



# Process or Peril

Contract Labor Risk Mitigation  
&

Departmental Process Change Management



First Joint Commission  
Certification



NurseBridge, On Assignment  
(San Diego, Tupelo, Cincinnati)



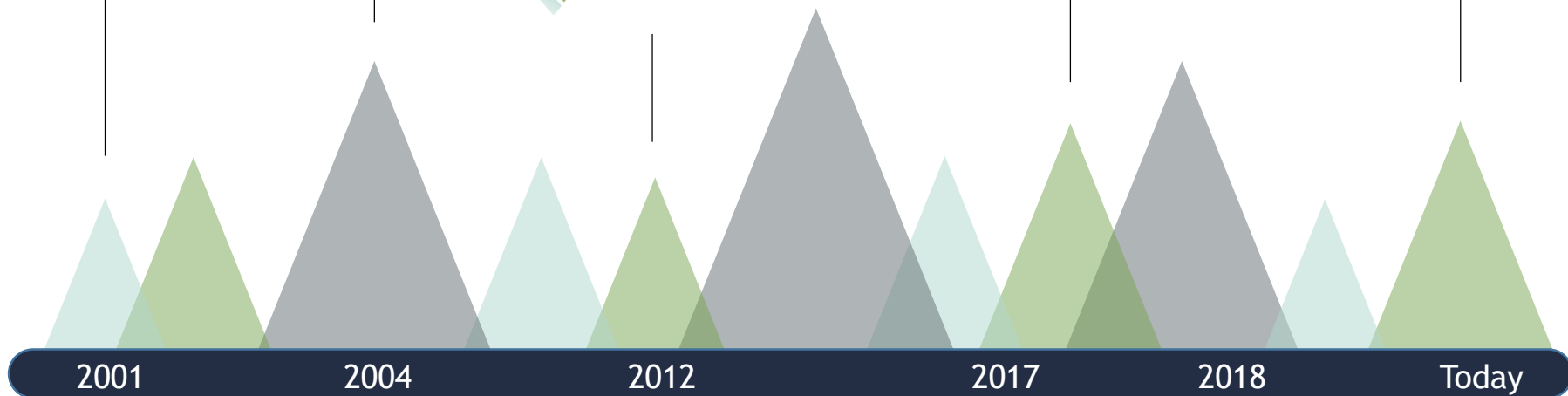
Founded: Omaha, NE

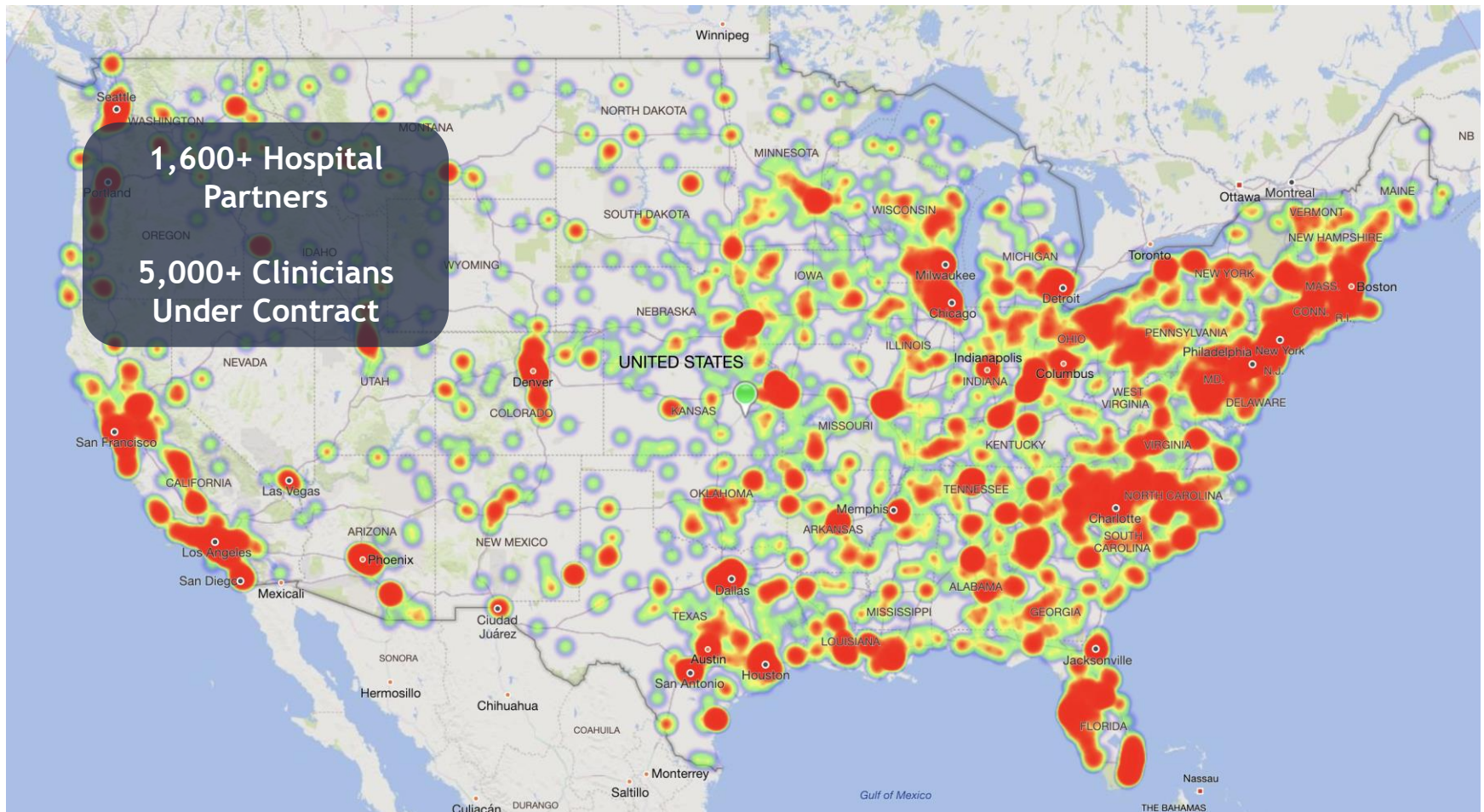


NurseBridge, On Assignment  
(San Diego, Tupelo, Cincinnati)



Top 3, Largest Healthcare  
Workforce Firm in the US





# Awards & Accolades

Our commitment to culture and success results in satisfied employees and prestigious accolades



**JOINT COMMISSION  
CERTIFICATION**

2018, 2016, 2014, 2013,  
2012, 2010, 2008, 2005



**SIA'S "LARGEST U.S. TRAVEL NURSE  
STAFFING FIRMS"**

2018: (#4), 2017: (#3), 2016: (#5),  
2015: (#4), 2014: (#3)



**SIA'S "LARGEST U.S.  
STAFFING FIRMS"**

2018: (#53), 2017: (#35), 2016: (#68),  
2015: (#94) 2014: (#107)



**SIA'S "LARGEST U.S. HEALTHCARE  
STAFFING FIRMS"**

2018: (#10), 2017: (#6), 2016: (#11),  
2015: (#13), 2014: (#13) & 2013: (#22)



**SIA'S "FASTEST-GROWING U.S.  
HEALTHCARE STAFFING FIRMS"**

2018: (#65), 2017: (#20), 2016: (#42),  
2014: (#41), 2010: (#13), 2009: (#3),  
2008: (#10)



**SIA'S "BEST STAFFING FIRMS  
TO WORK FOR"**

2017, 2016, 2014, 2013,  
2012, 2010, 2008, 2005



**11-TIME HONOREE  
INC. MAGAZINE'S INC. 5000**

2018: (#2894), 2017: (#2063),  
2016: (#1463), 2015: (#2121),  
2014: (#1424), 2013: (#3264),  
2012: (#4918), 2010: (#2467),  
2009: (#743), 2008: (#472),  
2007: (#625)



**BETTER BUSINESS BUREAU  
INTEGRITY AWARD**

2018, 2014



**BETTER BUSINESS BUREAU  
SILVER AWARD OF DISTINCTION**

2013



**MODERN HEALTHCARE'S "BEST PLACES  
TO WORK IN HEALTHCARE"**

2016: #72, 2015: #88



**OMAHA CHAMBER OF COMMERCE'S  
"BEST PLACES TO WORK IN OMAHA"**

2018, 2017, 2014, 2013, 2012,  
2011, 2009, 2008



**SAN DIEGO BUSINESS JOURNAL'S "BEST  
PLACES TO WORK IN SAN DIEGO"**

2018, 2016



**CINCINNATI BUSINESS COURIER'S  
"BEST PLACES TO WORK IN CINCINNATI"**

2018: (#1), 2017: (#3), 2016: (#5),  
2015: (#4), 2014: (#3)



**MISSISSIPPI BUSINESS JOURNAL'S  
"BEST PLACES TO WORK IN MISSISSIPPI"**

2018, 2016, 2015



# The Workforce Challenges Facing our Hospital Clients



Here's what we've learned from our partners



FILL CRUCIAL GAPS  
IN STAFFING



ELEVATE CLINICAL  
QUALITY



MINIMIZE RISK OF  
NON-COMPLIANCE



INCREASE  
EFFICIENCY

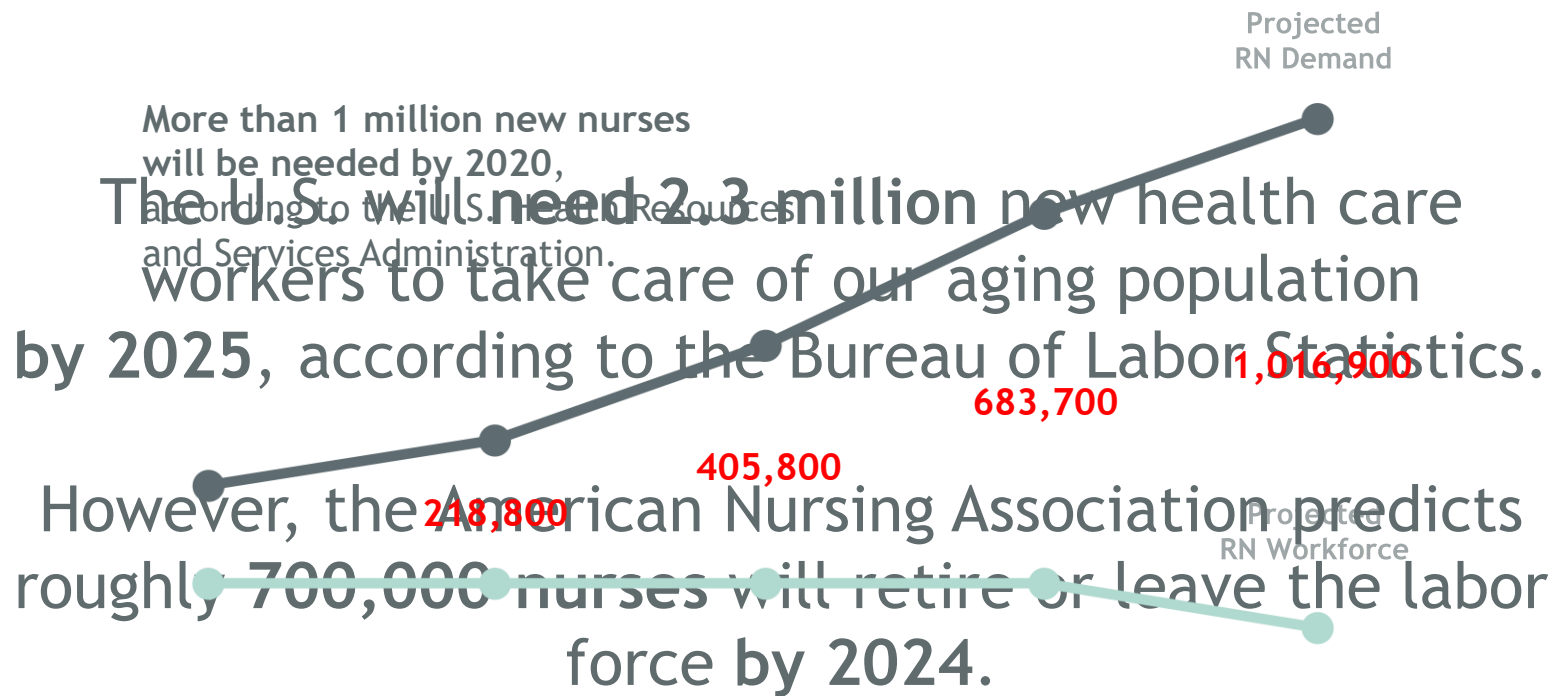


CONTROL  
COSTS





# The U.S. is Running Out of Clinicians



# Staffing Impact on Nurses & Patients

Research shows staffing decisions affect care outcomes and the bottom line.

## WORKING OVERTIME ADDS RISK



3.71

times more likely  
that **MEDICATION  
ERRORS** may occur



3.39

times more likely that  
the patient may get  
**HOSPITAL ACQUIRED  
INFECTIONS**

When an RN works **MORE THAN  
13 HOURS**, they are more likely to...

2.7x

**BURNOUT**

2.4x

**DISSATISFIED**

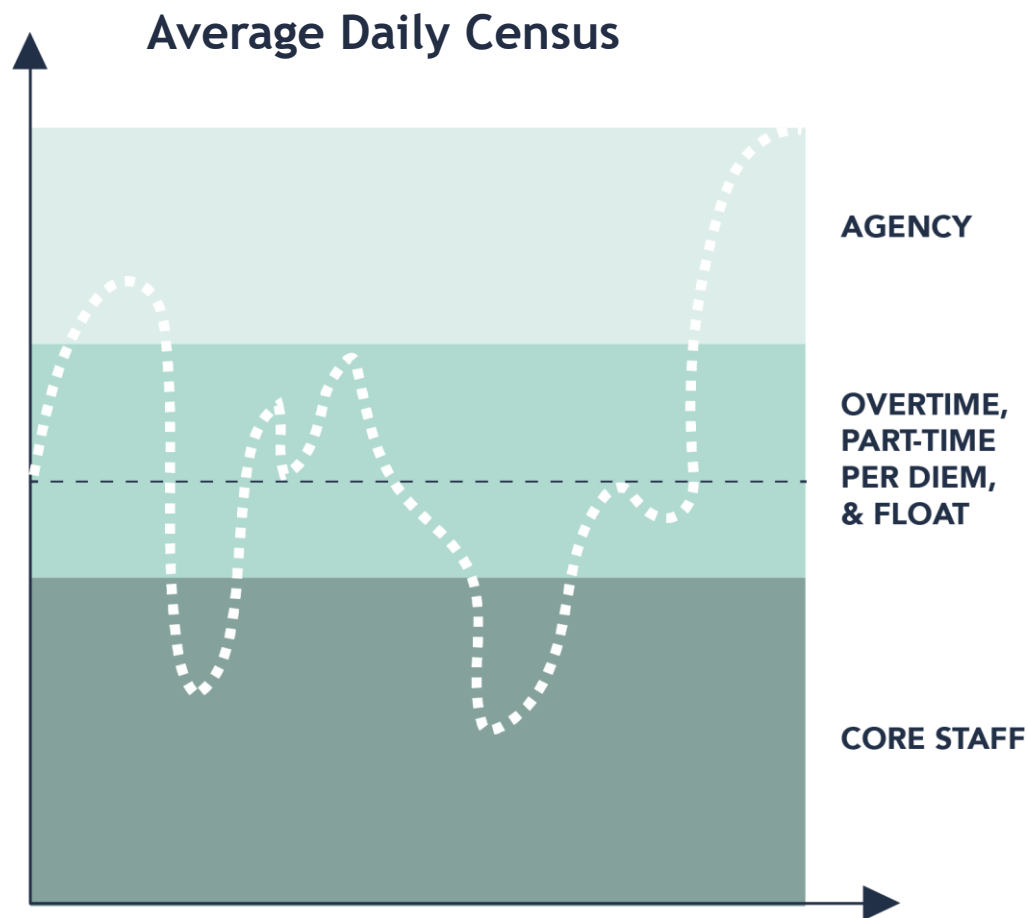
2.6x

**LEAVE JOB  
NEXT YEAR**



# Finding the Right Staffing Mix

The strategic use of contingent labor can help hospitals cut costs while providing optimum patient care and quality outcomes.



Source: The Advisory Board, "Core Staffing Model"



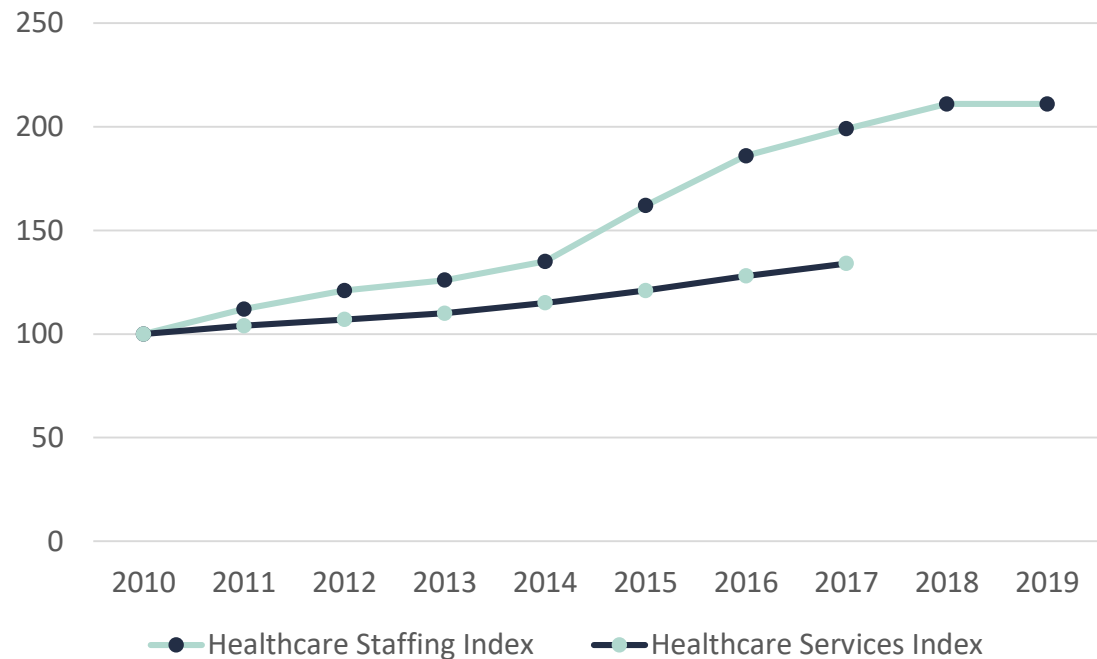


# Contingent Staffing On the Rise



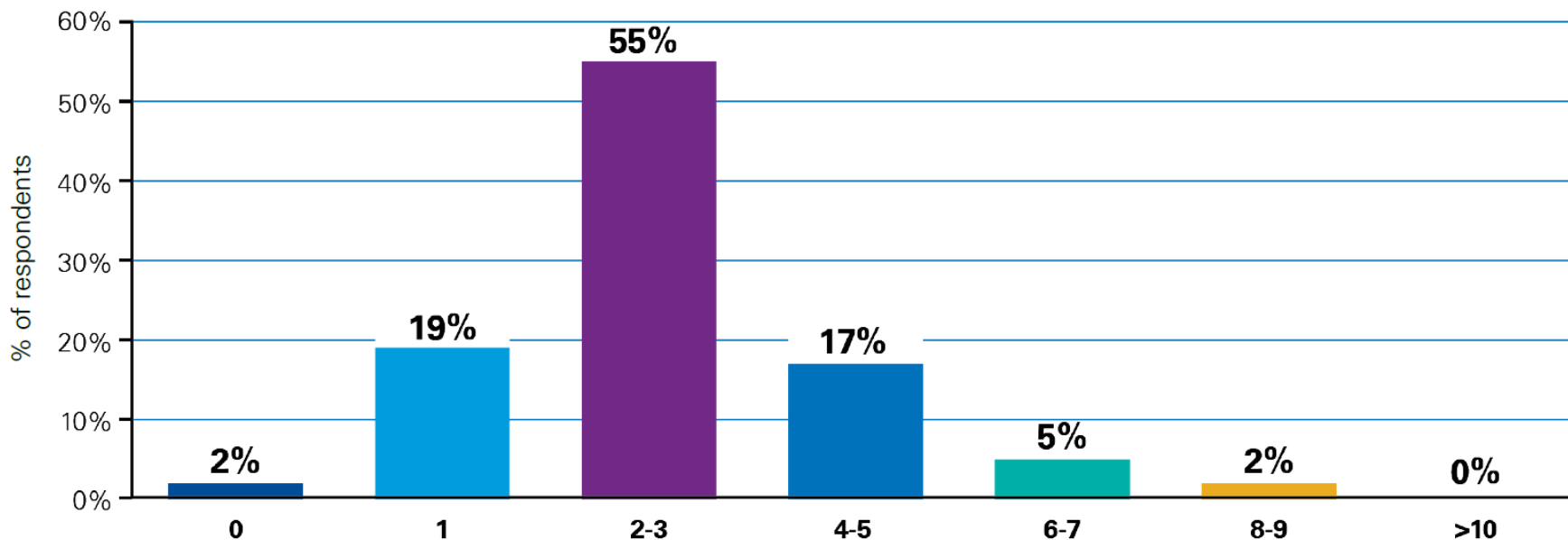
As contingent labor programs grow, hospital leaders look to the staffing industry to help them achieve their staffing goals.

HEALTHCARE STAFFING vs. HEALTHCARE SERVICES



# Growth of Our Industry

Number of staffing agencies used to fill traveling positions



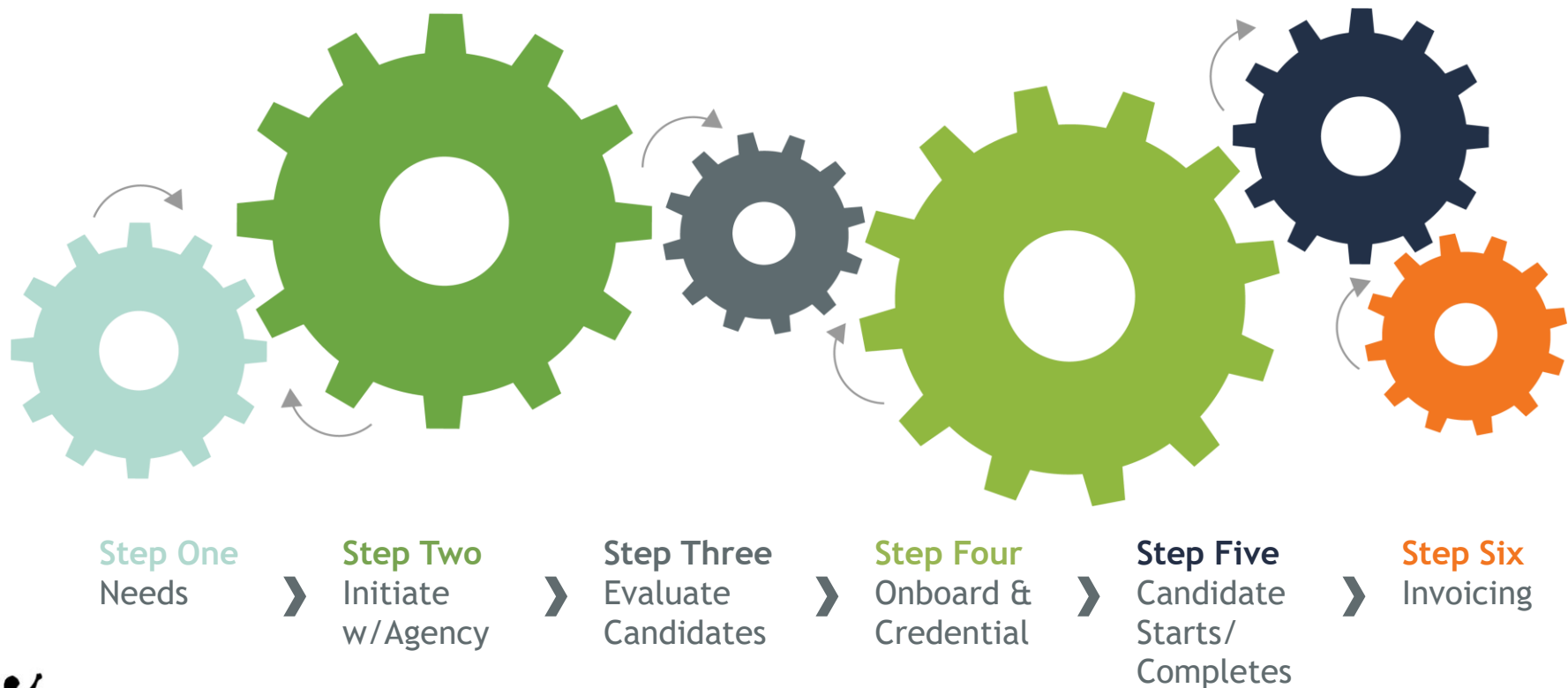
Source: KPMG's 2017 U.S. Hospital Nursing Labor Costs Study

Note: Responses allowed were: Never, Sometimes, Most of the time, or Always.

Source: KPMG's 2017 U.S. Hospital Nursing Labor Costs Study



# Contingent Labor Life Cycle



# Contract Labor Risk Mitigation

“All staffing companies  
are the same”

“We have an agency”

“HR handles that”

“We are contracted with  
an MSP agency until 2022”

“Finance doesn’t oversee  
contract labor”

What is the “cost” of your process, and how can you  
protect your brand and money?



# Major Factors to Consider When Using Contingency



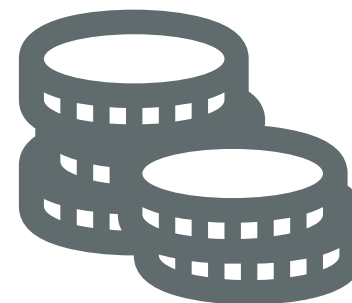
## Contracting & Agency Selection

Risk Apportionment  
Operational Hygiene  
Organizational Alignment



## Compliance

Joint Commission Certification  
Process Variance  
HCAHPS



## Cost & Savings

Market Rates  
Add-on Costs  
Orientation Credits  
Cancellation



# Contracting & Agency Selection

## Organizational Alignment

### Risk Appportionment

### Operational Hygiene

- Contracts
  - Insist vendors use your contract - Unless you have an MSP
- Standardize terms, hourly rates, and bill rates for all vendors - #1 reason travelers decline offers or leave you mid-contract
- Joint Commission Certification as co-employer of traveler
  - Traveler/ Sub-Contractor Negligence Insurance Limits - 3x per Traveler, per assignment
- Service Levels
  - Presentation/Placement Terms
- Variance & Process Reduction
- Payment Terms - Net 60 for all vendors
  - Process, Philosophy, Culture, Daily Ops
- Technology
  - Payroll systems, Time keeping, Analytics, Customized alignment





# Compliance

## Standardization Matched with your Requirements



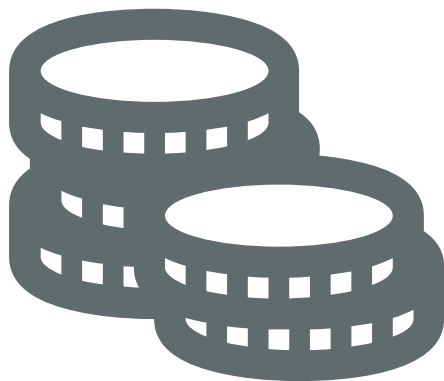
- Joint Commission Certification
- Process Variance
  - Process, Philosophy, Culture, Daily Ops
- HCAHPS
  - Reimbursement
  - Patient Satisfaction
  - Employee Satisfaction
  - Quality Metrics
  - OT, Burnout, Contingency
    - \$50,000 orientation cost for 1 Perm RN



# Cost & Savings

## Market Rates

- How will Traveler be used, who sets rates, and is quality important to your brand?
  - Price + Process = Best talent
- Add-On Costs
  - Operational resources
  - OT & Holidays - 1.5X Hourly bill rate = Extortion
  - Night differential
  - Call backs & minimums
- Orientation Credits
  - Shared cost - First 12 hours, 50/50 split, termination credit
- Cancellations
  - 3 shifts per Traveler, per 13 week assignment



# Cost & Savings



250 Bed Acute Care Hospital



750 Registered nurses



20 TOAs - Travelers on Assignment = Nursing Contingent Ratio of 2.8%

20 Travelers x \$76 x 40 hours x 52 weeks

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\$2.84M in annual spend



# Market Rates



National Average Bill Rate - \$75.94

Mid America Region 8 Average Bill Rate - \$76.15

5% discrepancy = \$142,000 in reduced spend

5% discount = \$142,000 in savings

\*Speed to Placement

\*Request a Market Analysis Report

\*Negotiate time, process, transparency, and even guarantees in exchange for price. (it costs you nothing)



# Add-On Costs



## Overtime & Holiday Pay

<b>Standard:</b>	<b>Holiday:</b>
1.5X Bill Rate	1.25X - 1.5X

**Overtime:**  
Flat Rate through 48;  
No more than 1.25X  
after that



Night Differential,  
Certification Differential;  
Do not agree

Call Back - Match your  
OT Rate (after 48 hours)



# Credits & Cancellations



## Orientation Credit:

Agency to cover first 12 hours  
at no charge.

- Reduces Spend
- Promotes successful contracts
- Incentivizes agency to extend talent



## Cancellation:

3 Shifts to be cancelled at  
client's discretion, at no charge.

Added flexibility without  
hindering suppliers to fill orders





# THANK YOU!



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