



CUSTOMER SUCCESS STORY

From Reactive Staffing to Data-Driven Workforce Optimisation

Community Health System (CHS) is the largest healthcare provider in California's Central Valley, serving approximately 60% of the region's healthcare demand. With 4 hospitals, over 1,200 beds, and more than 11,000 employees, CHS plays a critical role in delivering care across the region.

As a Level I Trauma Centre—the only one in the area—operational efficiency and workforce readiness are not just priorities; they are essential.



THE CHALLENGE

“We didn’t know how to move people effectively. We didn’t know where we had certain skill sets. We were operating on data from the past.”

Jon Stabbe, PHR, SHRM-CP // Director, Staffing Strategy and Workforce Optimisation, Community Medical Centers

Limited Visibility, Rising Pressure

When Jon Stabbe, Director Staffing Strategy and Workforce Optimisation at CHS, stepped into his role during COVID, the urgency was clear: staffing needed control, structure, and visibility.

Despite its scale, CHS was operating in silos.

- Heavy reliance on overtime and agency staffing
- Limited real-time visibility into workforce performance
- Managers lacked the tools and insights to make informed staffing decisions
- Staffing decisions were based on historical data—not what was happening today

The result? Inefficiencies, rising costs, and increasing pressure on both managers and staff.

From Internal Effort to Strategic Collaboration

CHS recognised that improving workforce performance wasn’t just about staffing—it required a new way of working. This is where the collaboration with HROES, a Simms & Associates company, played a key role.

Together, they focused on:

- Elevating workforce management from operational to strategic
- Unlocking the full potential of UKG
- Embedding data-driven decision-making into daily operations

HROES experience in healthcare workforce transformation helped accelerate CHS’s journey—bringing structure, best practices, and a clear path forward.

CHS at a Glance



1,200+
beds



11,000+
employees



60%
regional healthcare
demand



4
hospitals

THE IMPACT AT A GLANCE



350% ROI
on workforce optimisation
initiatives



Significant reduction
in overtime and
agency spend



Lower absenteeism
and employee
turnover



Improved scheduling
accuracy and
compliance



Increased manager
capacity and
effectiveness

“We had this big UKG system with all these bells and whistles—we were using maybe 5% of it.”

**Jon Stabbe, PHR, SHRM-CP // Director, Staffing Strategy and Workforce Optimisation,
Community Medical Centers**

Building a Centralised Workforce Optimisation Model

Through a combination of internal leadership and external expertise, CHS established a scalable workforce optimisation model. Key initiatives included:



Centralised Workforce Team (4 FTE)

A specialised team focused on:

- Scheduling
- Timekeeping
- Staffing analytics
- UKG Workforce Management ownership



Deep UKG Adoption

- Moved beyond basic system usage
- Unlocked advanced capabilities
- Built meaningful reporting from Datahub



Real-Time Data & Decision-Making

- Shift from historical reporting → real-time insights
- Managers empowered with actionable data
- Clear visibility into staffing needs, gaps, and performance



Manager Enablement & Partnership

- Central workforce team acting as a business partner to leaders
- Supported by best practices and guidance from HROES
- Managers trained to interpret and act on data



Breaking Down Silos

- Standardised processes across hospitals
- Improved workforce mobility and skill visibility
- One unified approach to staffing decisions

“When you can make a decision based on good data, you're probably going to make a good decision.”

Jon Stabbe, PHR, SHRM-CP // Director, Staffing Strategy and Workforce Optimisation, Community Medical Centers

Sustainable Results at Scale

Within just three years, CHS transformed its workforce operations into a scalable, data-driven model.

Key outcomes:

- 350% ROI on **workforce optimisation** initiatives
- Significant **reduction in overtime** and agency spend
- **Lower absenteeism** and employee turnover
- **Improved scheduling accuracy** and compliance
- **Increased manager capacity** and effectiveness

The collaboration between CHS and HROES, a Simms & Associates company, ensured that improvements were not just implemented—but sustained.

Workforce data became a daily decision-making tool, not just a retrospective report.

A Sustainable Path Forward

Today, CHS continues to evolve its workforce strategy, focusing on:

- Advanced analytics and dashboards
- Predictive workforce planning
- Continuous optimisation of staffing models

What started as a response to crisis has become a long-term, sustainable workforce strategy—built on strong internal ownership and the right external partnership.



COMMUNITY
MEDICAL CENTERS

ADVICE FROM CHS

Start with Data, Build Expertise, Empower Leaders

For organisations beginning a similar journey, Jon's advice is clear:

- Start with your data—but make it real-time
- Invest in a dedicated workforce team
- Fully leverage your technology (don't use just 5%)
- Enable managers to act on insights, not instincts

The Takeaway

Community Health System proves that workforce optimisation isn't about working harder—it's about working smarter.

By combining:

- The right technology
- The right expertise
- And the right partnership

They turned workforce management into a **strategic advantage**.



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