



# Increasing healthcare employee satisfaction and optimizing labor costs

**A collaborative approach to support clinical excellence and rapid growth**

KPMG LLP (KPMG) helped a leading not-for-profit healthcare organization optimize its workforce scheduling and time management processes with a customized, UKG workforce management solution.



**Client**

A leading not-for-profit healthcare provider

**Sector**

Healthcare

**Project**

Optimize workforce management processes

**Primary solutions**

UKG Pro Workforce Management™

# Client challenge

One of the largest not-for-profit healthcare organizations in the US, operating more than 50 hospitals across several states, asked KPMG to help reimplement its **UKG Pro Workforce Management** solution. The client had adopted the UKG solution only a few years earlier, prior to engaging KPMG.

The original UKG project had focused exclusively on the technology itself and not on the business transformation required to fully realize its value. Many of its advanced features had not been implemented or were underutilized, such as shift templates, redundant schedule groups, time off calendar, and batch processing.

The UKG reimplementation was part of a broader workforce management transformation effort, which included replacing the client's aging enterprise resource planning (ERP) system with a modern cloud-based solution, integrating the UKG and ERP technologies, and helping to optimize business processes supported by the combined solutions. The provider is known within the healthcare industry for its focus on innovation and efficiency, and the effort was in support of its ambitious strategic aspirations, including its commitment to whole-person care, clinical excellence, financial strength, and rapid growth.

With our healthcare industry experience, our alliance with UKG, and our intimate knowledge of the UKG Pro Workforce Management solution, KPMG was well equipped to handle the challenge.

# KPMG approach

We began with a phase-zero assessment—a step-back evaluation of the provider's current state compared with leading practices. We analyzed staffing and scheduling policies and examined the entire employee experience from clock-in to paycheck to identify areas for improvement, including opportunities to enhance the clinician experience, eliminate manual processes, and reduce labor costs.

Using our proprietary KPMG metrics and analytics tool, we compared the provider's productivity to industry benchmarks, including overtime spend, agency usage, and unused capacity. We assessed how productivity was currently tracked and explored ways to empower people to make smarter, data-driven decisions to address clinician pain points.

These insights helped us create a sound business case for making the changes to policies, practices, and organizational structures necessary to take full advantage of the UKG Pro Workforce Management solution and the opportunities for improving operational performance.

For example, we discovered that nearly 100,000 historical corrections—changes to timesheet data including hours or pay codes—were still being done using manual paper processes each year, a volume well outside industry norms. The UKG solution would support automated processes for handling the corrections, estimated to save approximately 25,000 hours of labor—the work of 12 full-time employees. It would also provide deeper insights down to the department and employee level to help identify and address the root cause of these corrections.

Our analysis also revealed unnecessary complexities in how premium pay was being calculated, leading to more practical methods that improved both the employee experience and financial reporting.



With buy-in from the client, we then developed a multiwave plan for reimplementation of their UKG Pro Workforce Management solution, including system design and build, integrations with the new ERP system and the client's payroll processing provider, the related

organizational and process changes, and the requisite training of users. The plan included extensive system and integration testing, end-user testing, and payroll-parallel testing.



# Benefits to the client

With a purpose-built, UKG Pro Workforce Management system and transformations to the client's workforce scheduling strategies and processes, the project is designed to deliver several key benefits, including:

- Optimized labor cost with increased productivity and reduced use of overtime, agency, and incentive pay, with front-line managers now having visibility into the financial impact of staffing decisions in real time as they are being made
- Better alignment of staffing resources to patient demand, including the ability to schedule an employee for multiple roles
- Proactive absence management, with visibility into absence trends such as planned, incidental, or extended employee absences
- Standardized staffing, scheduling, and attendance policies and automated processes with data-driven insights and guidance, which reduce administrative and scheduling burden, promote efficiency, and support equity, transparency, and fair enforcement to help sustain employee culture
- Increased employee satisfaction and greater autonomy with self-service capabilities, including the ability to indicate shift preferences, initiate their own shift swaps, pick up shifts outside of their "home" hospital, 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.

Analysis from KPMG has also shown that a key factor in patient success is how well an organization treats its employees.<sup>1</sup> These same improvements, therefore, may be expected to improve patient outcomes.

# Why KPMG

## Our culture of collaboration

The client was interested in understanding leading practices and open to changes that challenged its traditional ways of working, but also protective of its culture and the traditional practices it believed were key ingredients in its success. Rather than a firm with a prescriptive approach, it sought the exchange of ideas, and a firm that would work closely and collaboratively with its project management office (PMO) staff to understand its needs and tailor its solutions accordingly. **With our culture of collaboration, KPMG was a natural fit.**

Our “two-in-the-box” approach, borrowed from Agile software development, enabled the KPMG team to better understand the nuances and organizational cultural differences that would be key to the project’s success, and provided the client’s team with visibility into the technology and process implementations necessary to sustain that success. Working together, we were better able to more quickly unwind complexities and understand risks and dependencies and the impacts of decisions on the larger ERP implementation effort.

## The KPMG-UKG alliance

Our alliance with UKG has provided our business and engineering professionals intimate knowledge of the UKG Pro Workforce Management solution.

It also gives our team access to UKG professionals and technology resources that could help accelerate the project and extract greater value from the UKG solution.

UKG recognizes the transformative changes in healthcare and the vital role that an exceptional employee experience plays in delivering quality, patient-first care. Its purpose-built, AI-powered HR, payroll, workforce management, and culture solution for healthcare helps attract and retain talent, improve operational efficiencies, and deliver a superior employee experience.

## Healthcare industry experience

Key, too, was our experience specific to the healthcare industry and our focus on delivering measurable business value, not just technology. Our teams are cross-trained to have a clinical, operational, and systems implementation background. In addition to system architects, data and analytics professionals, and change management professionals, they include people with real, frontline healthcare industry experience who understand the users of the solution and the broader transformation the client was trying to achieve.





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