

High Sick Leave Consumption Emergency Medical Services



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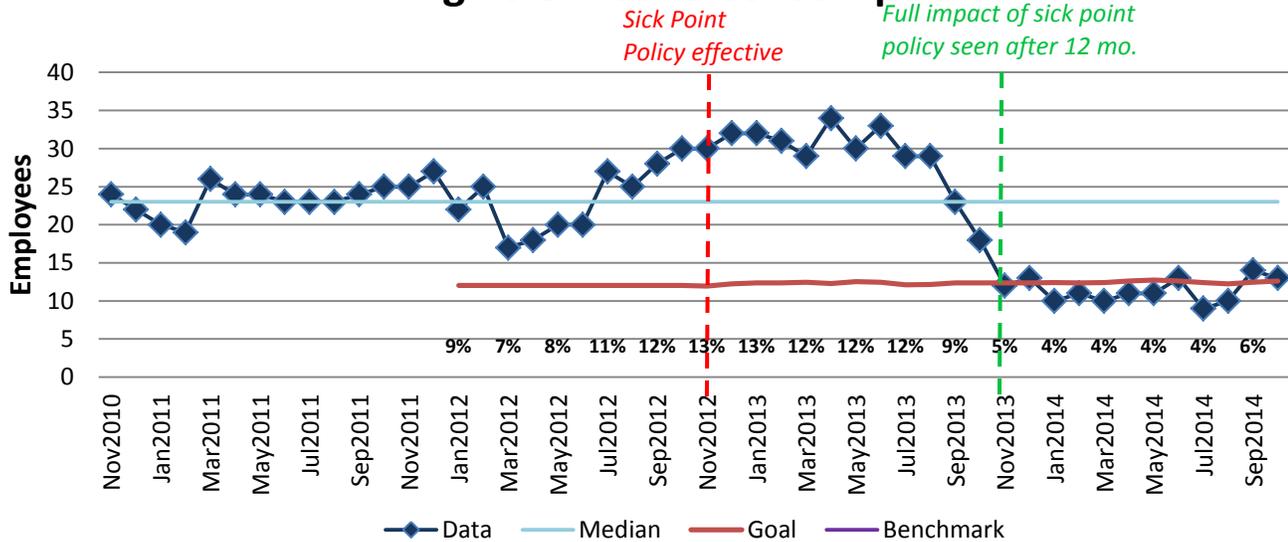
Process: Sick Leave Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: 24 per month (Oct. 2012-Nov. 2013) Goal: Compared to the period Oct. 2012 to Nov. 2013, reduce the number of employees w/ high sick leave consumption to no more than 5% of total employees by June 30, 2014. Benchmark: 15% calendar year 2012	Data Source: Payable Time Peoplesoft Goal Source: Enterprise KPI for productivity Benchmark Source: OPI sick leave study	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: The number of employees in a department who have used 9 or more out of 12 sick days in a 12 month period Why Measure: Promote a culture in which sick time is used appropriately Next Improvement Step: Review sick accruals in upcoming contract negotiations; review sick point system for potential improvements.

How Are We Doing?

Nov2013-Oct2014 12 Month Avg Goal	Nov2013-Oct2014 12 Month Average		Oct2014 Goal	Oct2014 Actual	
12	11		13	13	
Employees	Employees		Employees	Employees	

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Root cause analysis is not necessary because there is no gap between the goal and current performance.