Workforce Impact Analysis
Reporting Guidelines
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What is Workforce Impact Analysis?
The Workforce Impact Analysis measures the impact on workers who have been newly hired, retrained, or redeployed to support DSRIP projects and infrastructure.

- **New Hires**: New employees who support DSRIP projects and PPS infrastructure, including executive and administrative staff, professional and para-professional clinical staff, and professional and para-professional care coordination staff.
- **Retraining**: Employees who receive training and skill development for the purpose of redeployment or who are at imminent risk for layoff because of DSRIP activity and do not have another job to transition into.
- **Redeployment**: Employees who transition into another job title within their existing employment setting or employees who move from one employer to another within the PPS as a result of DSRIP.
- **Full/Partial Placement**: For each person reported as “redeployed,” the additional step of reporting full/partial placement must be taken.

Why analyze and report workforce impact?
The **Workforce Impact Analysis** required by DSRIP will provide a better understanding of how DSRIP projects are both positively and negatively affecting New York’s health workforce.

**Impact Analysis = measuring + / – impacts on the health workforce**

An example of a positive impact is the number of jobs created as a result of DSRIP. Job creation is measured by analyzing the number of “New Hires” in a given reporting period.

An example of a negative impact is the number of workers who are displaced as a result of DSRIP. Worker displacement is measured by analyzing the number of employees who are “retrained” because they are at imminent risk for layoff or they are redeploying from one job to another job with lower pay.

Worker displacement does not always indicate a negative impact. A worker who redeployed may earn more as a result of the redeployment, not less. This is one reason why redeployments are further analyzed to determine whether workers have been fully (equal to or greater than 95% of their previous compensation) or partially (less than 95% of their previous compensation) placed.
What workers should be included in the Impact Analysis?

Only workers who have been **newly hired, retrained** or **redeployed** for the **purpose of supporting the DSRIP projects and PPS infrastructure** should be included in the Impact Analysis.

Most employers track employees using the start date as opposed to the hire date. Use the date your system tracks and stay consistent moving forward.

What activities should be included in the Impact Analysis?

The following suggested guidelines are designed to help you decide what workforce activities to report:

- **All Medicaid activity**
- **Activity to support the DSRIP projects and PPS infrastructure**
- **Activity by employees with DSRIP in their title**

**DO NOT** expand reporting to include all Medicaid activity, whether or not related to DSRIP projects or infrastructure.

**DO NOT** constrict reporting to only those employees with DSRIP in their title.

**DO** consider the employee’s function and relation to DSRIP projects and PPS infrastructure when determining whether or not to report. For displaced workers, consider if the reason for displacement is a result of DSRIP activity.

How are workers counted in the Impact Analysis?

**One person equals one number to report.** Impact is not reported using full-time equivalents (FTEs) and any partial FTE should be rounded up to ensure accurate headcount reporting.

<table>
<thead>
<tr>
<th>0.25 FTE</th>
<th>1.75 FTE</th>
<th>3.5 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>
What is Full/Partial Placement?

For each person reported as “redeployed,” the additional step of reporting full/partial placement must be taken. To determine if a person has been fully or partially placed, the guidelines are:

- **Full placement** is equal to or greater than 95% of their previous compensation;
- **Partial placement** is less than 95% of their previous compensation.

Compensation vs. wage/salary implies the reporter will need to make some sort of calculation around benefits as well. Benefits as a percentage of salary have been an acceptable measure for the Compensation & Benefits Analysis and it is presumed this would be acceptable for Impact Reporting as well. When reporting a change within one employer, reporters are likely to have access to this information.

Anti-Trust Warning

When reporting information for redeployments where an employee moves from one employer to another within the PPS, designated reporters should be extremely wary of Anti-Trust Regulations that strictly prohibit the sharing of wage and benefit information. In these cases, designated reporters should work with the PPS to identify the third party who will serve to broker this information between employers. For those partners using HWapps to collect and collate Impact Analysis data, the Account Service Representative will serve as the independent third party.

How to Calculate full/partial placement

<table>
<thead>
<tr>
<th>Susan Smith, RN - Redeployed</th>
<th></th>
<th>Partner B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hospital A</strong></td>
<td><strong>Partner B</strong></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>$54,080 Salary</td>
<td>$52,000</td>
</tr>
<tr>
<td>Fringe Rate = 35%</td>
<td>$18,928 Fringe Rate = 30%</td>
<td>$15,600</td>
</tr>
<tr>
<td><strong>Total Compensation:</strong></td>
<td>$73,008</td>
<td><strong>Total Compensation:</strong></td>
</tr>
</tbody>
</table>

Compensation Post Redeployment/Original Compensation = Full/Partial Placement

$67,660/$73,008 = 93% or Partially Placed

Susan Smith, RN, is redeploying from the Emergency Department at Hospital A to the outpatient clinic at Partner B.
When do I need to report Impact Analysis data?

- **04/01/15 through 03/31/16**
- **10/01/16 through 03/31/17**

The first report of actual Impact Analysis data will cover the time period **04/01/15 through 03/31/16** and **10/01/16 through 03/31/17** and must be completed no later than **04/07/17**.

Data will be collected every **six months** thereafter.

Where do I submit Impact Analysis data?

For those partners using HWapps, please go to:

https://www.hwapps.org/dsrip

For those who are not using HWapps, please contact your workforce lead to determine which spreadsheets or other method will be used to collect and report Impact Analysis data.

Example Scenarios

New Hires

- Additional RNs newly hired to help expand access to palliative care services under 3gi;
- Additional Health Coaches newly hired to support care transition efforts under 2biv;
- Administrative Assistants hired by the PPS;
- Project Management staff hired by the PPS.

In these examples, these individuals would not have been hired if not for DSRIP activity.

**Key Consideration:** Clinical staff (i.e. Primary care physicians, NPs, PAs) are being recruited in large numbers to ensure access to primary care services. They should be counted as a new hire.
Retraining

- A staff RN who receives training in care coordination in order to redeploy to a specific job in the outpatient setting because the inpatient job is being eliminated as a result of DSRIP activity;
- Dishwashers who are at imminent risk for layoff because of DSRIP activity and are provided an opportunity to receive training as Certified Nurse Assistants because no other job is currently available within their employer or the PPS for which they are qualified.

Key Consideration: Existing employees who receive training/skill development but retain the same job title and employer should not be reported under Retraining. Typically, these employees take on additional duties or learn to do things slightly different post DSRIP but do not change jobs or employers. These employees are considered “trained” not retrained. Records of their training should be maintained; however, they should not be counted in the Impact Analysis report.

Key Takeaway: Retraining means the current job is being eliminated due to DSRIP activity and some type of assistance in the way of skill development/training is being provided to help the employee secure alternate employment, either with their own employer or another employer within the PPS.

Redeployment

- A staff RN whose job is no longer required in the inpatient setting and is receiving assistance to transition as a Case Manager with the same employer;
- A staff RN whose job is no longer required and is receiving assistance to transition to the same job (staff RN) with a different employer within the same PPS.

Key Consideration: Employees who vacate an active position by choice to move from one job to another with their own employer or another employer are not considered to be “redeployed.” He/she is exercising his/her free will with respect to employment and should not be counted as redeployed. Typically, such moves do not require assistance on behalf of the employee. If the position vacated by the employee will be filled, this is a clear indicator that this is not a case of redeployment.

Key Takeaway: Redeployment typically occurs when the original job is being eliminated as a result of DSRIP activity.

Summary

- Count new hires as a result of DSRIP activity (New Hires)
- Count people who are moving to a new job because their old job is no longer available because of DSRIP activity (Redeployed)
- Count people who are receiving training and skill development IF they are at imminent risk for layoff and are 1) being redeployed or 2) currently do not have another job available to them (Retraining)
**Key Consideration:** The same person may be retrained and redeployed. How should this activity be counted? Count once during the retraining process and count again when/if redeployed. Not all people who are retrained will be redeployed. It is important to see how many workers who receive retraining are ultimately redeployed within the system. This can only be done if they are counted at both phases of impact. If they leave the PPS and secure employment at another facility in another PPS, do not count them at all. In this instance, they will be counted by the other PPS as a “New Hire.”