

Perspectives from the C-Suite: Workforce Strategy

Assessing and Analyzing Healthcare's Workforce Crisis



In acute health systems, 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, patient experience, and staff retention. Overall system capacity and flow, are also susceptible to these factors and issues are magnified given resource shortages. Scheduling plays a key role in creating **a work-life balance** for frontline staff. Staff scheduling is more than routine tasks; it has become a vital, critical 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 quality of care. Failure to create excellence in staff scheduling ultimately result in dissatisfied patients and dwindling revenues, creating a **vicious cycle** that every executive must break.

Assessing the Opportunity

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 health system leaders worldwide, in creating a thoughtful and deliberate Roadmap forward. We can help you define your local plan to **move the pin** on the strategic maturity 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 below, and comprises **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 a series of **opportunity analyses** to assess the maturity of current operational components, such as:

- PTO/vacation smoothing practices,
- relief workforce action plan,
- business process consistency, and
- untapped or wasted workforce capacity.

We go deeper, e.g., looking at actual hours of care delivery aligned and verified against staffing models, the intended budget, position mix and controls. We **pinpoint opportunities** where time and managerial effort can be conserved by refining business practices, authorizations, and timelines. 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.

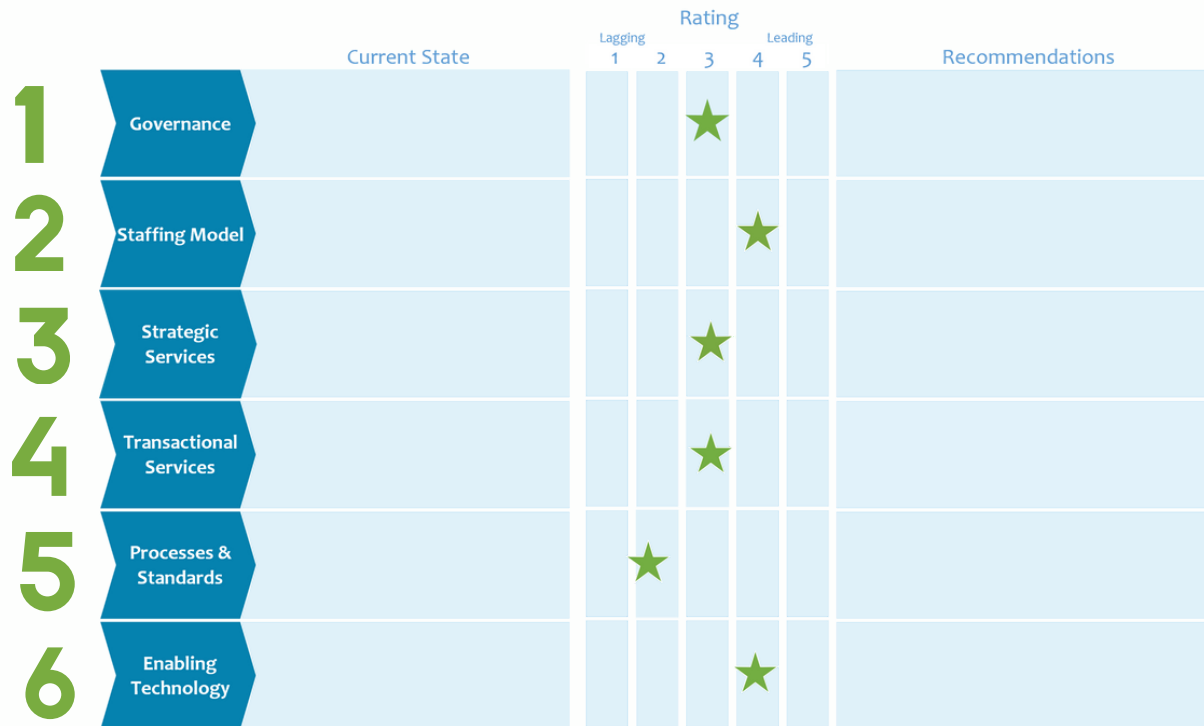
It is a holistic model, considering **six key dimensions**:

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



The recommendations underpinning each dimension of maturity are delivered against a comprehensive business case and projected ROI based on your data.

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.



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