Four Nines Concept to Reality







Concept	Communication	Go-Live
January 2022	March-May 2022	July 2022
• Kerry had an idea	 Developed framework Worked with legal counsel Communication Plan 	 Left time for staff to prepare Backend changes made



Four Nines Framework

Goal

- Better alignment of provider and support staff schedules
- More efficiently using all exam rooms. Flexibility for those who are comfortable with higher productivity.
- Recruiting and retention advantage
- Flexibility, while addressing our patient's dislike for virtual care.

Secondary Benefits

- Potential 5th day off
- Untaxed raises:
 - Reduced commutes
 - Less day care cost
 - Vacation accruals go farther

Other Benefits

Flexibility for

 leaders and
 salaried staff to
 be able to work
 from home
 without ADA
 conflict



Overview

- The Four Nines model looks to provide both FHCN and its employees with a model that provides flexibility, but still allows us to maintain the same level of services and visits to patients.
- All staff given choice as full-time employees to work four nines (new model) or five eights (traditional model).
- The 5th day is not guaranteed to be off, but can be a lot of the time



Overview (continued)

• The four-nines adjusts hourly staff so that:

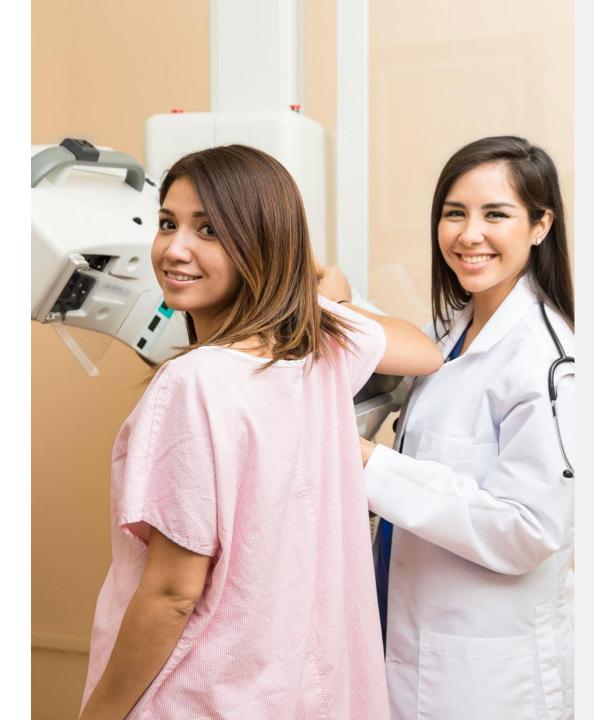
- Created a premium that, <u>on average</u>, base hours plus 4 OT hours per week equal same pay as working 40 hours
- Premium not applied to sick time
- Slight variability in paychecks, but more for entire year
- For salaried staff, nothing changes on pay
- Productivity the same per week regardless of model
- Vacation usage now 9 hours, instead of 8

86% of full-time FHCN staff opted for four nines



FOUR NINES FRAMEWORK Communication Tools:

- All Staff emails and updates
- Individual Feedback meetings
- Live and virtual feedback sessions
- Feedback@fhcn.org for questions (to keep answers consistent)
- FAQ List and Lots of scenarios
- Supervisors tools





FOUR NINES FRAMEWORK Human Resources:

- Avoided CA alternative workweek vote by allowing OT
- Policy Review
 - New standard hours policy
 - Updated several more policies
- ADA concerns
- PPS Rate Setting issue if providers working from home
- Need vacation buffer to avoid unpaid time





Provider Impact

• FHCN had 8, 9, and 10 hour shift providers

- Four Nines allowed us to consolidate and simplify, which really benefitted scheduling and clinical support coverage
- Same schedule of patients, but in 4 days versus 5
 - Added 4 more slots per day to scheduling guidelines
- Expectation for those that drop under productivity to be scheduled for patients on 5th day as needed (most won't)



"Guardrails"

- Still must maintain service levels and have 100% of output
- Only one chance per year to opt-in or out during open enrollment
- Many items to address
 - Almost everyone wants Fridays off
 - Want different hours than what we offer
 - How to handle holidays
 - Making up time and accrual usage (manager inclination and legal issues like constructive receipt)
 - Some departments are open 5, 6, or 7 days a week
 - Want leaders to be primarily Monday or Friday off to leave midweek for meeting availability



"Guardrails"

- Many items to address (continued)
 - Small Department challenge
 - Intermittent or sites without extended hours (CA specific?)
 - Need HR to have master list of schedules to prevent "drift"
 - Need business case from leaders to ensure coverage is appropriate. Examples:
 - Clinic staff- depends on hours of site
 - Billing- workload doesn't change, so all team Monday or Friday
 - Call Center- business case based on heavy calls Monday, so most staff have 5th day on Thursday/Friday. None on Monday



Current State

- Turnover
- Recruitment
- Leaves
- Provider Productivity and Quality
- Overtime
- Recalibration
- How leaders have responded



Learnings so Far





Explain it four times, then do it again. Staff really needed it more than once and in different modalities.

Unpaid time needs a limit. Updated after go-live. Remind leaders business doesn't stop on your 5th day. Check email, don't put off meetings.