

Stabilizing a Stalled Workforce System Implementation: Translating Accurate Operational Needs to Systems Vendors

At a glance

A large North American health authority faced a stalled scheduling and timekeeping implementation that had moved far beyond its original timeline. Workforce Edge helped reframe the initiative from a technology project into an operational readiness effort, clarifying requirements, reducing go-live risk, and creating a structured path forward.

Background

The project involved a large, integrated health system with complex workforce operations across acute care, long-term care, home care, and ambulatory services.

 **~\$600k per Month**
Delay Exposure

 **50,000**
Employees

Benefits

\$600K/month delay exposure addressed

50,000 employees supported and strengthened readiness across a large, complex workforce environment

9-month timeline recovered from multi-year delay

5-part intervention applied

Decreased adoption risk and improved clarity before go-live to reduce operational disruption

CHALLENGE



The large multi-site integrated healthcare organization had invested in new scheduling and timekeeping technology, but the implementation had stalled during configuration, testing, and readiness.

Requirements were gathered in silos across finance, clinical operations, scheduling, payroll, and operations. This created unclear configuration, failed testing, vendor delays, and rising internal costs.

The core issue was not the technology alone. The project had been treated as a software rollout when it needed to be managed as an operational transformation initiative.

STRATEGY



Workforce Edge acted as a vendor-neutral operational advisor, helping the health authority stabilize the implementation and align the system to real workforce operations.



Conducted a Systems Health Check to identify configuration, testing, and readiness gaps.



Validated requirements across scheduling, timekeeping, HR, pay, and workforce data.



Reviewed scheduling foundations to improve schedule quality before go-live.



Designed the Operating Model to clarify scheduling roles and responsibilities.



Optimized processes to replace fragmented current-state workflows.



Aligned vendor and client teams to create a clearer path forward.



Created end-to-end scenarios to guide testing and bug tracking.

RESULTS



1

Improved Implementation Readiness

Created a clearer path to go-live by identifying configuration, testing, and process gaps.

2

Reduced Go-Live Risk

Helped prevent the launch of a system that could fail in real-world scheduling, pay, and staffing operations.

3

Created a Clearer Recovery Path

Aligned leaders, users, and vendors around the requirements needed to move the project forward.