

# Empowering CHROs to Manifest Organizational Values: Enhancing the Quality of Work Life

---

In an era where the world heavily leans on healthcare, the sector finds itself at the forefront of numerous challenges. As the demand for healthcare services surges, systems worldwide grapple with an immediate and pressing need: adequate staffing.

However, it's not just about numbers; it's about the quality of care, employee experience, and ensuring operational fluidity. Here, we delve into **ten crucial insights highlighting the multifaceted struggles and implications of today's healthcare staffing scenario**. Dive in to grasp the depth of this intricate issue.

**Expansion:** critical need to enlarge its workforce to cater to the rising service demands.

**Attraction & Retention Woes:** securing and retaining staff is a significant hurdle.

**Short-Term Fixes:** agency staffing and overtime to bridge immediate staffing deficits.

**Quality of Care at Stake:** Inadequate staffing compromises patient care and increases adverse events.

**Operational Setbacks:** being short-staffed creates bed shortages and hinders service delivery.

**Employee Burnout:** staffing shortages create stress, lead to high stress, and diminish employee engagement and wellness.

**Financial Implications:** health systems are witnessing dwindling financial stability due to staffing challenges.

**The Skill-Placement Puzzle:** ensuring that the right professional is in the right place at the right time is now a more complex puzzle.

**Prioritizing Employee Experience:** the quality of the working experience is now of supreme importance, directly influencing recruitment and retention.

**Staff Scheduling is Personal:** staff scheduling is an emotionally charged area that frequently tests an organization's values.

Navigating the current healthcare landscape requires a comprehensive approach that addresses immediate needs and anticipates future challenges. **The key is to prioritize the well-being of healthcare professionals and their patients.**



---

## Bringing Organizational Values to Life

This is a pivotal area where the CHRO plays a crucial role in translating the organization's values into practical, daily actions. As the CHRO, you are the expert in workforce planning, forecasting, and recruitment for your organization.

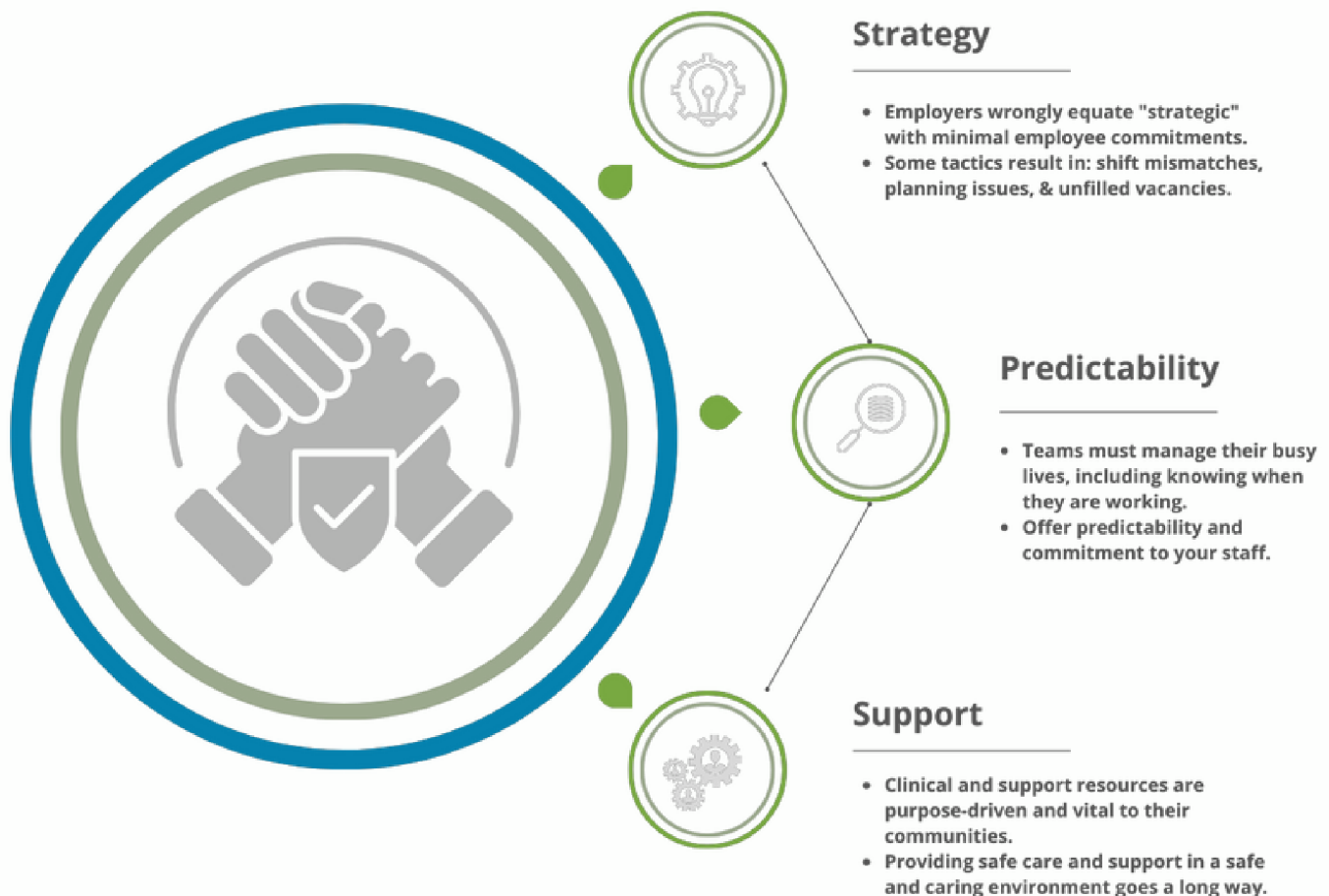
You may also find yourself responsible for the scheduling and deployment function which influences equality, transparency, and, more importantly, employee trust, and quality of care delivery.

The scheduling and deployment ecosystem plays a crucial role in supporting other core HR functions. It aids in strategic tasks such as:

- forecasting future staffing needs
- securing resources to cover known absences well in advance
- gaining control over position controls and true vacancies

Your expertise in enhancing employee wellness and attraction is on display through your involvement in the scheduling function. Your advice on schedule quality, patterns, and workability is pivotal in supporting operations. Your guidance helps your colleagues make strategic decisions on their staffing, for example - what is the best mix of full time, part time, and per diem positions.

## Three Simple Steps to Build Team Trust



### The Reality

In practice, every unit and manager tends to operate in their own way, making it challenging to maintain consistency and standardization necessary to underpin an effective people strategy. Typically, finance issues the budget, and each unit independently creates its staffing model. This is a juncture where the CHRO can make a significant difference.

Schedules often turn out to be short-term, built over/under baseline staffing requirements each period, and with an inequitable distribution of shifts. Some staff members are regularly redeployed due to skill deficits, and shifts are offered last-minute despite being open for weeks or months. This working model is unsustainable, leads to high turnover, and does not help with the attraction or retention of employees.

## Translating your Strategy into Operations

Operational leaders are typically promoted due to their clinical skills. They lack training and expertise in scheduling and workforce deployment. As a result, unit managers can quickly become overwhelmed by scheduling tasks, spending significant time on rebuilding schedules, negotiating with staff, and managing transactions like PTO/leave requests and swaps.

**While some clinicians manage to adapt to these responsibilities, many units need more support for scheduling. As a result, clinicians, clerks, and managers spend excessive time away from their leadership roles and patient care.**



---

Even the most experienced leaders spend a disproportionate amount of time on repetitive transactions and decisions. Leaders need targeted support, and consistent processes can help alleviate the burden.

The CHRO's portfolio is well-positioned to support operations on several foundational aspects of scheduling and deployment. For example, implementing attractive and workable long-term master schedules that mirror budgets and planned care models, can instill a sense of stability in operations and among your teams. **The clearer and more anticipatory these procedures become, the further in advance shifts can be filled with the right skills, at the right cost.**

In practice, this strategy offers an additional benefit to employers providing predictability and encouraging staff to remain loyal to the organization. This leads to increased PTO allowances, fewer pay errors, and a workplace where trust, equality, and excellence in care are realized daily.

A strategic ecosystem thrives on a forward-looking and predictable planning culture, challenging reactive resource utilization and reducing unintended waste. As the CHRO, you are instrumental in gaining the support of your executive colleagues. The key lies in organization learning and change management.



## We Can Help You Define Your Plan

Transforming the staff scheduling environment is a substantial endeavor, whether it marks a transformative change for your system or an effort to enhance an existing foundation. Workforce Edge provides a structured methodology for assessment and subsequent change. We partner with you to assess the maturity of your staff scheduling operations, design and re-engineer core practices and drive groundswell implementation.

Our expert team collaborates with your operational leaders, HR/Finance experts, and Professional Practice experts throughout this journey. We provide the necessary tools, training, business practices, and change management support required to revolutionize your scheduling operations.

Please reach out to us to explore Workforce Edge's Health Workforce Optimization Model© that has been refined and continuously improved over two decades. We aim to equip your team with the skills and capabilities necessary to optimize your healthcare workforce effectively. Embark on this transformative journey with us, and contact us today **[info@workforce-edge.com](mailto:info@workforce-edge.com)**