

# Reengineering Health System Scheduling: A Case Study on Cost Savings and Enhanced Employee Satisfaction

## At a glance

A large, multi-site suburban health system struggled with high turnover, low employee satisfaction, and escalating staffing costs, which also negatively impacted patient safety.

Partnering with Health Workforce Edge, the health system underwent a comprehensive scheduling system overhaul, resulting in enhanced operational efficiency, increased employee satisfaction, and a remarkable and repeatable \$18.5 million annual cost reduction.

## Background

The health system, consisting of four hospitals with over 9,000 healthcare workers and 1,000 beds, serves a suburban area adjacent to a major metro. The organization faced significant challenges in staff scheduling and operational efficiency by offering a wide range of services, including acute and ambulatory care, long-term care, and mental health services.



**850**  
Beds



**8000**  
Employees

## RESULTS

- 1** Filled more shifts, reducing reliance on overtime and agency staff. Reduction to total spend of \$2.1M
- 2** Enhanced work-life balance for employees, increasing satisfaction and reducing turnover.
- 3** Achieved significant savings to budget, including \$7.7M from staffing optimization & position alignment
- 4** Projected repeated annual savings at a minimum of 18.5 M by the third year post-implementation

## CHALLENGE

The system's operational metrics revealed deep-seated issues: excessive overtime payments, high turnover, substantial vacancies, and increased patient safety incidents. These operational shortcomings resulted in heavy union scrutiny and numerous grievances, indicating an urgent need for change. Surveys of staff and managers identified scheduling as negatively impacting wellness.

## STRATEGY

Health Workforce Edge initiated a rapid diagnostic assessment of the existing scheduling processes. Key interventions included:



Develop a transition plan to immediately enhance scheduling capabilities.



Re-engineer scheduling processes to boost efficiency.



Implement advanced scheduling technology & tools for greater transparency & equity.



Craft an integrated scheduling, deployment, & technology improvement plan across the health system.

## Benefits

**25-35%** reduction in OT

**20%** increase in capacity utilization by the current workforce

**30%** reduction in vacancies

**100%** of nurses reported that schedules were fair & equitable after implementation (40% prior)

**15%** increase in full-time positions filled

**87%** of surveyed employees were satisfied with the new processes