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# Turnover, Vacancy, and Premium Labor Benchmarks

## 2021 Metric Definitions

- Please submit your Excel form to [HRACBenchmarks@advisory.com](mailto:HRACBenchmarks@advisory.com) before **March 5<sup>th</sup>**
- Email [Ask@advisory.com](mailto:Ask@advisory.com) with any questions.

# Facility Metric Calculations

| Metric   | Calculation  |
|--|--|
| <b>Facility-level Turnover</b>   |  |
| Overall turnover, <u>including</u> PRN, per diem, and casual                             | $\frac{\#20 + \#21}{(\#1 + \#2 + \#3 + \#4 + \#5 + \#6) / 3}$    |
| Overall turnover, <u>excluding</u> PRN, per diem, and casual                             | $\frac{\#20}{(\#1 + \#3 + \#5) / 3}$                             |
| Overall turnover, only PRN, per diem, and casual   | $\frac{\#21}{(\#2 + \#4 + \#6) / 3}$                             |
| Bedside RN turnover, <u>including</u> PRN, per diem, and casual                          | $\frac{\#22 + \#23}{(\#7 + \#8 + \#9 + \#10 + \#11 + \#12) / 3}$ |
| Bedside RN turnover, <u>excluding</u> PRN, per diem, and casual                          | $\frac{\#22}{(\#7 + \#9 + \#11) / 3}$                            |
| Bedside RN turnover, only PRN, per diem, and casual                                      | $\frac{\#23}{(\#8 + \#10 + \#12) / 3}$                           |
| Percentage of turnover attributed to employees with less than one year of tenure         | $\frac{\#24}{\#20}$  |
| Percentage of nursing turnover attributed to employees with less than one year of tenure | $\frac{\#26}{\#22}$  |
| <b>Facility-level Vacancy</b>  |  |
| Overall vacancy rate – FTEs  | $\frac{\#16}{\#18}$  |
| Bedside RN vacancy rate – FTEs   | $\frac{\#17}{\#19}$  |
| Overall time-to-fill (days)  | #14  |
| Bedside RN time-to-fill (days)   | #15  |

# Facility Metric Calculations (Cont.)

| Metric  | Calculation                |
|---|----------------------------|
| <b>Facility-level Premium Labor</b>   |                            |
| Total premium labor expense as a percentage of payroll expense                  | $\frac{\#28 + \#29}{\#30}$ |
| Total overtime expense as a percentage of payroll expense                       | $\frac{\#28}{\#30}$        |
| Total agency labor & traveling labor expense as a percentage of payroll expense | $\frac{\#29}{\#30}$        |

Source: HR Advancement Center Benchmarking Cohort, 2019.

# System Metric Calculations

| Metric  | Calculation                             |
|---|---|
| <b>System-level Employed Physician Turnover</b>     |   |
| Employed physician turnover                         | $\frac{\#34}{(\#31 + \#32 + \#33) / 3}$ |
| <b>System-level Diversity</b>                       |   |
| Frontline racial/ethnic minority diversity          | $\frac{\#35}{\#37}$                     |
| Frontline gender diversity                          | $\frac{\#36}{\#37}$                     |
| Manager racial/ethnic minority diversity            | $\frac{\#38}{\#40}$                     |
| Manager gender diversity                            | $\frac{\#39}{\#40}$                     |
| Director/executive racial/ethnic minority diversity | $\frac{\#41}{\#43}$                     |
| Director/executive gender diversity                 | $\frac{\#42}{\#43}$                     |
| <b>System-level Internal Mobility</b>               |   |
| Internal mobility                                   | $\frac{\#44}{\#45}$                     |
| <b>Medical Group Turnover</b>                       |   |
| Overall turnover                                    | $\frac{\#55}{(\#46 + \#49 + \#51) / 3}$ |
| Unlicensed assistive personnel                      | $\frac{\#56}{(\#47 + \#50 + \#53) / 3}$ |
| Advanced Practice Provider turnover                 | $\frac{\#57}{(\#48 + \#51 + \#54) / 3}$ |

# Metric Component List – Requested Data Points

| Requested Data Points (Facility) <sup>1</sup> |  |
|---|--|
| <b>Total Number of Employees</b>              | 1. Total number of full-time and part-time employees on January 1 [excludes HH, MR, PRN]   |
|   | 2. Total number of PRN/per diem employees on January 1 [excludes FTPT, FP]   |
|   | 3. Total number of full-time and part-time employees on July 1 [excludes HH, MR, PRN]  |
|   | 4. Total number of PRN/per diem employees on July 1 [excludes FTPT, FP]  |
|   | 5. Total number of full-time and part-time employees on December 31 [excludes HH, MR, PRN]   |
|   | 6. Total number of PRN/per diem employees on December 31 [excludes FTPT, FP]   |
|   | 7. Total number of full-time and part-time nurses on January 1 [excludes HH, LPN, PRN, EX]   |
|   | 8. Total number of PRN/per diem nurses on January 1 [excludes FTPT, FP]  |
|   | 9. Total number of full-time and part-time nurses on July 1 [excludes HH, LPN, PRN, EX]  |
|   | 10. Total number of PRN/per diem nurses on July 1 [excludes FTPT, FP]  |
|   | 11. Total number of full-time and part-time nurses on December 31 [excludes HH, LPN, PRN, EX]  |
|   | 12. Total number of PRN/per diem nurses on December 31 [excludes FTPT, FP]   |
|   | 13. Total number of full-time and part-time employees hired between January 1 and December 31 [excludes HH, MR, PRN]   |
| <b>Open Positions</b>                         | 14. Average number of calendar days between date of posting position and date of offer acceptance among all fulltime and part-time employees hired during timeframe [excludes HH, MR, PRN]   |
|   | 15. Average number of calendar days between date of posting position and date of offer acceptance among all fulltime and part-time nurses hired during timeframe [excludes HH, LPN, PRN, EX] |
|   | 16. Total number of open budgeted FTE positions on December 31 [excludes HH, MR, PRN]  |
|   | 17. Total number of open nursing budgeted FTE positions on December 31 [excludes HH, LPN, PRN, EX]   |

1) For a full list of exclusion codes, please see the Metric Key on page 9.

# Metric Component List – Requested Data Points (Cont.)

| Requested Data Points (Facility) |  |
|----------------------------------|--|
| <b>Budgeted Positions</b>        | 18. Total number of budgeted FTE positions on December 31 [excludes HH, MR, PRN]   |
|                                  | 19. Total number of budgeted nursing FTE positions on December 31 [excludes HH, LPN, PRN, EX]  |
| <b>Separations</b>               | 20. Total number of separations among all full-time and part-time employees between January 1 and December 31 [excludes HH, MR, PRN, LOA]                                  |
|                                  | 21. Total number of separations among all PRN/per diem employees between January 1 and December 31 [excludes FTPT, FP, LOA]  |
|                                  | 22. Total number of separations among full-time and part-time nurses between January 1 and December 31 [excludes HH, LPN, PRN, EX, LOA]                                    |
|                                  | 23. Total number of separations among all PRN/per diem nurses between January 1 and December 31 [excludes FTPT, FP, LOA]   |
|                                  | 24. Total number of separations from January 1 to December 31 among all full-time and part-time employees with less than one year of tenure [excludes HH, MR, PRN, LOA]    |
|                                  | 25. Total number of separations from January 1 to December 31 among full-time, part-time, and PRN/per diem staff with less than one year of tenure [excludes HH, MR, LOA]  |
|                                  | 26. Total number of separations from January 1 to December 31 among full-time and part-time nurses with less than one year of tenure [excludes HH, LPN, PRN, EX, LOA]      |
| <b>Premium Labor</b>             | 27. Total number of separations from January 1 to December 31 among full-time, part-time and PRN/per diem nurses with less than one year of tenure [excludes HH, LPN, LOA] |
|                                  | 28. Total overtime expense between January 1 and December 31   |
|                                  | 29. Total agency labor & traveling labor expense between January 1 and December 31   |
|                                  | 30. Total payroll expense, excluding benefits related expenses between January 1 and December 31   |

# System Metric Component List – Requested Data Points

| Requested Data Points (System) |   |
|--------------------------------|---|
| <b>Employed Physicians</b>     | 31. Total number of full-time and part-time employed physicians in your health system on January 1 [excludes MR, CP]  |
|                                | 32. Total number of full-time and part-time employed physicians in your health system on July 1 [excludes MR, CP]   |
|                                | 33. Total number of full-time and part-time employed physicians in your health system on December 31 [excludes MR, CP]  |
|                                | 34. Total number of separations among full-time and part-time employed physicians in your health system between January 1 and December 31 [excludes MR, CP]   |
| <b>Diversity<sup>2,3</sup></b> | 35. Total number of racial/ethnic minority full-time and part-time frontline staff in your health system on December 31   |
|                                | 36. Total number of female full-time and part-time frontline staff in your health system on December 31   |
|                                | 37. Total number of full-time and part-time frontline staff in your health system on December 31  |
|                                | 38. Total number of racial/ethnic minority full-time and part-time managers in your health system on December 31  |
|                                | 39. Total number of female full-time and part-time managers in your health system on December 31  |
|                                | 40. Total number of full-time and part-time managers in your health system on December 31   |
|                                | 41. Total number of racial/ethnic minority full-time and part-time directors and executives in your health system on December 31  |
|                                | 42. Total number of female full-time and part-time directors and executives in your health system on December 31  |
|                                | 43. Total number of full-time and part-time directors and executives in your health system on December 31   |
| <b>Internal Mobility</b>       | 44. Total number of internal full-time and part-time hires (health system employees hired into an open requisition available to external candidates) between January 1 and December 31 [excludes FP, PRN] |
|                                | 45. Total number of total full-time and part-time hires between January 1 and December 31 [excludes FP, PRN]  |

2) For definitions of diversity, frontline, manager, director, and executive, see the Metric Key on pages 9 and 10.

3) Advisory Board recognizes that gender and race are not binary. However, for the purposes of benchmarking workforce diversity, we ask that participants report the number of female-identifying and person of color-identifying employees at each leadership level.

# System Metric Component List – Requested Data Points (Cont.)

| Requested Data Points (System) <sup>4</sup> |   |
|---|---|
| <b>Medical Group Turnover<sup>5</sup></b>   | 46. Number of full-time and part-time medical group employees on January 1 [excludes PH, LOA, PRN]  |
|   | 47. Number of full-time and part-time medical group Unlicensed Assistive Personnel on January 1 [excludes LOA, PRN]   |
|   | 48. Number of full-time and part-time medical group Advanced Practice Providers (i.e., nurse practitioners and physician assistants) on January 1 [excludes LOA, PRN] |
|   | 49. Number of full-time and part-time medical group employees on July 1 [excludes PH, LOA, PRN]   |
|   | 50. Number of full-time and part-time medical group Unlicensed Assistive Personnel on July 1 [excludes LOA, PRN]  |
|   | 51. Number of full-time and part-time medical group Advanced Practice Providers on July 1 [excludes LOA, PRN]   |
|   | 52. Number of full-time and part-time medical group employees on December 31 [excludes PH, LOA, PRN]  |
|   | 53. Number of full-time and part-time medical group Unlicensed Assistive Personnel on December 31 [excludes LOA, PRN]   |
|   | 54. Number of full-time and part-time medical group Advanced Practice Providers on December 31 [excludes LOA, PRN]  |
|   | 55. Number of separations among full-time and part-time medical group employees between January 1 and December 31 [excludes PH, LOA, PRN]                             |
|   | 56. Number of separations among full-time and part-time medical group Unlicensed Assistive Personnel between January 1 and December 31 [excludes LOA, PRN]            |
|   | 57. Number of separations among full-time and part-time medical group Advanced Practice Providers between January 1 and December 31 [excludes LOA, PRN]               |

4) For definitions of Unlicensed Assistive Personnel and Advanced Practice Providers, please see the Metric Key on page 9.

5) Medical group is defined as a body of physicians with a W-2 relationship with the hospital or health system. This group also employs personnel like nurse practitioners and medical assistants. For this category, we are interested in the medical groups' non-physician employee turnover.



# Metric Key – Requested Data Points

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### Key for Exclusion Codes:

**HH** = home health positions

**MR** = medical residents

**CP** = physicians contracted through a third party

**PRN** = PRN, per diem, or contingent positions

**LPN** = licensed practical nurse positions

**EX** = positions with “exempt” status

**PH** = physician

**FTPT** = full-time and part-time employees

**FP** = float pool staff

**LOA** = staff on approved leave of absences

### Key for System Metrics:

**Racial/Ethnic Minority** = American Indian, Alaska Native, Asian, Black or African American, Native Hawaiian or Pacific Islander, Hispanic or Latino Background

**Unlicensed Assistive Personnel** = nurse aides, orderlies, assistants, attendants, and technicians (common titles include Medical Assistants, Nurse Assistants, Home Health Aides, Primary Care Technicians, and Clinical Assistants)

**Advanced Practice Provider** = Physician Assistants and Nurse Practitioners

# Metric Key – Requested Data Points (Cont.)

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## Leadership Level Definitions

### **Executive**

Senior-most leader within a hospital. Common titles include vice president, president, chief [x] officer, etc.

### **Director**

Someone who oversees managers. Common titles include director, associate vice president, etc.

### **Manager**

Someone who directly oversees frontline staff and has management responsibilities, including performance evaluations and personnel issues. Common titles include manager, associate director, etc.

### **Supervisor**

Someone who may have some oversight over frontline staff, but who also has frontline responsibilities and typically does not have direct reporting responsibility.

### **Frontline**

Someone who does not oversee any other staff. Frontline staff are typically paid hourly and can be members of unions.