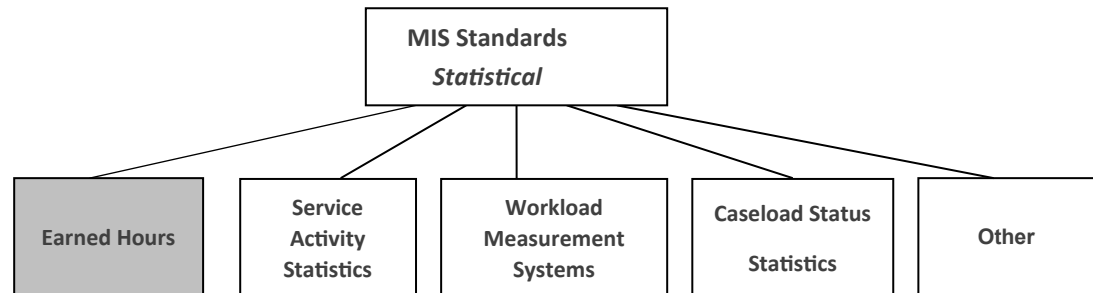


March 2023



Earned Hours (EH)

Compensation accounts for a significant portion of the operating expenses of most health service organizations. Compensation includes salaries and benefits paid to or on behalf of employees. EH statistics are used to report the number of hours worked by employees, as well as time taken off for various reasons such as vacation, sick leave, family leave, etc.

The requirements for the collection and reporting of EH are based on the Standards for Management Information Systems in Canadian Health Service Organizations (The MIS Standards, ©2019, the Canadian Institute for Health Information, Ottawa, Canada). Currently, the Department of Health and Community Services (DHCS) requires EH to be reported by:

- Type
- Broad Occupational Group and
- Bargaining Unit

The Facts

There are three **TYPES** of Earned Hours:

Worked Hours are those hours that are spent carrying out the mandate of the service. Staff are physically present and available to provide care.

Benefit Hours are those hours when staff are not present but receive pay.

Purchased Hours are those hours spent carrying out the mandate of the service by personnel hired from an external agency.



Payroll earning codes are used to record the various types of hours paid to or on behalf of each employee.

<p>Worked Hours Include:</p> <ul style="list-style-type: none"> -Regular worked hours, including coffee breaks -Worked statutory holidays -Relief hours, such as vacation relief and sick relief -Overtime hours worked (regardless if paid or banked) -Call back hours worked (regardless if paid or banked) -Nursing unit/program orientation -In-service sessions < ½ day in duration 	<p>Benefit Hours include:</p> <ul style="list-style-type: none"> -Statutory holidays -Vacation Leave -Sick and Bereavement leave -Workers Compensation leave -Facility orientation -Formal education (1/2 day or greater)/training sessions -Union leave with pay -Lunch breaks when compensated
---	---

All therapeutic staff are assigned to one of two **BROAD OCCUPATIONAL GROUPS:**

- Management and Operational Support (MOS) e.g. managers
- Unit-Producing Personnel (UPP) e.g. audiologist, dietitian, physiotherapist, recreation specialist, occupational therapist, social worker, speech language pathologist, psychologist and support staff who provide clinical services such as physiotherapy aides.

Earned hours are also reported according to the **BARGAINING UNIT** or group to which the employee belongs. Therapeutic staff are included in the Association of Allied Health Professionals (AAHP), the Newfoundland and Labrador Association of Public Employees-Hospital Services (NAPE-HS), Canadian Union of Public Employees (CUPE-HS) and Management-Hay Level, bargaining units.

Here are some other important points about Earned Hours:

- Paid coffee breaks are considered worked hours. Although theoretically these hours are benefit hours, recording this detail would present practical difficulties.
- Standby hours are not included in the count of worked hours and no worked hours or workload is recorded, but standby pay expenses are a component of worked salaries (i.e. a social worker is on call for 12 hours but there is no callback; the social worker receives standby pay).
- Callback and/or overtime hours are recorded as **actual hours worked**, not the minimum number of hours paid (i.e. a callback resulted in one worked hour, but staff received three paid hours).
- Overtime hours can be paid or banked (Comp Banks) and are recorded and expensed during the period when they are worked. Comp banks are reduced as the hours are taken.
- Only paid hours can be recorded as worked hours (i.e. a respiratory therapist spends a weekend preparing a professional research paper for publication; not a work requirement, so the therapist is not paid for this work therefore no worked hours recorded).
- Senior students, carrying an independent caseload should record workload data and their associated worked (clinical) hours.
- Earned Hours are used to calculate staffing indicators such as the number of FTE's, the ratio of worked and benefit hours to earned hours, and to analyze current and evolving trends in human resource utilization (i.e. changes in staff mix over time).



- Unit Producing Personnel (UPP) worked hours should be matched to UPP workload as these two pieces of information will be used to calculate Worked and Total Productivity (%) indicators. Failure to accurately match these two data elements will skew productivity indicators.

Manager's responsibilities:

- Ensure accurate use and interpretation of compensation earning codes
- Ensure data is of the highest possible quality
- Use the data to support decision-making
- Provide ongoing feedback to staff on collection/use of statistics

Unit Producing Staff responsibilities:

- Record their workload and earned hours statistics as accurately as possible
- Submit statistics by the organization's monthly deadline
- Learn to use and interpret the data
- Share knowledge with new staff

Troubleshooting Tips

Problem: Inaccurate FTE* counts.

Probable Cause:

Earned Hours not recorded properly, one hour of callback worked but three hours recorded (minimum hours paid for a callback). This results in a FTE count which is too high.

Solution: Record only the actual hours worked, not the hours paid.

*note: The actual FTE count is calculated by dividing all Earned Hours by the normal Earned Hours for 1 FTE (1820 or 1950 hours per year).

Problem: Worked hours do not match the workload recorded by staff. Productivity indicators are inaccurate.

Probable Causes:

- All worked hours have not been included. This results in productivity that is too high.

Solution: Record all worked hours.

- Staff have not recorded all workload (service and non-service recipient). This results in productivity that is too low.

Solution: Record workload data as completely as possible

- Staff inflate workload numbers to account for all their time. This results in productivity that is too high.

Solution: Record workload data as accurately as possible.

Other things that can increase productivity indicator results:

- Staff working through coffee breaks and recording workload for that time
- Staff working unpaid hours to provide care and recording workload



What is a realistic Productivity level?

80-85% Total Productivity in both clinical and non-clinical activities is a realistic level of accountability of how worked hours are spent.

Example: For each 12-hour shift:

-0.75 hrs unpaid lunch breaks

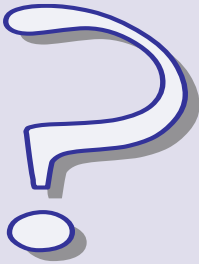
-0.75 hrs paid coffee breaks

-0.9 -1.4 hrs personal and/or delay time

= 9.1-9.6 hrs. or 81-85%

Did you know?

- Earned hours are captured through the payroll system on a bi-weekly basis. Workload data is collected on a monthly basis, therefore the timeframes may not always match. For this reason, staff are asked to record worked and benefit hours on the workload data collection forms. Time frames will match on an annual basis.
- Earned Hours are captured in the payroll system by bargaining group and employment status (i.e. full-time, part-time, casual, etc.).
- A Provincial Data Quality and Reporting MIS Committee exists to address application of the MIS Standards, data quality issues, and monitoring of reporting within the province. Each region is represented, as well as the DHCS and the Centre.
- A Provincial Health Information Services MIS Committee exists to address application of the MIS Standards, data quality issues, and monitoring of reporting of coding, registration and health records services within the province. Each region is represented, as well as the Centre.
- A provincial discipline-specific MIS contact list is maintained by The Newfoundland and Labrador Centre for Health Information (NLCHI or the Centre) to facilitate education and information sharing regarding MIS Standards. It is comprised of regional representatives and MIS Standards Consultants from the Centre
- MIS information is used by the MIS staff of the Centre and by Financial Information Services at the DHCS. This data is used to answer requests from the RHAs and other divisions within the DHCS, to verify report results from the Canadian Institute for Health Information (CIHI) and to provide indicator reports and data quality reports to provincial users.
- Performance Indicator Reports linking the financial and statistical information can be produced from this data. All reports must be requested either through the Information Request at the Centre (Information Requests @ InfoRequests@nlchi.nl.ca) or the Financial Information Services division at the DHCS.
- The MIS Standards Consultants at the Centre provide educational workshops, consultation and assistance with information analysis. Further information is available on the Centre's website at www.nlchi.nl.ca.



- CIHI supports and maintains the MIS Standards and offers educational support for the Standards through e-learning programs and instructor-lead workshops. Further information is available on CIHI's website at www.cihi.ca.

Help us help you

Has this Fact Sheet been helpful in raising your awareness of Earned Hours and the MIS Standards? Do you have other suggestions as to how we can increase your knowledge and use of Earned Hours and other the MIS data? Please send your comments and/or questions to Jennifer Guy at jenniferl.guy@nlchi.nl.ca or Marie Strang at marie.strang@nlchi.nl.ca.

Future Editions

Future editions of Therapeutic Services MIS Standards Fact Sheets will be released and each edition will focus on a different aspect of the MIS Standards as they relate to Therapeutic Services.

About the Centre for Health Information

The Centre was established by the Government of Newfoundland and Labrador to provide quality information to health professionals, the public, and health system decision-makers. Through collaboration with the health system, the Centre supports the development of standards and maintains key health databases, prepares and distributes health reports, and supports and carries out applied health research and evaluations. The Centre's mandate also includes the development of a confidential and secure Health Information Network that will serve as the foundation for the provincial Electronic Health Record.