



# KEY PRINCIPLES of Workforce Management Success



PREMIER®

## 1 Lead with quality.

It is imperative to identify and measure quality outcome indicators before, during and after change implementation. Better-performing organizations focus on results, not just measurement.

## 2 Develop a workforce management program.

Implement a standardized process for establishing, reviewing and updating labor standards. Consistently deploy standardized tools (e.g., productivity reporting, position control requests) throughout the organization.

## 3 Set direction with comparative benchmarking.

Identify internal and external best performance practices and sustain continuous improvement through the process of benchmarking.

## 4 Target development to drive results.

Continuously identify opportunities to transform operations. Set attainable stretch goals with exceptional performance in mind. Leading practice organizations use effective planning processes and tools, and are adept at rapid deployment of action plans with timelines of six months or fewer using clear communication and accountability.

## 5 Elevate and support through coaching and education.

A coaching model is a key component of an effective labor management program. The role of the coach is for education and facilitation. Ideally, this coach is experienced in principles of effective labor management and an active participant in organizational leadership.

## 6 Measure and monitor with accountability reporting.

Leaders need to routinely review performance, establish expectations and communicate with a focus on accountability, support and engagement for effective stewardship of workforce resources.

## 7 Sustain performance with lean tools and techniques.

Apply lean principles to minimize waste in every process, procedure and task through an ongoing system of improvement. Using lean tools and techniques, all members of the organization, from clinicians to operations and administration staff, continually strive to identify areas of waste and eliminate anything that does not add value for patients.

