



Data-Driven Workforce Optimization: A Sentara Case Study

Shikha Parakh, Director, Corporate Strategy & Planning, Sentara Health

Jaclyn Zurawski, Consulting Principal, SullivanCotter



Agenda



Describe the importance of **accurate provider supply and demand data**



Evaluate various methods of **quantifying provider demand** by specialty



Understand specific considerations within markets to approach **workforce planning**

Presentation Summary

Health care organizations depend on accurate data to make solid business decisions. Comprehensive provider supply and demand data is no exception. This vital data is used to make determinations on the number and type of providers practicing within a specific geography, prioritize recruitment efforts, make accurate succession planning decisions, and identify where new and existing providers in the market should practice to improve patient access. Thus, both getting to this accurate data and learning how to use it optimally is important for hospitals and health systems looking to grow, manage costs, and better meet clinical needs.

Sentara Health is an integrated, not-for-profit health care delivery system and one of the largest health systems in the U.S. Mid-Atlantic and Southeast, and among the top 20 largest not-for-profit integrated health systems in the country. To support their 12 urban and rural hospitals in Virginia and Northeastern North Carolina, Sentara utilizes a programmatic approach to workforce planning. This session will share their process for how to collect and use accurate, real-time data to drive their provider recruitment plans across their markets and overall strategic workforce planning and the outcomes of such an approach.



Sentara Health:

135+ years of non-profit mission

3
States Served
(VA, NC, FL)



1.48M
Patients Cared For



400
Sites of Care

30,000+
Team Members



1,300
Physicians and
APPs

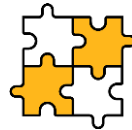


12
Hospitals with
~ 2,500 beds

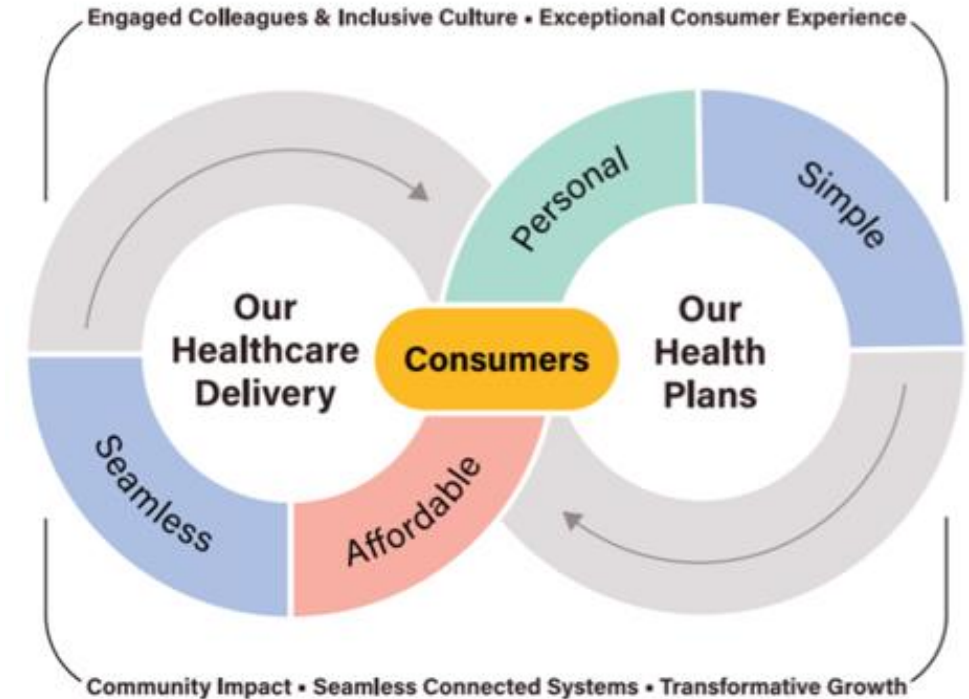
Top 20
IDN in United
States



8,200
Nursing
Professionals



13
College Academic
Programs



ONE SENTARA – OUR WAY FORWARD

Roadmap to Success

DIRECTIVE

Sentara care team is the most precious resource that enables us to live our purpose

CHALLENGES

- Financial pressures
- Staffing shortages
- Provider burnout
- Demographic changes
- Seismic changes

SOLUTION

Creating multi-dimensional provider needs assessment strategy balancing the qualitative and quantitative aspects

Foundational -> Forward-looking -> Flexible

Creating Impact with Limited Time and Resources

Performing an honest assessment of **current state** to create a prioritized plan

Identifying the **specialties and capabilities** that are most critical to achieving Sentara's strategic goals

Partnering with a **best-in-class solution** and customizing it based on our needs

Developing a **change management process** is critical for the successful adoption of data and tools "not just communicating but truly collaborating"

Ensuring **sustainability** and instilling **accountability**

Components of a Provider Needs Assessment (PNA)

Methodology



Capturing Supply



Research

- What are the relevant sources of information?



Call Verification

- Is this a requirement or a nice to have?



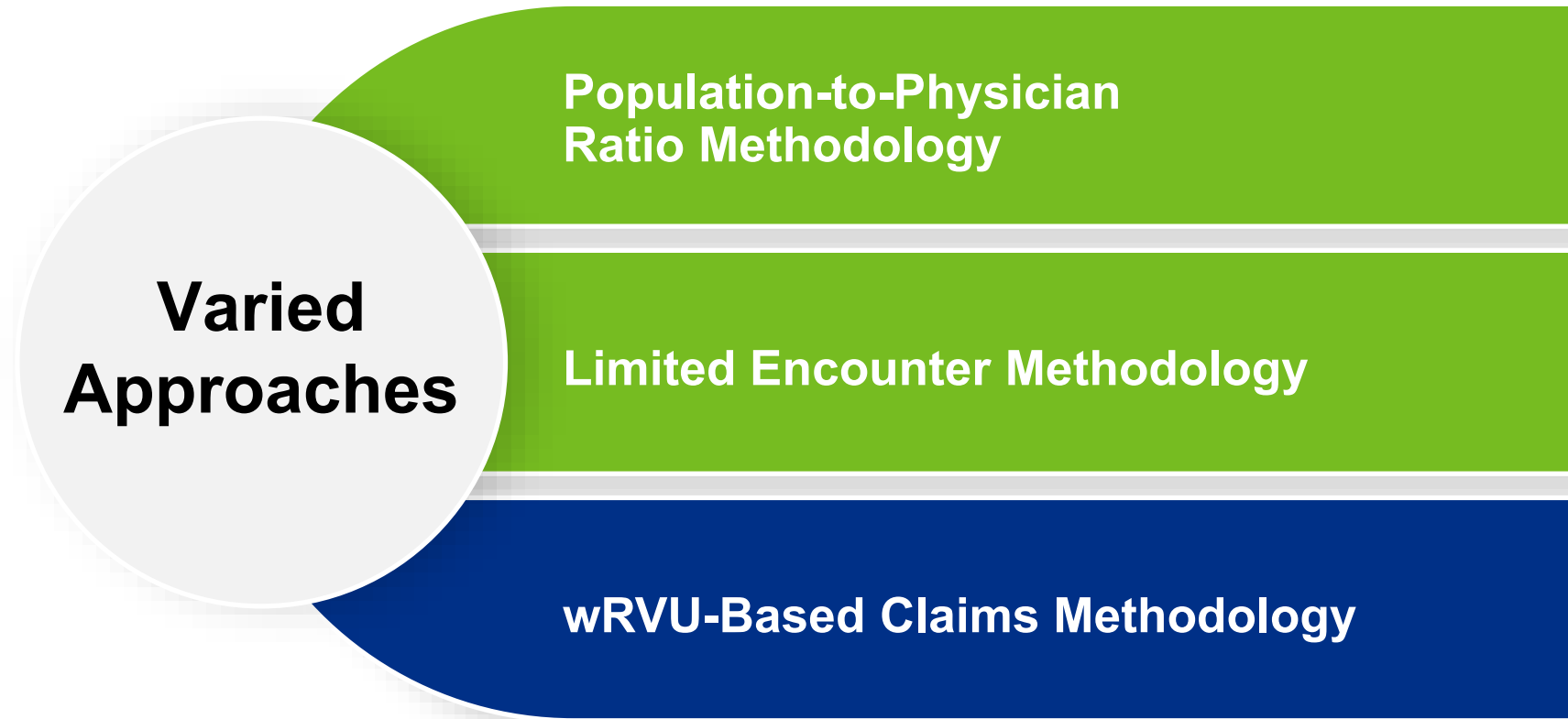
Provider Supply Roster

- What is the data you ultimately need captured?

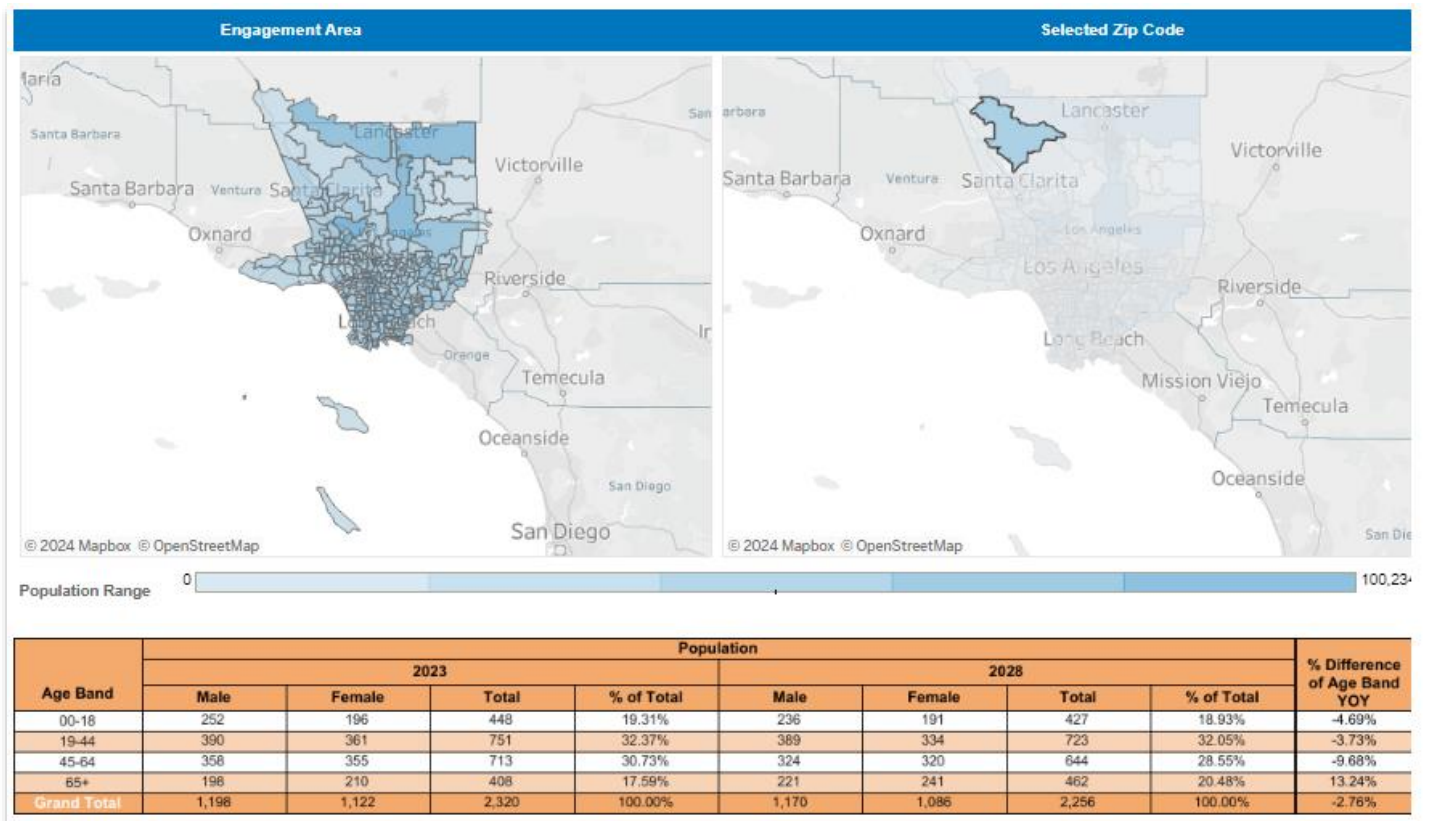
Capturing Supply

	Links	First Name*	Last Name*	Medical Credential*	Main Specialty*	Sub-specialty*	Address 1*
<input type="checkbox"/>	Detail Log Delete Pro...	Jason	Aaron	APP	Internal Medicine	General	📍 📄 8705 Gracie Allen Dr
<input type="checkbox"/>	Detail Log Delete Pro...	Brenda	Aaronson	MD	OB/GYN	General	📍 📄 1200 N State St
<input type="checkbox"/>	Detail Log Delete Pro...	Brenda	Aaronson	MD	OB/GYN	General	📍 📄 1000 W Carson St
<input type="checkbox"/>	Detail Log Delete Pro...	Pilar	Abarca	MD	Psychiatry	General	📍 📄 760 Westwood Plaza
<input type="checkbox"/>	Detail Log Delete Pro...	Miriam	Abascal	MD	General Surgery	General	📍 📄 12021 Wilshire Blvd
<input type="checkbox"/>	Detail Log Delete Pro...	Ryan	Abaunza	MD	Family Medicine	General	📍 📄 3050 Wilshire Blvd
<input type="checkbox"/>	Detail Log Delete Pro...	Basmah	Abbott	MD	Nephrology & Hypertension	General	📍 📄 200 Medical Plaza Drive
<input type="checkbox"/>	Detail Log Delete Pro...	Basmah	Abbott	MD	Nephrology & Hypertension	General	📍 📄 757 Westwood Plaza
<input type="checkbox"/>	Detail Log Delete Pro...	Hisham	Abdalla	MD	Pediatric Subspecialties	Pediatrics - Hematology and ...	📍 📄 4650 Sunset Blvd
<input type="checkbox"/>	Detail Log Delete Pro...	Maryam	Abdel-azim	MD	Internal Medicine	General	📍 📄 25825 Vermont Ave
<input type="checkbox"/>	Detail Log Delete Pro...	Lama	Abdelnaby	MD	Nephrology & Hypertension	General	📍 📄 200 UCLA Medical Plz
<input type="checkbox"/>	Detail Log Delete Pro...	Sahar	Abdelnour	MD	Urology	General	📍 📄 711 W Florence Ave
<input type="checkbox"/>	Detail Log Delete Pro...	Adel	Abdelrahman	MD	Urology	General	📍 📄 122 E Washington Blvd
<input type="checkbox"/>	Detail Log Delete Pro...	Lisa	Abdelsayed	MD	Internal Medicine	General	📍 📄 311 Winston St


Calculating Demand



Calculating Demand



Putting it Together

Specialty Group 	Main Specialty	2023			2028		
		Supply FTE	Demand FTE	Surplus/Deficit	Supply FTE	Demand FTE	Surplus/Deficit
Primary Care	Family Medicine	444.44	4,281.40	(3,836.96)	420.18	4,339.15	(3,918.98)
	Internal Medicine	669.61	1,604.12	(934.51)	618.41	1,661.55	(1,043.14)
	Pediatrics	453.88	1,196.03	(742.15)	434.72	1,169.86	(735.14)
Medical Specialties	Allergy & Immunology	37.76	64.82	(27.06)	34.96	64.70	(29.74)
	Bariatric Medicine	25.52	2.09	23.43	25.52	2.12	23.40
	Cardiology	167.66	595.73	(428.08)	154.06	619.86	(465.80)
	Dermatology	79.68	267.60	(187.92)	73.92	277.51	(203.59)
	Endocrinology & Metabolism	81.00	116.20	(35.20)	70.33	118.99	(48.66)
	Gastroenterology	142.88	405.70	(262.82)	130.66	412.90	(282.24)
	Hospice & Palliative Medicine	43.74	208.40	(164.66)	40.10	216.93	(176.83)
	Hyperbaric & Wound Care	24.61	14.95	9.66	23.69	15.30	8.40
	Infectious Disease	105.20	164.03	(58.83)	94.91	169.21	(74.30)
	Neonatology/Perinatology	78.83	221.11	(142.28)	71.54	215.54	(144.00)
	Nephrology & Hypertension	94.42	0.38	94.04	85.92	0.37	85.55
	Neurology	203.91	566.67	(362.76)	186.80	577.22	(390.42)
	Occupational & Environmental Medicine	127.76	45.06	82.70	119.40	44.67	74.73
	Oncology	152.82	274.31	(121.50)	145.52	285.47	(139.95)
	Pain Medicine	19.14	61.21	(42.07)	18.23	62.40	(44.17)
	Physical Medicine & Rehabilitation	43.88	190.52	(146.65)	40.18	196.26	(156.07)
	Podiatry	77.46	275.19	(197.73)	72.00	283.67	(211.67)
	Psychiatry	543.03	138.99	404.04	507.25	139.47	367.78
	Pulmonology	137.43	307.74	(170.31)	126.94	318.75	(191.81)
	Rheumatology	79.62	97.09	(17.48)	76.00	100.11	(24.11)
	Sleep Medicine	5.47	58.33	(52.86)	5.47	59.23	(53.76)
	Sports Medicine	43.66	79.67	(36.01)	41.78	80.67	(38.89)
Surgical Specialties	Cardiothoracic Surgery	52.21	47.97	4.24	49.36	49.23	0.13

Quantitative Results



Surplus/deficit



Provider share by affiliation

Payment type



Provider share by employer

Managed care saturation



Succession planning

Specialist to PCP ratio



Workforce Planning: Adding Context to Data



Qualitative pieces augment the quantitative analyses

- Leadership interviews
- Medical staff surveys
- Access studies
- Productivity benchmarking



Supports prioritization

- Key specialties
- Key needs



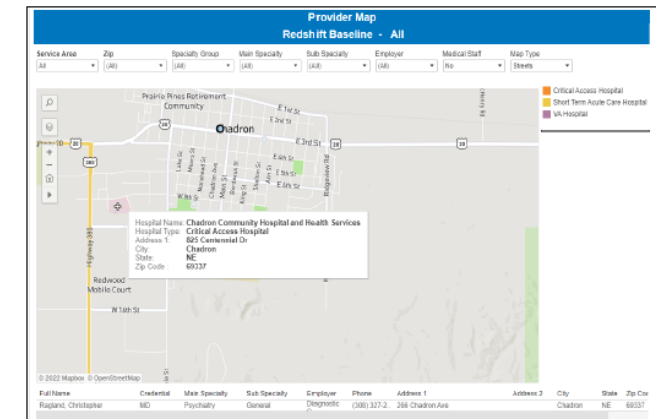
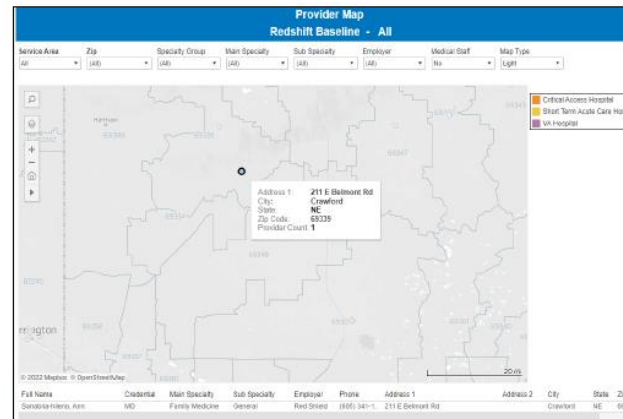
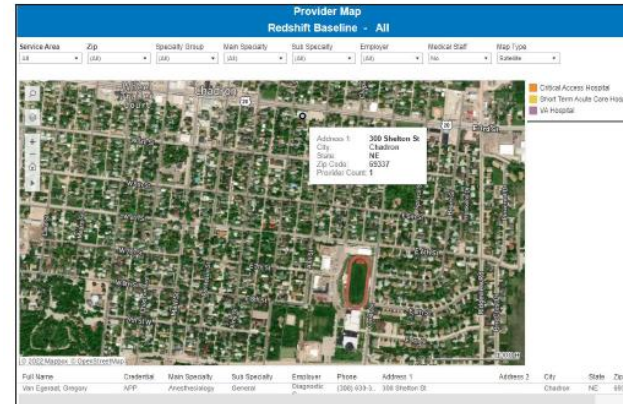
Determines desired recruitment

- Current
- Near-term future

Provider Map View

Map addresses and filter for:

- Specialty
- Service area
- Employers
- Medical staff
- Mapping views
- Lasso and view provider details
- Hover on physicians and offices



Unique Markets Workforce Strategies

Markets, prioritized

Needs by specialty

Geographical considerations

Scenario-based considerations

Succession planning

Recruitment by specialty, prioritized



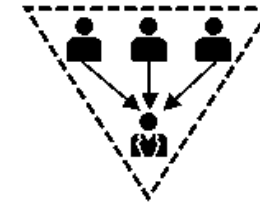
Mindset Shift

COMMUNICATION



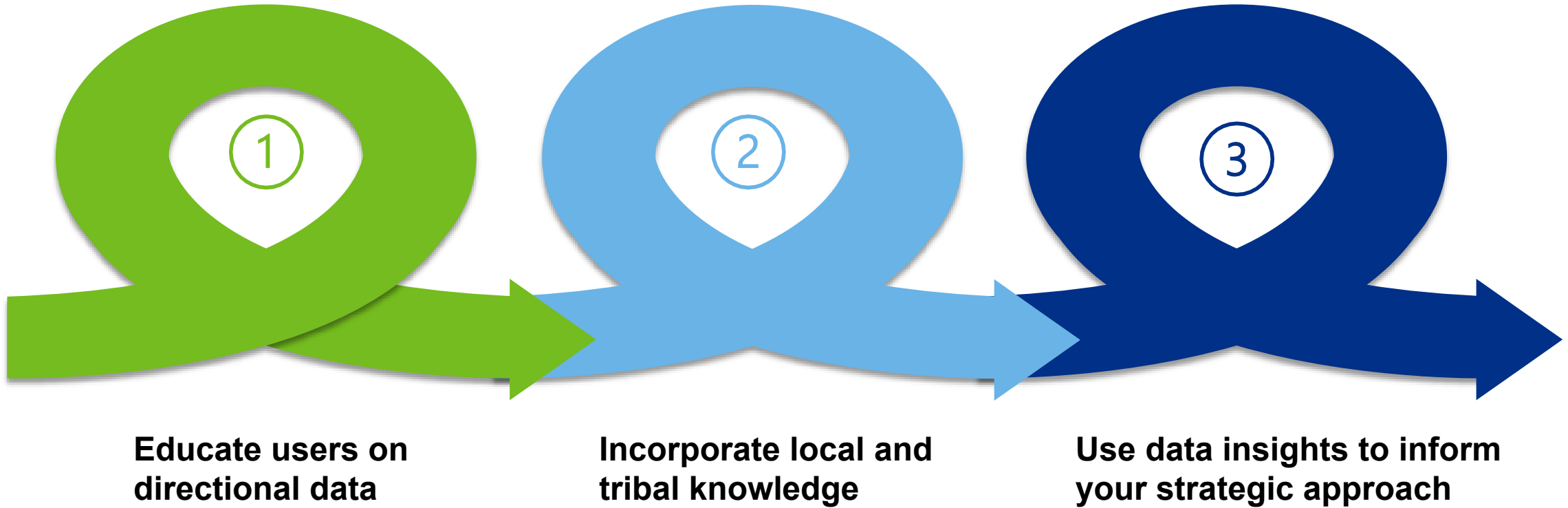
- Cascading information and data to requestors
- Lead time of 2-4 weeks
- Limited data visualization
- Sporadic stakeholder interviews

COLLABORATION



- Trusted partner
- On-demand analysis and standard reports available on Teams site
- Data visualization
- Stakeholders involved in RFP process, vendor selection, initial rollout process and yearly refreshes

Lessons Learned



Best Practices





Questions?

Please be sure to complete the session evaluation on the mobile app!

Speaker Biography



Shikha Parakh

Director, Corporate Strategy & Planning, Sentara Health

SXPARAKH@sentara.com

Shikha Parakh, PMP, CSM, is the Director of Corporate Strategy & Planning for Sentara Health. Sentara Health, an integrated, not-for-profit health care delivery system, is one of the largest health systems in the U.S. Mid-Atlantic and Southeast, and among the top 20 largest not-for-profit integrated health systems in the country, with 30,000 employees, 12 hospitals in Virginia and Northeastern North Carolina, and the Sentara Health Plans division which serves more than 1.2 million members in Virginia and Florida. Shikha is a proven expert in market strategy, healthcare trends, consumer insights, provider alignment, services development, workforce planning and business analytics across various industries. With more than twenty years of strategic planning experience, Shikha has effectively strategized and executed multiple innovative initiatives such as creating unique care delivery model for a rural replacement hospital, receiving approval for the first free standing cardiac cath facility in the state of Virginia, implementing analytics driven tool for provider supply and demand. Shikha holds a master's degree in physics. She is a seasoned Project Management Professional, certified Scrum Master and certified diversity facilitator. As a champion for strategic diversity, inclusion and equity, Shikha played a key role in defining the value business resource groups and was awarded by CEO for enhancing market share for our Asian community. She is past board member for US Pan Asian American chamber of commerce and has been recognized as one of the Top 100 business leaders under 50 in 2021.



Speaker Biography



Jaclyn Zurawski

Consulting Principal, SullivanCotter

jaclynzurawski@sullivancotter.com

With 17 years of working in the health care industry, Jaclyn focuses on projects related to physician planning and developing provider compensation strategies for single- and multi-specialty practices, as well as within complex health care organizations.

Jaclyn's experience includes:

- Conducting physician needs assessments and assisting with advanced workforce planning to help organizations meet community needs, patient priorities and health system goals through care coordination and affiliation strategies.
- Assisting in the design and implementation of progressive physician arrangements for a variety of private and employed practices, including governance, reporting structures and job descriptions.
- Reviewing integrated total rewards programs for physicians and advance practice providers (APPs) to assess how well they drive successful team care delivery models.
- Modeling and analysis of physician compensation programs to assess their alignment with organizations' strategic goals and the industry's move from a volume- to value-based financial environment.
- Providing fair market value assessments to ensure reasonableness in complex situations such as academic health systems, multi-specialty physician groups, practices with co-management agreements, on-call coverage arrangements, as well as in cases of mergers and acquisitions.

Jaclyn earned a Bachelor of Science in business management from Georgia Institute of Technology in Atlanta. She holds a Master of Business Administration from Emory University's Goizueta Business School in Atlanta and is a Certified Scrum Product Owner.

