

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.

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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.

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 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 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.

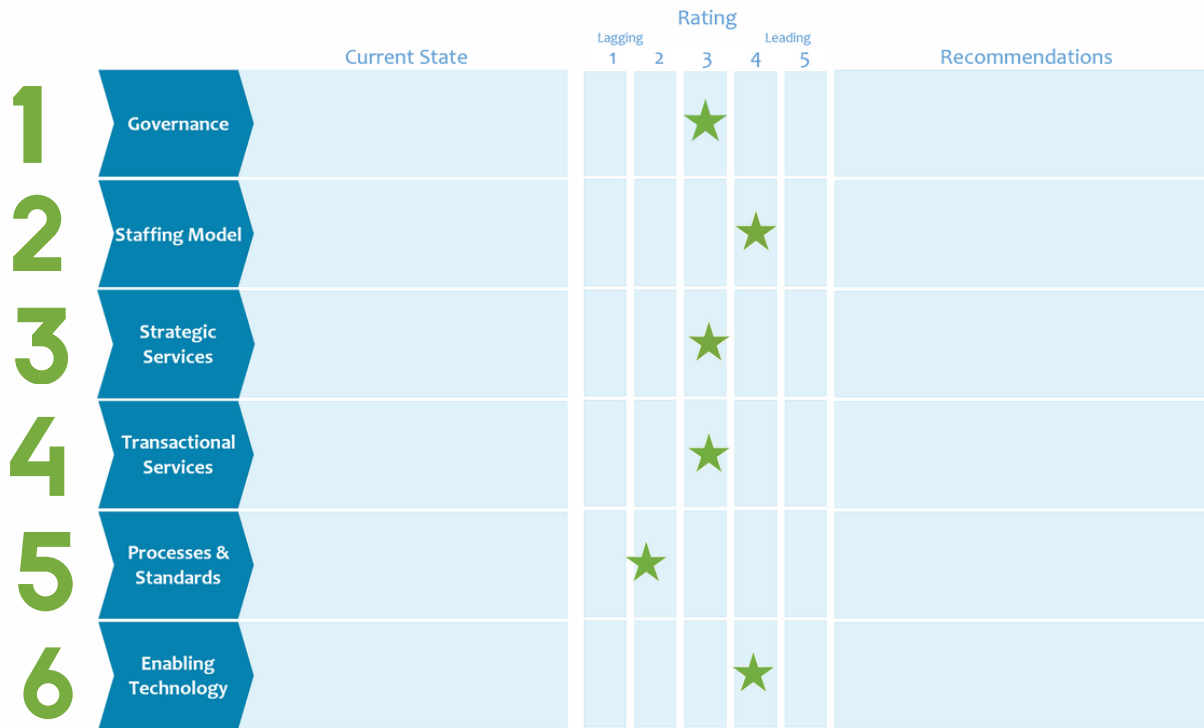
It is a holistic model, considering **six key dimensions**:

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.



Empowering Healthcare for a Better Future.

www.workforce-edge.com

New York, NY - 4th Floor, 535 5th Avenue / Vancouver, BC - #300-1275 W 6th Ave

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