



Transforming a healthcare provider's workforce management capabilities

KPMG LLP (KPMG) helped a leading healthcare organization achieve its workforce scheduling and time and attendance transformation with a **UKG Pro Workforce Management™** solution.



Client

A leading Midwest nonprofit healthcare provider

Sector

Healthcare

Project

Replacing an EOL, on-premise WFM suite with a modern, cloud-based solution

Primary solutions

UKG Pro Workforce Management™

Client challenge

A leading Midwest nonprofit healthcare provider with facilities spanning multiple states had reached the end of life (EOL) on its legacy on-premise workforce management (WFM) solution. Compounding the challenge, several of the provider’s locations, acquired through acquisition, were using different systems and business processes for WFM, including manual, paper-based methods. The provider viewed this as an opportunity to standardize on a new, fully cloud-based WFM suite and to boost operational performance by reducing or eliminating manual processes associated with scheduling, optimizing resource usage, and improving the employee experience.

While the new software would focus primarily on scheduling and time and attendance, it would have to integrate with the provider’s enterprise resource planning (ERP) solution for human capital management (HCM) functions such as payroll and benefits administration, as well as its enterprise system for business intelligence.

In addition to basic features such as time tracking and shift swapping, the new software would need to be capable of handling the complexities associated with healthcare provider workforce scheduling, including multiple differing union agreements, exempt and nonexempt employees, employees with varying critical skills and certifications, and scheduling multiple assignment types or pay codes for a single employee.

The provider selected **UKG Pro Workforce Management** as its new WFM solution, and KPMG to handle its implementation.

The KPMG approach

We began with a **phase-zero assessment**—a step-back evaluation of the provider’s current state compared with leading practices to identify key areas for improvement, establish requirements, understand the impact of the change, and level-set expectations for scope and schedule. In addition to our healthcare industry professionals, the KPMG team included system architects, data and analytics professionals, and change management professionals.

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, for example, where some employees might be receiving overtime while other qualified employees were available. We paired our analysis with a UKG Data-Driven Value Assessment (DDVA) conducted independently by UKG. We then held working sessions with stakeholders across the organization, both management and front-line workers, to gather requirements and help minimize disruption. For example, we’d meet with representatives from a department such as respiratory therapy from different hospitals or facilities across

the provider’s network to understand their scheduling and time-tracking needs, current practices, and the impact a change in systems and processes would have.

We mapped where policies were constrained by union agreements or other limitations, and worked closely with the provider’s human resources (HR) and legal departments to help validate that any proposed new policy or workflow was acceptable under current union agreements. For example, with bidding on open assignments, we’d take into account union policies such as whether the first to respond wins the assignment or if it goes to the person with the highest seniority.





At the end of this phase-zero assessment, KPMG conducted a visioning session to develop WFM implementation guiding principles. These principles would be used throughout the design process as a compass back to the organizational vision to help keep that vision embedded in the final system design and build.

Together, these sessions and analyses enabled us to create a sound business case for making the changes to policies, practices, and organizational structures necessary to take full advantage of the new UKG WFM solution and the opportunities for improving operational performance. Through such embedded return on investment (ROI) efforts, we often can identify a two-to-five percent nonexempt labor savings year-over-year across clinical and nonclinical areas.

With buy-off from the provider, we then developed a multiwave plan for implementation of the new UKG Pro Workforce Management solution, including system integrations and custom development work, the related organizational and process changes, and the requisite training of users. The plan included extensive software and integration testing, end-user testing, and payroll-parallel testing, to ensure that employees would still be paid as they had been under the previous systems.

Advantages of UKG Pro Workforce Management

The new UKG solution offered several powerful features that the provider was able to take advantage of, including:

Schedule scoring, which provides a visual representation of how well balanced a schedule is before it's posted, including what the cost of that schedule is.

Teams definition, which enables front-line managers or organizational leadership to set limitations on how many employees can take off at the same time on any given day, based on factors such as a specific budget or department.

Multiple assignments, which enables employees to be scheduled for and track time against multiple roles or pay codes, where pay structures are different for each role.

SMS shift fill, which enables scheduling managers to finely target SMS text messages to employees qualified for a particular shift opening,

with automated mobile support for a bidding process to enable employees to indicate their availability and desire for the shift.

Healthcare productivity, which provides targeted productivity intelligence and real-time reporting and analysis of staffing needs.

Using UKG Healthcare Productivity and Data Hub solutions, KPMG data and analytics professionals were also able to build a custom reporting tool integrated with the provider's existing enterprise business intelligence software, adding custom reports and dashboards, including hours worked for each service and measures against productivity targets. Business structures used for budgeting and cost-center tracking have been fully automated through the integration with the provider's ERP.





Benefits to the client

With a purpose-built, AI-powered UKG WFM solution and transformation to its workforce scheduling strategies and processes, the client can expect to enjoy 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, 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.¹ These same improvements, therefore, may be expected to improve patient outcomes.

¹ Source: "Improving the patient experience: Insights for healthcare professionals from the 2023-24 KPMG US Customer Experience Excellence report," KPMG, August 2024.

Why KPMG

KPMG had worked with the provider on prior projects that we had delivered on time and on budget. Our collaborative approach was mentioned as a leading factor in the decision to select KPMG over others in its consideration set. We see our role as a trusted partner in the exchange of ideas, and offer our cross-sector and cross-disciplinary experience to help our clients explore possibilities, to be truly innovative in their thinking, and sharp in their execution.

With its alliance partnership with UKG, KPMG had access to UKG professionals and technology resources that could help accelerate the project and extract value from its WFM solution. Key, too, was our experience specific to the healthcare industry and our ability to demonstrate ROI on any proposed technology or process change.



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