

In Kaiser Permanente's outpatient clinics, our Physicians and Clinical Assistants work as a team to care patients. Our staffing model is 1 Clinical Assistant paired with 1 Physician when the clinic is open (usually 8AM-5:30PM). As a result, we track the relative #s of Clinical Assistants and Physicians working in each to ensure balance.

The "Raw Data" tab has the total # of hours that were worked by Clinical Assistants and Physicians for each clinic during the months of June, July and August 2018. A "Clinic" is a specific department type at a specific facility like "Pediatrics at Towson" that works as a team. A department is a medical specialty where all physicians practice a similar type of medicine like "Adult & Family Medicine" or "Orthopedics". The facilities in this case are also grouped into "Areas" based on geography.

Please fill out the "Questions" tab and send back this file to the consultant who sent you this test. Thank you for your interest in Kaiser Permanente.

Facility	Area	Department
Abingdon Medical Center	North	Adult and Family Medicine
Abingdon Medical Center	North	Adult and Family Medicine
Abingdon Medical Center	North	Adult and Family Medicine
Abingdon Medical Center	North	Podiatry
Abingdon Medical Center	North	Podiatry
Abingdon Medical Center	North	Podiatry
Abingdon Medical Center	North	Surgery - General
Abingdon Medical Center	North	Surgery - General
Abingdon Medical Center	North	Surgery - General
Annapolis Medical Center	South	Adult and Family Medicine
Annapolis Medical Center	South	Adult and Family Medicine
Annapolis Medical Center	South	Adult and Family Medicine
Annapolis Medical Center	South	OB/GYN
Annapolis Medical Center	South	OB/GYN
Annapolis Medical Center	South	OB/GYN
Annapolis Medical Center	South	Pediatrics
Annapolis Medical Center	South	Pediatrics
Annapolis Medical Center	South	Pediatrics
Baltimore Harbor Medical Offices	Central	Adult and Family Medicine
Baltimore Harbor Medical Offices	Central	Adult and Family Medicine
Baltimore Harbor Medical Offices	Central	Adult and Family Medicine
Baltimore Harbor Medical Offices	Central	Infectious Diseases
Baltimore Harbor Medical Offices	Central	Infectious Diseases
Baltimore Harbor Medical Offices	Central	Infectious Diseases
Baltimore Harbor Medical Offices	Central	OB/GYN
Baltimore Harbor Medical Offices	Central	OB/GYN
Baltimore Harbor Medical Offices	Central	OB/GYN
Columbia Gateway Medical Center	South	Adult and Family Medicine
Columbia Gateway Medical Center	South	Adult and Family Medicine
Columbia Gateway Medical Center	South	Adult and Family Medicine
Columbia Gateway Medical Center	South	OB/GYN
Columbia Gateway Medical Center	South	OB/GYN
Columbia Gateway Medical Center	South	OB/GYN
Columbia Gateway Medical Center	South	Pediatrics
Columbia Gateway Medical Center	South	Pediatrics
Columbia Gateway Medical Center	South	Pediatrics
North Arundel Medical Center	South	Adult and Family Medicine
North Arundel Medical Center	South	Adult and Family Medicine
North Arundel Medical Center	South	Adult and Family Medicine
North Arundel Medical Center	South	OB/GYN
North Arundel Medical Center	South	OB/GYN
North Arundel Medical Center	South	OB/GYN
North Arundel Medical Center	South	Pediatrics
North Arundel Medical Center	South	Pediatrics

North Arundel Medical Center	South	Pediatrics
South Baltimore County Medical Center	Central	Adult and Family Medicine
South Baltimore County Medical Center	Central	Adult and Family Medicine
South Baltimore County Medical Center	Central	Adult and Family Medicine
South Baltimore County Medical Center	Central	Allergy
South Baltimore County Medical Center	Central	Allergy
South Baltimore County Medical Center	Central	Allergy
South Baltimore County Medical Center	Central	Alternative Medicine
South Baltimore County Medical Center	Central	Alternative Medicine
South Baltimore County Medical Center	Central	Alternative Medicine
South Baltimore County Medical Center	Central	Cardiac Services
South Baltimore County Medical Center	Central	Cardiac Services
South Baltimore County Medical Center	Central	Cardiac Services
South Baltimore County Medical Center	Central	Dermatology
South Baltimore County Medical Center	Central	Dermatology
South Baltimore County Medical Center	Central	Dermatology
South Baltimore County Medical Center	Central	Endocrinology
South Baltimore County Medical Center	Central	Endocrinology
South Baltimore County Medical Center	Central	Endocrinology
South Baltimore County Medical Center	Central	Gastroenterology
South Baltimore County Medical Center	Central	Gastroenterology
South Baltimore County Medical Center	Central	Gastroenterology
South Baltimore County Medical Center	Central	Infectious Diseases
South Baltimore County Medical Center	Central	Infectious Diseases
South Baltimore County Medical Center	Central	Infectious Diseases
South Baltimore County Medical Center	Central	Nephrology
South Baltimore County Medical Center	Central	Nephrology
South Baltimore County Medical Center	Central	Nephrology
South Baltimore County Medical Center	Central	Neurology
South Baltimore County Medical Center	Central	Neurology
South Baltimore County Medical Center	Central	Neurology
South Baltimore County Medical Center	Central	OB/GYN
South Baltimore County Medical Center	Central	OB/GYN
South Baltimore County Medical Center	Central	OB/GYN
South Baltimore County Medical Center	Central	Otolaryngology
South Baltimore County Medical Center	Central	Otolaryngology
South Baltimore County Medical Center	Central	Otolaryngology
South Baltimore County Medical Center	Central	Pediatrics
South Baltimore County Medical Center	Central	Pediatrics
South Baltimore County Medical Center	Central	Pediatrics
South Baltimore County Medical Center	Central	Podiatry
South Baltimore County Medical Center	Central	Podiatry
South Baltimore County Medical Center	Central	Podiatry
South Baltimore County Medical Center	Central	Pulmonology
South Baltimore County Medical Center	Central	Pulmonology

South Baltimore County Medical Center	Central	Pulmonology
South Baltimore County Medical Center	Central	Rheumatology
South Baltimore County Medical Center	Central	Rheumatology
South Baltimore County Medical Center	Central	Rheumatology
South Baltimore County Medical Center	Central	Surgery - General
South Baltimore County Medical Center	Central	Surgery - General
South Baltimore County Medical Center	Central	Surgery - General
South Baltimore County Medical Center	Central	Urology
South Baltimore County Medical Center	Central	Urology
South Baltimore County Medical Center	Central	Urology
Towson Medical Center	North	Adult and Family Medicine
Towson Medical Center	North	Adult and Family Medicine
Towson Medical Center	North	Adult and Family Medicine
Towson Medical Center	North	Gastroenterology
Towson Medical Center	North	Gastroenterology
Towson Medical Center	North	Gastroenterology
Towson Medical Center	North	Nephrology
Towson Medical Center	North	Nephrology
Towson Medical Center	North	Nephrology
Towson Medical Center	North	Neurology
Towson Medical Center	North	Neurology
Towson Medical Center	North	Neurology
Towson Medical Center	North	OB/GYN
Towson Medical Center	North	OB/GYN
Towson Medical Center	North	OB/GYN
Towson Medical Center	North	Pediatrics
Towson Medical Center	North	Pediatrics
Towson Medical Center	North	Pediatrics
Towson Medical Center	North	Podiatry
Towson Medical Center	North	Podiatry
Towson Medical Center	North	Podiatry
Towson Medical Center	North	Urology
Towson Medical Center	North	Urology
Towson Medical Center	North	Urology
White Marsh Medical Center	North	Adult and Family Medicine
White Marsh Medical Center	North	Adult and Family Medicine
White Marsh Medical Center	North	Adult and Family Medicine
White Marsh Medical Center	North	Alternative Medicine
White Marsh Medical Center	North	Alternative Medicine
White Marsh Medical Center	North	Alternative Medicine
White Marsh Medical Center	North	OB/GYN
White Marsh Medical Center	North	OB/GYN
White Marsh Medical Center	North	OB/GYN
White Marsh Medical Center	North	Pediatrics
White Marsh Medical Center	North	Pediatrics

White Marsh Medical Center	North	Pediatrics
Woodlawn Medical Center	Central	Adult and Family Medicine
Woodlawn Medical Center	Central	Adult and Family Medicine
Woodlawn Medical Center	Central	Adult and Family Medicine
Woodlawn Medical Center	Central	Hematology/Oncology
Woodlawn Medical Center	Central	Hematology/Oncology
Woodlawn Medical Center	Central	Hematology/Oncology
Woodlawn Medical Center	Central	OB/GYN
Woodlawn Medical Center	Central	OB/GYN
Woodlawn Medical Center	Central	OB/GYN
Woodlawn Medical Center	Central	Pediatrics
Woodlawn Medical Center	Central	Pediatrics
Woodlawn Medical Center	Central	Pediatrics

Month	Clinical Assistant Hours	Physican Hours
June	492	345
July	461	367
August	538	348
June	27	8
July	13	4
August	9	7
June	43	25
July	36	28
August	18	22
June	713	424
July	700	381
August	802	473
June	268	180
July	305	179
August	308	193
June	118	88
July	139	94
August	135	106
June	1006	628
July	1149	691
August	1165	673
June	0	30
July	0	24
August	90	23
June	238	232
July	329	223
August	381	250
June	1021	688
July	1185	739
August	1265	971
June	439	385
July	449	453
August	443	439
June	330	257
July	294	267
August	376	305
June	962	687
July	928	727
August	995	777
June	421	273
July	423	275
August	466	258
June	180	140
July	187	139

August	193	137
June	809	621
July	796	702
August	923	788
June	182	106
July	165	108
August	208	123
June	323	259
July	320	245
August	316	302
June	315	226
July	303	169
August	279	149
June	281	259
July	262	179
August	303	209
June	172	122
July	171	133
August	202	140
June	591	76
July	479	106
August	368	112
June	319	55
July	310	43
August	156	58
June	145	55
July	99	58
August	154	60
June	342	215
July	312	218
August	310	227
June	232	256
July	271	275
August	238	284
June	326	204
July	287	202
August	332	229
June	164	150
July	205	136
August	281	196
June	398	543
July	456	470
August	640	663
June	183	181
July	163	186

August	279	194
June	321	226
July	303	189
August	312	197
June	856	410
July	959	424
August	823	492
June	251	186
July	239	193
August	257	205
June	861	739
July	1034	719
August	951	881
June	170	56
July	174	54
August	184	77
June	126	64
July	205	47
August	140	72
June	131	65
July	151	90
August	138	75
June	527	339
July	631	356
August	554	352
June	184	155
July	185	151
August	188	173
June	609	621
July	600	607
August	693	661
June	198	128
July	140	161
August	201	176
June	1982	1277
July	1955	1210
August	1895	1305
June	71	28
July	62	26
August	81	48
June	629	425
July	686	424
August	730	446
June	426	238
July	359	223

August	362	196
June	1217	961
July	1206	1059
August	1371	1138
June	427	249
July	390	198
August	481	255
June	672	448
July	696	406
August	702	479
June	314	224
July	304	203
August	358	271

Question
Which clinic (a department at a specific facility) on average has the highest ratio of Clinical Assistant hours to Physician hours? What is that ratio?
Which clinic (a department at a specific facility) on average has the lowest ratio of Clinical Assistant hours to Physician hours? What is that ratio?
At the facility level (not individual clinics/specialties), which facility has the highest ratio of Clinical Assistant hours to Physician hours for the 3 months in the data?
Make a pivot table showing total Clinical Assistant hours and Physician hours by Department and Area (not Facility)
Use VLOOKUP to take the value in cell A7 and populate the value for "Area"
North Arundel Medical Center
<p>The union is allowing us to move 1 Clinical Assistant permanently from 1 clinic to another in order to get closer to the 1 Clinical Assistant to 1 Physician ratio. However the two clinics have to be either:</p> <ol style="list-style-type: none"> 1. Within the same facility or 2. Within the same department and area <p>Which clinic would you pull the Clinical Assistant from and which clinic would receive the Clinical Assistant and WHY?</p>

If you opened this congrats! Looking for hidden data				
"We want to get the right staff to the right place at t				