Management Practices in Health Care:
Three Census Bureau Data Collections

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U.S. Census Bureau

International Management Surveys Workshop

U.S. Census Bureau

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Disclaimer

The views expressed in this presentation are those of the author and not the U.S. Census Bureau. Only publicly-available data estimates are presented.

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Management Practices (MP) in Health Care

Survey	Acronym	Status
2015 Annual Survey of Entrepreneurs	**ASE**	**Available to approved users through the FSRDC**
2017 Economic Census	EC	Post-collection evaluation
2019 Management and Organization Practices-Hospitals	MOPS-HP	Pre-collection

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Collecting data on MP in health care

	Annual Survey of Entrepreneurs (ASE)	*Economic Census (EC)*	*Management and Organizational Practices Survey (MOPS-HP)* ——— *Services Annual Survey (SAS) Supplement*
Reference Year	**2015**	2017	2019 (2014 Recall)
Survey Recipients	**Owners and Entrepreneurs**	Chief Financial Officer (CFO)/Accounting	Chief Nursing Officer (CNO)
Scope for MP Questions	**Economy-wide** ——— **Health care and social assistance (HCSA)**	Health care subsectors	Hospital industry

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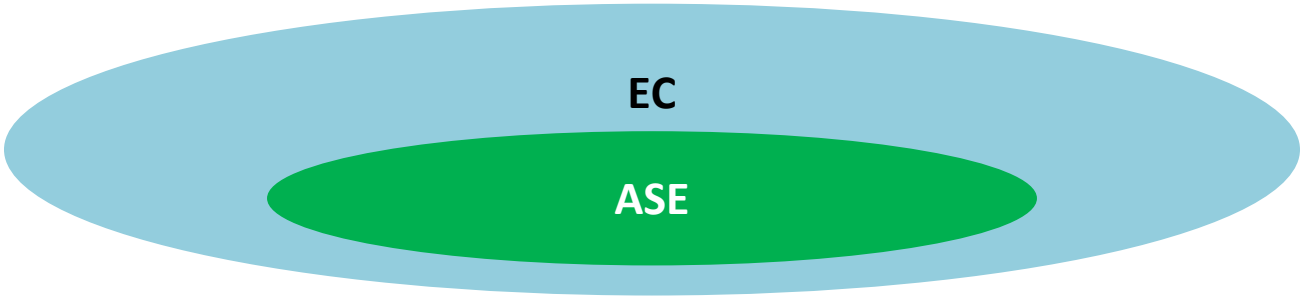
Coverage of MP Questions in Health Care
(3-Digit NAICS)

Ambulatory Health Care Services (621)
Nursing Homes and Residential Facilities (623)



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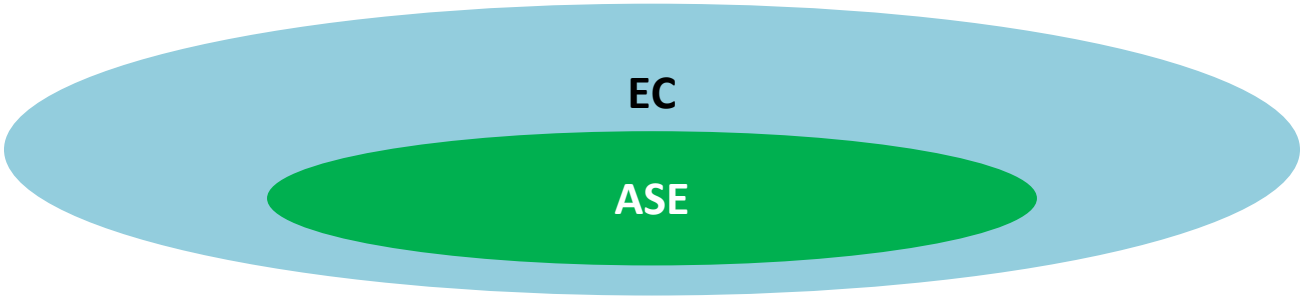
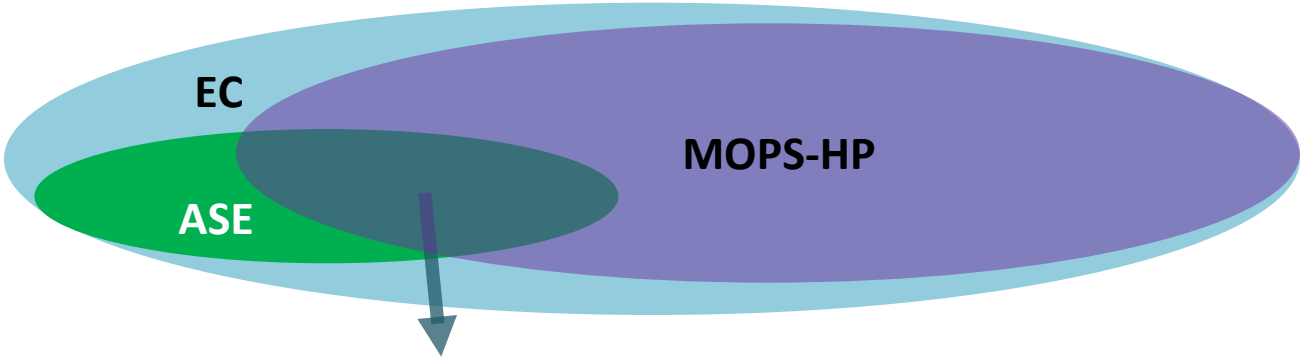


Hospitals (622)



General and medical surgical hospitals (6221)

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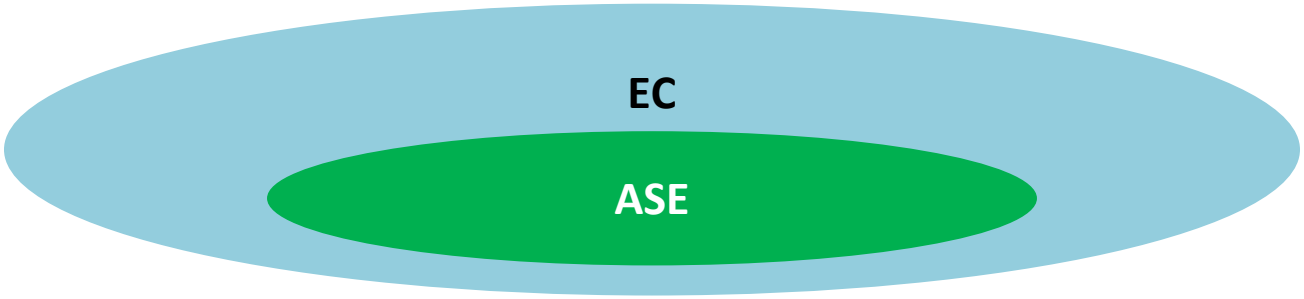

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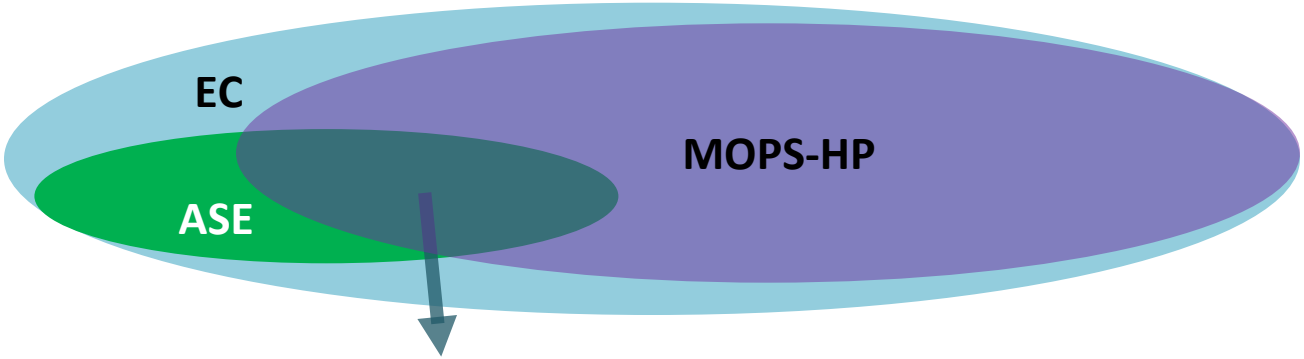

General and medical surgical hospitals (6221)

Social Assistance (624)

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2015
Annual Survey of Entrepreneurs (ASE)

HCSA and MFG

(1) **CHARACTERISTICS:** Sectors, Firms, Owners

(2) **MANAGEMENT PRACTICES**

Source: https://www.census.gov/programs-surveys/ase

Characteristics: Sector

	HCSA	*MFG*	*Percent Difference*
Number of firms	**640,655**	250,748	155%
Number of employees	**17,628,538**	11,584,513	52%
Payroll ($1,000)	**799,360,571**	654,842,310	22%

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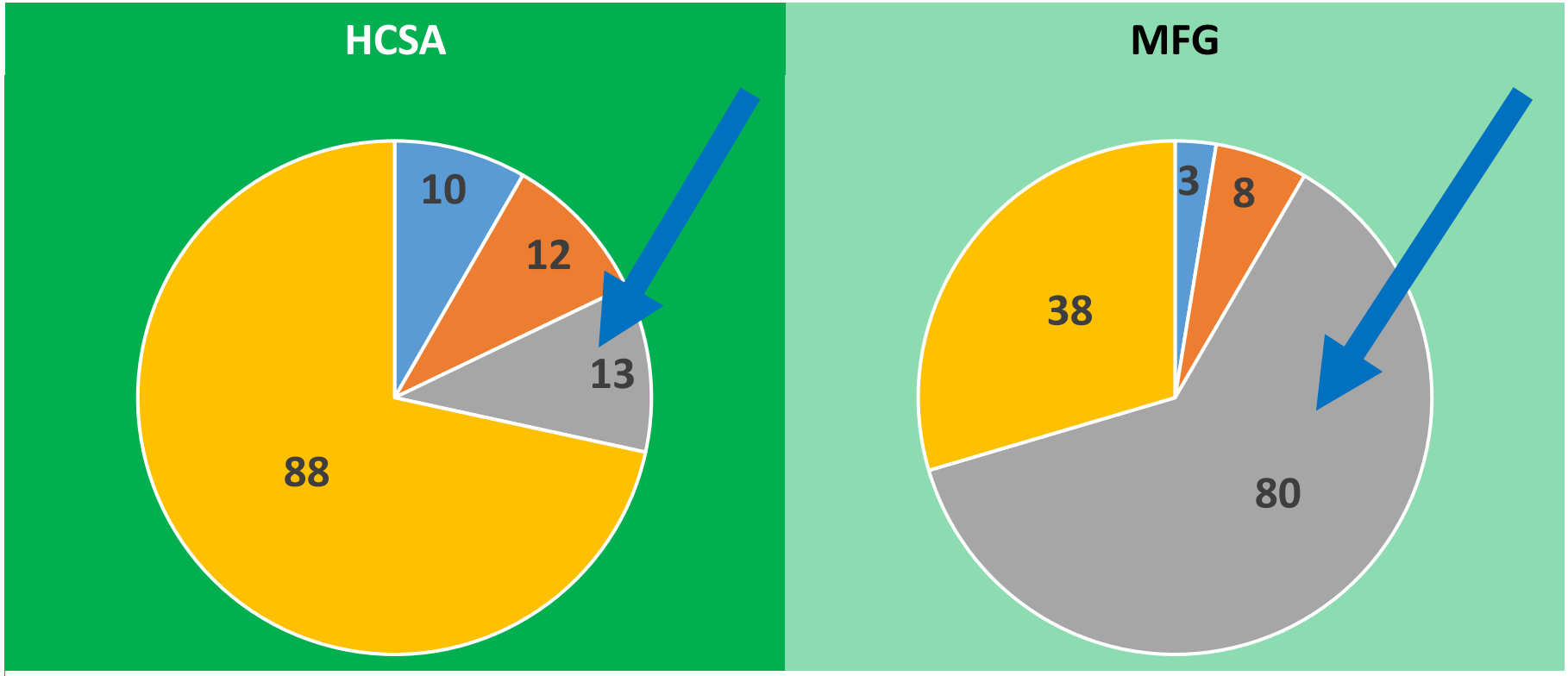
Percent of Firms	HCSA	MFG	HCSA-MFG PPT Difference
Family ownership	**15**	39	-24
Revenues >$1 million	**25**	46	-21
In business before 1980	**9**	25	-16
>=75% of workers are full-time	**66**	81	-15
Business had losses	**14**	24	-10
Start/acquire: bank loan	**32**	21	11
Small: 1-4 employees	**44**	35	9

Types of Customers (% firms)



Federal government
State/Local government
Other businesses/organizations
Individuals

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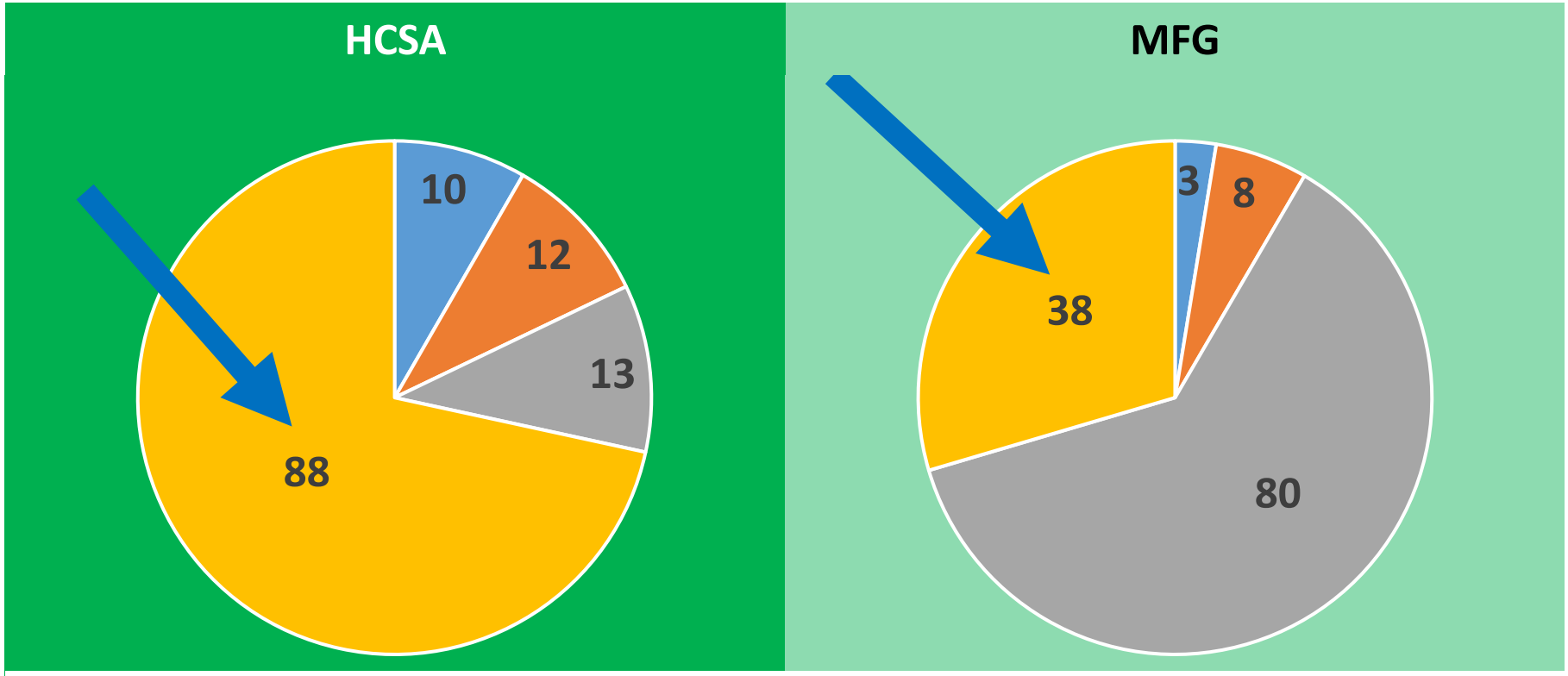

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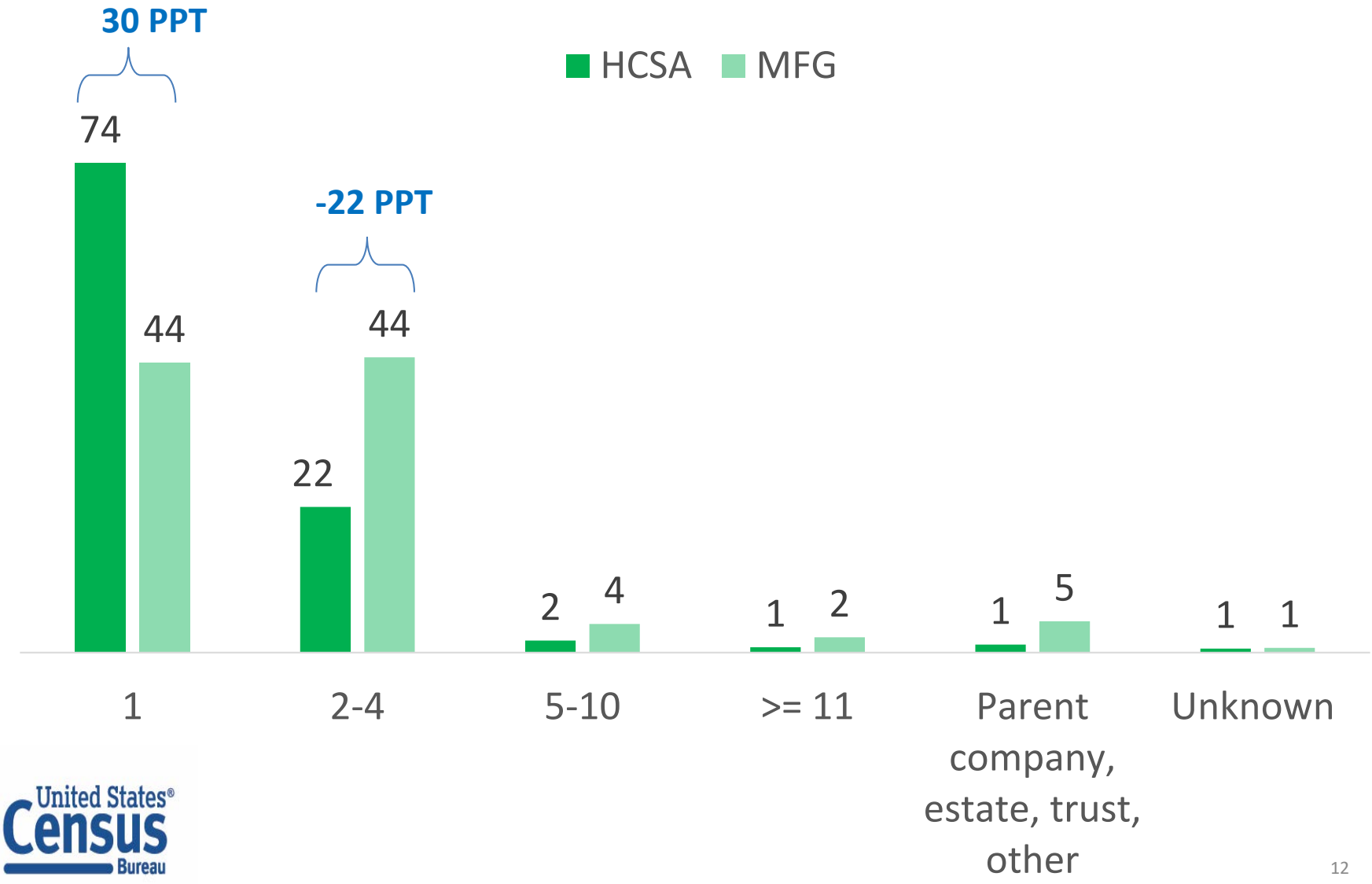
Number of Owners (% firms)



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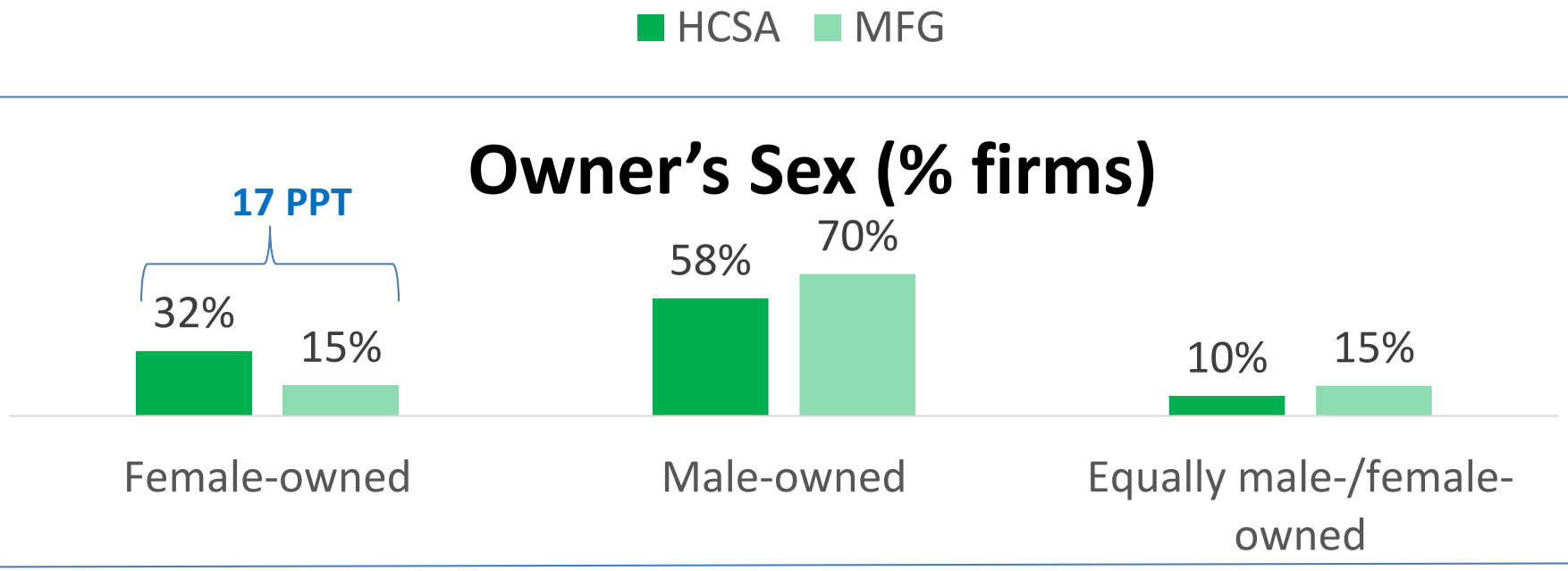

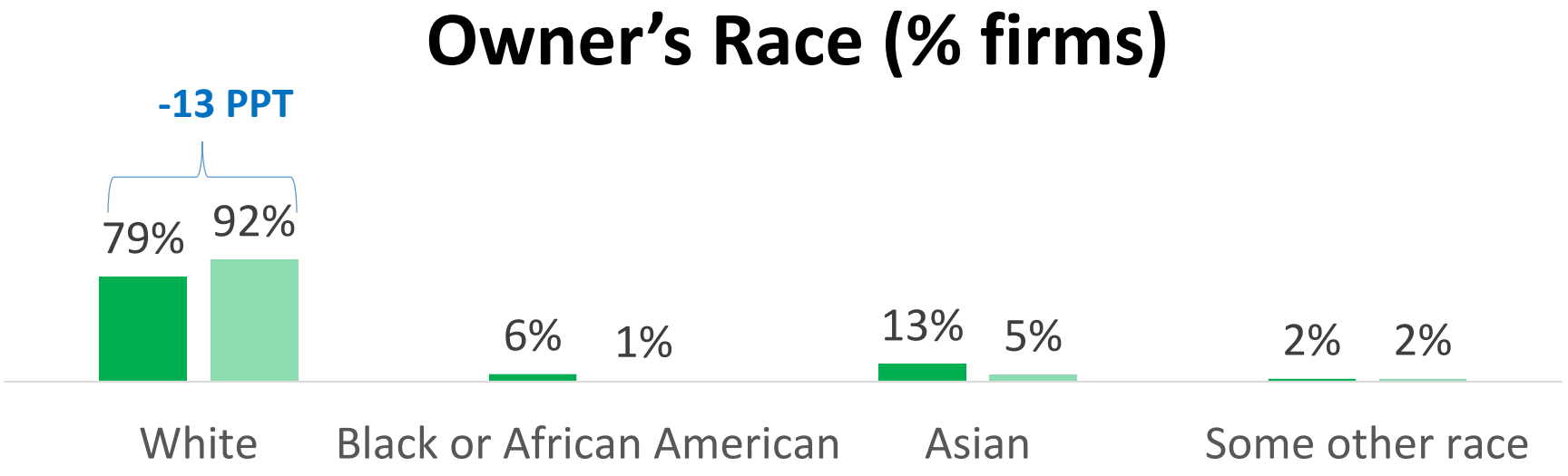

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Owner Characteristics (%)

	HCSA	*MFG*	*HCSA-MFG PPT Difference*
Post-graduate degree	**77**	12	65
Providing services and/or producing goods	**77**	47	30
Founded or started business	**74**	56	18

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Very important reasons for owning business			
Flexible hours	**53**	35	18
Balance work and family	**57**	39	18
Best avenue for ideas	**60**	43	17
Wanted to be own boss	**63**	48	15

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Business=Owners' primary income	**68**	78	-10
Owner >=65 years of age	**17**	25	-8

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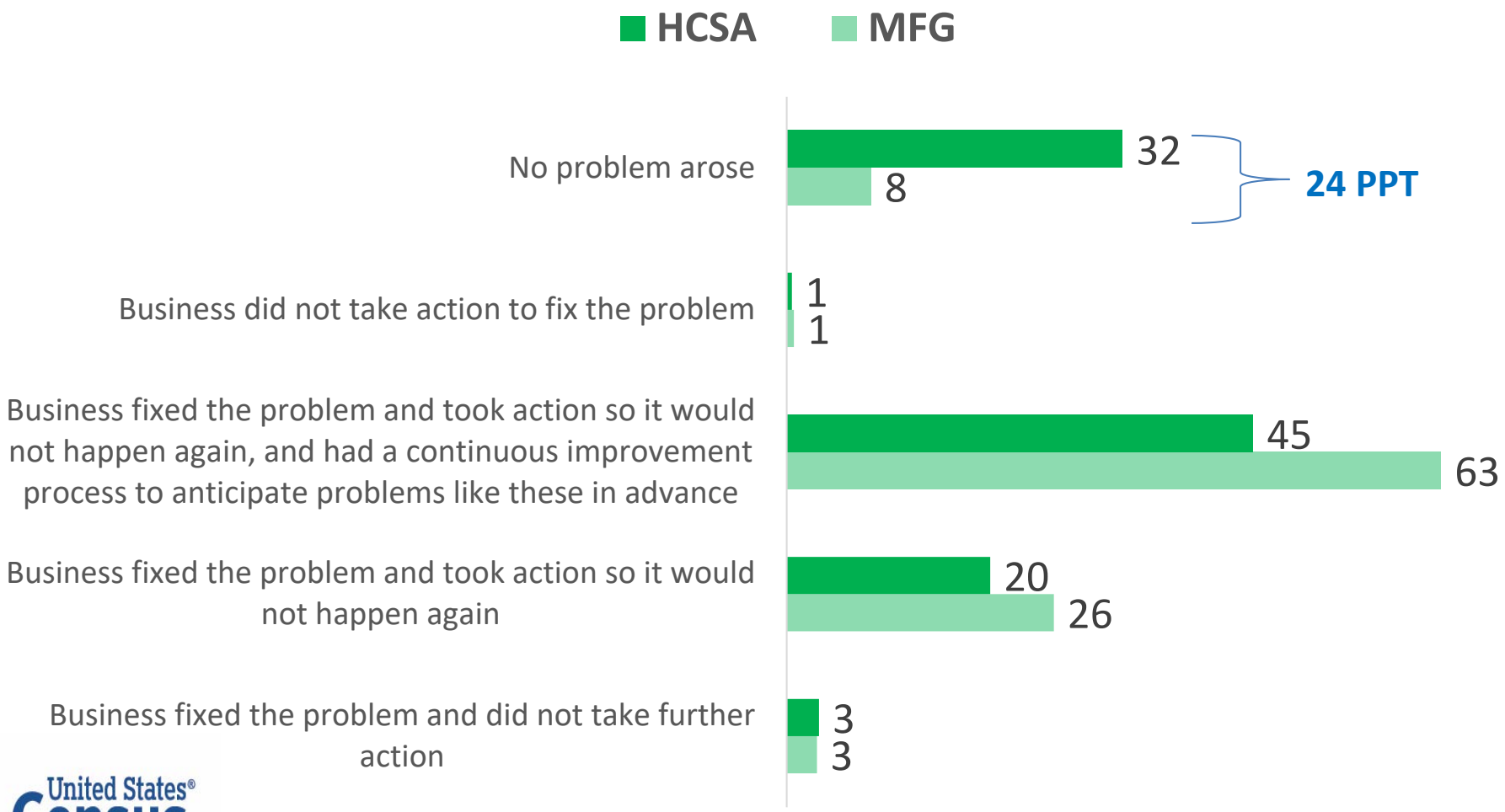
Addressing Service or Production Problems (% Employment)



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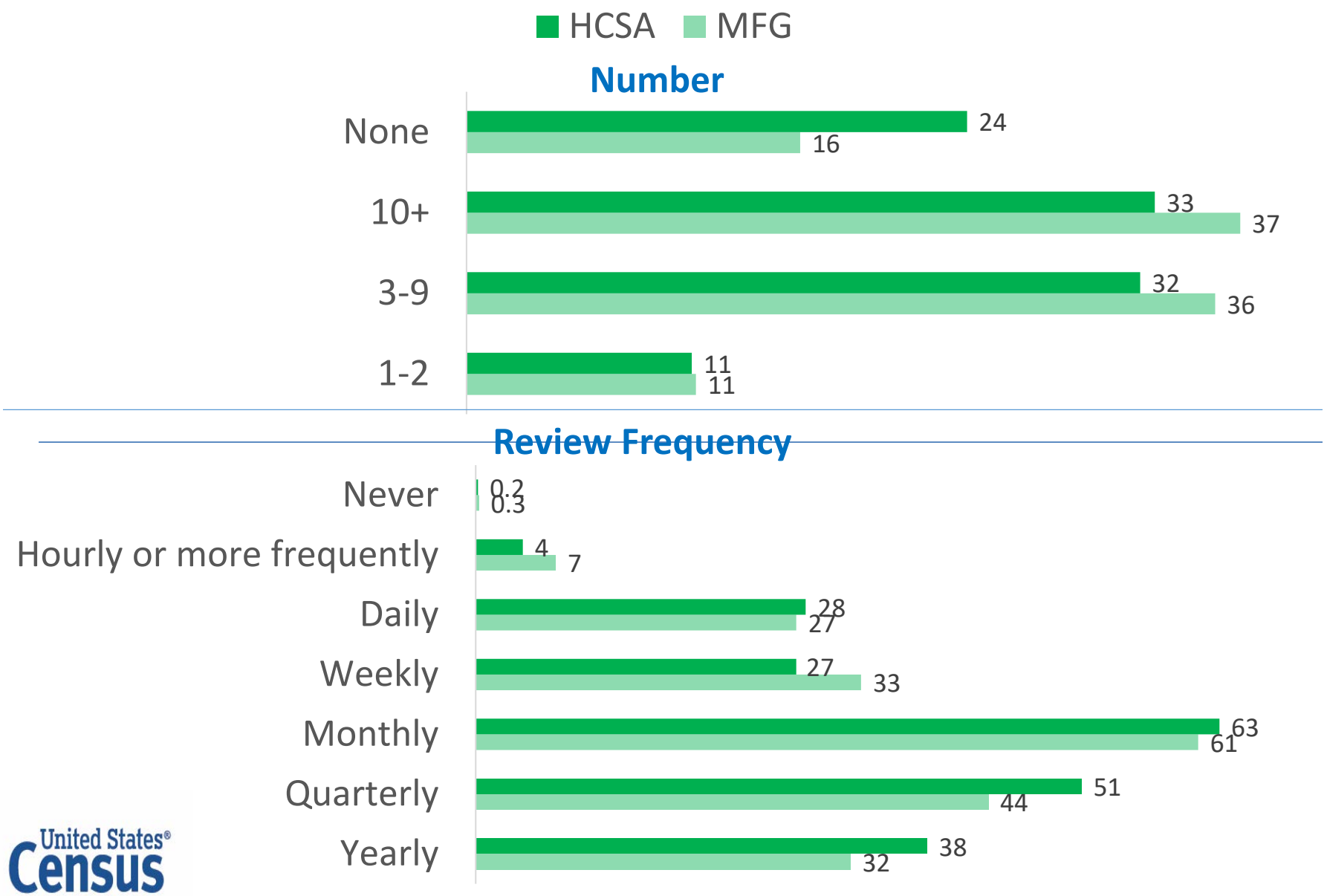
Key Performance Indicators (% Employment)



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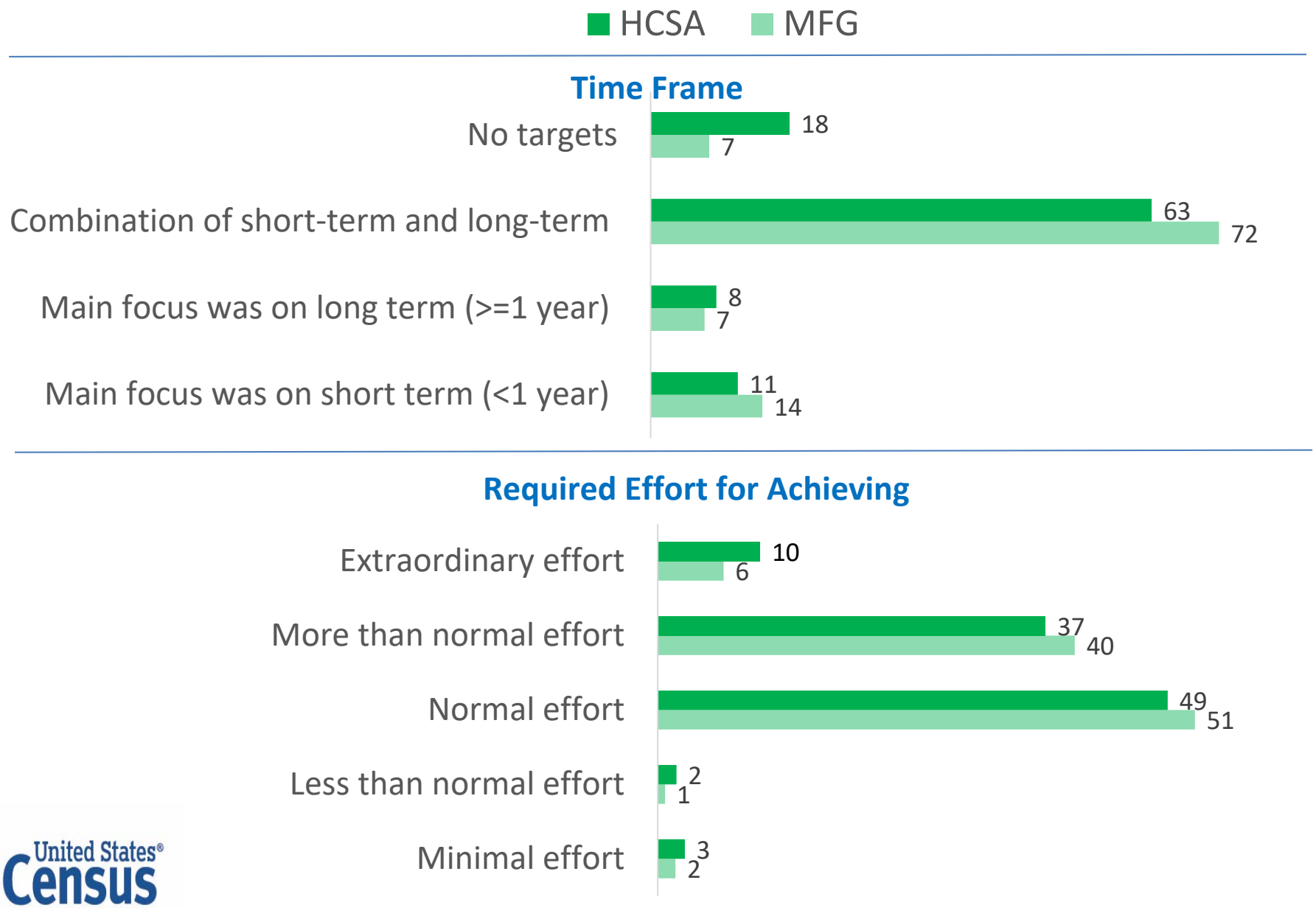
Targets (% Employment)



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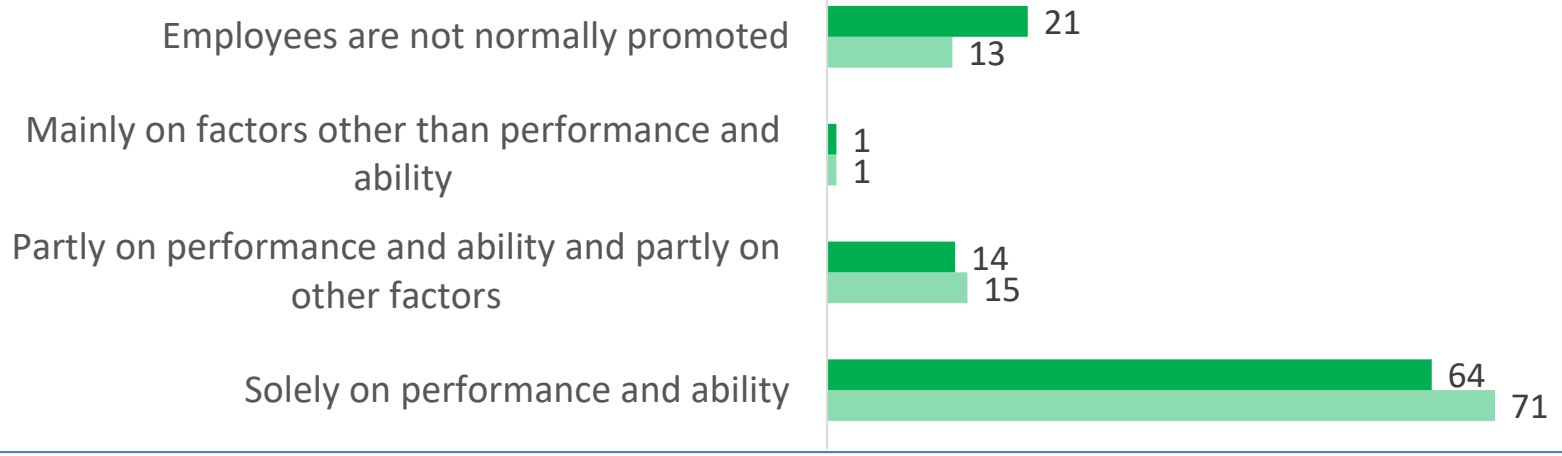
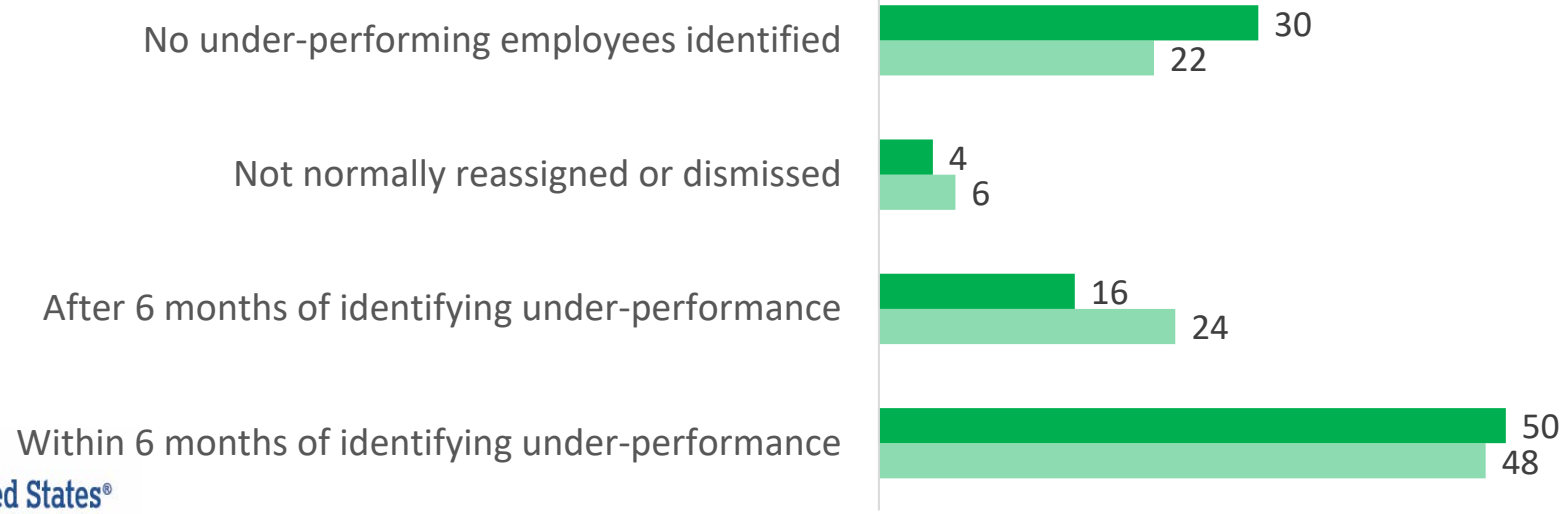
HCSA MFG

Promotions (% Employment)



Underperformance (% Employment)



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Comparing MP Content

Topics	*ASE (7 Questions)*	*EC (3 Questions)*	*MOPS-HP (39 Questions)*
Managing **Problems**			
KPI Review Frequency			
Targets/Goals -Time frame -Achieving			
Promotions			
Under-performance			

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Comparing MP Content

Topics	*ASE (7 Questions)*	*EC (3 Questions)*	*MOPS-HP (39 Questions)*
Managing **Problems**	**"finding a quality defect in a product or piece of equipment breaking down"**	N/A	"please respond for clinical problems that were NOT serious reportable events"
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Targets/Goals -Time frame -Achieving	**"…business, service, or production targets include number of customers, production, quality, efficiency, sales, waste, on-time delivery"**	N/A	(1) "…hospital-wide goals for PATIENT CARE: infection rates, readmission rates, and wait times" (2) "FINANCIAL goals"
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Under-performance			

CM: Clinical Managers
P: Providers
FCW: Frontline clinical workers

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Under-performance	**Employee**	N/A	• 3 Separate Q: CM, P, FCW • Include time spent on remediation

CM: Clinical Managers
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MP Data:
ASE ~ EC ~ MOPS-HP

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1. Collection

- Respondents, samples, and reporting units
- Industry overlap
  - 3 collections: General medical and surgical hospitals (GMSH)
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- Question wording, definitions, and instructions
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3. HCSA and MFG Sectors

- Firm size
- Types of owners, workers, and customers
- Owners: number, education, functions, founder, reasons for owning business

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Thank You

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