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## LABOR RESOURCE MANAGEMENT WILL CONTINUE TO BE A MAJOR FOCUS IN 2021 BUDGET DEVELOPMENT APPROACHES AND LABOR BENCHMARKS CONTINUE TO BE KEY!

AMS understands that healthcare organizations will need to focus on managing their labor resources and related expenses in 2021 more than ever before, and AMS is prepared and ready to assist. The effects of the pandemic have led many organizations to reevaluate how they are determining their operations' true needs and to consider starting over with new approaches to their operations and labor expenses management.



As one example, budgets developed previously primarily on historical data and trends analyses are now more effectively being developed by beginning with a zero-based budget (ZBB) approach in which the budget is not based on previous budgets. This type of approach considers specific and required workload functions and projected needs based on current knowledge, conditions, and anticipated volumes and not only whether the developed budget is the same, higher, or lower than the previous one. *A cornerstone of this modified approach to labor resource budget development and management is the development and utilization of department-workload-specific labor resource productivity targets and realistic labor benchmarks.*

Successfully for over 50 years, AMS has partnered with and been helping healthcare organizations of all types and sizes determine labor resource needs, and where productivity and quality are most effective utilizing our unique and proven labor benchmark development methodology. AMS uses our time-tested, function-based approach that has resulted in the identification of significant areas of opportunity every time the methodology has been applied.

### AMS UNDERSTANDS THAT YOU ARE UNIQUE AND WE ARE HERE TO ASSIST

We recognize that no two health care organizations, or no two cost centers for that matter, are identical. Therefore, as part of our typical in-depth analysis and benchmark development process, we consider many variables, such as:

- *The size and type of department/organization.*
- *Patient mix, acuity, volumes, and workload requirements.*
- *Teaching vs. non-teaching considerations.*
- *Work functions performed within and outside of every department and every cost center; The specifics of “who is doing what, why, and where?”*
- *Current and future operations and systems.*



The AMS benchmark development methodology is ideal for ZBB to incorporate ‘best practice’ metrics with unique department functionality and scopes of service, to yield a benchmark range that is realistic, achievable, and specific to the cost center’s operations.

In summary, we appreciate and value your uniqueness, and look forward to assisting you now, in 2021, and beyond!

For more information, please contact any of the AMS Principals: Paul Camara at [pcamara@aboutams.com](mailto:pcamara@aboutams.com), Michael Foley at [mfoley@aboutams.com](mailto:mfoley@aboutams.com), Alan Goldberg at [agoldberg@aboutams.com](mailto:agoldberg@aboutams.com), or Jennifer Schuster at [jschuster@aboutams.com](mailto:jschuster@aboutams.com).

## MAHIMA’S DOT WAGG MEMORIAL LEGISLATIVE SEMINAR NOVEMBER 13, 2020



Over 17 years ago, AMS lost a friend with the unexpected passing of our vice president Dot Wagg. She was proof that it is possible to achieve so much in a lifetime, even when that lifetime is suddenly cut short.

It is a tribute to her legacy and the profession she loved, that the Massachusetts Health Information Management Association (MaHIMA) remembers her by so naming its annual legislative issues seminar. This year Lynn Mancini, vice president and general counsel, will close the meeting on November 13. Dot, who encouraged Lynn to pursue a career in law, was both an RHIA and an attorney (like Lynn) and would have loved the topics at this year’s conference that highlight **the realities of practicing during a pandemic, the infusion and management of rapid change and the legislation needed moving forward.** This is truly a seminar that respects and honors her legacy.

For more information or to register, go to <https://web.cvent.com/event/84579e3f-e565-4a1a-9c81-a10c851e3954/summary>

## ACHE-MA 2020 EDUCATION SERIES: BUILDING HEALTH CARE FOR THE FUTURE

Still time to register for this important American College of Healthcare Executive’s seminar. Since this is all virtual, attendance is easy and readily accessible from anywhere in the country.

- *Closing the Innovation Gap-How Covid-19 Will Accelerate Digital Transformation and Drive a More Value-Driven Approach to Health Care Delivery.* Tuesday, November 17 at 5-7 PM EST.
- *Closing the Payment Gap-Fundamental Transformation in Health Care Delivery is Predicted on Innovation in Payment Models.* Tuesday, December 1 at 5-7 PM EST.

To register, please go to the ACHE-MA chapter web site <https://www.eventbrite.com/e/building-healthcare-for-the-future-ache-of-mas-fall-conference-series-tickets-125543246229>

## BEING IN THE KNOW

We are in our 36<sup>th</sup> year of continuous publication of our newsletter, which was suspended last Spring but has now been restarted. If you know anyone who would like to be added to our distribution list, please let us know. To be unsubscribed from our Biweekly mailing list, please contact Kim Seward, Administrative Coordinator, [kseward@aboutams.com](mailto:kseward@aboutams.com).

Thank you for your continued support.