



Improving workforce efficiency with centralized scheduling

KPMG LLP (KPMG) helped a leading healthcare organization tackle its workforce scheduling challenges with a customized, AI-powered **UKG Pro Workforce Management™** solution.

Client

A leading healthcare provider for children

Sector

Healthcare

Project

Reduce costs and administrative burden of scheduling

Primary solutions

UKG Pro Workforce Management™

Client challenge

Like many industries, healthcare has been struggling with workforce challenges, from high turnover to increasing costs. Scheduling challenges are often at the root of several of these inefficiencies, including unfilled shifts, increased overtime costs, and the need to use incentive pay. The administrative burden can be substantial, and managers and schedulers have limited visibility into schedule performance, hindering their ability to recognize trends or devise long-term solutions.

Scheduling challenges also lead to lower employee satisfaction, as employees are unable to easily swap shifts, express their preferences or availability for certain shifts, or get the days off that they request. In healthcare, certain shifts cannot go unfilled, which can lead to overscheduling and last-minute call-offs that can frustrate employees.

To help tackle the challenge, a leading children’s healthcare provider turned to KPMG and its alliance partner UKG to implement a centralized scheduling and time keeping solution designed to better align staff and predict gaps to decrease costs and reduce the administrative burden of scheduling, and improve employee satisfaction.

The UKG workforce management solution includes advanced scheduling, timekeeping, absence management, healthcare analytics, and healthcare productivity capabilities, and integrates with Microsoft Outlook.

KPMG approach

To reduce the impact of the change, we worked with the client to divide up the hospital departments into two groups, the first primarily focused on inpatient and emergency care, and the second on operating room, ambulatory surgery, and procedural care. For each group, we took a similar four-step approach:

1 Assessment — For the first three months, KPMG carefully assessed the client situation, to understand challenges, frustrations, and opportunities for administrators, managers/schedulers, and employees.

2 Design and implementation — Next, we designed the solution, both the technology specifics and the processes that would be required under the new solution, then implemented the UKG scheduling solution per the design requirements. It included enhanced UKG solution configurations and optimizations tailored to the client's specific needs, including custom dashboards and reports to help drive staffing decisions.

3 Training and education — We followed up with training on the new solution for all stakeholders to help identify and reduce knowledge gaps, enhance employee self-service and flexibility, and improve schedule balance and efficiencies.

4 Go live — Once the client was confident in the new solution and the user experience with it, we brought the solution online for that group and verified performance against expectations.

The complete timeline for the first group was approximately one year from start to finish. With the experience gained from the first group, the second group's timeline was reduced to eight months.





Benefits to the client

With a centralized UKG workforce management solution and transformations to its workforce scheduling strategies, processes, and analytics, the client now enjoys several key benefits, including:

- Better alignment of staffing resources to patient demand, including the ability to schedule an employee for multiple roles
- Standardized staffing, scheduling, and attendance policies and processes, which reduce scheduling burden, promote efficiency, and support equity, transparency, and fair enforcement to help sustain employee culture
- Optimized labor cost with increased productivity and reduced use of overtime, agency, and incentive pay, with front-line managers now having transparency into the financial impact of staffing decisions before they are made
- Reduced administrative burden for department leaders with real-time, data-driven scheduling insights and guidance, affording front-line managers more time to engage with staff and patient families
- Increased employee satisfaction and greater autonomy with self-service capabilities, including the ability to indicate shift preferences, initiate their own shift swaps, and manage scheduling on their mobile devices
- An organization-wide view of all staffing needs through centralized scheduling, with customized dashboards and reports and data-driven insights to help improve staffing decisions.

KPMG insights

While it's an indispensable component, technology alone doesn't solve complex business challenges. To fully optimize any technology implementation to streamline costs and leverage real-time data to drive business decisions, organizations must move further up the transformation curve, from technology replacement alone to thorough transformation:

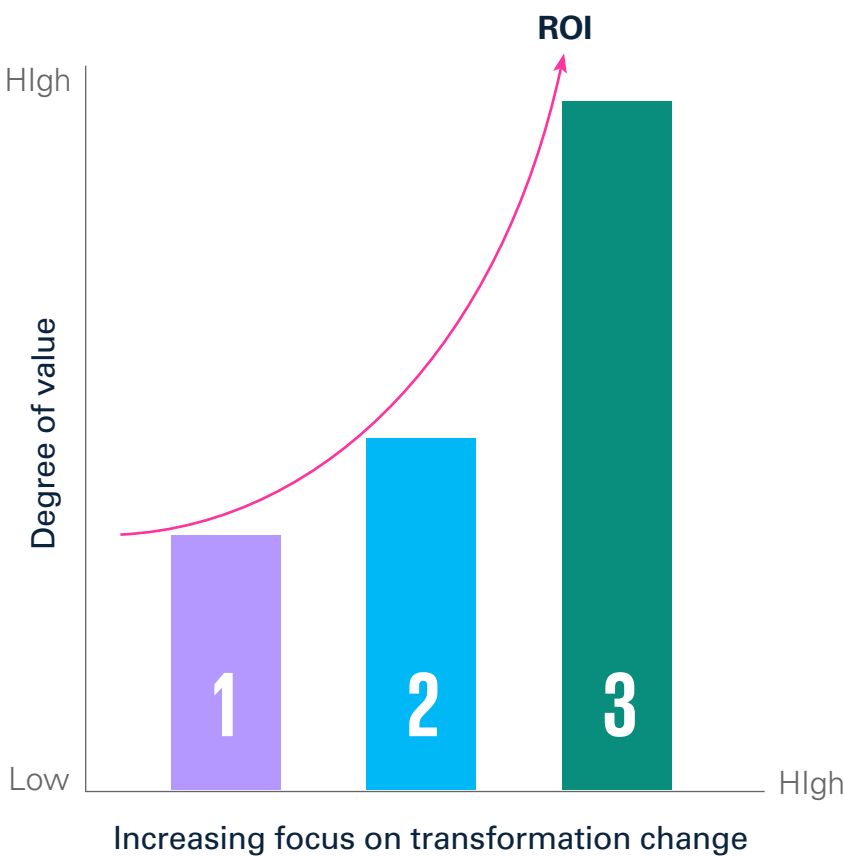
1 Technology replacement, replacing outdated systems, migrating existing data where possible, but still maintaining the existing application footprint.

2 Foundational transformation, including wide-ranging process design built on leading practices and focused on improving the user experience, opportunity identification and implementation focused on effectiveness and efficiency, data and analysis assessment and reporting, and decommissioning unnecessary applications.

3 Thorough transformation, including integrated workforce planning and financial strategies, integrated oversight provided by a Center of Expertise (CoE) and a governance model, learning strategies to build skills, reduced manual interventions using AI and other advanced analytics, and ongoing enhancements with continuous improvement driven by predictive analytics and reporting.

The KPMG-UKG alliance brings together leading technologies with the strategies and processes required to achieve a more thorough and sustainable digitally enabled business transformation. By leveraging this alliance, the client will continue

to be able to deliver on its mission of supporting patients, families, and the community and achieve its strategic financial goals, joining industry leaders in employee recruitment and culture with increased effectiveness of daily operations and labor management.





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