

Healthcare WFM Roadmap: Enterprise Consolidation & Standardization



As healthcare delivery models continue to evolve, many hospitals and health systems – particularly those merging, consolidating or moving to a centralized model – seek immediate cost savings and efficiency gains from optimized workforce management systems and processes. The Healthcare Enterprise WFM Roadmap embeds expert guidance from former healthcare operations leaders to ensure successful implementation and adoption of the optimal labor model, practices and system design across the enterprise. Workforce Insight's deep healthcare workforce management expertise helps mitigate risk, nurture collaboration and ensure alignment with health system goals for patient and staff satisfaction and ROI expectations. Based on client's most critical needs, Enterprise WFM Assessments may be structured to include a holistic end-to-end review of all workforce management functions and systems - or targeted deep dive assessments into key areas of focus (such as staffing & scheduling, float pools, span of control, timekeeping/pay practices, labor productivity, etc.). A high level overview of common focus areas is listed below.

01

WFM Assessment Site Visits & Discovery

Preparation & Logistics

Define vision, goals and critical success factors; develop project plan, timeline, governance & communication model in collaboration with client team; Identify representative hospitals/units; pre-schedule site visits & interviews

Current State Assessment Review of current organizational design, model, process flows, systems/tools, policies, infrastructure and requirements for:

- Staffing & Scheduling Practices
- Span of Control
- Shared Services Model Design
- Timekeeping & Pay Practices
- PTO/Leave/Absence Management
- Labor Budgeting & Demand Forecasting
- Labor Cost Management
- Labor Productivity Management
- Education, coaching and training
- Key Operational & Support Processes
- Measurement & Analytics

Future State Review exploring potential growth, mergers/acquisitions, shortages, expanded services, etc. Assess goals and targets for efficiency, labor productivity, FT/PT mix, staff satisfaction/retention and quality of patient care. Identify issues, threats, potential change management, training and communication needs, and potential technology needs

02

Gap Analysis & Standardization Review

Gap Analysis comparing current vs. future state; mapping workforce management goals and requirements to best in class options; gap ranking evaluation of standardization options

Optimal WFM Process Flows & System Design exploring sustainability across the enterprise

WFM Metrics/Standards including comparison of department performance goals and targets with industry standards. Identifying opportunities for improved access to actionable data

Cost-Benefit Analysis potential cost savings (improved staff scheduling, efficiency, retention, alignment with volume, quality, compliance, etc.)

Risk/Compliance Analysis related to scheduling and associated pay practices

Organizational Readiness and steps required for execution of standardized best practice vision and roadmap

Change Management Strategy recommendations to assist with managing change, communicating with stakeholders and ongoing performance improvement

03

Labor Model Design & Roadmap Recommendations

Final Findings & Recommendations report and presentation, built in collaboration with client project team, to include:

Enterprise Labor Model & Standardization Model including related process maps and WFM system recommendations (i.e. design/ configuration updates)

Enterprise Roadmap & Execution Plan to include: proposed strategies and tiered initiatives, timeline, resource requirements, cost-benefit projections, and potential pilot and rollout strategies

Measurement System Proposed for measuring progress against established targets to gauge use, adoption and success of new enterprise labor model, processes, practices

Change Strategies/ Recommendations with insight to potential barriers and stakeholder needs and preferences

Knowledge Transfer to designated project team members and key stakeholders

HEALTHCARE | CLIENT ENGAGEMENT PROFILE

ORGANIZATIONAL TRANSFORMATION CENTRALIZED FLOAT POOL DEVELOPMENT & STAFFING/ SCHEDULING MODEL OPTIMIZATION

SOUTHWEST TEACHING HOSPITAL

Employees 4,000
Staffed Beds 311

BACKGROUND/GOALS

To offset margin pressure, a Southwest Teaching Hospital engaged Workforce Insight to design new workforce governance and accountability structure, guide organizational transformation and lead best practice labor analytics and technology adoption to support aggressive cost reduction goals.

KEY CHALLENGES

Healthcare system believed significant savings could be achieved, but lacked the resources, technology and workforce governance structure to accelerate cost reduction while balancing goals for patient quality and staff satisfaction

SOLUTION

The hospital partnered with Workforce Insight to drive immediate cost savings while building the foundation for sustainable performance improvement and patient satisfaction. The comprehensive methodology fast-tracked multiple work streams, leveraging Workforce Insight's healthcare workforce management consultants, comprised of finance, nursing, technology and change management experts.

ENGAGEMENT/PROJECT HIGHLIGHTS

- Healthcare WFM Assessment, including Scheduling, Staffing, Productivity, Timekeeping, Absence/Leave)
- Optimization of Skill Mix, Staff Scheduling and Productivity
- Centralized Float Pool Development
- Labor Productivity Benchmarking & Target Development
- Workforce Governance Model Development
- Analytics & Technology Deployment/Best Practice Design & Oversight (Scheduling, Timekeeping, Acuity and Analytics)
- Change Management & Workforce Transformation
- Immediate Labor Cost Reduction Strategies, while balancing patient safety & satisfaction goals

\$29M in labor cost savings discovered, including \$6M identified as immediately accessible



HEALTHCARE | CLIENT ENGAGEMENT PROFILE

CENTRALIZED STAFFING OFFICE DESIGN & TECHNOLOGY OPTIMIZATION

MIDWEST COMMUNITY HOSPITAL

Employees 800
Staffed Beds 78

BACKGROUND/GOALS

Acute Care Hospital with strong Labor Productivity foundation engaged Workforce Insight to develop optimal staffing mix, scheduling and staffing best practices and identify supplemental labor savings while ensuring alignment with patient demand, quality and satisfaction goals.

CHALLENGES/MARKET DRIVERS

Medicaid reimbursement rate and heightened margin pressure drove Hospital to seek more cost-effective workforce model aligned with patient demand. Labor Productivity strategies were already well-established, requiring deeper focus on opportunities that would not reduce care at the bedside.

ENGAGEMENT/PROJECT HIGHLIGHTS

Phase 1

- Accelerated Labor Cost Savings Assessment
- FTE Modeling (optimal staffing mix & flexible workforce design)
- Healthcare Labor Optimization Roadmap
- Business Process Reengineering (Staffing, Scheduling & Labor Forecasting)
- Workforce Management Governance & Accountability Structure
- Technology Optimization (analytics, scheduling, acuity, timekeeping, absence management & employee self-service)

Phase 2

- Centralized Staffing Resource Center Design & Implementation, including Technology Roadmap and Operational Recommendations

More than \$4.3M in labor cost savings identified without sacrificing quality of care



HEALTHCARE | CLIENT ENGAGEMENT PROFILE

REDESIGN: SCHEDULING & STAFFING PRACTICES IMPLEMENTATION OF KRONOS SCHEDULING & ANALYTICS

LARGE PEDIATRIC HEALTHCARE NETWORK

Employees 7,000
Staffed Beds 520

BACKGROUND/GOALS

Large pediatric healthcare network engaged Workforce Insight as its strategic consulting and implementation partner for numerous projects to build the foundation for sustainable workforce management improvement, balancing goals for patient care, quality, cost reduction and operational improvement.

KEY CHALLENGES

The organization identified the need for improved scheduling and staffing practices, and sought third-party expertise to perform a staffing and scheduling assessment, recommend best practices, align and configure Kronos scheduling and analytics technology with improved processes and develop change management plans to drive superior adoption and ongoing performance improvement.

ENGAGEMENT(S) - PROJECT HIGHLIGHTS

- Scheduling & Analytics Assessment and Optimization Recommendations (Scheduling Processes, Practices, Systems)
- Kronos Scheduling System Requirements Definition
- Business Process Redesign for Scheduling and Labor Analytics
- Scheduling Optimization – Implementation of Best Practices & System Improvements
- Kronos Labor Analytics Implementation
- Change Management

