



Workforce Productivity: **Leveraging Data to Enhance Financial Acumen**

September 18, 2025

Today's Topics & Objectives

Topics

1. Objectives & Introductions
2. Industry Insights
3. Achieving Health Through Workforce Productivity
4. Workforce Productivity Manager (WPM)
5. Performance Improvement Areas
6. Questions
7. Closing

Objectives

1. Recognize the value of digitized workforce tools to help assess productivity goals and sustain financial performance
2. Discuss leveraging data to develop and implement productivity performance improvement plans
3. Create data transparency to empower and build financial acumen among front-line leaders, helping enhance productivity culture and supporting effective localized decision making across the organization

Today's Panelists



Nicki Gillespie

CFO & VP of Finance
Wayne HealthCare
Greenville, OH



Mark Gross

CFO & VP of Finance
Hillsdale Hospital
Hillsdale, MI



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Senior Manager
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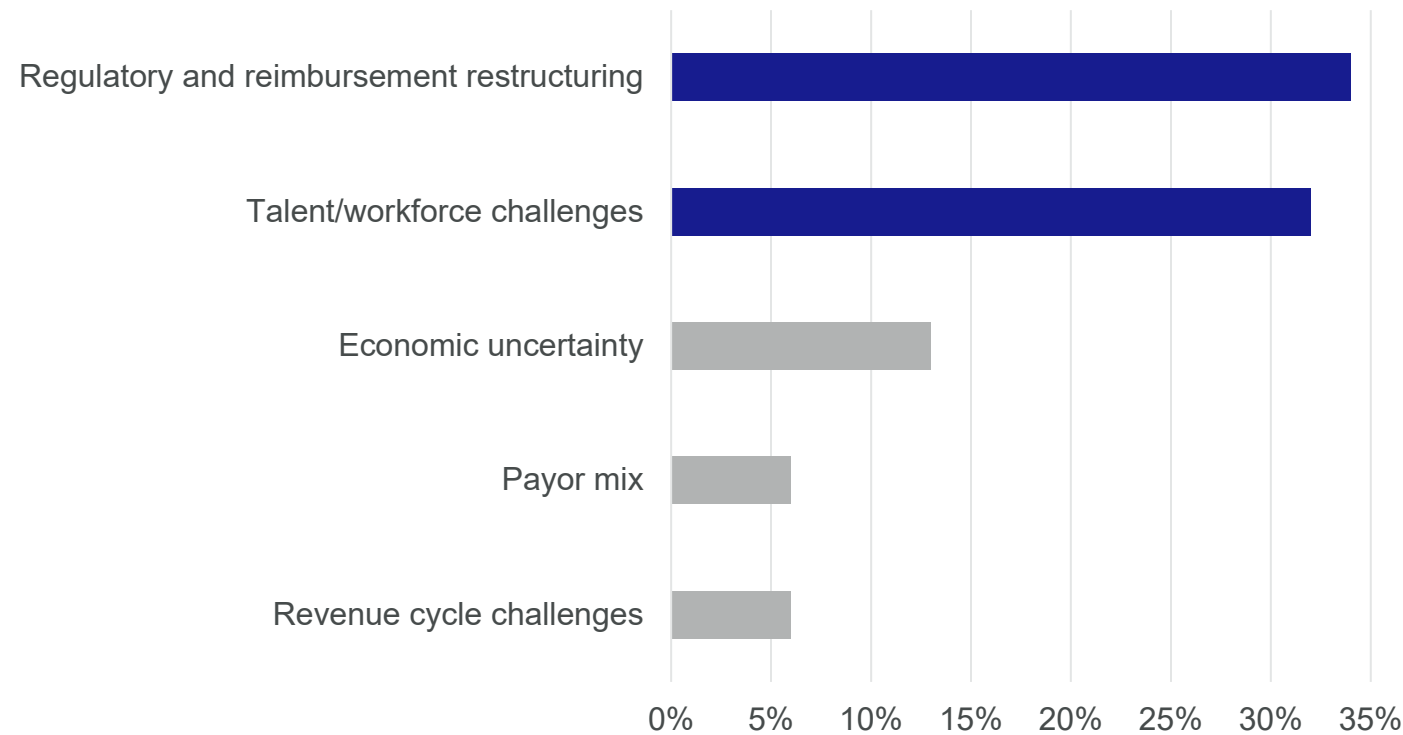


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Industry Strategic Priorities



Source: Mindsets 2025 – Healthcare Leadership Report, Forvis Mazars

- **Workforce challenges** top of mind for healthcare executives nationwide
- **Talent Optimization** expected to remain top strategic priority beyond a five-year outlook

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Achieving Health Through Workforce Productivity



Data Accuracy



Industry Experience



Approach to Labor Productivity



Healthcare Market Point of View


Achieving Health






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Departmental Productivity Monitoring





Intelligence Mine | Home

Healthcare Performance | Workforce Productivity Manager





Dashboard

Exec Dashboard


User Guides

Appendices


Benchmarking




View: Original



Enhances operational efficiency



Real-time staffing adjustments – volume adjusted



Improves business acumen for new leaders

What do you identify as your top priorities over the next two years?

#1 Operational efficiency

#2 Talent/workforce optimization

#3 Growth and access

#4 Revenue cycle management

#5 Clinical outcomes/quality improvement

In the short term, operational efficiency was noted as a top priority by the largest number of executives. Other operational priorities including talent optimization, revenue cycle, and clinical/quality improvement also made the top five.


Source: Mindsets 2025 – Healthcare Leadership Report, Forvis Mazars

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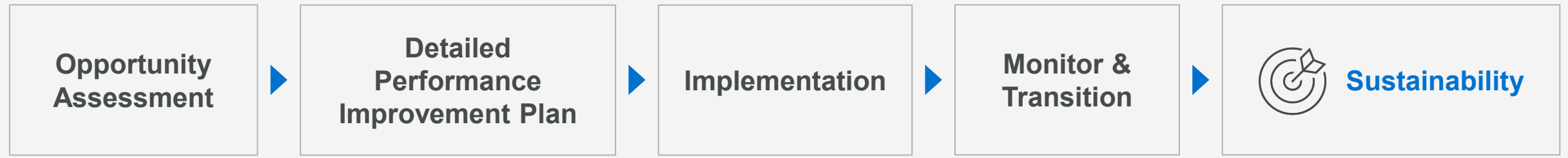
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Aligning Productivity With Key Operational, Business, & Financial Objectives



Data Gathering & Analysis

Healthcare Labor Cost Rising

- Labor Cost Consumes Over 50% of Net Revenue
- Cost Structure Improvements
- Organizational Structure Shifts



Targeted Expense Management

Operating Margin Improvement

- Alignment & Right Sizing to Data Analytics
- Departmental KPI Development
- Building Business Acumen



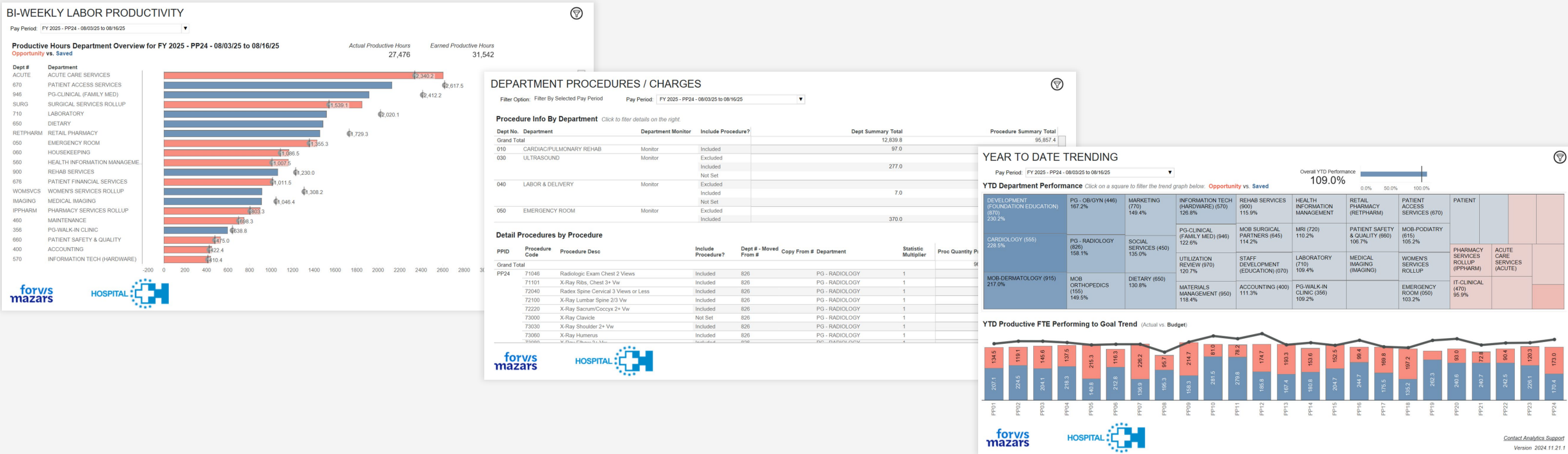
Monitor & Action to Emerging Trends

Healthcare Leaders Need:

- Access to Meaningful Comparisons
- Access to Timely Productivity Reports
- Active and Drillable Performance Dashboards
- Assistance in Improvement Processes

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Workforce Productivity Manager (WPM) – Monitoring Tools for Sustainability



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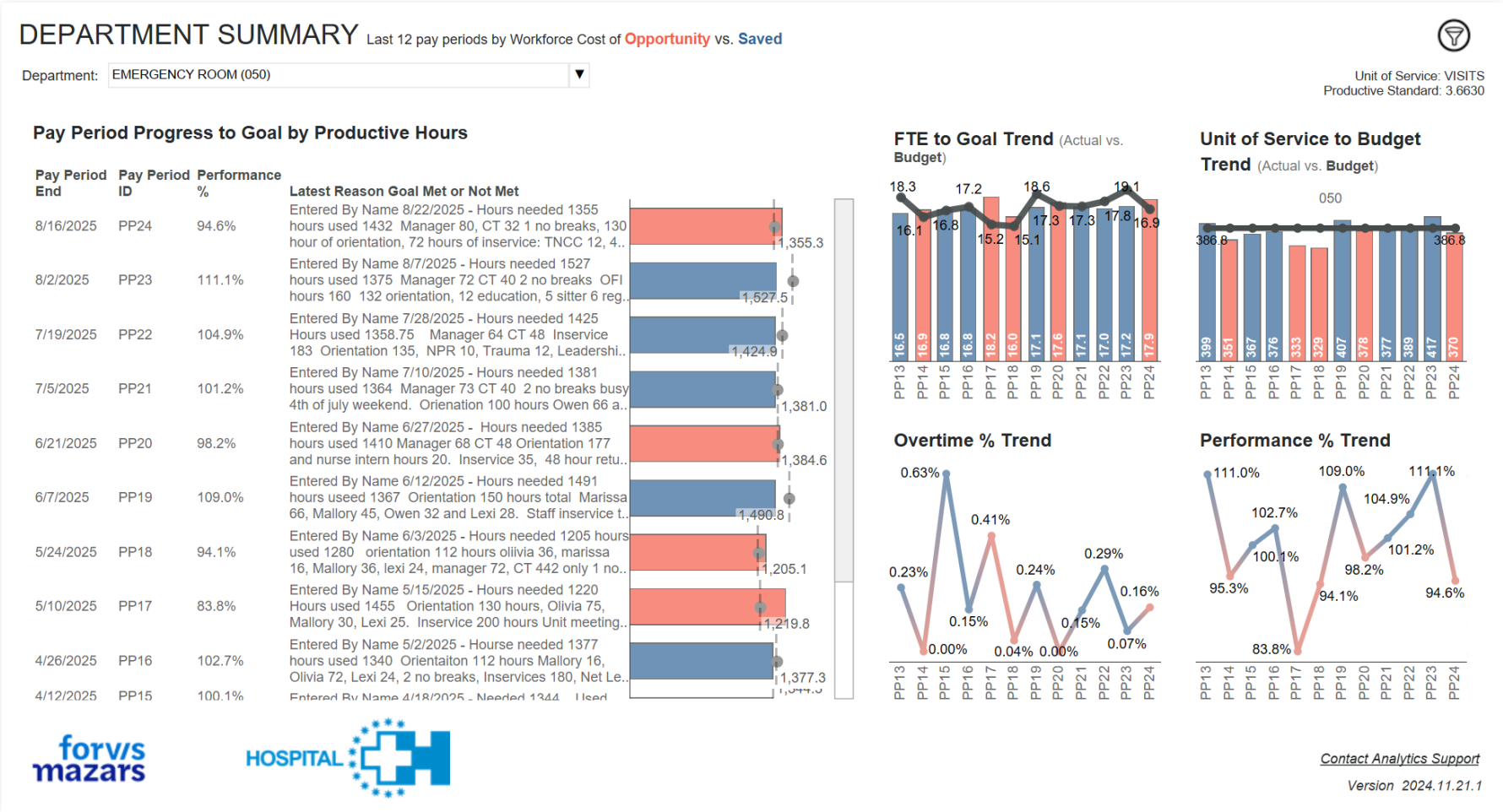
Manager View: Tools & Process Best Practice

Over and under performing pay periods

Huddles Steering
Trended Data – big picture


Operational insights to
what’s driving current
performance


Variance Report – a
narrative to the numbers




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Labor Productivity Performance Improvement Areas

- 


Time and Attendance – clock management
- 

Reducing Agency
- 

Premium Pay Reduction

 - Overtime
- 

Adjusting Core Staffing

 - Aligning with patient arrivals
- 

Growth, increasing volume with current staff



Questions



**Thank you for
joining us today**



Contact

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