

Your Brand:

How Staff Scheduling is Defining Your Culture

It is time for a pivotal change in our approach to staff scheduling. Our goal? To enhance the quality of the working experience for employees, and quality of care for our patients/residents/clients.

Across the entire continuum of care, the demand for healthcare services surges. Worldwide, **we grapple** with the immediate and pressing need for adequate staffing. Across the continuum of care, we are at the forefront of increasingly complex challenges.

Navigating this landscape requires a **comprehensive approach**. **Leverage your brand** to attract and retain by anticipating future challenges. Deliberate planning, scheduling, and deployment of your workforce, is a **key cultural and brand differentiator**.

Staff scheduling is an emotionally charged area that frequently tests an organization's values. How you schedule your people says a lot about your culture. Inequitable scheduling related decisions and unfair and/or short-term schedules create stress and diminishes employee engagement and wellness.



Modernizing staff scheduling is essential - Workforce planning, forecasting, and deployment has become a strategic function. Many organizations do not have adequate support in place for all health leaders have access to.

Bold leaders are recognizing that they can't continue to look at staff scheduling the way they **have in the past**. They avoid **being reactive**, and they move beyond the conceptualization of strategic staff scheduling, as a clerical "staffing office" that deals with last minute open shifts. Strategic scheduling and deployment is **the new "essential service"**.

The Culture Shift: From Chaos to Strategic Scheduling

In practice, different units/areas tend to operate in their own way, making it challenging to maintain consistency and standardization. Some staff members are regularly re-deployed due to skill deficits, and overstaffing. shifts are offered at the last-minute despite being open for weeks or months, **creating a chaotic environment**.

This practice can make it hard to reinforce your brand. When this occurs, we can break the psychological contract with our teams. We can lose trust in the reliability of leadership to stabilize operations.

Operational **leaders are typically promoted** due to their clinical skills and can quickly become overwhelmed by scheduling tasks -- spending significant time on rebuilding schedules, negotiating preferences, and managing transactions like PTO/leave requests and swaps. **They need support.** Even the most experienced leaders spend a disproportionate amount of time on repetitive transactions and decisions. This can cause them to spend excessive time away from their leadership roles, and clinical care.

This working model has proven to be unsustainable, it leads to high turnover, and does not help with the attraction of employees.

A New Approach: Aligning Scheduling with Organizational Values

Operational leaders play a vital role in embedding organizational values into everyday actions. **This can occur through scheduling.** A strategy focused on trust, transparency, and equality has far-reaching effects, impacting team morale. **Avoid tactics like:**

- offering last-minute schedules,
- relying on spontaneous call-ins,
- re-deploying staff to address unplanned staffing shortages,
- green-lighting PTO requests over planned targets.

A common misconception among most employers is that we tend to equate more control to change schedules and fill shifts with **minimizing commitments** to employees. Some organization policies aim to delay decisions on how many staff will be needed, until closer to the time of the shift.

When you do not **leverage predictability in operations**, short-term schedules are used – these are frequently built to baseline just before posting, once worked, the schedule unravels with over or under baseline staffing requirements and each period, you end up with an inequitable and unfair distribution of shifts.

The Power of Predictability

When you embark on the journey to harness predictability for strategic advantage as an operator, it is better for your brand to:



You Need a Plan, and We Have the Methodology to Help You Get There

Transforming the staff scheduling environment **away from reactive short-term cycles** is a substantial endeavor. Workforce Edge provides a structured methodology for collaborative change. We partner with you to assess the maturity of your staff scheduling operations, design, and re-engineer core practices. We help you drive groundswell implementation.

Our expert team **collaborates** with your operational leaders, HR/Finance experts, and Professional Practice guides throughout this journey. We provide the necessary tools, training, business practices, and change management support required to **revolutionize** your scheduling operations.

Please reach out to us to explore **Workforce Edge's Health Workforce Optimization Model®**, a methodology that has been refined and improved for over two decades. We will equip your team with the skills and capabilities necessary to optimize your healthcare workforce utilization effectively.

Embark on this transformative journey with us today
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