

The SNF/LTC Administrator's Perspective:

Assessing and Analyzing Healthcare's Workforce Crisis



In residential, long-term, continuing care, and home health, labor is a significant budget item, making up over 70% of costs. The scheduling function, often overlooked, is a **crucial part of operations as it impacts quality** of care, resident and family satisfaction, and staff morale. This is especially true given current challenges like resource shortages. Scheduling plays a key role in creating **a work-life balance** for frontline staff. Scheduling is more than just routine tasks; it has become a vital, strategic, operational function.

In truth, the workforce planning, scheduling, and deployment ecosystem is a strategic domain like no other. **When executed effectively, strategic scheduling can foster continuity, predictability, and equity for the workforce.** It not only aids in attracting the best and brightest but also supports **retention of your frontline teams, and their leaders.** Scheduling practices underpin staff engagement, as much as they influence the experience of residents. Failure to create excellence in staff scheduling ultimately results in dissatisfied families and dwindling revenues, creating a **vicious cycle** that every Administrator must break.

Introducing Workforce Edge.

Through effective scheduling and deployment, organizations can foster "joy at work". By re-engineering this environment, you not only support quality, but also financial sustainability through:

- cost avoidance,
- reduced total spending, and
- budget adherence.

Workforce Edge has harnessed our **Workforce Deployment Maturity Model®** and methodology to assist LTC/SNF Administrators worldwide, in creating a Roadmap forward. We can help you define your local plan to **move the pin** forward on the quality of your staff scheduling environment.

Our framework, developed over two decades, forms the basis for short-term and long-term transformative improvements. An initial step in this process is to assess:

- the current state of scheduling tactics, schedule quality, relief/replacement capacity, and their impacts on costs,
- data transparency,
- workload management,
- staff satisfaction,
- process consistency,
- governance, and
- scheduling tool utilization.

Our approach engages stakeholders across the organization, generating significant momentum for change.

The Opportunity Assessment Model

The Workforce Edge Opportunity Assessment method is illustrated in Figure A, comprising **five primary workstreams**:

Figure A



This first step, is your **comprehensive assessment to creating a profound understanding of the root causes** of existing planning, scheduling, and deployment issues. This pinpoints **focused interventions**, quick wins, and longer range strategies. From this vantage point, we undertake series of opportunity analyses to assess the maturity of current operational components, such as:

- PTO/vacation smoothing practices,
- relief workforce strategy,
- team composition, and
- untapped or wasted workforce capacity.

We go deeper, e.g., looking at daily hours per resident of care are aligned and verified against staffing models, the budget, and authorized roles. We **pinpoint opportunities** where time and managerial effort can be conserved by refining business processes and procedures. Our evaluation further includes assessment of **current system/software use**, configuration, and requirements recommendations.

The information collected throughout these modules is then synthesized into our **Workforce Deployment Maturity Model®**. This model highlights the degree of fit or gap compared to leading practices, showcasing the **most pressing targets** for improvement across the various dimensions of the model.

It considers **six key elements**:

1. Governance,
2. Transactional Services,
3. Strategic Services,
4. Staffing Models,
5. Processes & Standards, and
6. Enabling Technology.



A representation of the model's output is depicted in Figure B.

Figure B



If you're interested in exploring how to become **the leading healthcare organization for scheduling** and deployment in your region, please contact us for a collaborative discussion: info@workforce-edge.com.



Empowering Healthcare for a Better Future.

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