

The CHRO's Perspective:

Assessing and Analyzing Healthcare's Workforce Crisis



In healthcare, labor is a significant budget item, making up **over 70% of costs**. The scheduling function, often overlooked, is a crucial part of staffing operations as it impacts costs, care quality, patient satisfaction, and staff morale. Especially during current challenges like post-pandemic shortages, scheduling plays a key role in balancing work-life for frontline staff and leaders.

In truth, the workforce planning, scheduling, and deployment ecosystem is a strategic domain. **When executed effectively, it fosters continuity, predictability, and equity for the workforce.** Today, more than ever, scheduling must be a core element of the People Strategy focused on attracting and retaining the best and the brightest. Failure to secure resources results in burnout, reduced capacity, and dwindling revenues, creating a vicious circle that every CHRO must break.

“When executed effectively, it fosters continuity, predictability, and equity for the workforce.”



Introducing Workforce Edge.

Through effective scheduling and deployment, organizations can foster "joy at work" and enhance the quality of working life and the provision of care. By reengineering this environment, we support quality and financial sustainability through;

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

Attracting and retaining top talent is a priority in today's competitive labor market. Workforce Edge has harnessed our **Workforce Deployment Maturity Model®** to assist CHROs worldwide in assessing opportunities to optimize their planning, scheduling, and deployment ecosystem.

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.

The Opportunity Assessment Model

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

Figure A



This comprehensive assessment offers a profound understanding of the root causes of existing planning, scheduling, and deployment issues, allowing for focused interventions. From this vantage point, we undertake opportunity analyses.

These include evaluations of:

- PTO/vacation smoothing practices,
- relief workforce strategy,
- schedule quality & utilization, and
- untapped or wasted workforce capacity.

Intended care models and staffing benchmarks are aligned against the budget and authorized roles. We pinpoint areas where time and managerial effort can be conserved by refining business processes and procedures. Our evaluation also includes current system 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 **6 key elements**:

elements:

		Current State	Rating					Recommendations
			Lagging				Leading	
			1	2	3	4	5	
1	Governance				★			
2	Staffing Model					★		
3	Strategic Services				★			
4	Transactional Services				★			
5	Processes & Standards			★				
6	Enabling Technology					★		

If you're interested in exploring how to become the leading health-care organization in your region, please contact us for a collaborative discussion at info@workforce-edge.com.