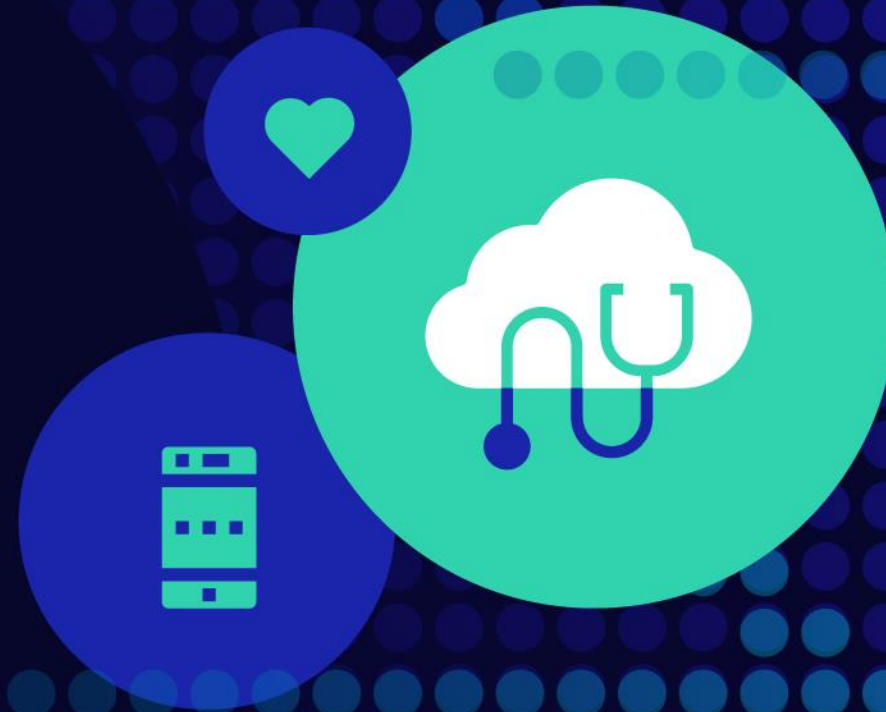
HIMSS NORTH CAROLINA CHAPTER

Creating Traveler Standard Work to Promote Cost Reduction

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October 2 - 3

Raleigh, North Carolina



Learning Objectives

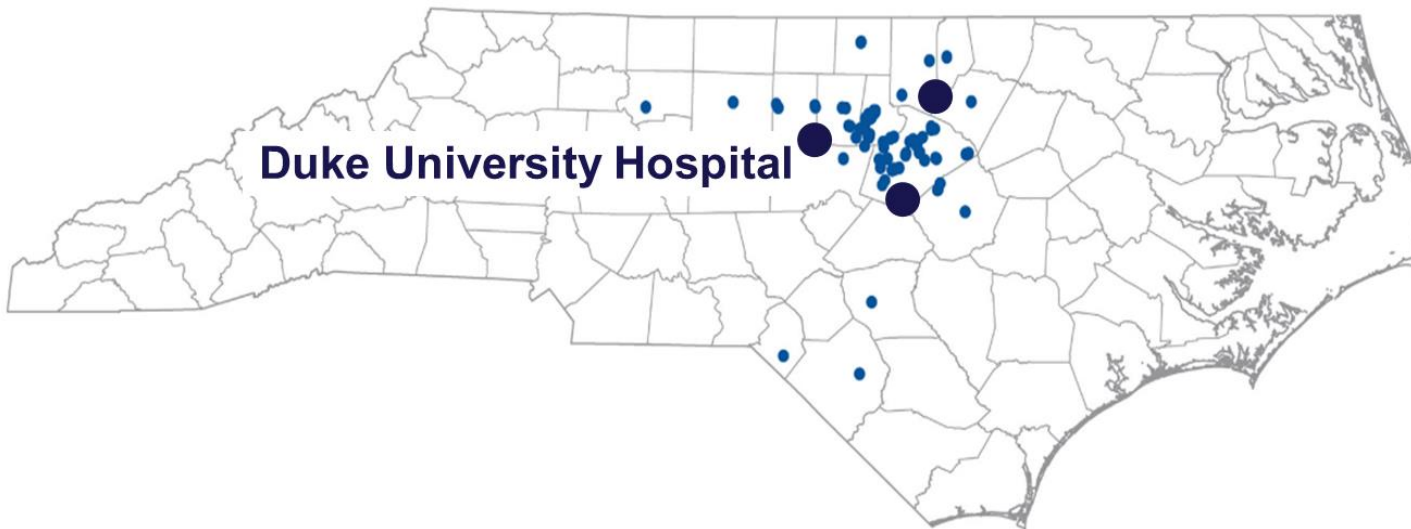


- Develop standard work to gradually reduce contract labor costs without compromising quality patient care and employee well-being
- Identify workforce metrics needed to create a tool for tracking contract labor use

Duke Health and Duke University Hospital



DUH FY23 Key Statistics



1,062
Licensed Beds

51
Operating Rooms

47,000+
Inpatient
Admissions

630,000+
Outpatient
Visits

39,000+
Surgical Cases

75,000+
ED Visits

Situation



536 RN Travelers

In October 2022 (historical peak,
14% of our RN workforce)



\$9M/month

Spend on RN travelers in October
2022 (770% over budget)



Reduce

The charge given to our
team in October 2022



Data Visibility

Limited visibility for frontline leaders to visualize the extent of travelers within Duke Health



Standard Work

No checks & balances to identify traveler need and approve incoming traveler requests

Data Visibility



Based on feedback from our frontline team members, the right tool would:

1

Name-Level Detail

Traveler name, start & end dates, rate of pay

2

Current State

Current traveler use in each service line & unit

3

Future State

Forecasting based on current & new contracts

4

Cap Monitoring

Understanding current & future gaps to target

Data Visibility – Dashboard Solution



Traveler List | Contract List | Executive Summary | Traveler Headcount | DUH RN Cap Monitoring | Gantt by Unit | Gantt by Traveler

Duke Health
Performance Services

DUHS Contracts Detail

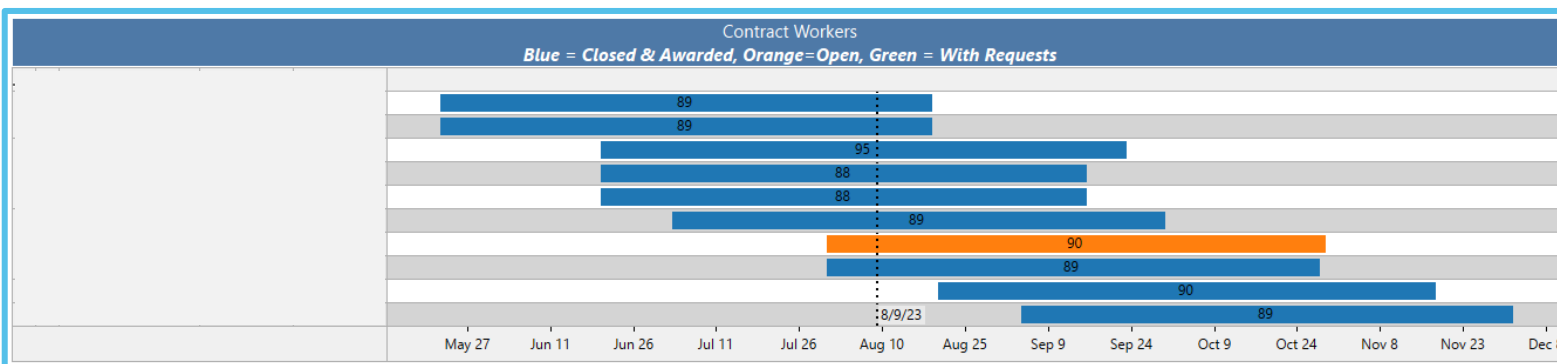
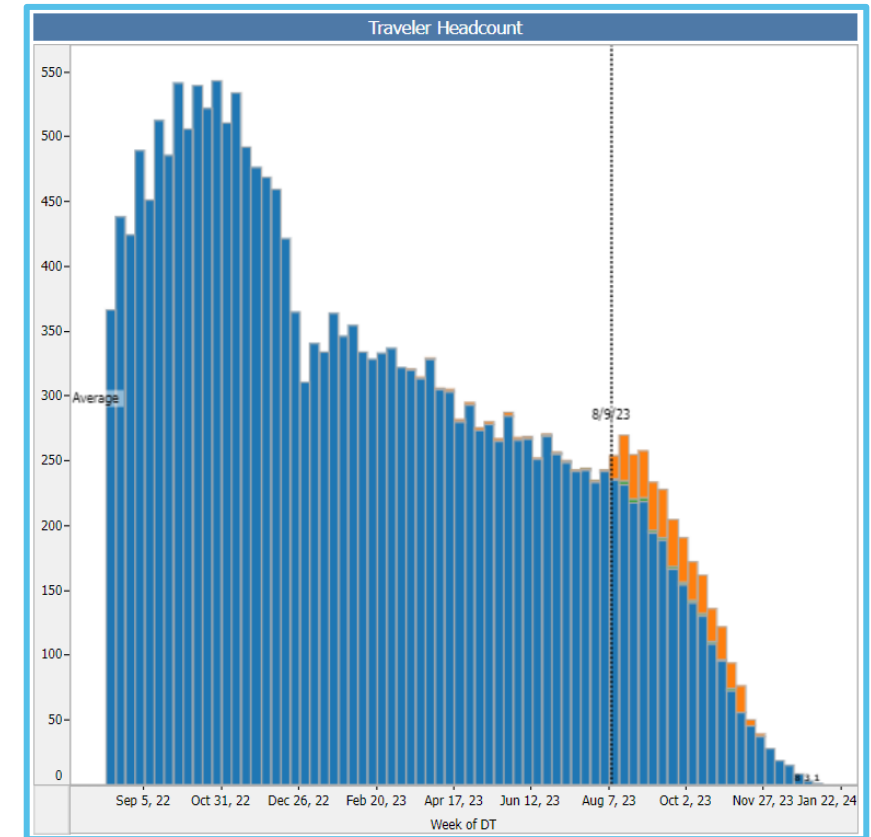
Traveler List

Data Updated 8/9/2023 9:25:44 AM
Dashboard Last Revised 8/1/23

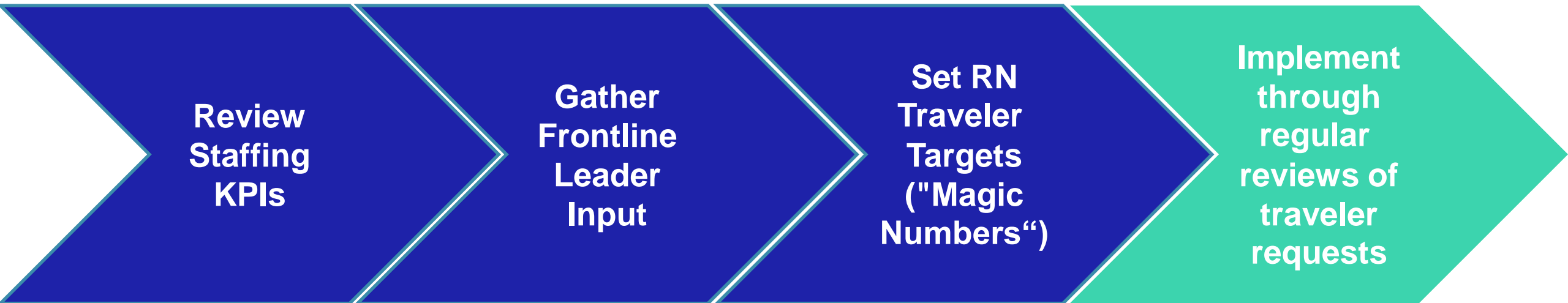
Entity: (Multiple values) | CSU/Area: DUH Perioperative Services | Cost Center: 306030018 - OR - ORT | Position Type: (Multiple values) | Active Contract: (Multiple values) | Contract Status: (All) | Name: (All) | Multiple Contracts Flag: (All) | External vs Internal: External Travelers

Total Travelers In-House (current traveler headcount)	Total Open LMCs (can be filled by new or renewal)	Total RN "Cap" (DUH Only) (By filters & current contracts)	Projected Headcount by 8/31 (Today+starting by 8/31-ending by 8/31)	Projected Headcount by 9/30 (Today+starting by 9/30-ending by 9/30)	Projected Headcount by 10/31 (Today+starting by 10/31-ending by 10/31)
7	1	7	6	3	1

Worker Line Item										
Position Type	CSU/Area	Cost Center Unit	Active Contract	Contract ID	LMC ID	Rate	Start Date	End Date	Length	
TRVL RN	DUH Perioperative Services	306030018 - OR - ORT	ACTIVE	280225	402391943		6/20/23	9/23/23	95	
RN - OR Nurse	DUH Perioperative Services	306030018 - OR - ORT	ACTIVE	278461	40238094		6/20/23	9/16/23	88	
RN - OR Nurse	DUH Perioperative Services	306030018 - OR - ORT	ACTIVE	270614	402357428		5/22/23	8/19/23	89	
TRVL RN	DUH Perioperative Services	306030018 - OR - ORT	NOT STARTED	287654	402426515		8/20/23	11/18/23	90	
RN - OR Nurse	DUH Perioperative Services	306030018 - OR - ORT	ACTIVE	275030	402371592		6/20/23	9/16/23	88	
RN - OR Nurse	DUH Perioperative Services	306030018 - OR - ORT	ACTIVE	284720	402412308		7/31/23	10/28/23	89	



Standard Work



Standard Work – Management Solution



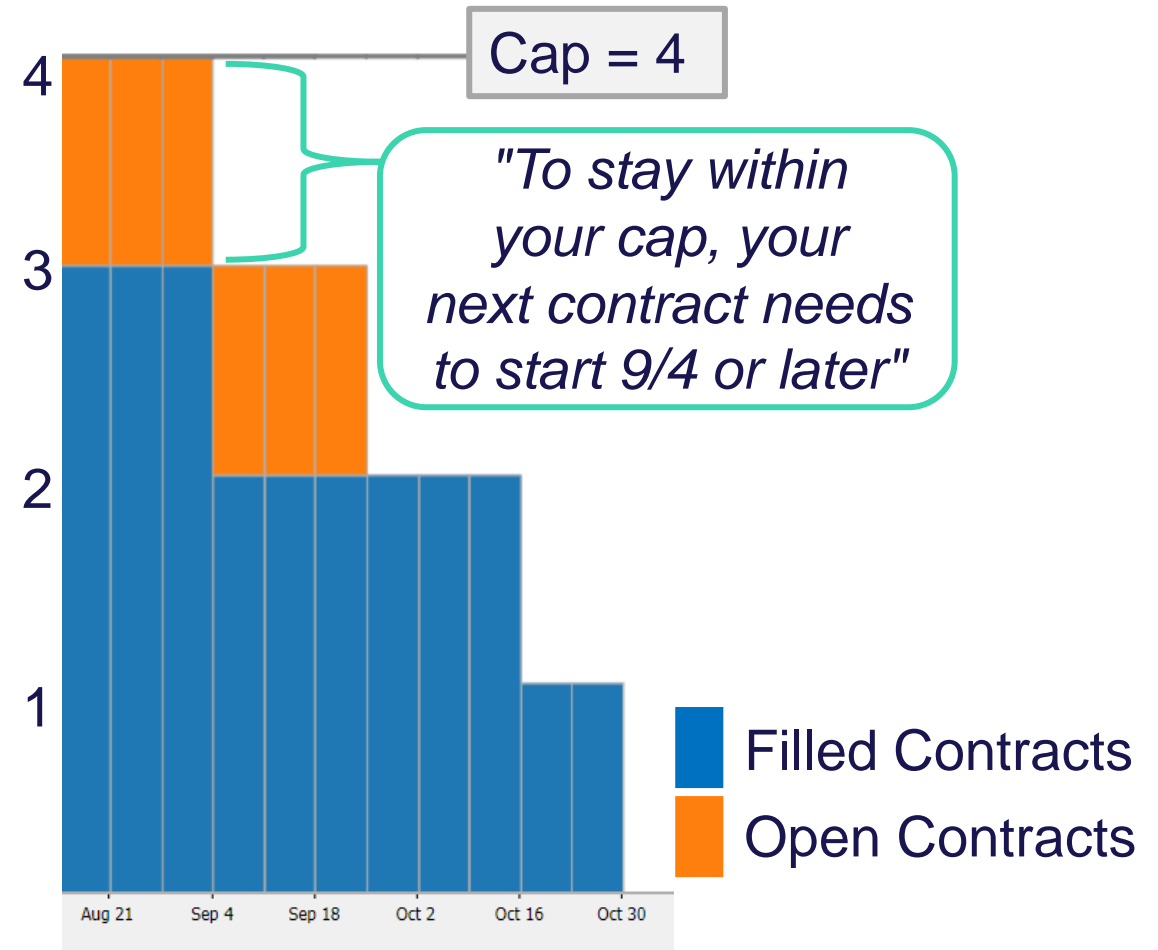
Weekly Reviews

Every Thursday, the approval team compares new traveler requests to the area's current and future traveler contracts



Bi-Monthly Reviews

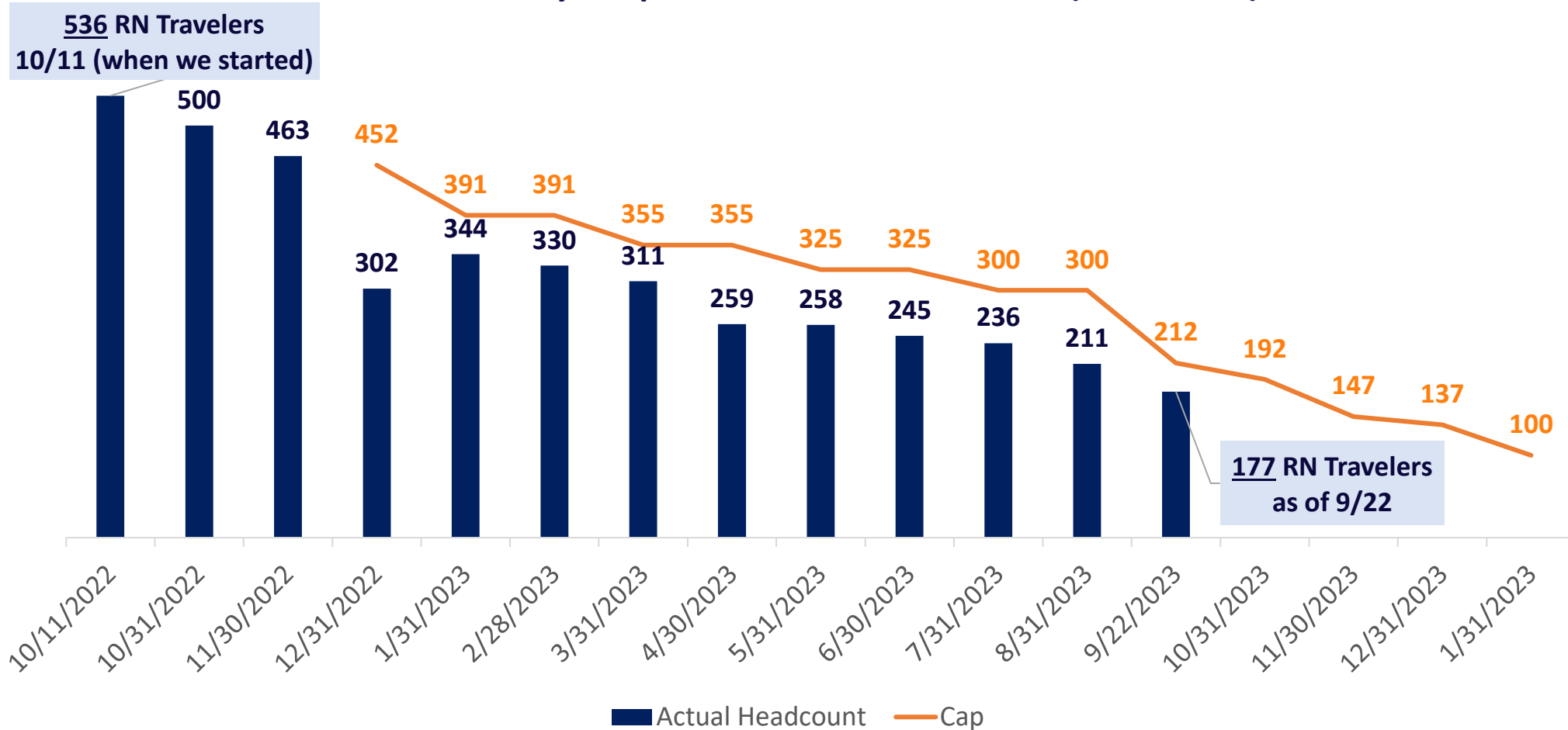
Every few months, the caps are either edited or set by re-evaluating labor KPIs and looking at current traveler use



Results



Duke University Hospital RN Traveler Reduction (Headcount)





67%

RN Traveler Reduction

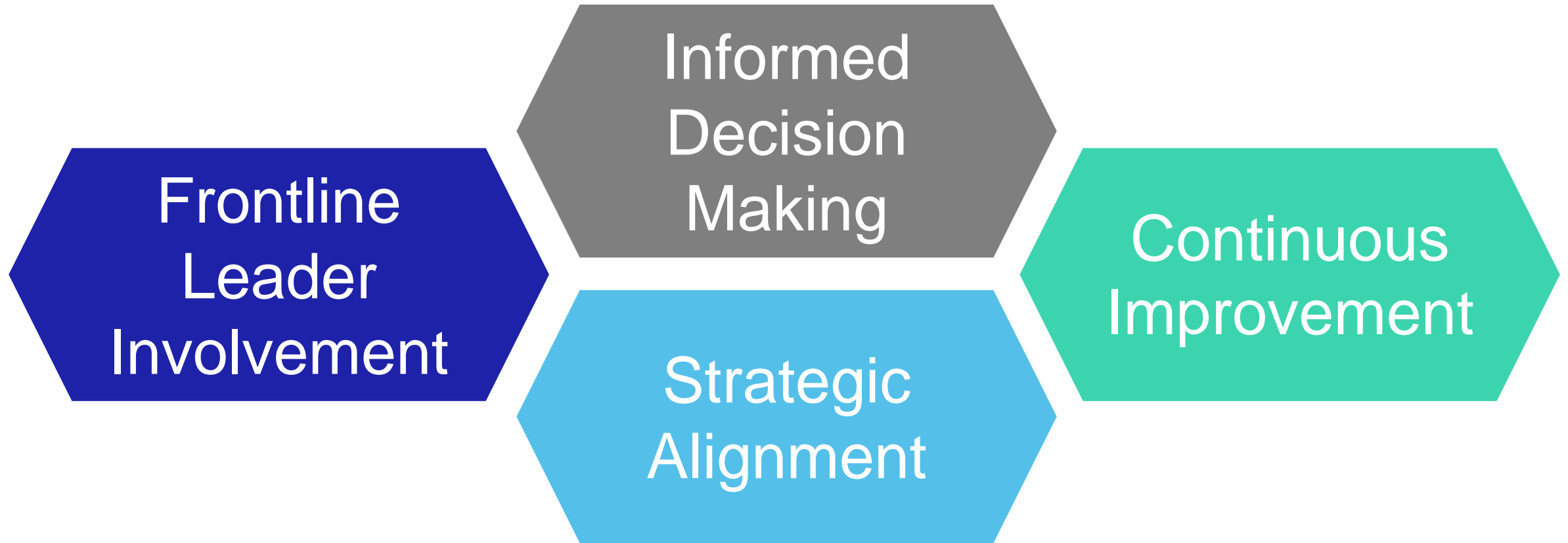
Duke University Hospital reduced RN Travelers from 536 to 177 from Oct. '22 to Sep. '23 (14% to 4% of our RN Workforce)

\$27M

Cost Reduction

Without this intervention, we would have spent an additional \$27 million on RN travelers in Fiscal Year 2023

Lessons Learned



Key Takeaways



Understand
Current
State

Ensure
Visibility

Get Frontline
Involvement

Build
Appropriate
Targets

Continuous
Improvement

Questions?



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