

# Transplant Center Staff Management: FTE Workload Planning

## TODAY'S PANELISTS



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MBA, LSSBB  
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Banner Health System

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## Need Assistance?

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# Meet Our Moderator



**Karri Hobson-Pape**  
Executive Director



# Meet Our Panelists



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Angie Korsun, RN, MSN,  
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# Transplant Center Staff Management: FTE Workload Planning

The Alliance: Nov 1, 2022

# Background

What constitutes adequate staffing? What is the magic number/FTE?

Obviously, we all need some methods for assessing adequate staffing levels

For Transplant programs, there is a limited number of metrics or benchmarks that are available to support such FTE justifications

Action O-I and Vizient data reports simply do not have any elements that reflect transplant programs.

The only consistent data source available is the Unet Staffing survey that is collected annually

MGMA has some data that be useful for medical office staffing

# Other issues

- What does your C-suite use or trust as a data source to measure adequate staffing?
- What does your Finance department utilize to generate productivity reports?
- Many of these reports are based on either IP census, procedure counts or in OP areas, clinic encounters
- Traditionally, in many organizations with transplant programs, the number of transplant events was the metric used to determine staffing levels.
- However, this causes tremendous swings in “productivity levels” if you are not a high volume center with consistent monthly volume.

## Issues (con't)

- Am sure many of you have had questions asked when your transplant volume was low or less than predicted and someone asks why you are not flexing down your staffing.
- Explaining that the transplant event is not where the bulk of the transplant team members are expending their efforts. The txp event is worked by the OR ,ICU staff as well as staff on the IP surgical units.
- The real work of the transplant team is in managing the referrals, evaluations, clinic visits, waiting list and post transplant patient management
- While some of the team may also have some IP activity as part of their roles, such as case managers, txp coordinators and MSW's, plus others. The bulk of the teams efforts are on the OP side of equation.



# Metrics to be measured

- What makes the most sense to count
- What are the most frequent activities that consume staff time
- What can you realistically measure consistently & accurately
- Can you leverage your EMR or program database to count any of these items
- Items that could be counted: referrals, evaluations, listings, clinic encounters (pre and post), waitlist volume, transplants, post txp patients managed by the program, phone encounters, prescriptions ordered and refilled; labs reviewed and managed, etc.

## Metrics, (con't)

- What are the metrics that your Finance department counts
- Do they understand why you want to count these unique metrics for the transplant program
- Will they accept the metrics and the accuracy of your reporting?
- Is there a way to validate the data that can ensure accuracy and stand up to audit
- Can the reporting fit into the productivity reporting schedule that Finance uses?

# Engagement

- Once you have figured out what you want to count and how you will collect the data, need to present this plan to both C-suite and Finance.
- The Senior management team needs to understand why the current metrics are not an accurate reflection of the work being done by the team
- How does this change fit into the overall data collection and productivity monitoring by the organization or the health system
- If health system, may be more challenging to get buy in

Organ Program			Event		Organ Source	Jul-20		Aug-20		Sep-20		Oct-20		Nov-20			
						Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
cost center	Kidney	*	Donor Assessments		LD	▼ 13	15.0	▼ 10	15.0	▬ 15	15.0		#VALUE!		#VALUE!		
	Kidney	*	Donor Assessments	WH	LD	▼ 195	225.0	150	#VALUE!	225	#VALUE!		#VALUE!		#VALUE!		
	Kidney		Donor UOS		LD		#VALUE!		#VALUE!		#VALUE!		#VALUE!	#VALUE!	#VALUE!		
	Kidney	Adult	Transplants		LD	▬ 5	5.0	▲ 8	5.0	▲ 11	8.0		#VALUE!	#VALUE!	#VALUE!	#VALUE!	
	Kidney	Pediatric	Transplants		LD	▬ 1	1.0	1	-	#VALUE!	1.0	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
cost center	Kidney	*	Referrals		DD	▼ 10	15.0	▼ 15	20.0	▼ 1	20.0		#VALUE!		#VALUE!		
	Kidney		Unique Referrals		DD		#VALUE!		#VALUE!		#VALUE!		#VALUE!	#VALUE!	#VALUE!		
	Kidney	*	Referrals	WH	DD	▲ 60	40.0	▲ 60	50.0	▼ 15	50.0		60.0		#VALUE!		
	Kidney	*	Evaluations		DD	▼ 15	20.0	20	#VALUE!	17	#VALUE!		#VALUE!		#VALUE!		
	Kidney	*	Evaluations	WH	DD	600	#VALUE!	300	#VALUE!	255	#VALUE!		#VALUE!		-	#VALUE!	
	Kidney	*	UNOS Registrations		DD	5	#VALUE!	8	#VALUE!	10	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
	Kidney	Adult	Transplants		DD	15	#VALUE!	20	#VALUE!	17	#VALUE!		#VALUE!		#VALUE!	#VALUE!	
	Kidney	Pediatric	Transplants		DD	#VALUE!	#VALUE!	#VALUE!	#VALUE!		#VALUE!		#VALUE!		#VALUE!	#VALUE!	
	Kidney	*	Clinic Visits (Pre-Transplant)		DD	30	#VALUE!	30	#VALUE!	33	#VALUE!		#VALUE!		#VALUE!	#VALUE!	
	Kidney	*	Clinic Visits (Pre-Transplant)	WH	DD	60	#VALUE!	60	#VALUE!	66	#VALUE!		#VALUE!		#VALUE!	#VALUE!	
	Kidney	*	Patients Managed (Waitlist)		DD	400	#VALUE!	425	#VALUE!	450	#VALUE!		#VALUE!		#VALUE!	#VALUE!	
	Kidney	*	Patients Managed (Waitlist)	WH	DD	400	#VALUE!	425	#VALUE!	450	#VALUE!		-	#VALUE!		-	#VALUE!
		Pancreas	*	Referrals			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
		Pancreas		Unique Referrals			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
Pancreas		*	Evaluations			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
Pancreas		*	UNOS Registrations			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
Pancreas		*	Transplants			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
	Liver	*	Referrals				#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!		
	Liver	*	Unique Referrals			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
	Liver	*	Referrals	WH		-	#VALUE!	-	#VALUE!	-	#VALUE!	-	#VALUE!		#VALUE!		
	Liver	*	Evaluations				#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!		
	Liver	*	Evaluations	WH		-	#VALUE!	-	#VALUE!	-	#VALUE!	-	#VALUE!		#VALUE!		
	Liver	*	UNOS Registrations			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
	Liver	*	Transplants			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		#VALUE!	#VALUE!	#VALUE!		
	Liver	*	Clinic Visits (Pre-Transplant)				#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!		
	Liver	*	Clinic Visits (Pre-Transplant)	WH			#VALUE!	-	#VALUE!	-	#VALUE!	-	#VALUE!		#VALUE!		
	Liver	*	Patients Managed (Waitlist)				#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!		
	Liver	*	Patients Managed (Waitlist)	WH		-	#VALUE!	-	#VALUE!	-	#VALUE!	-	#VALUE!		#VALUE!		

# Time study of pertinent metrics

		Productivity Metrics for Transplant Budgets						
Median time per event		Kidney	Liver	Heart	Lung	Hours		
New Referral		6	6	6	6	6 per referral		
LD referral (kidney only)		3						
Evaluation		18	18	18	18	18 per evaluation		
LD evaluation		10						
Wait list MNGt WH		2	2	2	2	2 hrs/# of pts on WL		
Pre-Tx Clinic Visits WH		2	2	2	2	2 per clinic visit		
Total Pre-Tx WH		mult vol by WH	mult vol by WH	mult vol by WH	mult vol by WH			
Post txp mngt WH		2	2	2	2	2 per patient being actively followed by program		
Post Tx pts managed		500	150	150	100			
Post-Tx Clinic Visits WH		2	2	2	2	2 per clinic visit		
Total Post-Tx WH		mult vol by WH	mult vol by WH	mult vol by WH	mult vol by WH			
Secondary metric		Volume						
Transplant cases						By organ: kidney, KP, Liver, heart , lung		

# Spreadsheet clarification

- Tool used is simple spreadsheet with pertinent metrics that were identified and could be collected
- Calculations are based on what was determined as median time spent in completing the particular metric by aggregate team members
- Therefore, the median time spent on tasks identified can vary from facility to facility. Can be calculated by doing time study or discussion/time tracking by pertinent team members for a period of time to validate what are probably pretty accurate “guesses” by team.

# Spreadsheet clarification

- Once there is agreement on the various metrics and time commitment for tasks:
- Need consistent collection process
- Need SMT and Finance buy in as to data accuracy and validity
- If Finance can accept data on regular basis and incorporate into productivity reporting, that is best option
- If Finance cannot accept the data into the standard productivity reports, then spreadsheet can be used as a reference tool to review quarterly for trending and justification for staffing

# Summary

- This process and tool is far from perfect and is one of several tools that other individuals may have developed
- This is a summary document for the metrics that likely most of us are tracking in some form
- Can be an adjunct to other justification tools that are used at different facilities and programs based on what is deemed as acceptable at the particular organization
- May not be ideal for all circumstances or teams
- Need to remain flexible



QUESTIONS?

# A Transplant Center Staff Management: FTE Workload Planning Strategy

**We as operators in transplant centers must deal with the ebb and flow of the volumes and complexity of transplant care processes which makes workforce planning difficult.**

**I believe the key is to listen.**

1

### Staffing Projection Tool | Indexing #

Benchmark Group	Kidney TX, National, All Adult Centers, Academic, Non-Profit	
Last Updated	1/1/22	
Position	Resource Type (H,P)	FTE:TX Ratio
Transplant Surgeon	P	0.016835017

Understands Current Labor Model & Develop a Forecast Tool That Works for You

2



Lean Into Talking About 'The Good, Bad and the Ugly'

## GENERAL DISCLAIMER

- **THIS IS NOT A TOOL CREATED BY UNOS OR OTHER AGENCY.** Just a new transplant administrator trying to help the community. I am not an expert!
- **MAKE SURE YOU UPDATE TOOL WITH YOUR STAFFING SURVEY DATA!!** You cannot just add your staffing and projections. You must update tab #!
- **TOOL IS WITHOUT WARRANTY OF ANY KIND, EITHER EXPRESS OR IMPLIED.** Make sure you double-check calculations as this spreadsheet is not locked-down from editing.
- **FEEL FREE TO EDIT AND IMPROVE THE TOOL!** Please consider sharing with me. My email is [jabr0001@shands.ufl.edu](mailto:jabr0001@shands.ufl.edu)



or navigate to the *Alliance Community Resource Toolbox*

**YOU MUST UPDATE THESE TABLES WITH UNOS STAFFING BENCHMARKS FOR YOUR PROGRAM!!!**

YOU MUST GO TO UNOS WEBSITE AND PULL BENCHMARK RATIOS FOR YOUR PROGRAM. IF YOU DO NOT DO THIS CRITICAL STEP, THIS SPREADSHEET WILL NOT FUNCTION PROPERLY AND YOU WILL GET A STAFFING MODEL THAT DOES NOT APPLY TO YOUR PROGRAM

**FTE:TX Ratios**

Update data in this column every time new benchmark data becomes available

Field Name Code	Position	Staffing Ratio	FTE:TX Ratio
Surg_MD	Transplant Surgeon	59.4000	0.0168
Med_MD	Transplant Physician	46.7000	0.0214
PA_ABNRP	Medical PA/ARNP	39.6000	0.0253
PRE_Cord	Pre Transplant Coordinator	38.3000	0.0275
WL_Cord	Waitlist Coordinator	114.7000	0.0087
POST_Cord	Post Transplant Coordinator	36.1000	0.0277
Outreach	Outreach Coordinator	281.9000	0.0035

**FTE:Pre-TX Evaluations**

Update data in this column every time new benchmark data becomes available

Field Name Code	Position	Staffing Ratio	FTE: Pre-TX Eval Ratio
Surg_MD_EVAL	Transplant Surgeon	241.1000	0.0041
Med_MD_EVAL	Transplant Physician	195.6000	0.0051
PA_ABNRP_EVAL	Medical PA/ARNP	N/A	#VALUE!
PRE_Cord_EVAL	Pre Transplant Coordinator	129.3000	0.0077
WL_Cord_EVAL	Waitlist Coordinator	N/A	#VALUE!
POST_Cord_EVAL	Post Transplant Coordinator	N/A	#VALUE!
Outreach_EVAL	Outreach Coordinator	1348.2000	0.0007

UNOS BM Staffing Ratios | Projections | # of TXs | Projections | # of Evals | Projections | # of PreTX OVs | Projections | # of PostTX OV | Projections | WL Size

**SAMPLE UNOS Benchmarking Tool | A General Disclaimer**

### FTE:TX Ratios

Update data in this column every time new benchmark data becomes available



Field Name Code	Position	Staffing Ratio	FTE:TX Ratio
Surg_MD	Transplant Surgeon	59.4000	0.168
Med_MD	Transplant Physician	46.7000	
PA_ARNRP	Medical PA/ARNP	39.6000	
PRE_Cord	Pre Transplant Coordinator	36.3000	
WL_Cord	Waitlist Coordinator	114.7000	0.087
POST_Cord	Post Transplant Coordinator	36.1000	0.0277
Outrch	Outreach Coordinator	281.9000	0.0035
Pre_NonRN_MedicalAsst	Pre Transplant Non-RN Medical Assistant	197.3600	0.0051
Post_NonRN_MedicalAsst	Post Transplant Non-RN Medical Assistant	207.8000	0.0048
Pre_TXAssist	Pre Transplant Secretary/Administrative Support (TX Assistants)	62.5000	0.0160
Post_TXAssist	Post Transplant Secretary/Administrative Support (TX Assistants)	107.3000	0.0093
Pre_SW	Pre Transplant Social Worker	86.6000	0.0115
Post_SW	Post Transplant Social Worker	156.0000	0.0064
PT_Educat	Nurse Educator (For Staff)	3289.5600	0.0003
RN_Educat	Nurse Educator (For Patients)	2107.3000	0.0005
FIN_Cord	Financial Coordinator	69.3000	0.0144
Data_Cord	Data Coordinator	196.3000	0.0051
QAPI_Cord	QAPI Coordinator	242.4000	0.0041
Psych	Psychiatrist/Psychologist	7748.8000	0.0001
PharmD	Pharmacist	116.9000	0.0086
RD	Dietitian	170.7000	0.0059
Other	Other Administrative Support	157.6000	0.0063
TX_ID	Transplant Infectious Diseases	432.3000	0.0023
Exec_Dir	Administrative Executive Director	494.4000	0.0020
ClinDir_OpsDir	Clinical Director/Operations Director	340.2000	0.0029
Mangr	Manager	160.0000	0.0063

### FTE:Pre-TX Evaluations

Update data in this column every time new benchmark data becomes available



Field Name Code	Position	Staffing Ratio	FTE:Ref Ratio
Surg_MD	Transplant Surgeon	241.1000	0.0041
Med_MD	Transplant Physician	195.6000	0.0051
PA_ARNRP	Medical PA/ARNP	N/A	#VALUE!
PRE_Cord	Pre Transplant Coordinator	129.3000	0.0077
WL_Cord	Waitlist Coordinator	N/A	#VALUE!
POST_Cord	Post Transplant Coordinator	N/A	#VALUE!
Outrch	Outreach Coordinator	1348.2000	0.0007
Pre_NonRN_MedicalAsst	Pre Transplant Non-RN Medical Assistant	1046.8000	0.0010
Post_NonRN_MedicalAsst	Post Transplant Non-RN Medical Assistant	N/A	#VALUE!
Pre_TXAssist	Pre Transplant Secretary/Administrative Support (TX Assistants)	150.3000	0.0067
Post_TXAssist	Post Transplant Secretary/Administrative Support (TX Assistants)	N/A	#VALUE!
Pre_SW	Pre Transplant Social Worker	383.5000	0.0026
Post_SW	Post Transplant Social Worker	N/A	#VALUE!
PT_Educat	Nurse Educator (For Staff)	N/A	#VALUE!
RN_Educat	Nurse Educator (For Patients)	N/A	#VALUE!
FIN_Cord	Financial Coordinator	N/A	#VALUE!
Data_Cord	Data Coordinator	N/A	#VALUE!
QAPI_Cord	QAPI Coordinator	N/A	#VALUE!
Psych	Psychiatrist/Psychologist	2069.3000	0.0005
PharmD	Pharmacist	413.9000	0.0024
RD	Dietitian	566.8000	0.0018
Other	Other Administrative Support	N/A	#VALUE!
TX_ID	Transplant Infectious Diseases	N/A	#VALUE!
Exec_Dir	Administrative Executive Director	N/A	#VALUE!
ClinDir_OpsDir	Clinical Director/Operations Director	N/A	#VALUE!
Mangr	Manager	N/A	#VALUE!

Update the five (5) tables with latest UNOS benchmark staffing ratios

# Section A

## Current-State Health Assessment & Forecasting

# Section B

## Operational & Financial Justifications

### Staffing Projection Tool | Indexing # of TXs

Benchmark Group	Kidney TX, National, All Adult Centers, Academic, Non-Profit
Last Updated	1/1/22

TX Volume Forecasts			
Period A	Period B	Period C	Period D
CY2022	CY2023	CY2024	CY2025
240	264	280	300

If deficient <0.5
If deficient >0.5, but <2.0
If deficient >2.0

Estimated Avg. Cost of Benefits
30%

MCR Utilization Rate in Organ
70%

TTL Impact on Budget
\$ 1,188,408

Position	Resource Type (W/P)	FTE:TX Ratio	Persons Copy Info	Current-State Staffing	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Health Check Assessment	Current-State Staffing	Work description, summary of deficits and/or other rationale for additional FTEs	# of FTE Being Requested	Avg Hourly Rate Per FTE in USD	Total Annual Expenses for Additional FTEs (SW+Benefits)	Cost Avoidance/Offsets (Supplemental Wage, Contracted Labor/Service, etc)	Professional Fees Generated	% Time Resource will Engage in Pre-TX MCR Eligible Act	Expected Medicare Cost Reimbursement	Net Financial Impact on Operating Costs
Transplant Surgeon	P	0.016835017	Surgeon A (0.8) Surgeon B (1.0) Surgeon C (0.25) Surgeon D (0.1)	2.15	4.04	4.44	4.71	5.05	1.89	0.40	0.27	0.34	●	●	<add necessary detail>	1.00	\$ 50.00	\$135,200	\$0	\$0	30%	\$ 28,392	\$ 106,808
Transplant Physician	P	0.021413276	Physician A (0.9) Physician B (0.9) Physician C (0.9) Physician D (0.9) Physician E (0.9)	4.50	5.14	5.65	6.00	6.42	0.64	0.51	0.34	0.43	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	
Medical PA/ARNP	P	0.025252525	None	0.00	6.06	6.67	7.07	7.58	6.06	0.61	0.40	0.51	●	●		3.00	\$ 50.00	\$405,600	\$0	\$0	0%	\$ -	\$ 405,600
Pre Transplant Coordinator	H	0.027548209	Nurse A (1.0) Nurse B (1.0) Nurse C (1.0) Nurse D (1.0) Nurse E (1.0)	5.00	6.61	7.27	7.71	8.26	1.61	0.66	0.44	0.55	●	●		1.00	\$ 50.00	\$135,200	\$0	\$0	0%	\$ -	\$ 135,200
Waitlist Coordinator	H	0.008718396	None	0.00	2.09	2.30	2.44	2.62	2.09	0.21	0.14	0.17	●	●		2.00	\$ 50.00	\$270,400	\$0	\$0	0%	\$ -	\$ 270,400
Post Transplant Coordinator	H	0.027700831	Nurse A (1.0) Nurse B (1.0) Nurse C (1.0) Nurse D (1.0)	4.00	6.65	7.31	7.76	8.31	2.65	0.66	0.44	0.55	●	●		2.00	\$ 50.00	\$270,400	\$0	\$0	0%	\$ -	\$ 270,400
Outreach Coordinator	H	0.003547357	None	0.00	0.85	0.94	0.99	1.06	0.85	0.09	0.06	0.07	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	
Pre Transplant Non-RN Medical Assistant	H	0.005066883	None	0.00	1.22	1.34	1.42	1.52	1.22	0.12	0.08	0.10	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	
Post Transplant Non-RN Medical Assistant	H	0.00481232	None	0.00	1.15	1.27	1.35	1.44	1.15	0.12	0.08	0.10	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	
Pre Transplant Secretary/Administrative Support (TX Assistants)	H	0.016	Employee A (1.0) Employee B (1.0) Employee C (1.0) Employee D (1.0) Employee E (1.0)	5.00	3.84	4.22	4.48	4.80	0.00	0.00	0.00	0.00	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	
Post Transplant Secretary/Administrative Support (TX Assistants)	H	0.009319664	Employee A (1.0) Employee B (1.0) Employee C (1.0)	3.00	2.24	2.46	2.61	2.80	0.00	0.00	0.00	0.00	●	●		0.00	\$ 50.00	\$0	\$0	0%	\$ -	\$ -	

# Staffing Projection Tool | Indexing # of TXs

Enter TX Forecasts

TX Volume Forecasts			
Period A	Period B	Period C	Period D
CY2022	CY2023	CY2024	
240	264	280	

Health Check Feature that Helps You Visualize Deficiencies

If deficient <0.5
If deficient >0.5, but <2.0
If deficient >2.0

Macro to Copy Information to Other Sheets

Copy Info

Position	Resource Type (H,P)	Indexing # of TXs	Current-State Staffing	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Health Check Assessment	Current-State Staffing
Transplant Surgeon	P	0.016835017	2.15	4.04	4.44	4.71	5.05	1.89	0.40	0.27	0.34	●	
Transplant Physician	P	0.021413276	5.14	5.65	6.42	6.42	6.42	0.64	0.40	0.43	0.43	●	
Medical PA/ARNP	P	0.025252525	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	●	
Pre Transplant Coordinator	H	0.027548209	5.00	6.61	6.61	6.61	6.61	1.61	1.61	1.61	1.61	●	
Waitlist Coordinator	H	0.008718396	0.00	2.09	2.30	2.44	2.62	2.09	0.21	0.14	0.17	●	
Post Transplant Coordinator	H	0.027700831	4.00	6.65	7.31	7.76	8.31	2.65	0.66	0.44	0.55	●	

Enter your current-staffing allocations

Calculate TTL FTEs

Green Section displays staffing levels needed based on BM Data

Blue Section displays additional FTE if done incrementally



<0.5
\$, but <2.0
>2.0

Estimate Cost of Benefits

Estimated Avg. Cost of Benefits
30%

Enter Medicare Utilization Ratio for Organ to generate MCR Pickup Estimates

MCR Utilization Rate in Organ
70%

TTL Impact on Budget
\$ 1,188,408

Assignment Current Staffing	Workload description (other)	Avg Hourly Rate Per FTE in USD	Total Annual Expenses for Additional FTEs (SW+Benefits)	Cost Avoidance/Offsets (Supplimental Wage, Contracted Labor/Services, etc)	Professional Fees Generated	% Time Resource will Engage in Pre-TX MCR Eligible Act	Expected Medicare Cost Reimbursement	Net Financial Impact on Operating Costs
	<Add necessary detail>	\$ 50.00	\$135,200		\$0	30%	\$ 28,392	\$ 106,808
		50.00	\$0				\$ -	\$ -
		3.00	\$ 405,600				-	-
		1.00	\$ 135,200	\$0	\$0		-	\$ 135,200
		2.00	\$ 270,400	\$0	\$0		-	\$ 270,400

Enter hourly rates for employee types

Space to add justifications notes

Enter FTEs Count

Enter any costs avoided or revenues generated

Estimate the amount of time resource will engaged in pre-transplant activities to help estimate MCR pick-up

Estimate Impact on Operating Expenses

# Staffing Projection Tool | Indexing # of Evals

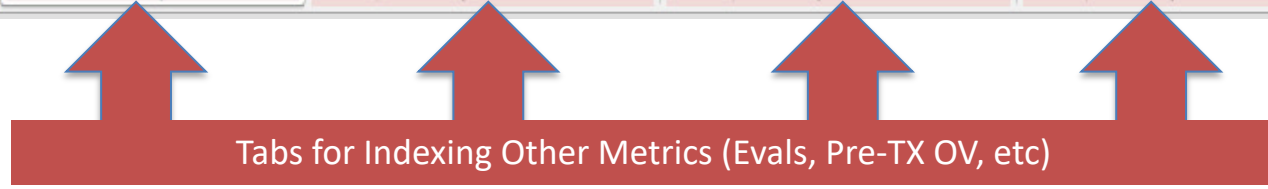
Benchmark Group	Kidney TX, National, All Adult Centers, Academic, Non-Profit
Last Updated	1/1/22

Pre-TX Evaluation Volume Forecasts			
Period A	Period B	Period C	Period D
CY2022	CY2023	CY2024	CY2025
1200	1300	1400	1500

If deficient <0.5
If deficient >0.5 , but <2.0
If deficient >2.0

Position	Filter (1=Include, 0=Exclude)	FTE:TX Ratio	Persons	Current-State Staffing	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Staffing Need for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Consider Adding for Period	Health Check Assessment Current-State Staffing
Transplant Surgeon	1	0.004147657	Surgeon A (0.8) Surgeon B (1.0) Surgeon C (0.25) Surgeon D (0.1)	2.15	4.98	5.39	5.81	6.22	2.83	0.41	0.41	0.41	●
Transplant Physician	1	0.005112474	Physician A (0.9) Physician B (0.9) Physician C (0.9) Physician D (0.9) Physician E (0.9)	4.50	6.13	6.65	7.16	7.67	1.63	0.51	0.51	0.51	●
Pre Transplant Coordinator	1	0.007733952	Nurse A (1.0) Nurse B (1.0) Nurse C (1.0) Nurse D (1.0) Nurse E (1.0)	5.00	9.28	10.05	10.83	11.60	4.28	0.77	0.77	0.77	●
Outreach Coordinator	1	0.00074173	None	0.00	0.89	0.96	1.04	1.11	0.89	0.07	0.07	0.07	●

UNOS BM Staffing Ratios	Projections   # of TXs	Projections   # of Evals	Projections   # of PreTX OV's	Projections   # of PostTX OV	Projections   WL Size	+
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Tabs 3-6

Projection Tools Indexing Other Common Metrics

# Kidney Transplant RN Staffing Request

## Situation:

The kidney transplant team has been working on improving core process in the pre-transplant and waitlist phase for the past 4-months. Though key KPIs appear to be improving, additional resources are needed to jump-start this program.

We would like to add three (3) RN Coordinators to the compliment of existing resources to ensure:

- 1) Timely evaluation of new patients that entire the system
- 2) Improve waitlist management and reduce inactive % of WL
- 3) Support the post-operative needs of the patient
- 4) Grow the Living Donor component of our program (future discussion)

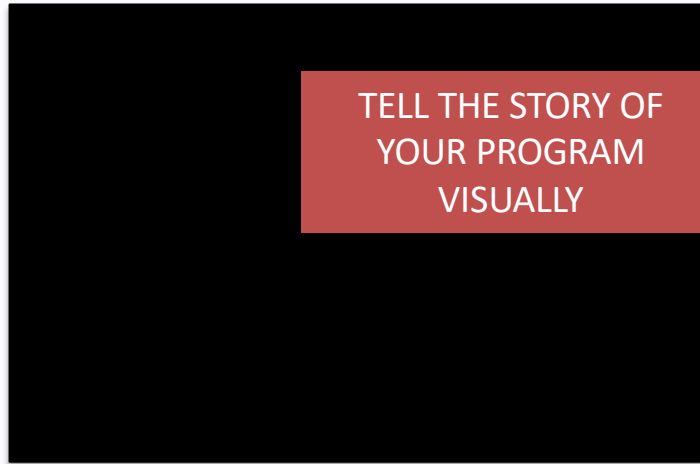
## Background:

In the current-state, the program has experienced considerable growth between CY20 and CY22

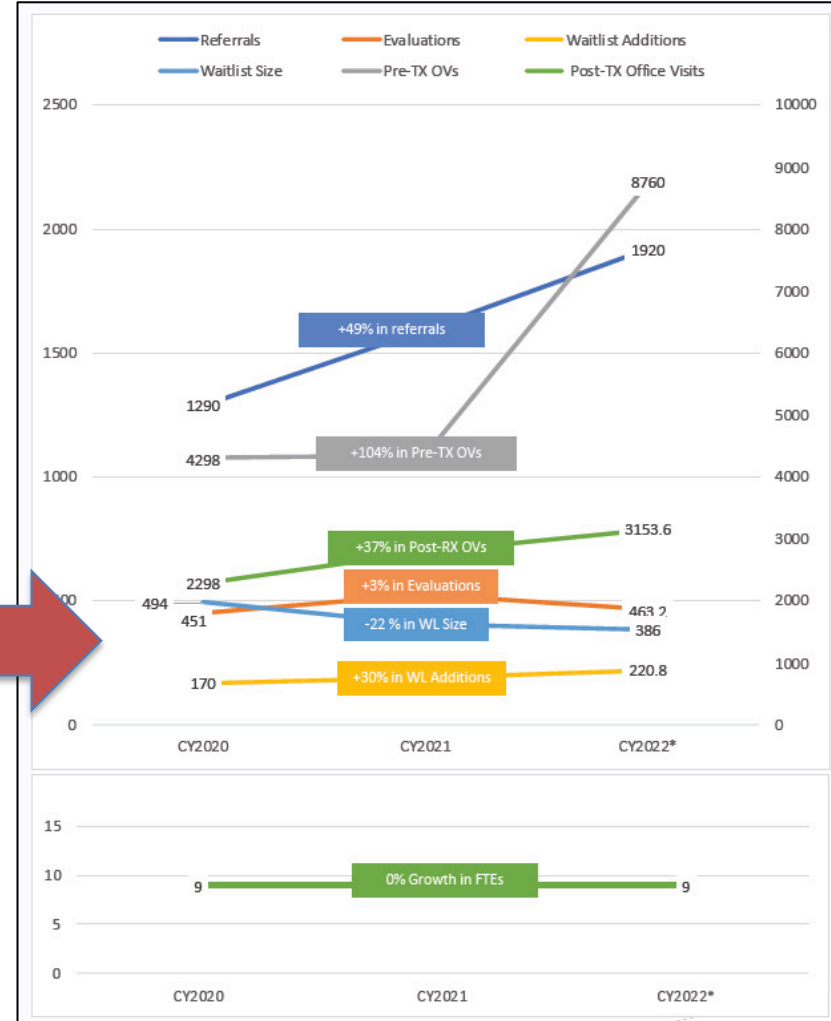
- **Increase in Referrals** (49% Growth; 1290 in CY20 ⇒ 1920 in CY22\*)
- **Increase in the # Pre-Transplant Office Visits** (104% Growth; 4298 in CY20 ⇒ 8760 in CY22A); More follow-up testing, etc.
- **Increase in Waitlist Additions** (30% Growth ; 170 in CY20 ⇒ 221 in CY22\*); Growth rate is good, but not in par with WL removal rate.
- **Increase in # of Transplants** (130.9% Growth; 106 in CY20 ⇒ 245 in CY22\*)
- **Increase in # Post-TX Office Visits** (37.2% Growth; 2298 in CY20 ⇒ 3145 in CY22\*)
- The program has also experienced *poor* performance with certain KPI that is concerning:
  - **Decrease in Waitlist Size** (-21.9% Growth; 494 in CY20 ⇒ 386 in CY22\*)
  - **Active Vs Inactive Waitlist Ratios Are Not Aligned With Best Practice.** Most transplant centers have 60%+ active, UF Shands has more than 60% inactive! There are more than 90 patients that are inactive due to incomplete testing, some of which could be transplant ASAP if made active.
  - **Growth in the # of Evaluations Not Aligned with Referral Growth #s** (3% Growth; 451 in CY20 ⇒ 463 in CY22\*)

## Assessment:

- In the current state, we have a total of [redacted] nursing FTEs supporting the pre-transplant, waitlist and post-transplant needs of the patients.
  - [redacted] Pre-transplant RNs supporting both pre-transplant and waitlist activity
  - [redacted] Post-transplant RNs supporting post-transplant activities
- UNOS benchmarks indicate that we should be staffed with 16.94 RN FTEs for the management of Pre, Waitlist, Post and Outreach Activities---a significantly greater # than currently staffed with. Benchmarks are as follows:
  - 6.91 FTE for pre-transplant
  - 2.19 FTE for waitlist management
  - 6.95 FTE for post-transplant patient management
  - 0.89 FTE for outreach activities



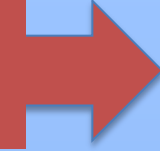
TELL THE STORY OF YOUR PROGRAM VISUALLY



Lean into the Good, Bad & Ugly

Use Tools that Are Familiar to Hospital Leadership to Tell a Story

Before You  
Start the  
Journey



## The Most Important Step Should Start Before You Open Up the UNOS Staffing Survey Portal

Connect the Dots to the Mission,  
Vision & Values of Your Organization &  
Use Your Political Capital Wisely!

**Thank you!**  
**Any questions?**

# A Special Thanks to Our Panelists



**Jaision Abraham**

MBA, LSSBB

Director of Transplant  
Programs



**Angie Korsun**

Executive Director of  
Advanced Organ  
Management



# Q & A

QUESTIONS & ANSWERS