



Harness the Power of Workforce Analytics

Six questions to start securing a return on your investment

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Executive Summary

Companies are using analytics to learn more from their data

Companies are using data like never before to inform the way they do business and make decisions. For example, banks are detecting fraud by analyzing credit card transactions, and grocery stores are studying consumers' past purchases to anticipate future ones.

Recognizing the potential power of analytics, many HR leaders in health care are eager to apply analytics to their workforce data.

Learn how to make the most of limited resources to invest in workforce analytics

There's no shortage of workforce data to analyze. However, if your organization is like most health care organizations, you likely have limited resources to invest in the infrastructure and skills needed to conduct actionable analyses. This makes it all the more critical that any investments you make are the right ones. That is precisely our goal for this report: helping you make the right choices for your organization.

We interviewed early adopters of workforce analytics to identify how these organizations have been able to secure a return on their investment. Successful early adopters followed three principles. First, they focused their initial analytic efforts on a specific problem leaders cared about. This focus helped early adopters demonstrate the value workforce analytics could offer to their organization. Second, early adopters started with small teams and inexpensive tools. Once they'd shown the impact of their initial analyses, they invested in larger teams and more sophisticated tools. Finally, early adopters ensured that acting on their analyses was a "no-brainer" for leaders. An analytics project leads to a return only if operational leaders change their behavior based on the data.

How health care HR leaders can secure a return

Early adopters of workforce analytics took different approaches based on their starting points, but every successful organization followed the three principles outlined above. Answering the following questions, informed by these principles, will enable you to secure a return on your own investment in analytics:

1. What business problem should you tackle first?
2. What level of analysis will yield a near-term return on investment (ROI)?
3. What data sets can you leverage to understand the business problem?
4. How will you get the skills you need to analyze the business problem?
5. How will you get the tools you need to analyze the data?
6. How will you ensure leaders act on the results of your analyses?

The remainder of this report includes options for answering each question and guidance to help you choose the most appropriate answers for your organization. You'll also find in-depth case profiles showing how four organizations answered these questions to secure a return on their investment in workforce analytics.

▶ **Six Questions to Start
Securing a Return on
Workforce Analytics**

Many companies are investing in data analytics and seeing positive returns. These companies are using the vast amounts of data they have about their customers and employees to analyze past patterns and anticipate what might happen in the future.

For example, banks analyze past transactions to spot fraudulent ones as they occur. A grocery store chain reviews customers' past purchases to anticipate future ones (and has capitalized on the analysis by sending coupons at just the right moment to encourage customers to make another purchase).

In short: data analytics is helping companies understand the drivers of past performance and predict future performance. It takes little imagination to consider how this capability could be useful to HR leaders in health care.

A Wide Range of Companies Seeing a Return on Their Investment in Analytics

Analytics in the News

FINANCIAL TIMES

Machine Learning Helps Banks Cut Fraud and Prep Stress Tests

THE WALL STREET JOURNAL

H&M Pivots to Big Data to Spot Next Big Fast-Fashion Trends

Forbes

Kroger Knows Your Shopping Patterns Better than You Do

Forbes

How Target Figured Out a Teen Girl Was Pregnant Before Her Father Did

Source: Noonan L, "Machine learning helps banks cut fraud and prep stress tests," Financial Times, <https://www.ft.com/content/0dca8946-05c8-11e8-9e12-af73e8db3c71>; Groenfeldt T, "Kroger Knows Your Shopping Patterns Better Than You Do," Forbes, <https://www.forbes.com/sites/tomgroenfeldt/2013/10/28/kroger-knows-your-shopping-patterns-better-than-you-do/#65193309746a>; Chaudhuri S, "H&M Pivots to Big Data to Spot Next Big Fast-Fashion Trends," Wall Street Journal, <https://www.wsj.com/articles/h-m-pivots-to-big-data-to-spot-next-big-fast-fashion-trends-1525694400>; Hill K, "How Target Figured Out a Teen Girl Was Pregnant Before Her Father Did," Forbes, <https://www.forbes.com/sites/kashmirhill/2012/02/16/how-target-figured-out-a-teen-girl-was-pregnant-before-her-father-did/#128ee68b6668>; HR Advancement Center interviews and analysis.

Health care HR leaders want to use data analytics to answer the seemingly straightforward questions shown here, such as: What's driving nurse turnover? What roles will our organization need in the future?

However, when HR leaders try to use analytics to answer these questions, they often become stymied by the three barriers explained on the following page.

No Shortage of Questions About the Workforce



The three barriers shown here prevent health care HR leaders from successfully applying analytics to answer questions about their workforce.

First, unlike many of the large companies highlighted in the headlines, health care organizations have limited resources to invest in the data infrastructure and talent needed to support advanced analytics.

Second, workforce data lives in many locations. In addition to navigating the technical challenges of integrating data from multiple sources, HR leaders must also negotiate access to data sets lying outside their typical purview (e.g., data within the EMR).

Finally, some of the questions HR leaders hope to tackle are not yet answerable through data analytics. Analytic models are most effective when they include sizeable amounts of historical data on well-defined, regularly occurring events (such as individual bank transactions or employee separations). Analytics can't answer questions about how the workforce will change in the future because we don't have enough historical data to feed into an analytical model.

In this publication, we will not offer solutions for solving these barriers directly, since they will take most organizations years to overcome. Instead, we will share profiles of organizations that have found pragmatic ways to work around them.

Progress Stalled by Foundational Challenges

Barriers to Advancing Workforce Analytics



Limited resources

Few organizations have the infrastructure or funding necessary to tackle large-scale analytics projects



Siloed data and ownership

HR struggles to access and aggregate data from different departments—and even across disparate HR platforms



Ill-defined challenges

HR leaders hope to use data to build future staffing models but can't account for unknown future needs

We interviewed early adopters of workforce analytics to learn how they have been able to work around these barriers and secure a return on workforce analytics. These early adopters overwhelmingly used the three principles shown here.

The first principle they applied is to start with a problem all leaders care about—not just HR leaders. Focusing on a compelling problem helps ensure leaders will ultimately take action based on the analysis.

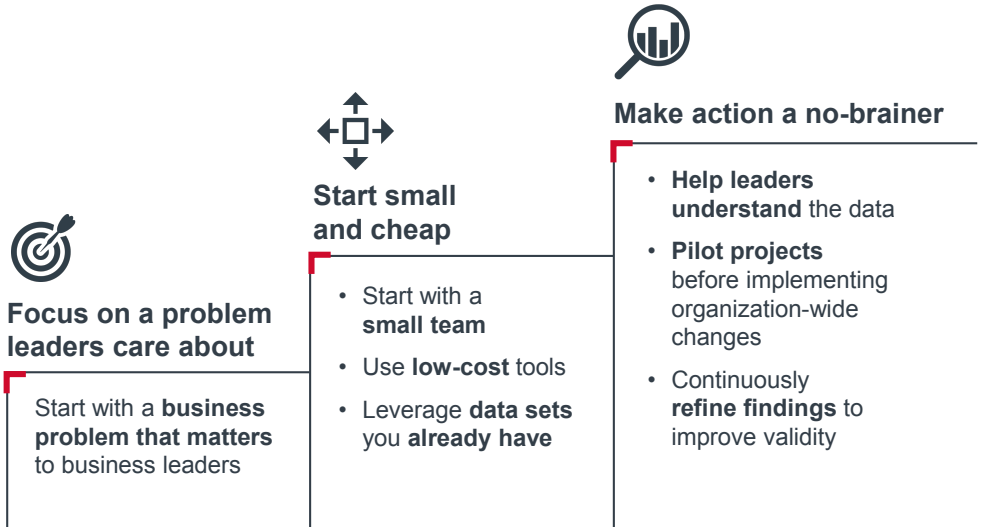
Second, they made minimal investments in the early stages of their analytics journey. Early adopters often started with low-cost tools and a small team, then scaled up once they had demonstrated the impact of their analyses.

And third, they made the analyses so clear and compelling that acting on the results was a “no-brainer” for leaders. Early adopters recognized that the most successful analytic models are those that inspire leaders to change their behavior based on the data.

The way to apply these three principles to your organization will depend on your particular workforce challenges, along with the data, skills, and tools you can marshal. There isn't a one-size-fits-all approach. However, we have identified six questions—reflecting these principles—you need to answer to ensure a return on your investment.

Distilling Lessons From Early Adopters Who Have Secured a Return on Workforce Analytics

Three Principles From Workforce Analytics Pioneers



Early adopters answered the six questions listed here—either deliberately or implicitly—to secure a return on their investment in workforce analytics.

HR leaders should answer Question 1 first and Question 6 last, but the remaining questions do not need to be answered in order. The order you follow will depend on your existing resources and how much you're willing to invest. Nevertheless, how you answer each question will have an impact on subsequent questions. For example, your answer to Question 5 (How will you get the tools you need to analyze the data?) depends in part on your answer to Question 4 (How will you get the skills you need to analyze the business problem?). In many cases, if you have a highly skilled team, you can use less expensive (and even free) tools.

The following pages provide more detail on the options to answer these six questions, as well as considerations to help you choose the most appropriate answers for your organization.

A Shared Approach to Securing a Return on Workforce Analytics

Six Questions Answered by Our Profiled Organizations

Focus on a problem leaders care about

- 1 What **business problem** should we tackle first?
- 2 What level of analysis will yield a **near-term ROI**?

Start small and cheap

- 3 What **data sets** can we leverage to understand the business problem?
- 4 How will we get the **skills** we need to analyze the business problem?
- 5 How will we get the **tools** we need to analyze the data?

Make action a no-brainer



- 6 How will we **ensure leaders act** on the results of our analyses?

The first question you need to answer to secure a return on investing in workforce analytics is: Which business problem should we tackle first? This is the single problem you'll start with to demonstrate the impact of analytics.

Early adopters have focused on the two options shown here: reducing turnover and matching staffing to short-term demand. These are two business problems for which most health care organizations can achieve measurable cost savings and see a near-term return.

Question 1: Which Business Problem Should We Tackle First?

Potential Answers

Answer	Description	Sample Problems
 <p>Reduce turnover</p>	Reduce the number of staff leaving the organization; the goal is to anticipate and prevent future departures	<ul style="list-style-type: none"> • Which staff are most likely to leave in the next year? • Why are new hires departing at such a high rate?
 <p>Match staffing to short-term demand</p>	Schedule the right number of staff in the right place to accommodate demand; the goal is to avoid over- or under-staffing as demand changes	<ul style="list-style-type: none"> • How many recruiters do we need for each job family in the next quarter? • How should nurse staffing change in the emergency department during flu season?

We recommend HR leaders who are just beginning to invest in workforce analytics start with one of the two business problems outlined on the previous page, given how prevalent these problems are in the industry and the likelihood of seeing a near-term return on investment.

If you are considering a different business problem to focus on first, use the considerations shown here to decide if the problem is one worth addressing through analytics. You should be able to answer “yes” to all four considerations. If you cannot answer “yes” to all four, we recommend selecting a different business problem to focus on first.

Considering the Options for Choosing Your Business Problem

Key Considerations for Selecting Answers to Question 1: Which Business Problem Should We Tackle First?

▶ Can you reasonably expect to see short-term savings from addressing the problem?

▶ Is this such a significant problem that operational leaders will be motivated to take action based on your findings?

▶ Is there organization-wide agreement on how to measure the problem?

▶ If existing research already indicates a national solution for this problem, is your organization sufficiently different from the typical organization—or do leaders *perceive* it to be sufficiently different—that you need to conduct a custom analysis?




The second question you need to answer to secure a return on investing in workforce analytics is: What level of analysis will yield a near-term return on investment?

HR leaders can answer this question with one of the three options shown here. Each option is progressively more complex and requires more resources. However, each option is also likely to be progressively more useful (if you are able to complete the analysis successfully).

The next page provides guidance on how to choose among these three levels of analysis.

Question 2: What Level of Analysis Will Yield a Near-Term Return on Investment?

Potential Answers

Answer	Description	Sample Output of Analysis
 Identify hot spots	Pinpoint areas most in need of improvement. Answer the question: Where is the problem occurring?	Rank-ordered list of departments with the highest turnover rates
 Diagnose underlying drivers	Understand which factors are contributing to the outcome. Answer the question: Why is the problem occurring?	List of variables (e.g., commute time, salary, department engagement score) contributing to turnover
 Predict future risks	Use historical data to anticipate where future problems will emerge. Answer the question: Where will the problem occur in the future?	Risk score for each employee, based on how likely he/she is to leave

There are two main considerations for determining the level of analysis that will yield a near-term ROI.

The first consideration is the minimum level of analysis that will yield actionable insights. For example, identifying hot spots for turnover might enable you to narrow the problem down to an actionable number of units or departments. In other cases, you may find the hot spots comprise an unmanageably large portion of the workforce—so you'll need to push to the next level of analysis and diagnose the underlying drivers. Similarly, diagnosing underlying drivers can often yield useful information; however, sometimes your analysis will reveal drivers that are not feasible to address in the near term (e.g., turnover due to lack of career path options—you could address this by establishing a career ladder, but doing so will require time and resources). In this case, you may decide to push to the next level and predict future risks to see a near-term return.

The second consideration is available resources. As outlined on the previous page, the levels of analysis increase in complexity. The more complex the analysis is, the more data and skills required. For this reason, we recommend starting with the lowest level of analysis likely to yield a near-term ROI before advancing to more sophisticated analyses.

Considering the Options for Determining the Right Level of Analysis

Key Considerations for Selecting Answers to Question 2: What Level of Analysis Will Yield a Near-Term ROI?

▶ What is the minimum level of analysis that will yield actionable insights?

▶ What resources do we have available to analyze the data?

The third question you need to answer to secure a return on investing in workforce analytics is: What data sets can we leverage? There are five options for answering this question, outlined here. You can choose multiple options to include in your analysis.

Question 3: What Data Sets Can We Leverage to Understand the Business Problem?

Potential Answers

Data Sets	Sample Variables	Common Locations
 <p>Employee profile data</p>	<ul style="list-style-type: none"> • Demographics • Retention 	<ul style="list-style-type: none"> • HRIS • Applicant Tracking System (ATS)
 <p>Staffing data</p>	<ul style="list-style-type: none"> • Absenteeism • Skill mix 	<ul style="list-style-type: none"> • Time and attendance system • Electronic medical record (EMR)
 <p>Employee survey data</p>	<ul style="list-style-type: none"> • Employee engagement • Leader effectiveness 	<ul style="list-style-type: none"> • Employee engagement survey • New hire survey • Exit survey
 <p>Total rewards utilization data</p>	<ul style="list-style-type: none"> • Tuition assistance utilization • Paid time off (PTO) utilization • Benefits enrollment 	<ul style="list-style-type: none"> • Learning Management System (LMS) • Benefits system
 <p>Patient data</p>	<ul style="list-style-type: none"> • Patient satisfaction • Quality metrics (e.g., falls, hospital-acquired infections) 	<ul style="list-style-type: none"> • EMR • Patient surveys

There are two main considerations for determining the data sets you need to leverage to analyze your chosen business problem.

The first consideration is a pragmatic one: Which trustworthy data sets can you access? There may be dozens of variables you would like to include in your analysis, but the adage “garbage in, garbage out” applies here: inaccurate or incomplete data can negatively impact your model’s validity (and the return you’re likely to see from your investment).

You may find you don’t yet have trustworthy data related to the business problem you were planning to address. In this case, you should select a different business problem to analyze, or plan to invest additional resources up-front to clean your desired data sets before beginning any analysis for your chosen problem.

The second consideration is how much data your level of analysis requires. In general, the more complex the analysis, the more data you are likely to need. For example, you can perform a hot-spotting analysis with data for a single metric for a single point in time (such as last month’s turnover rates for all departments). For a predictive model, most organizations include at least three years of historical data for several variables to serve as the foundation for their predictions.

Considering the Options for Data Sets

Key Considerations for Selecting Answers to Question 3: What Data Sets Can We Leverage?

▶ Which trustworthy data sets can you access?




▶ How much data does your level of analysis require?

The fourth question you need to answer to secure a return on investing in workforce analytics is: How will we get the skills we need to analyze the business problem?

There are three options to answer this question. These options are not mutually exclusive; you may choose more than one.

Question 4: How Will We Get the Skills We Need to Analyze the Business Problem?

Potential Answers

Answer	Description
 Hire talent into HR	Hire talent (existing HR staff or new hires from outside the organization) who can lead and/or support workforce analytics initiatives
 Contract with an analytics partner	Find a vendor or consultant with demonstrated experience in HR analytics to analyze your data for you
 Tap into in-house expertise outside of HR	Draw on analytics expertise outside of HR such as in finance, revenue cycle, or IT

There are two main considerations for determining how you will get the skills you need to analyze the data.

The first consideration is how quickly you need to conduct your analysis. If generating actionable insights as quickly as possible is most important, partnering with an outside vendor will likely be the most effective approach (assuming you do not have the skill set already on your HR team). Partnering with an outside vendor will likely be more expensive than turning to an in-house expert in IT or finance—but also faster, given the many priorities in-house teams typically have.

The second consideration is whether you plan to make workforce analytics a core component of HR's value proposition for your organization. Partnering with an outside vendor or in-house expert can address the immediate analytic need you're facing, but you'll have less flexibility and control than if HR team members were leading the effort. If you aspire to make workforce analytics a core component of HR's value proposition, we recommend allocating one or more dedicated positions within HR for analytics. If you choose this option, you will need an analytics expert with excellent communication skills and potential to be an effective leader, if you intend to build up his or her team over time.

Considering the Options for Analytics Skills

Key Considerations for Selecting Answers to Question 4: How Will We Get the Skills We Need to Analyze the Business Problem?

▶ How quickly do you need to conduct your analysis?




▶ Will workforce analytics be a core component of HR's value proposition for your organization?

The fifth question you need to answer to secure a return on investing in workforce analytics is: How will we get the tools we need to analyze the data?

There are three options to answer this question. These options are not mutually exclusive; you may choose more than one.

Question 5: How Will We Get the Tools We Need to Analyze the Data?

Potential Answers

Answer	Description
 Use off-the-shelf tools	Download free or inexpensive statistical software tools (e.g., R) and data visualization tools (e.g., Tableau)
 Upgrade existing HR tools	Invest in current HR platforms (e.g., HRIS) to be able to run reports more easily
 Outsource the tools	Partner with a vendor who will use their tools to do the analysis for you

There are two main considerations for determining how you will get the tools to analyze the data.

The first consideration is the skill level available to use the tools. The least expensive option is to use free or low-cost tools such as R or Excel. However, you'll need a skilled person trained in statistics to make the most of these tools. If you don't have staff who can use the tools effectively, you should consider outsourcing the tools to a vendor.

The second consideration is a pragmatic one: the availability of existing tools within your organization. Your organization may already have subscriptions to tools or platforms you can use. The benefit of using tools your organization already has is twofold. First, you won't have to purchase a new system. Second, there will be in-house experts in using the tool who may be willing to help your team get up and running.

Considerations the Options for Tools

Key Considerations for Selecting Answers to Question 5: What Tools Do We Need to Analyze the Data?

▶ Does your team have the skills to use the tool(s) effectively?

▶ Do you have existing tools available within your organization?

The sixth question you need to answer to secure a return on investing in workforce analytics is: How will we ensure leaders act on the results of our analyses?

There are six options to ensure leaders act on the insights. The first three are about making sure leaders know the results of your analysis (since they can't take action until they know and understand what your analysis recommends).

The final three options are designed to encourage leaders to take action by offering support and incentives.

You can choose more than one option to answer this question, as explained on the following page.

Question 6: How Will We Ensure Leaders Act on the Results of Our Analyses?

Potential Answers

Options	Description	Examples
 <p>Make it easy to understand</p>	Simplify the output of the model to clarify where leaders should focus	Color-coded dashboard
 <p>Track and report analysis validity</p>	Share regular updates with leaders on how accurate the analysis is to inspire confidence in using it	Monthly email to leaders with accuracy of predictive model (e.g., percentage of staff flagged as high risk of leaving who actually left)
 <p>Create a "tripwire"</p>	Alert leaders when a significant factor from your model changes	Email alert to leader when an employee moves outside a certain radius of the hospital ¹
 <p>Equip business partners to help leaders action plan around findings</p>	Ask business partners to use model results to prioritize which leaders they provide additional action-planning support to	Business partners prioritize building retention plans with leaders with largest number of at-risk staff
 <p>Align with leaders' performance goals</p>	Create a performance goal tied to business problem to encourage leaders to act on the data	Leader evaluations include percentage of turnover attributed to first-year staff
 <p>Make the change for leaders</p>	Use model results to inform house-wide intervention	Begin auto-enrolling new hires in retirement savings plan

1) Employee "opts-in" to share information with leader.

There are two main considerations to determine how you will help leaders act on the results of your analyses.

The first consideration is how much access you will give leaders to the results of your analyses. If you decide to give leaders full access to the results for their team, we recommend investing in several ways to support leaders in interpreting and acting on the results. At a minimum, you will need to make it easy for leaders to understand the model—for example, by using data visualization tools. We recommend picking at least two other options to ensure leaders know about the model's results and act on them. If you decide to limit access to the model (for example, sharing results only with HR business partners), you can select fewer options. Most organizations that choose not to share their analyses directly with leaders invest in equipping HR business partners to action plan with leaders.

The second consideration is determining which leaders need to act. If your analysis reveals an underlying driver that impacts a majority of the organization—in other words, almost all leaders need to take action—you may choose to make the change directly for leaders. If you need a smaller number of leaders to act, you can opt to equip business partners to develop an action plan with these leaders, and/or create a tripwire to ensure that leaders act at specific times.

Considering the Options to Ensure Leaders Act

Key Considerations for Selecting Answers to Question 6: How Will We Ensure Leaders Act on the Results of our Analyses?

▶ How much access will you give leaders to the results of your analyses?

▶ Which leaders do you need to act on your analyses?

To provide further guidance to help you select the best answers for your organization, the rest of this publication provides in-depth case profiles of four organizations that have secured a return on investing in workforce analytics. An overview of our selection criteria is shown here, and a snapshot of each profiled organization is shown on the next page.

It is important to note that the four organizations we profiled are only a subset of organizations using workforce analytics successfully. We chose these four to highlight different approaches to answering each question. These profiles also offer a mix of organizations of different sizes and in different industries. While reviewing these profiles, HR leaders should consider how similar or different each organization is to your own. If your organization does not share a profiled organization's strengths or challenges, you can still adopt similar approaches, but you may need to make modifications or trade-offs to implement them successfully.

An In-Depth Look at Organizations Paving the Way

Criteria for Selecting Case Profiles



Early return on investment

Organization has seen measurable impact on business problem since adopting workforce analytics



Scalable approach




Organization leveraged existing resources wherever possible and minimized upfront investment



Willingness to share information

Organization willing to discuss investments, successes, and "lessons learned" candidly

Introducing Our Profiled Organizations

	Location	Organizational Snapshot	Workforce Analytics Snapshot
 Aurora Health Care® Pages 28-39	Based in Milwaukee, WI	<ul style="list-style-type: none"> • 15-hospital system • Over 150 clinics and 70 pharmacies • Press Ganey 2017 Success Story Award Winner 	Predict individual flight risk
<i>Windovar Company</i> ¹ Pages 41-44	Based in the Southeast	<ul style="list-style-type: none"> • IT firm • Approximately 5,000 employees 	Predict amount of time before an employee departs
 LinkedIn Pages 45-48	Based in Sunnyvale, CA	<ul style="list-style-type: none"> • Technology company with 11,800 employees • <i>Forbes</i> Best Places to Work Award Winner 	Project hiring demand to more efficiently staff recruiting teams
 St. Elizabeth HEALTHCARE Pages 50-55	Based in Northern KY	<ul style="list-style-type: none"> • Four-hospital health system • Over 100 additional care sites located across Northern Kentucky • Advisory Board 2016 Workplace Transformation Award Winner 	Diagnose underlying drivers common to employee engagement and patient experience

1) Pseudonym.

Source: HR Advancement Center interviews and analysis.

The HR Executive's Workforce Analytics Investment Guide

Key Questions to Secure a Return on Investment in Workforce Analytics	Options Selected by Profiled Organizations	Aurora Health Care	Windovar ¹	LinkedIn	St. Elizabeth's
1. What business problem should we tackle first?	Reduce turnover	✓	✓		
	Match staffing to short-term demand			✓	
	Other				✓
2. What level of analysis will yield a near-term ROI ?	Identify hot spots				
	Diagnose underlying drivers				✓
	Predict future risks	✓	✓	✓	
3. What data sets can we leverage to understand the business problem?	Employee profile data	✓	✓	✓	
	Employee survey data	✓	✓		✓
	Staffing data	✓	✓	✓	
	Total rewards utilization data	✓	✓		
	Patient data	✓	✓		✓
4. How will we get the skills we need to analyze the business problem?	Hire talent into HR	✓	✓	✓	
	Contract with an analytics partner				✓
	Tap into in-house expertise outside of HR				
5. How will we get the tools we need to analyze the data?	Use off-the-shelf tools	✓	✓	✓	
	Upgrade existing HR tools				
	Outsource the tools				✓
6. How will we ensure leaders act on the results of our analyses?	Make it easy to understand	✓			
	Track and report analysis validity			✓	
	Create a "tripwire"				
	Equip business partners to help leaders action plan on results	✓	✓		✓
	Align with leaders' performance goals	✓		✓	
	Make the change for leaders	✓			

1) Pseudonym.

Source: HR Advancement Center interviews and analysis.



▶ Case Profiles



Aurora Health Care began investing in workforce analytics in 2016 to help scale their workforce strategy and interventions across their 15-hospital health system.

This profile focuses on Aurora’s first year using workforce analytics. They answered Question 1 by deciding to focus on turnover because of high turnover among early-tenure staff. They then turned to Question 4 and chose to hire a workforce analytics leader to build a workforce analytics function. Once they hired a workforce analytics leader, they turned to answering the remaining questions (2, 3, 5, and 6).

Organizational Snapshot

- 15-hospital, not-for-profit health care system headquartered in Milwaukee, WI, with over 150 clinics and 70 pharmacies
- Patient Safety Excellence Award Winner
- Press Ganey 2017 Success Story Award Winner
- Merged with Advocate to become Advocate Aurora Health in April 2018

HR Department Snapshot

- HR business partner span of service ratio: 1:700 employees
- Workforce analytics team: 5 FTEs

Key Questions	Aurora’s Answers	
1. What business problem should we tackle first?	Reduce turnover of early-tenure staff	Page 29
2. What level of analysis will yield a near-term ROI?	Predict future turnover risks	Page 30
3. What data sets can we leverage to understand the business problem?	<ul style="list-style-type: none"> • Employee profile data • Employee survey data • Staffing data • Total rewards utilization data • Patient data 	Page 31
4. How will we get the skills we need to analyze the business problem?	Hire talent into HR	Page 33
5. How will we get the tools we need to analyze the data?	Use off-the-shelf tools	Page 35
6. How do we ensure leaders act on the results of our analyses?	<ul style="list-style-type: none"> • Make it easy for leaders to understand • Equip business partners to help leaders action plan • Align with leaders’ performance goal • Make the change for leaders 	Page 36

Return on investment	26% Improvement in first-year retention	12% Improvement in overall retention
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Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.

**Question 1:
What business problem did
Aurora tackle first?**

Aurora chose turnover as the business problem to tackle. To arrive at this answer, Aurora reviewed their organization's data.

They determined 35% of their new hires were leaving the organization within the first year, and 50% of employees with less than two years of tenure were leaving.

Aurora's leaders knew reducing turnover would lead to concrete benefits for the organization in the near term.

Aurora Aimed to Reduce Turnover

Aurora Turnover Rate Circa 2016



35%

Turnover rate for first-year employees



50%

Turnover rate for employees with two years of tenure or less

**Question 2:
What level of analysis
yielded a near-term ROI?**

For Question 2, Aurora opted to predict future turnover risk.

Aurora first considered using the lowest level of analysis: identifying hot spots. The hotspot they identified was staff within their first two years of employment. However, this level of analysis wasn't actionable because there were simply too many staff members in this category.

Next, Aurora considered diagnosing underlying drivers of the problem. This approach wasn't sufficient because staff were leaving so quickly. Aurora's leaders understood they could put longer-term interventions in place to address underlying drivers, but those would take time to impact turnover rates.

Aurora decided the best way to quickly reduce the turnover rate was the third option for analysis: predicting future risks. This would allow them to intervene quickly with staff most likely to leave.

Aurora Chose to Predict Future Turnover

Three Options for Analysis



Identify hot spots

For example:

Which employee segments have the highest turnover?



Diagnose underlying drivers

For example:

What are the controllable drivers of high turnover among our staff?



Predict future risks

For example:

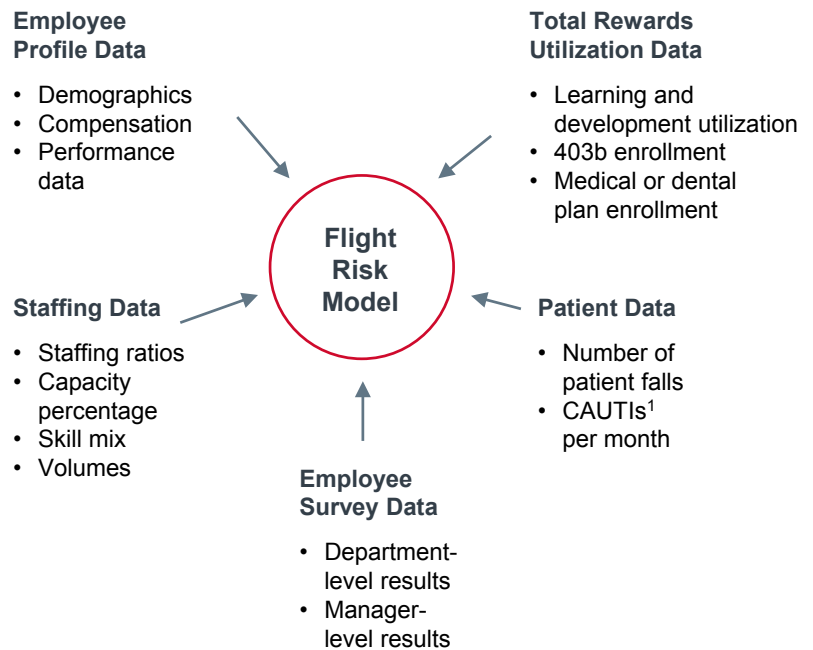
Which individual employees are most likely to leave?

**Question 3:
What data sets did Aurora leverage to understand the business problem?**

For Question 3, Aurora chose all five options for data sources. Aurora made this determination based on their answer to Question 2. Predicting future turnover requires accounting for as many variables as feasible, since there are many reasons why someone might leave an organization.

Aurora Used Extensive Data to Predict Turnover

Sample Variables in Flight Risk Model



1) Catheter-associated urinary tract infections.

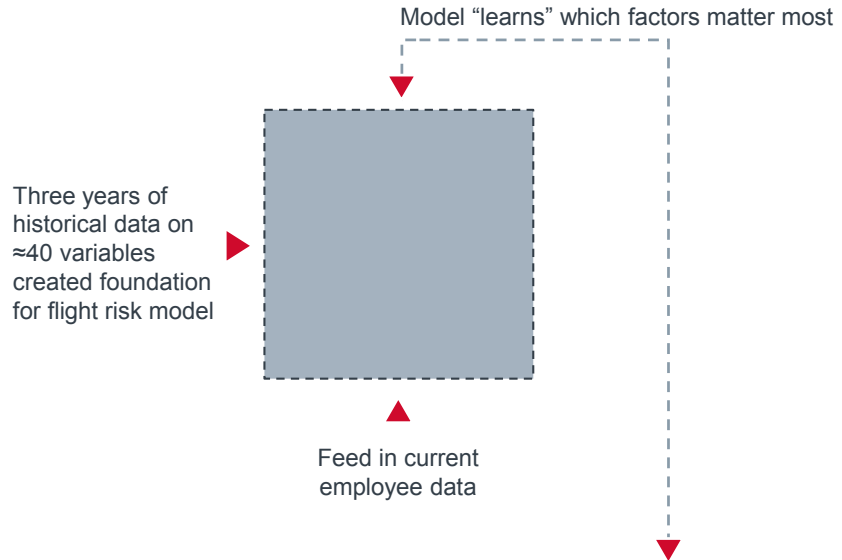
Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.

Aurora used data from all five options to build a predictive model. The data included about 40 variables for not only employees who left the organization, but also those who stayed.

After using the historical data to build the model, Aurora entered current employee data on a monthly basis. This allowed them to predict the likelihood that individual employees would leave, along with the factors that placed them at risk of turnover.

Flight Risk Model Predicted Probability of a Staff Member Leaving

A Look Inside the Black Box



Individual flight risk probability of employees

Employee	Probability	Risk Factors
John	High	Location, ...
Sally	Medium	Performance, ...
Fran	Low	Engagement score,
Haley	High	Compensation, ...
Rebecca	High	Staffing ratio, ...
Felicia	Low	L&D participation,...

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.

**Question 4:
How did Aurora get the skills they needed to analyze the business problem?**

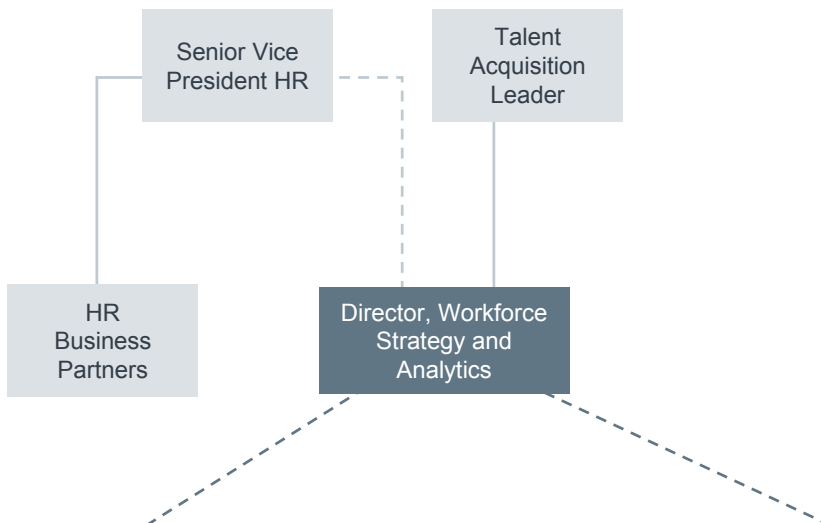
For question 4, Aurora chose to build their analytics capabilities by hiring talent into HR.

Aurora’s HR leaders had ambitions beyond addressing the immediate problem of predicting future turnover: they wanted analytics to be central to HR’s strategy moving forward.

For this reason, Aurora decided to hire a director with the qualifications shown here.

Aurora Hired a Workforce Analytics Leader

Excerpt of Aurora’s HR Organization Chart



Excerpt of CV for Director, Workforce Strategy and Analytics

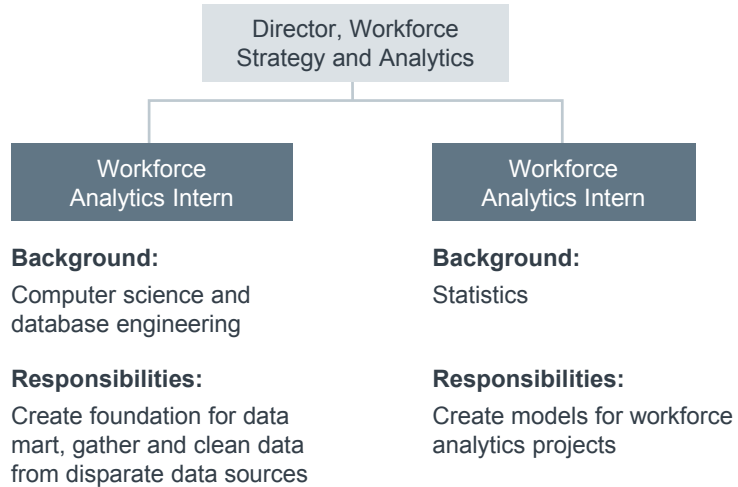
- BS in Mechanical Engineering
- Five years engineering experience at major automotive manufacturers, specializing in process engineering
- Transitioned to nine-year career as business strategy and analytics consultant
- Led own firm during final five years as consultant, enabled clients in lean transformation

The primary work in the early stages of building a predictive model is gathering, cleaning, and integrating data. This work did not require the skill set of the workforce analytics director, so Aurora hired two student interns to conduct the work. This allowed the director to focus his time on work requiring his advanced skill set.

Hiring interns also gave Aurora the flexibility to have additional support in the short term without committing to investing in additional full-time employees.

Building a Team to Support Top-of-License Practice

Aurora's Initial Analytics Team



Key Skill Sets of Analysts

- Business intelligence** to extract, transform, and load data
- Analytical skills** to understand business problems and how to design models to solve them
- Statistical skills** to conduct data analysis with statistical tools such as R
- Consulting skills** to help leaders understand and use the tool

**Question 5:
How did Aurora get the
tools they needed to
analyze the data?**

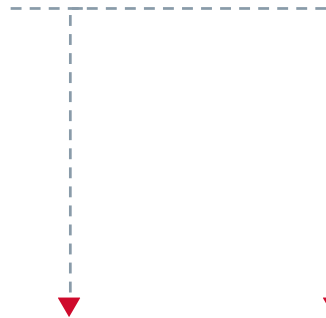
For Question 5, Aurora chose to leverage low-cost statistical tools.

Aurora was able to use low-cost tools because they invested in a highly skilled analytics director to guide how the tools were used.

Aurora Used Low-Cost Tools to Build Flight Risk Model



Aurora invests in highly skilled team...



...allowing them to use low-cost tools to analyze the data and display it for leaders

- 1** R: Statistical tool
- 2** Tableau: Data visualization

**Question 6:
How did Aurora ensure
leaders acted on the results of
their analyses?**

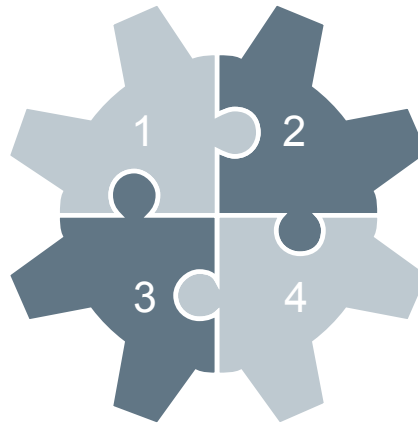
For Question 6, Aurora chose four options to ensure leaders understood the flight risk model and took action. The following pages provide further detail on Aurora's first two answers to Question 6: making the model easy to understand and equipping HR business partners to action plan with leaders.

In addition to these two answers, Aurora also chose to align performance goals to the problem they were tackling. Leaders and HR business partners alike are accountable for turnover in their performance evaluations.

Finally, Aurora also looked for opportunities to make changes directly for leaders when the model uncovered organization-wide drivers.

Aurora Pulled Several Levers to Drive Utilization

Ensuring Leaders Act Upon Flight Risk Model Results



- 1 Make the model easy to understand** so leaders and business partners can understand and act on the results
- 2 Equip HR business partners** to action plan with operational leaders
- 3 Align leader and business partner performance goals** to include turnover
- 4 Make changes for leaders** when a factor impacts the majority of the organization

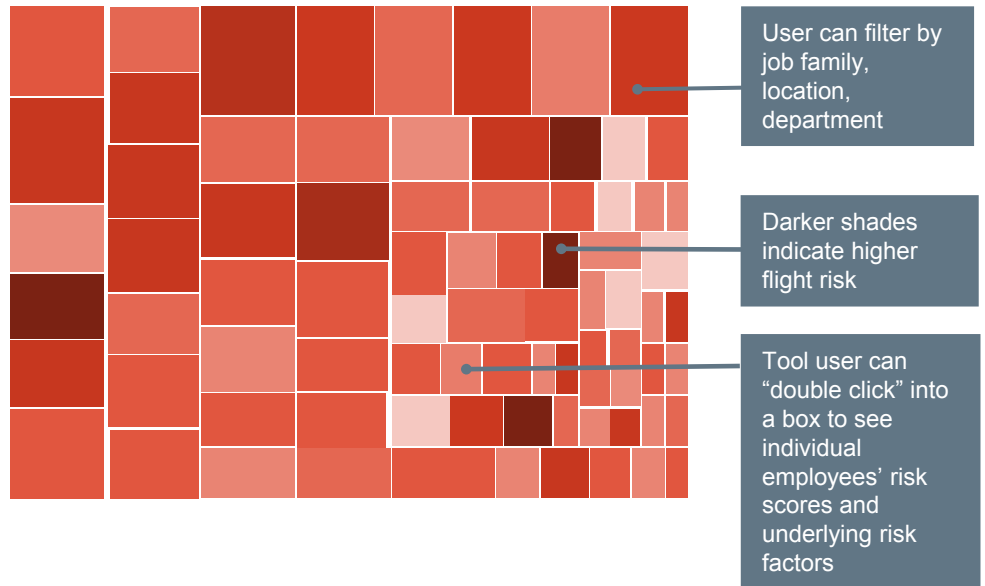
To ensure leaders took action based on the analysis, Aurora designed a compelling interface for the output of the predictive model: a heat map.

A replica of Aurora's heat map is shown here. Each box represents a department or unit. The shading indicates the percentage of high-risk employees within a department (the darker the shade, the greater the percentage of high-risk staff).

Leaders can click on a box to view the list of individuals in their area. The list includes each individual's risk level, along with the factors contributing to their risk.

Aurora Made It Easy for Leaders to Understand the Model

Aurora's Flight Risk Model Heat Map



Aurora also chose to equip business partners to action plan with operational leaders.

HR business partners regularly reviewed the model and identified employees who were both high-risk and high-performers. HR business partners “double-clicked” on these individuals in the tool to see the factors that contribute to their high risk score. They then met with the operational leader to validate the findings and discuss an intervention.

Aurora decided to invest in this additional layer of support—action planning led by HR business partners—to ensure the model helped the organization retain high-performing employees (since they would be especially costly to lose).

HR Business Partners Supported Action Planning

Process for Building Action Plans

Business partner identifies high-risk, high-performing employees

HR BP delves into individual risk factors

HR BP meets with operational leader to validate findings

HR BP and leader identify intervention to retain employee



“

“We had an occasion where we learned one of our nurses was traveling to work at a location that was significantly farther from her home than one of our hospitals. We were able to address that with her, move her to the closer hospital, and retain her within the system.”

Director Workforce Analytics and Strategy

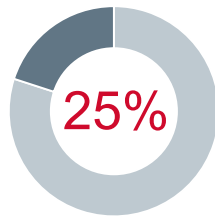
Aurora Health Care

Aurora built an actionable and accurate predictive model. As shown here, a quarter of the workforce was predicted to be high-risk. Of all turnover that occurred in 2017, 80% was predicted by the model.

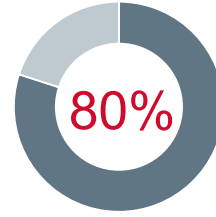
The model supported Aurora's efforts to improve retention, contributing to increases in first-year retention, nurse retention, and overall retention.

Aurora Reduced Turnover Across the Organization

Flight Risk Model Is Actionable and Valid



Percentage of Aurora's employees predicted as high-risk



Percentage of actual turnover predicted by the flight risk model

Flight Risk Model Helps Reduce Turnover

26%

Improvement in first-year retention

18%

Improvement in nurse retention

12%

Improvement in retention overall

Windovar Company¹

Windovar Company, a pseudonymed technology firm, has a three-person workforce analytics team. This profile focuses on an analytics project they conducted to support retention of high performers and staff with critical skills.

Before beginning this project, Windovar’s workforce analytics director had already built up a substantial data infrastructure that included a data warehouse to store and aggregate their workforce data and a business intelligence tool to analyze and share the data.

Since Windovar already had the tools and skills to take on this project, this profile focuses on how Windovar answered Questions 3 and 6 regarding the data they used and how they ensured leaders acted on the insights.

Organizational Snapshot

- IT firm headquartered in Texas
- Approximately 6,000 employees

HR Department Snapshot

- Three-person analytics team

Key Questions	Windovar’s Answers	
1. What business problem should we tackle first?	Reduce turnover of high-performing talent and talent with critical skills	n/a
2. What level of analysis will yield a near-term ROI?	Predict future turnover risks	n/a
3. What data sets can we leverage to understand the business problem?	<ul style="list-style-type: none"> • Employee profile data • Employee survey data • Staffing data • Total rewards utilization data • Client data 	Page 42
4. How will we get the skills we need to analyze the business problem?	Hire talent into HR	n/a
5. How will we get the tools we need to analyze the data?	Use off-the-shelf tools	n/a
6. How do we ensure leaders act on the results of our analyses?	Equip business partners to action plan based on results	Page 43

Return on investment



Reduced overall turnover of staff who are top-talent or have critical skills

31 days

Margin of error for predicted employee departure date

1) Pseudonym.

Source: HR Advancement Center interviews and analysis.

**Question 3:
What data sets did Windovar leverage to understand the business problem?**

Windovar chose to use all five sources of data: employee profile data, employee survey data, staffing data, total rewards utilization data, and client data.

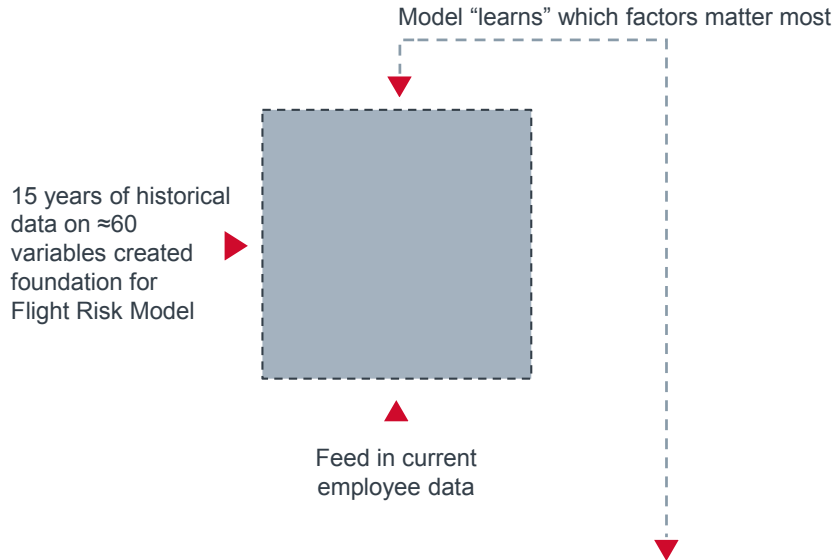
Variables included time since last promotion, merit increase amount, performance review rating, employee tenure, and net promoter scores. In total, the model used more than a dozen years of historical data on about 60 variables.

The output was the likely time to departure for each employee. Windovar’s HR leaders chose to focus on time to departure because they thought this metric would be more intuitive for HR business partners and leaders than an individual’s relative risk of departure (e.g., high risk versus low risk).

Windovar’s predictive model received new data every quarter. Once a month, the analytics team updated the model itself.

Windovar’s Model Predicted Time to Employee Departure

A Look Inside Windovar’s Black Box



Individual employee time to departure

Employee	Probability	Risk Factors
John	3 months	Engagement, ...
Sally	26 months	Manager effectiveness,
Fran	5 months	Time spent in meetings
Haley	80 months	Performance review,
Rebecca	22 months	Overtime hours, ...
Felicia	1 month	Time spent in 1:1s, ...

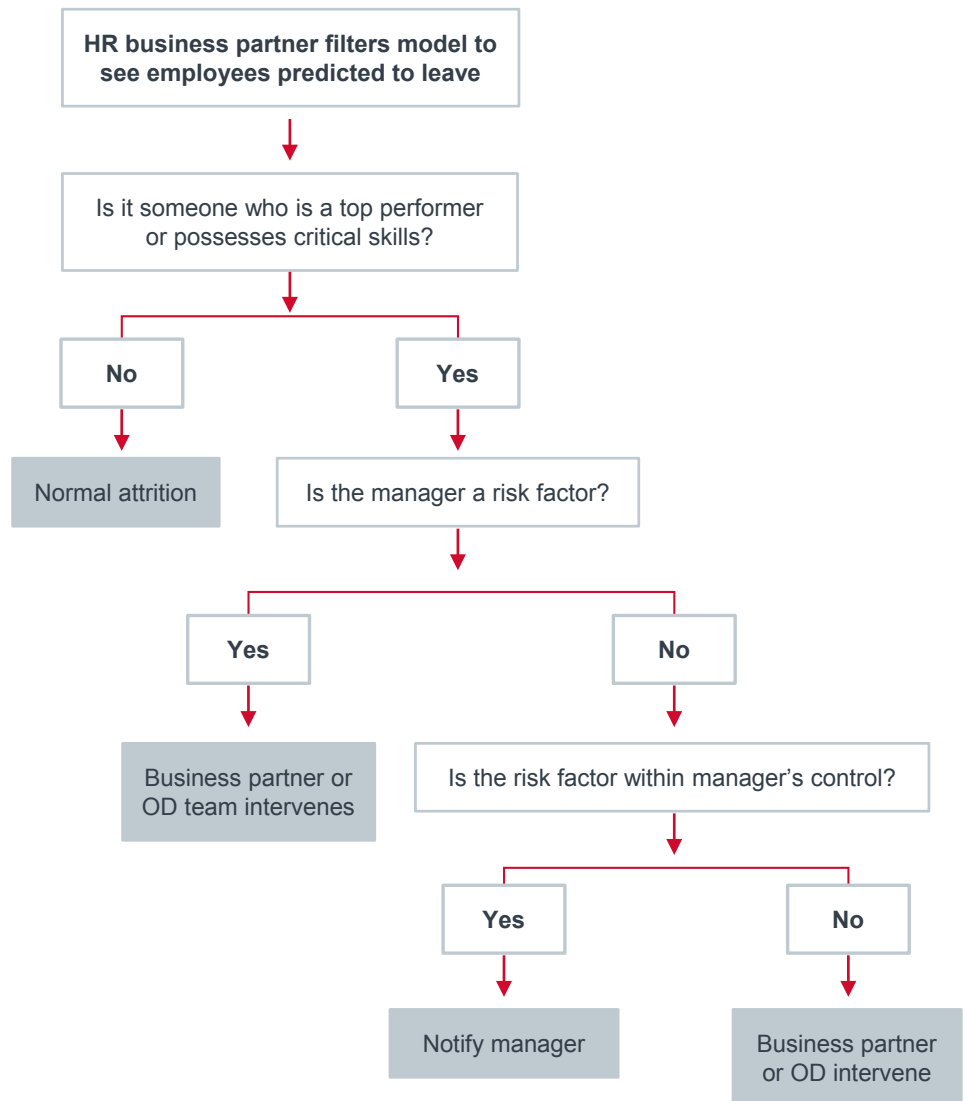
**Question 6:
How did Windovar ensure leaders acted on data-driven insights?**

To ensure leaders acted on the model's results, Windovar equipped HR business partners to help leaders action plan.

Windovar gave HR business partners direct access to the model's results, and charged them with "saving" employees who met two criteria: estimated to leave soon, and either a high performer or someone with critical skills. As shown here, HR business partners shared the turnover prediction with managers *only* if there was a specific action the manager could take to reduce the retention risk. Otherwise, HR business partners implemented the action plan on their own.

Business Partners Drove Action Planning

Decision Tree to Determine Manager Involvement in Action Planning



Source: HR Advancement Center interviews and analysis.

Windovar secured two main returns from implementing their model.

First, the model was accurate: the predicted departure date was correct within 31 days, plus or minus.

Second, they were able to increase retention of the staff they were aiming to keep: high performers and those with critical skills.

Windovar Reduced Turnover



Accuracy of the predictive model within 31 days, plus or minus



Increased retention of high performers and those with critical skills



This profile describes a project LinkedIn’s talent analytics team focused on in 2014: more efficiently staffing recruiters to match hiring demand.

Since LinkedIn’s team was well-established by this point, they already had the skills they needed for the project. This profile details how LinkedIn answered Questions 1, 2, 3, and 5.

Organizational Snapshot

- Technology company with 11,800 employees based in Sunnyvale, California
- Their mission is to create a digital map of the global economy to connect talent with opportunity at a massive scale

HR Department Snapshot

- Winner of HR Dive’s 2017 Company of the Year, *Forbes* Best Places to Work Award Winner
- Talent analytics team moved from Finance to HR department in 2014

Key Questions	LinkedIn’s Answers	
1. What business problem should we tackle first?	Match recruiter supply to hiring demand	Page 46
2. What level of analysis will yield a near-term ROI?	Predict future recruiting staffing needs based on projected hiring demand	Page 47
3. What data sets can we leverage to understand the business problem?	Staffing data and employee profile data	Page 47
4. How will we get the skills we need to analyze the business problem?	Hire talent into HR	n/a
5. How will we get the tools we need to analyze the data?	Use off-the-shelf tools	Page 48
6. How do we ensure leaders act on the results of our analyses?	<ul style="list-style-type: none"> • Track and report analysis validity • Tie a performance goal to recruiter productivity 	n/a

<p>Return on investment</p>	<p>15% Reduction in recruiting annual budget</p>	<p>95% Number of hires accurately predicted in the first year</p>
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Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.

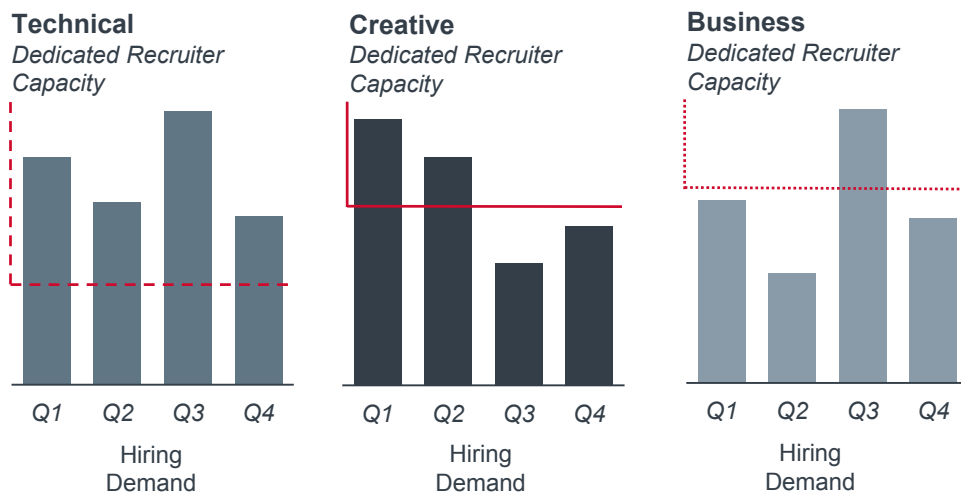
**Question 1:
What business problem did LinkedIn tackle first?**

LinkedIn chose to answer Question 1 by focusing on the problem of matching staffing to demand. They specifically focused on better matching recruiters to hiring demand.

The analytics team decided to focus on this problem because it was impacting LinkedIn’s ability to hire the number of new staff required to keep up with the company’s growth. Recruiters were pre-assigned to specific job families. When a job family’s recruiters reached capacity—but there were still more jobs to fill—LinkedIn’s default approach was to hire additional recruiters. This was costly and unsustainable.

Recruiting Team Struggled to Adapt to Changes in Hiring Demand

Representative Mismatch of Recruiter Capacity and Hiring Demand Across Quarters



“LinkedIn had a problem: we were growing at 40% every year and we couldn’t fill roles fast enough... The problem was [talent acquisition] had no visibility into the headcount planning process and couldn’t forecast the number of hires for the year and resource effectively. That means they were constantly playing catch up and hiring more recruiters to try to meet demand.”

*Director of Talent Insights
LinkedIn*

**Question 2:
What level of analysis yielded a near-term ROI?**

LinkedIn’s answer was to predict future risks. Their goal was to proactively shift recruiters to where they would be needed next, so LinkedIn needed to predict future hiring demand.

LinkedIn already had a dedicated workforce analytics team, so they were able to pursue this complex level of analysis.

LinkedIn Chose to Predict Future Hiring Demand

Three Options for Analysis



Identify hot spots

For example:

Which business units have the longest time-to-fill?



Diagnose underlying drivers

For example:

What are the drivers of increased demand for hard-to-fill roles?



Predict future risks

For example:

What will our hiring needs be across the next year?

**Question 3:
What data sets did LinkedIn leverage to understand the business problem?**

LinkedIn used staffing and employee data to predict future hiring demand. They used the annual incremental headcount plan as well as expected attrition, transfer, and promotion rates (based on historical data) to determine the projection.

LinkedIn used the equation displayed here to project FTE hires needed per business unit per month.

The Math to Project Hiring Demand

Using Staffing and Employee Data to Project Hiring Demand at LinkedIn

$$\left(\begin{array}{c} \text{Incremental} \\ \text{annual} \\ \text{headcount} \end{array} / 12 \right) + \begin{array}{c} \text{Monthly} \\ \text{turnover} \\ \text{and transfers} \end{array} = \begin{array}{c} \text{FTE hiring demand} \\ \text{per business unit} \\ \text{per month} \end{array}$$

From finance team’s annual incremental headcount plan per business unit

From historical monthly turnover, transfer, and promotion rates from HRIS

**Question 5:
How did LinkedIn get the tools they needed to analyze the data?**

Since LinkedIn had already invested in building up an analytics team, they were able to use off-the-shelf tools, specifically Excel.

LinkedIn’s skilled analysts were able to use Excel in ways an average user couldn’t. This particular business problem also didn’t require manipulating large amounts of individual-level data, so Excel was a good fit.

Consider the four questions shown on the page to determine if Excel is a good fit for your own analyses.

Using Excel to Project Hiring Demand

Determine When Excel Is Right Answer



What programs are my team skilled at using?

Employees are likely to have experience with Excel



How much data do we need to manipulate?

Excel handles small to medium size data, or data that does not need its own warehouse to store



How complex is the data we need to manipulate?

Excel performs best with simpler equations



What’s the problem we’re trying to solve?

Excel is the right answer for straightforward statistical analysis and visual reporting

As a result of the analysis, LinkedIn’s talent analytics team predicted future hires with a high level of accuracy and the recruiting team was able to see a savings in their budget in the first year.

Efficiently Matching Recruiters to Hiring Need



95%

Number of hires accurately predicted in first year



15%

Annual recruiting budget given back to business in first year

In the next profile, we introduce St. Elizabeth Healthcare, an organization that did not use data to reduce turnover or match staffing to demand. Instead, St. Elizabeth chose to use analytics to tackle two problems at once.

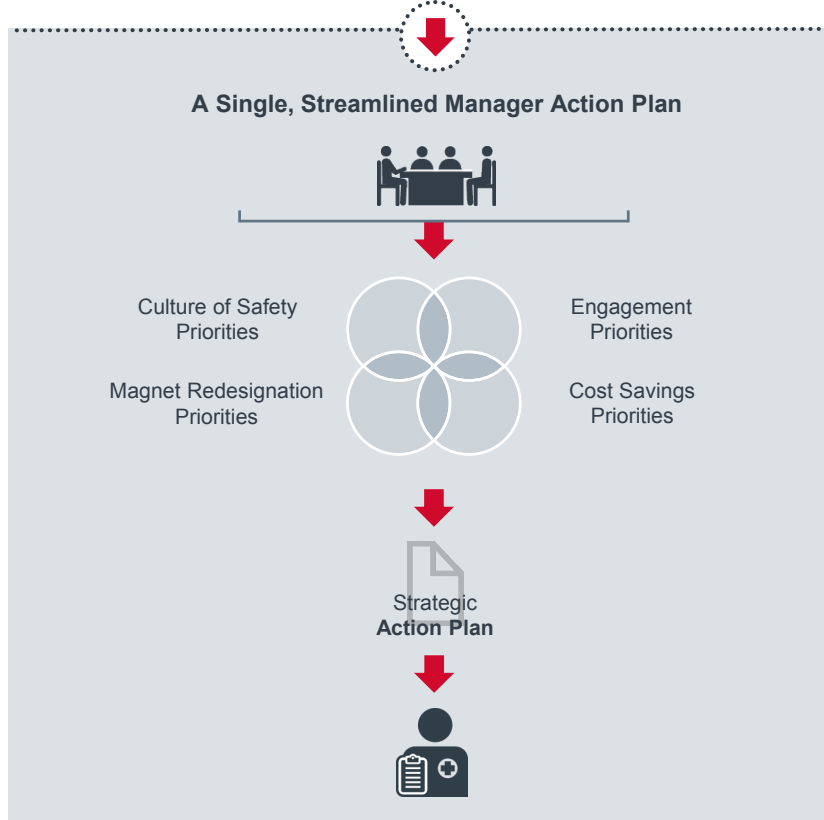
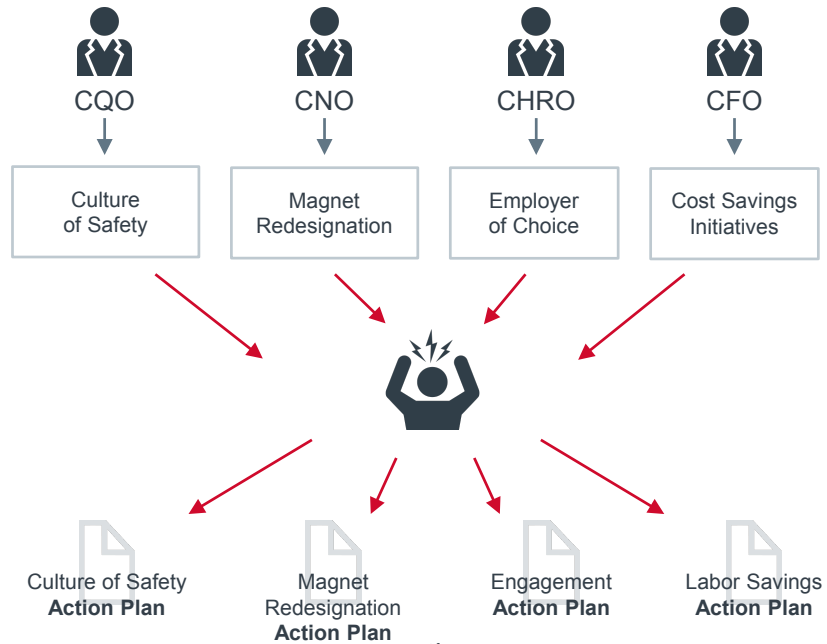
Analyzing both problems at the same time allowed St. Elizabeth's to avoid the all-too-common scenario shown on the top of this page. If senior leaders conduct analyses in isolation, they can inadvertently contribute to manager overload by creating several separate action plans for managers to pursue. Managers quickly become overloaded.

The far better approach is shown on the bottom of the page: senior leaders work together to identify common actions that will advance multiple priorities at the same time. They give managers a single integrated action plan.

Analytics can help with this by identifying the underlying factors contributing to multiple problems. Senior leaders can then create an action plan focused on these shared drivers.

The Case for Using Analytics to Tackle Two Problems at Once

A Multitude of Initiatives to Prioritize



Source: HR Advancement Center interviews and analysis.



St. Elizabeth Healthcare was facing declines in both employee engagement and patient satisfaction in 2014.

The executive leadership team, alongside HR, wanted to understand how they could use their existing data sets to tackle both problems—employee engagement and patient satisfaction—at the same time, without overloading managers.

This profile describes how St. Elizabeth answered all six questions.

Organizational Snapshot

- Four-hospital health system with over 100 additional care sites located across Northern Kentucky
- More than 7,300 employees
- 2016 Workplace Transformation Award Winner for demonstrating significant improvement in engagement within the Advisory Board Survey Solution’s national database
- Partnered with Professional Research Consultants, Inc. (PRC) for patient experience survey and with Advisory Board Survey Solutions for employee engagement survey

Key Questions	St. Elizabeth’s Answers	
1. What business problem should we tackle first?	Patient satisfaction and employee engagement	Page 51
2. What level of analysis will yield a near-term ROI?	Diagnose underlying drivers	Page 51
3. What data sets can we leverage to understand the business problem?	Employee survey data and patient data	Page 52
4. How will we get the skills we need to analyze the business problem?	Off-load analysis to analytics partner	Page 53
5. How will we get the tools we need to analyze the data?	Off-load tools to analytics partner	Page 53
6. How do we ensure leaders act on the results of our analyses?	Equip business partners to help leaders action plan around findings	Page 54

<p>Return on investment</p>	<p>14% Increase in percentage of engaged employees</p>
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Source: St. Elizabeth Healthcare, KY; HR Advancement Center interviews and analysis.

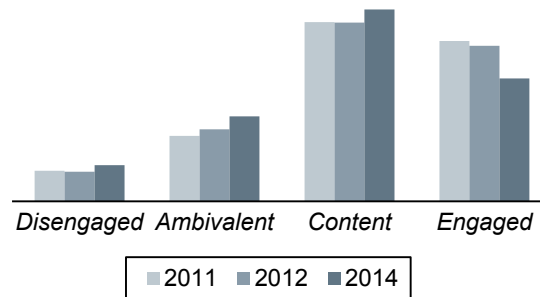
Question 1:
What business problem did St. Elizabeth tackle first?

In 2014, St. Elizabeth experienced considerable executive turnover and financial challenges. Employee engagement and patient satisfaction scores dropped.

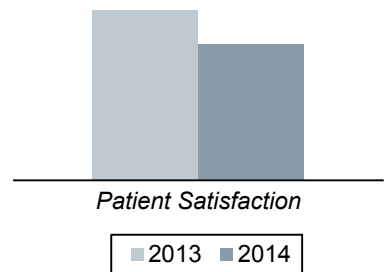
St. Elizabeth's leaders suspected these declining trends were related and decided to tackle them together.

Mandate to Improve Engagement and Patient Satisfaction

St. Elizabeth's Employee Engagement



St. Elizabeth's Patient Experience
Likelihood to Recommend %
Excellent Rank



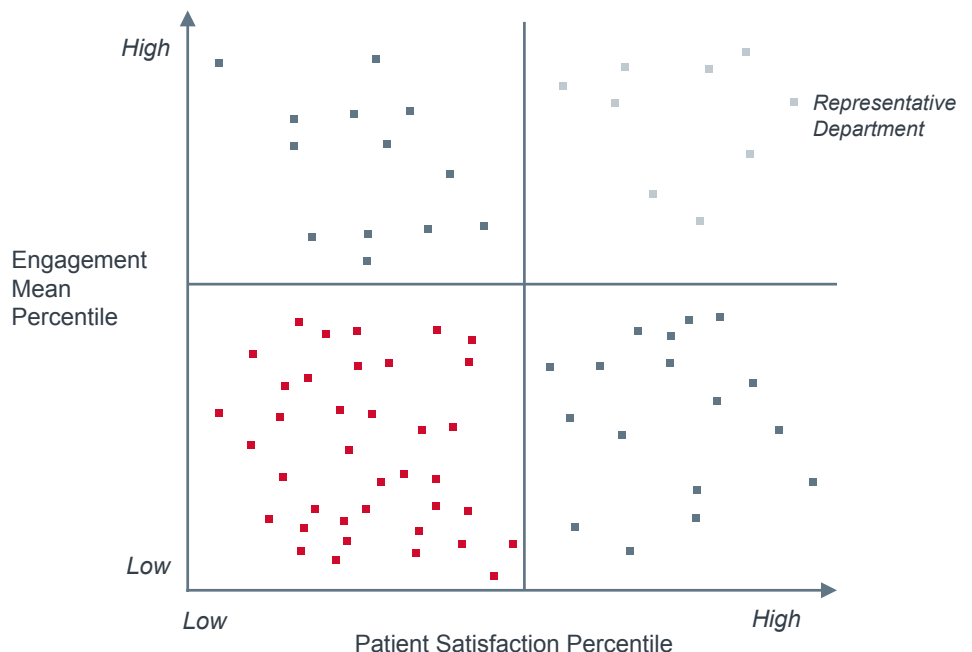
Question 2:
What level of analysis yielded a near-term ROI?

St. Elizabeth ultimately chose to diagnose underlying drivers behind both employee engagement and patient satisfaction. But they started with the first level of analysis and identified hot spots: departments that were performing poorly on both metrics.

St. Elizabeth recognized that action-planning for each poorly performing department and each metric would take considerable time and resources. So they decided to advance to the next level of analysis and diagnose shared underlying drivers.

Starting with a Hot-Spotting Analysis

Representative Performance of Departments on Employee Engagement and Patient Satisfaction

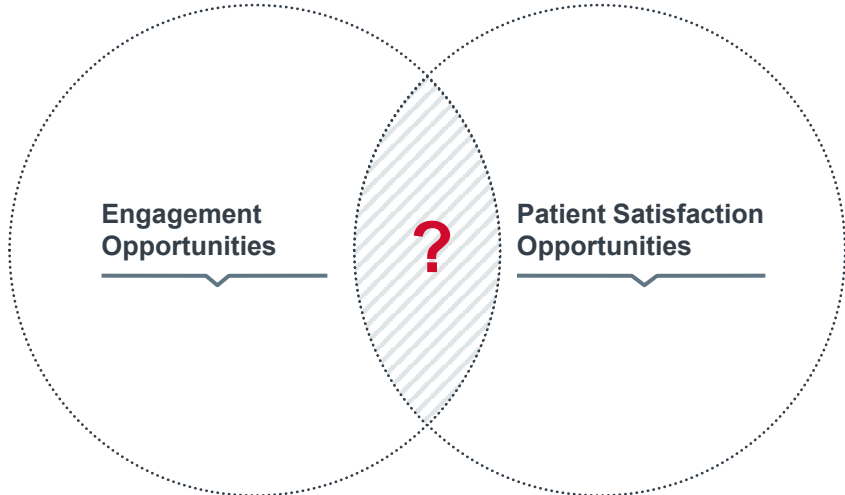


Source: St. Elizabeth Healthcare, KY; HR Advancement Center interviews and analysis.

St. Elizabeth’s goal was to pinpoint which employee engagement drivers were also drivers of patient satisfaction—the drivers that would fall in the overlapping section of this Venn diagram.

Surfacing Common Drivers to Prioritize

Overlap Between Employee Engagement and Patient Satisfaction



Question 3:
What data sets did St. Elizabeth leverage to understand the business problem?

St. Elizabeth used the data they were already collecting from employee engagement and patient satisfaction surveys.

Organizations analyzing these two sets of survey data often encounter challenges integrating the data sets. For example, the surveys typically happen at different times and results may be reported with different levels of granularity.

St. Elizabeth addressed these challenges as outlined here.

Aligning Data Across Surveys to Find Shared Drivers

Key Challenges of Aligning Engagement and Patient Satisfaction Data

- Mismatch** between survey timelines and independent survey setups
- Patient satisfaction data less **comprehensive** than engagement data
- Engagement survey **protected** by non-disclosure agreement; patient satisfaction survey protected by HIPAA

St. Elizabeth’s Response:

- Referenced survey results from same year and **matched** patient satisfaction data to corresponding engagement department
- HR ensured they had **66 departments** of overlapping engagement and patient satisfaction data available
- St. Elizabeth chose to work with trusted **partners** to help with analysis and oversee both data sets

**Questions 4 and 5:
How did St. Elizabeth get the skills and tools they needed to analyze the business problem?**

St. Elizabeth chose to outsource the analysis through their existing partnership with Advisory Board Survey Solutions (ABSS). This was an urgent project for St. Elizabeth, and they had already invested in the ABSS partnership.

If you are considering off-loading the analysis for a one-off, urgent project, use the questions shown here to guide your choice of analytics partner.

Since St. Elizabeth chose to outsource the skills for this project, they also outsourced the tools. Advisory Board Survey Solutions used RStudio, a low-cost analytics platform to run the analysis.

The analysis identified “job security” as the leading driver with the greatest impact on both employee engagement and patient satisfaction, as well as in significant need of improvement.

Ensure Analytics Partner Translates Data into Action

Three Key Questions to Consider When Selecting an Analytics Partner

- 1 Can the potential partner perform the **level of data analysis** you need?
- 2 Is the service a **reasonable cost** for the value it will provide?
- 3 Will the potential partner help **translate the results** into an action plan?

Question 6:
How did St. Elizabeth ensure leaders acted on their data-driven insights?

To help leaders act on data-driven insights, St. Elizabeth focused on action planning. Since frontline managers were busy with day-to-day responsibilities and the “job security” driver fell outside of their direct control, St. Elizabeth worked with ABSS to build a unified action plan for executives (instead of frontline managers).

The action plan focused on job security, along with select other issues impacting employee engagement.

Each task was assigned an executive owner, who was accountable for carrying out the action plan and sharing quarterly updates with the broader executive team.

Executives Drove Integrated Action Plan

St. Elizabeth’s Executive Joint Action Plan

Issue	Action Item	Description	Responsible Party	Update
Job Security	90-Day Communication Plan	All decisions that have negative effects on employees will be communicated at least 90 days in advance	VPHR	HR team to determine policy guidelines and rollout plan
	Benchmarking Review	Ensure all clinical areas are appropriately staffed	VPHR	Completed
Actions of Executives	“Sacred 60” Rounding	All leaders round during same time frame each week	CEO	Updates provided on a quarterly basis
	Communication Tiers	Three-tiered approach to communications depending on sensitivity of information	COO	Tiers created, first communication sent out
Recognition	Red Tickets	Utilize red tickets for individuals or units who go above and beyond	CEO	Distribute ice cream to recognize increased workload due to high census

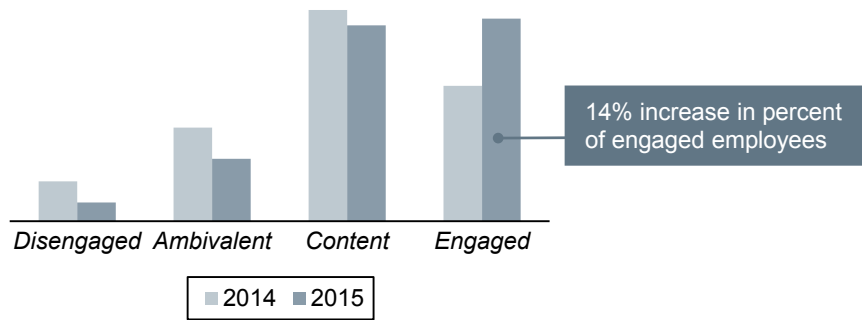
Larger issues identified and clearly defined in action plan based on survey data

Each initiative assigned an executive sponsor to drive accountability

St. Elizabeth's diagnosis of the underlying drivers behind both metrics, followed by a unified action planning approach, protected frontline managers from overload—and also contributed to a 14% increase in the percentage of engaged employees.

St. Elizabeth Improved Engagement

Employee Engagement



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