



# Reimagining workforce management

In this tight labor market, healthcare organizations need to find new and creative ways to attract talent as well as retain the employees they already have.

**At the end of 2021 the healthcare industry had a workforce shortage of 381,400 employees.<sup>1</sup>** By 2025, it is predicted that the U.S. could face a shortfall of over 450,000 nurses<sup>2</sup> that will continue to increase into 2030. And these numbers don't include the scarcity of talent that will continue to exist across other critical healthcare segments. Staff turnover has also reached an all-time high of 33%, accelerated by the pandemic<sup>3</sup>, an aging workforce, compensation frustrations, and increased burnout and mental health concerns. On a positive note, new technologies are improving the employee experience. Advancements in scheduling solutions, increasing mobile functionality, and the ability to integrate time and scheduling data to create actionable staffing reports and improved predictive forecasting solutions are helping to close some of the staffing shortage gaps, while improving how and where care is provided.

## Retain and attract critical talent

As organizations think about Reimagining Workforce Management, how can they find creative ways to attract new talent while retaining their current employees? One way is to focus the Employee Value Proposition (EVP) on being human-centered and consistently improving based on the evolving needs of their workforce. Critical pillars of any successful EVP include: work-life integration, personal and professional safety, job stability and growth, a sense of purpose and belonging, workplace technologies that reduce administrative tasks and errors, and a full breadth of rewards and benefits to enable employees' physical, emotional, and financial well-being...all underpinned by an unrelenting focus on diversity, equity, and inclusion.

**33%** Staff turnover has reached an all-time high

1. [2022 labor trends in the health care industry \(rsmus.com\)](https://www.rsmus.com)

2. [Healthcare Labor Market Analysis \(mercer.us\)](https://www.mercer.us)

3. [The Complexities of Physician Supply and Demand, AAMC, 4/20](https://www.aamc.org)

# Workforce Management Lifecycle

It's important to look at Workforce Management holistically, and across the full lifecycle. Some areas to analyze include: understanding historical workforce variations, profiling your workforce to identify the most critical and necessary skills and where they currently reside, using intelligent forecasting and predictive modeling to improve planning accuracy, and centralizing your scheduling for greater transparency and flexibility. The process of meeting staffing challenges, optimizing the workforce, and managing the day-to-day scheduling process can be summarized in 4 actionable steps. Each step calls for answers to specific questions. Every organization will have its own unique characteristics, needs, and challenges; therefore, the focus on and investment in specific workforce solutions can only be determined after thorough assessment and evaluation.



# How we help

Working with you, KPMG will complete an assessment of your current workforce needs, including a review of your workforce management system, your scheduling, staffing, and timekeeping practices, and the workforce practices you use to attract and retain your most critical talent. With these findings, you can then make an informed decision about the critical next steps to proactively address staffing gaps and reduce the administrative burden, engaging KPMG as your trusted advisor.

## Client challenge

- Lengthy schedule build process involving multiple participants
- Varying approaches to scheduling and timekeeping at the unit level
- Limitations in central or specialized units, or populations requiring specialized skill sets
- Staff dissatisfaction with current scheduling and request-off process
- High incentive and premium pay usage and increased turnover
- Limited use of forecasting tools to predict staffing needs; fixed staffing templates impacting scheduling balance

## KPMG response

- Develop workforce management (WFM) strategy with Nursing, Finance, HR, and IT
- Restructure nursing operations in a way that allows central oversight of the schedule
- Optimize WFM solution functionalities and knowledge base – train staff in automated processes
- Right-size and up-skill central staffing resources to meet organizational needs
- Enhance the budgeting process to include current and past trends for turnover, ADT information, and leave time
- Emphasize change readiness with a focus on frequent communication and staff participation

## Benefits to client

- Proactive view of staffing at the organizational level to provide staffing resources during schedule build process
- Increased use of existing scheduling capabilities to promote balanced schedules and reduce associated burden
- Improved request-off process to promote work / life integration and reduced absenteeism related to previously denied requests
- Decreased dependence on overtime and incentive pay programs to consistently meet staffing needs across the organization
- Optimized advance scheduling and time attendance

# Why KPMG

**KPMG** has a broad and deep set of cross-functional workforce management capabilities including talent acquisition and development strategies, workforce planning, employee experience value enhancement, centralized staffing and scheduling, staffing automation, scheduling system selection and optimization, Telemedicine Expansion, and Work from Anywhere (WFA) strategies inclusive of geographic tax implications. KPMG has also developed business intelligence tools that will meet your workforce needs, centered around predictive staff forecasting and real-time staffing reporting – including position control, budgeting, and staff-to-volume models by time of

day and day of week. Our people analytics tools and capabilities can show where specific skills reside, in your organization, in the market and, more broadly, across the nation.

KPMG's transformational approach to reimagining workforce management will deliver immediate, tangible, and sustainable results in the areas of improved staff satisfaction, enhanced quality of care, decreased labor cost, standardized processes, improved management of specialized resources, and better reporting capabilities.

## For additional information on Future of Work, please refer to:

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**Healthcare –  
Total Rewards &  
Workforce  
Management**



**Reimagining Workforce  
Management: Tackling  
Changes by Embracing  
New Solutions**



**Our Approach to  
Workforce  
Management and  
Labor Optimization**



**Work from Anywhere:  
Enabling your  
international remote  
workforce today**

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