



# Memorial Sloan-Kettering Cancer Center

## Solution Overview

### CHALLENGE

Memorial Sloan-Kettering Cancer Center (MSKCC) sought ways to overcome its obstacles to recruitment.

### SOLUTION

MSKCC secured ten back-up child care memberships in consortium centers and built one full-time, on-site center to meet the diverse needs of employees.

### BENEFITS

- ◆ 83 percent of back-up care users indicated they would have missed work if back-up care had not been available
- ◆ 37 percent of back-up users indicated the program influenced the amount of time they will stay with MSKCC
- ◆ Enhancement of recruitment and retention strategy through creation of full-service child care center

### RETURN ON INVESTMENT\*

- ◆ Employee Days Saved: 1,314
- ◆ Productivity and Absenteeism Savings: \$750,000
- ◆ Retention Savings: \$1,380,000
- ◆ One-Year Savings: \$2,130,000

\*These savings represent the cost benefits of MSKCC's back-up child care program only.

### CHALLENGE

Memorial Sloan-Kettering Cancer Center (MSKCC) is the world's oldest and largest private institution devoted to prevention, patient care, research, and education in cancer and related diseases. When the new president found difficulty in getting top talent from his previous post to join him in New York in 2000, MSKCC's child care initiative began. Many candidates cited child care and housing as key barriers, and with plans to expand MSKCC's research capabilities, the organization would face even greater recruitment challenges in the future.

MSKCC conducted a needs assessment across the organization to determine the best course of action. They benchmarked against local and national competitors in health care and education and thoroughly researched work/family issues and child development. They discovered that child care, especially back-up care, was vital to its employee population. Benchmarking told them that competitors were offering work/life programs, including on-site child care, which further spurred the organization to act.

### SOLUTION

MSKCC turned to Bright Horizons to help them explore options that would suit the needs of their workforce. They purchased three memberships at two consortium back-up child care centers and, over time, expanded their involvement to 10 memberships in six consortium centers.

To address the need for full-time child care, MSKCC built a child care center in a new residence they were constructing on *(over)*



*I feel that MSKCC values me as an employee by offering me this wonderful benefit.*  
 – An MSKCC Employee and Parent



## Solution Overview

### CHILD CARE IS CREATING SIGNIFICANT COST BENEFITS FOR MEMORIAL SLOAN-KETTERING CANCER CENTER

By addressing its employee retention and absenteeism issues, particularly within the nursing population, MSKCC has been able to achieve significant results:

- ◆ Employee Days Saved: 1,314\*
- ◆ Productivity and Absenteeism Savings: \$750,000\*
- ◆ Retention Savings: \$1,380,000\*
- ◆ Enhancement of recruitment and retention strategy through creation of full-service child care center

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Roosevelt Island, a small island in the middle of the East River — right across from their main campus. The center is managed by Bright Horizons and accredited by the National Association for the Education of Young Children. The center serves an important purpose as an effective incentive to the recruitment of new fellows and faculty.

While overall utilization of the new back-up child care benefit was significant, MSKCC discovered that the service was not used by its nurses — a population whose needs they had hoped to address with the program. They worked with nursing management to develop a plan to increase use of back-up care. This strategy included a priority access system for nurses, extended hours of operation to better reflect nursing shifts, and a boost in communication efforts targeting nurses.

### BENEFITS REALIZED

MSKCC witnessed a 130 percent increase in back-up child care use, a 140 percent increase in employee days saved, and a 90 percent increase in center registration for nurses alone. MSKCC's innovative solution is helping the organization reduce unscheduled employee absenteeism, demonstrate commitment to employees, and increase employee retention.

An internal survey conducted by MSKCC revealed the dramatic effect back-up child care has had on its employees:

- ◆ 93 percent of users indicated they would have missed work if it hadn't been for employer-sponsored back-up child care, which translates into 1,000 unscheduled absences avoided and an average yearly productivity savings of \$750,000
- ◆ 31 percent indicated they would have left MSKCC had back-up child care not been available

### METHODOLOGY

**Employee Days Saved:**

Actual center uses by employees.

**Percentage Usage:**

Percentage of employees who stated they would have otherwise missed work had the center not been an option.

**Absenteeism Savings and Productivity:**

The organizational savings of avoided unscheduled absences. Absenteeism is calculated by Absences x Daily Loss. Daily loss = Salary + Benefits (35% of salary)/Work Days per Year (260).

**Turnover:**

Turnover is determined by using the Hewitt Associates method of # of Employees retained by Back-up Child Care (31% as reported by MSKCC parents) x Cost to Replace an Employee (100% of salary)

### ABOUT MEMORIAL SLOAN-KETTERING CANCER CENTER

Memorial Sloan-Kettering Cancer Center, comprised of Memorial Hospital for Cancer and Allied Diseases and the Sloan-Kettering Institute, is dedicated to excellence in the prevention, treatment, and cure of cancer through patient care, research, and education. Memorial Hospital for Cancer and Allied Diseases provides patient care. Early detection, precise diagnosis, individually tailored treatment, and concern for a patient's needs are the hallmarks of the care provided.

### ABOUT BRIGHT HORIZONS FAMILY SOLUTIONS

Bright Horizons Family Solutions is the world's leading provider of employer-sponsored child care, early education, and work/life solutions. Conducting business in the United States, Europe, and Canada, Bright Horizons manages child care centers for more than 700 leading employers.



For more information about Bright Horizons Family Solutions, call 800-453-9383 ext. 1600 or e-mail [clientservices@brighthorizons.com](mailto:clientservices@brighthorizons.com).

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