

## Workforce Optimization Measurable Results

*Every day, hospitals and health systems face bedside nurse staffing challenges, including suboptimal staffing levels as well as high vacancy and turnover ratios within inpatient nursing units. In order to address this staffing dilemma, leadership has relied on nurses working overtime and contracting with external nursing agencies. As a result, these organizations have experienced a great deal of overtime and agency spend while not addressing the true opportunities inherent in their full-time and float pool nursing staff.*

Through a coordinated approach incorporating best practice processes and technology, consultants with ECG have assisted numerous organizations to more effectively optimize their bedside nurse staff, leading to greater job satisfaction among their employed nurses as well as a material reduction in overtime and agency expenses.

The hospitals below optimized labor spend, ensured fiscally responsible scheduling, and improved operational efficiency through a workforce optimization solution.



- Organization:** Six-hospital system with 14,000 nurses spanning five counties.
- Challenge:** Looking for a mobile, adaptable workforce to combat agency and overtime usage.
- Action:** Hired 120 new nurses to redevelop float pool and serve seven locations across Southeast Michigan.
- Result:** Saved \$2.3 million during the first 2 years.

- Organization:** Four-hospital system serving half a million patients annually.
- Challenge:** Excessive agency, overtime, and premium labor spend. Growing staffing challenges due to upcoming EMR implementation for four hospitals.
- Action:** Configured and implemented an analytic and predictive scheduling solution to support existing software and ensure a fiscally responsible scheduling process. Hired 120 new nurses into a newly developed contingent pool.
- Result:** \$1.6 million savings in the first 6 months.



- Organization:** Hospital with 399 beds and \$430 million in patient revenues.
- Challenge:** Poor utilization from existing float pool and significant overtime spend.
- Action:** Implemented Einstein II in 45 days; increased scheduling control through centralized staffing office.
- Result:** On average, hospital saved \$100,000 each month.

**Organization:** Five-hospital system with 23,000 employees.  
**Challenge:** Significant nursing shortage resulting in considerable agency and overtime spend.  
**Action:** Established system float pool in 45 days, hired 400 nurses, and expanded program to other ancillary positions.  
**Result:** Forecasted savings of about \$3 million in 2 years.



ECG combines unique, strategic solutions with advanced technology to help healthcare organizations increase the number of highly skilled professionals available for bedside care. Our innovative staffing approach helps hospitals build an internal mobile workforce that can efficiently “right-size” with fluctuation of hospital demand, thereby guaranteeing substantial savings within the first year.

To learn more about our workforce optimization solutions, please contact:

Washington, D.C.  
703-522-8450

Isaac Ullatil, Principal  
[iullatil@ecgmc.com](mailto:iullatil@ecgmc.com)

Sean Hartzell, Senior Manager  
[shartzell@ecgmc.com](mailto:shartzell@ecgmc.com)

#### **About ECG**

ECG offers strategic, financial, operational, and technology-related consulting services to healthcare providers. As an industry leader, ECG provides specialized expertise to community and children’s hospitals, health systems, medical groups, academic medical centers, and schools of medicine. For 40 years, ECG has played an instrumental role in developing and implementing innovative and customized solutions that effectively address issues confronting healthcare providers. ECG has approximately 120 forward-thinking consultants who are focused on delivering the highest-quality services to exceed our clients’ expectations. ECG’s national presence includes offices in Boston, Dallas, San Diego, San Francisco, Seattle, St. Louis, and Washington, D.C.