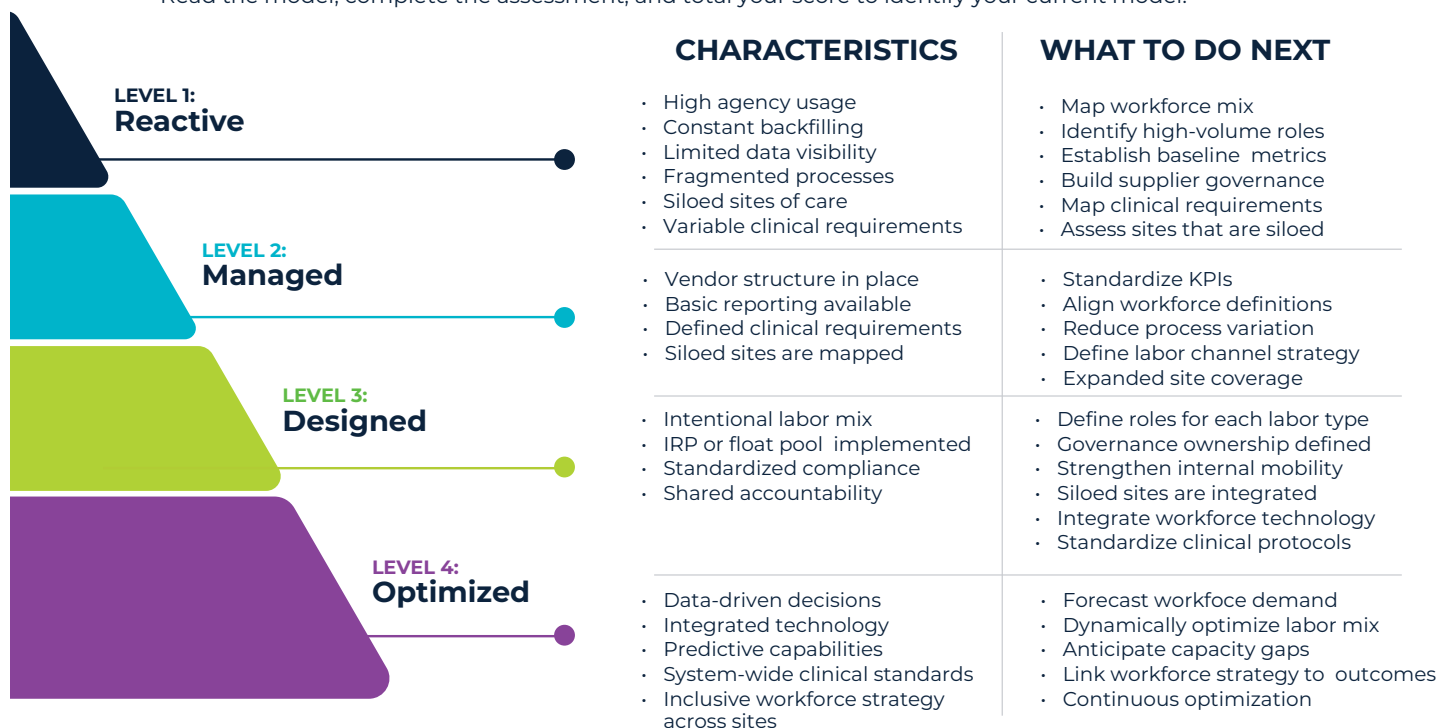


HEALTHCARE WORKFORCE MATURITY MODEL

Assessing workforce strategy across people, process, technology and data.

Where does your organization sit today?

Read the model, complete the assessment, and total your score to identify your current model.



Quick Self-Assessment

Rate each statement from 1 to 5. 1 = Not true today, 5 = Very true today.

Add all four scores to find your maturity level.

	1	2	3	4	5
1 We have clear visibility into workforce demand, open needs, labor utilization and costs across facilities, departments and workforce types.	☐	☐	☐	☐	☐
2 Our workforce KPIs, labor categories and processes are standardized across facilities and departments.	☐	☐	☐	☐	☐
3 We intentionally manage our workforce mix across employed, internal flexible and external/agency labor.	☐	☐	☐	☐	☐
4 We use connected workforce data and technology to forecast demand, optimize labor decisions and improve workforce outcomes.	☐	☐	☐	☐	☐

How to score: Total your 4 answers. Use your total score to identify your current level.

4-8 LEVEL 1:
Reactive

9-12 LEVEL 2:
Managed

13-15 LEVEL 3:
Designed

17-20 LEVEL 4:
Optimized

Start with the actions at your current level, then build toward the next level up.

WORKFORCE FRAMEWORK

DISCOVERY QUESTIONS BY PILLAR

Use these questions to identify where your organization is strongest today and where focused action is needed.



HOW TO USE THIS PAGE

Work through the questions for each pillar. The front-side assessment helps determine your overall maturity level. This page helps pinpoint which pillars may need the most attention.

PILLAR 1:

Workforce Model

Right mix of labor types for demand

Map your current labor mix.

List each labor category you rely on today, such as employed FTEs, internal float/resource pools, PRN/per diem, local agency, travel, locums, allied, non-clinical contingent labor, or other flexible labor sources. Estimate the approximate percentage each category represents of your total workforce. Then identify where the imbalance exists: Which categories are overused? Which are chronically short? What is that imbalance costing you in quality, continuity, speed, or spend?

Define ownership by labor type.

For each workforce/labor category, document who owns the decision to deploy, manage, renew, reduce, or replace that workforce. Note where accountability is unclear, shared across departments, or handled inconsistently. Then identify your highest-friction workflows, such as requisition approval, agency submission, credentialing, onboarding, scheduling, time approval, extensions, and offboarding. Where do handoffs, approvals, or inconsistent processes create delays or additional work?

PILLAR 2:

Technology

Integrated tools that serve the strategy

Inventory your workforce technology stack.

List every system your team uses to plan, deploy, manage, or communicate about the workforce. Include your VMS, ATS, HRIS/HCM, scheduling, credentialing, timekeeping/payroll, ERP/finance, reporting platforms, communication channels, and any spreadsheets or manual trackers used to fill the gaps. For each tool, note whether it connects with other systems or operates in isolation.

Map your workforce technology workflow.

Select one common workforce process, such as requesting external labor, onboarding a contingent worker, or approving time. Map the systems involved from beginning to end. Identify where information flows automatically and where manual entry, email, spreadsheets, duplicate work, or disconnected systems create delays, errors, compliance risk, or additional administrative work. Consider gaps across all workstreams. Repeat for each key workforce process to understand your complete technology workflow.

PILLAR 3:

Data & Analytics

Trusted, real-time visibility

Audit your data access and trust.

List the workforce metrics leaders rely on most often, such as fill rates, agency spend, vacancy trends, time-to-fill, workforce mix, internal pool utilization, overtime, supplier performance, assignment completion, and outcomes by labor type. For each metric, rate your confidence in the data as high, medium, or low. Then note how long it takes to retrieve and whether it is real-time, delayed, inconsistent, or siloed.

Document How Data Drives Decisions.

Think of a recent workforce decision, such as a change in labor mix, supplier adjustment, cost-reduction initiative, or coverage strategy. What data informed the decision? Who pulled it? How long did it take? What information was missing? Can leaders view data across facility, department/unit, job category, labor type, and supplier? Can internal and external workforce data be viewed together? With better visibility, what might you have done differently?

PILLAR 4:

Governance

Clear ownership and accountability

Map your decision rights.

Identify the top workforce decisions your organization makes regularly, such as supplier selection, rate approvals, agency utilization, labor category shifts, compliance exceptions, technology changes, or workforce investment decisions. For each one, document who has decision authority, who provides input, and who is informed. Where is ownership contested, inconsistent, or undefined?

Describe your cross-functional accountability structure.

Identify the HR, Finance, Operations, Clinical, Procurement, Workforce/Staffing, and executive stakeholders who influence workforce strategy. For each group, document the outcomes they are responsible for. Where do goals or incentives conflict across groups? Where do workforce policies, processes, or decisions vary across facilities or departments? How does that inconsistency affect cost, risk, speed, or workforce outcomes?

PILLAR 5:

Change Management

Drive adoption and sustain outcomes

Assess frontline understanding of the workforce strategy.

Without referencing formal documentation, describe how you would explain your organization's workforce strategy to a frontline or clinical leader. Identify where the strategy is not yet understood, embraced, or consistently applied. What barriers are getting in the way: communication, training, competing priorities, unclear expectations, or lack of reinforcement?

Evaluate your adoption infrastructure.

List the mechanisms your organization uses to support adoption of new workforce practices, such as training, leader communication, staffing leader education, change champions, feedback loops, performance metrics, or operating rhythms. For each one, rate how effective it is today. Then identify the behavior or practice most critical to sustaining your workforce strategy. What would it take to make that behavior the default rather than the exception?

Prioritize Your Focus

After reviewing all five pillars, identify the areas with the greatest uncertainty, inconsistency, or operational friction.

Top priority pillar: _____

Biggest gap to address: _____

First action to take: _____

Stakeholders who need to be involved: _____

Use your findings to guide where to focus first and build a stronger, more resilient workforce.