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HOUSTON, WE HAVE A PROBLEM



There are five categories of hurricanes on the Saffir-Simpson Hurricane Wind Scale, with 5 being the most severe. Hurricane Harvey hit land in Texas as a category 4. However, the devastation experienced by Houston, the 4th largest city in America, is from the rain the storm brought. Almost 50 inches of rain coming from Hurricane (and Tropical Storm) Harvey is so catastrophic the comparisons go back to the Bible and Noah's Ark. Once recovery efforts and planning to rebuild begin, it will be clear that this major undertaking is not unprecedented. In this part of the country, "tornado" is at the top of the list of major concerns. Especially the hospitals in Tornado Alley, where 1,000 tornados per year hit parts of Texas, Oklahoma, Kansas, Iowa, Missouri, and Illinois. On May 22, 2011, the most severe EF5 tornado destroyed **St. John's Regional Medical Center** in Joplin, Missouri.

According to the Mercy Hospital Joplin web site, the tornado initially touched down at the Kansas state line at 5:34 p.m. By 5:41 p.m., when the EF-5 twister hits St. John's Regional Medical Center, it's nearly a mile wide and leaves a continuous 14-mile path of destruction. Within an hour and a half, St. John's staff evacuates 183 patients. Five critical care patients and one visitor at St. John's died. 161 people died in the tornado, making it the 8th deadliest in U.S. history.

The hospital is part of the Mercy, St. Louis, MO, not-for-profit Catholic health care system. By the next day after the tornado, patient records that were backed up electronically in Mercy's data center in Washington, MO, are brought to Joplin so that they can be accessible at Mercy facilities and others where patients were transferred. Within two days, Mercy announces 2,200 Joplin co-workers will stay on the payroll indefinitely as it works to rebuild. A job sharing program is established with other area hospitals and nearby Mercy hospitals to provide employment for some Mercy Joplin co-workers.

In 2015, **Mercy Hospital Joplin** (MHJ) opened to serve Joplin's growing needs (four times the size of the prior St. John's facility) and featured unprecedented "storm hardened" safety features. Mercy's commitment to Joplin dates to 1896 when the Sisters of Mercy began caring for this community. Today, Mercy is a 240-bed acute care hospital with 82 clinic and ambulatory locations, 36,295 ED visits and 1,098 births. Missouri and Texas are two of the states with AMS current clients. There is hope for Houston!



Streamline management while improving functional relationships

The **AMS Span of Responsibility Analysis** takes a detailed look at your organization's management and direct report structure in order to document the current functional relationships and to identify opportunities for organizational efficiencies. We regularly perform this service for independent hospitals as well as entire health systems.

Reveal the appropriate ratio of management to staff

Immediate Benefits

■ **Areas of opportunity:** Reveals the targeted ratio of management to staff, provide recommendations to combine select departments, move or realign departments, and recommend a target mix of executives, directors, managers and supervisors by function.

■ **Annual budget planning:** Identifies opportunities to adjust management expense in next year's budget.

■ **Target resources:** Shows you where to focus your organizational design efforts to achieve maximum savings at the management level.

Recent Results

200-bed community hospital: AMS identified several key management span of responsibility opportunities including the need to reduce staff in the executive category and manager category while increasing staff in the supervisor category. In addition, an overall targeted hospital management to staff span of responsibility ratio was established.

3-hospital, 600-bed regional system: Through an evaluation of its organizational structure, AMS identified specific opportunities to consolidate functions/services at the system level, take advantage of system integration, and realize greater efficiency and economies of scale.

What we look at

An AMS analysis includes a review of each department, service line, and the organization as a whole.

Data sources we collect and review:

- Job title/FTE reports
- Organization charts by division/department
- One-on-one interviews with both senior management and department directors

Span of Responsibility:

- The number of people who report to one superior (whose responsibilities include the functions of planning, evaluating staff, and leading their department/division)
- The number of levels in an organization, which is a measure of the length of the lines of communication

AMS Deliverables:

- Detailed Span of Responsibility Matrix that identifies management to staff ratios by department
- Comparative Span of Responsibility data to see how similar hospitals/organizations (based on size/scope) compare to your facility
- Org. chart documenting "where you are now"
- New org. chart illustrating AMS recommendations

To learn more, please contact:

Alan J. Goldberg Principal and President (800) 462-1685 agoldberg@aboutams.com	Jennifer Owen Schuster Principal (800) 462-1685 jschuster@aboutams.com
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50-bed community hospital: AMS identified an opportunity to consolidate management positions within specific divisions for improved labor resource utilization. Additional opportunities included reducing the number of supervisory level staff in select areas throughout the organization.

6-hospital, integrated healthcare network including 30 clinical locations: AMS identified an opportunity to significantly reduce the manager category, improve the reporting accuracy of allocating staff to the cost center/department where they work, and targeting a higher system-wide ratio of management to staff.