



Proposal / Mission

- The CCCC offers emergency/ backup childcare services to CC Professional Staff on site at a reduced cost.
- This childcare service is intended to supplement rather than replace existing childcare when:
 - Regular caregiver is ill, on vacation, or on temporary leave of absence.
 - Childcare center or school is closed.
 - One has to work extra hours.
 - There is a sudden termination of regular childcare arrangements.
 - One is searching for permanent childcare arrangements.
 - A child is recovering from an illness and unable to return to their current childcare arrangement.

Rationale

- Young physicians are entering the workforce with greater demands on their medical career leading to issues balancing work/family issues.
- Working parents lose up to 8 days of work per year due to a breakdown in childcare responsibilities based on the US Dept of Labor US labor statistics
- High quality, on site childcare option is critical for recruitment and retention of young staff physicians.

Survey of Staff Physicians

Sample Questions

- If yes, how many children do you have?

Response Average	2.0
Total Respondents	103
- How many days of work did you miss in the past year due to unavailability of childcare or due to ill child? (Please include days you may have missed but found childcare through a neighbor, relative, or temp agency.)

Response Average	4.5
Total Respondents	103
- How would this service improve your sense of satisfaction with your staff at Cleveland Clinic?

	Response Total	Response Percent
Significantly improve	53	51%
Somewhat improve	25	24%
Neutral	15	15%
Unlikely to improve	4	4%
Not at all improve	6	6%

- How would you rate the impact of childcare concerns and being productive on your career decisions?

	Response Total	Response Percent
Significant impact	67	65%
Some impact	23	22%
No impact	7	7%
N/A	6	6%

Market Analysis / Needs Assessment

- Currently, the nearby KinderCare facility is a full time childcare facility without any availability for last minute childcare arrangements.
- Community options for backup care range in cost from \$ 10 to \$25+ per hour.
- Lost revenue due to professional staff absence for childcare issues:
 - 1823 Physician Days
 - X \$574/ day lost
 - = \$ 1,046,115 Lost Revenue/ Year

Operational Considerations

- Space – Square footage required: 35 sq ft/ child indoors and 60 sq ft/child outdoors (or 1440 sq ft indoor play space instead of outdoor space) = 2000 square feet for 15 children
- Staffing: 1:5 infants; 1:7 older children – minimum 5 childcare providers

Financial Analysis

- Revenue:
- Upfront investment
 - Space: \$600,000
- Annual costs
 - Salaries: \$240,000
- Annual Revenue:
 - Membership: \$240,000-\$480,000

SWOT Analysis

Strengths

- Provides state of the art care for CC families
- Prevent CC loss of revenue
- Help to recruit and retain staff
- No competition on/nearby the main campus

Weaknesses

- Service limited to regular working hours
- Unpredictable customer flow
- Upfront investment required
- Uncertain estimate of need

Opportunities

- Competitive advantage for recruitment
- Improved physician productivity / satisfaction
- Improved collegiality

Threats

- Finding space in a growing facility
- Liability

Conclusions

- Providing emergency backup childcare for CC employees can positively impact:
 - Recruitment and retention
 - Build employee loyalty
 - Improve overall productivity
- Once successfully implemented, CCCC can expand to provide additional childcare benefits:
 - To housestaff and nursing
 - For campus events such as summits
 - For extended hours
- Be a model for “Best in Class” corporate sponsored childcare programs such as seen at MGH and Mayo Clinic