



COMMUNITY  
HEALTH SYSTEM

CUSTOMER SUCCESS STORY

## From Reactive Staffing to Data-Driven Workforce Optimization

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 Optimization, Community Medical Centers**

### Limited Visibility, Rising Pressure

When Jon Stabbe, Director Staffing Strategy and Workforce Optimization 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 recognized 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 optimization  
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 Optimization, Community Medical Centers**

## Building a Centralized Workforce Optimization Model

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



### Centralized Workforce Team (4 FTE)

A specialized 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

- Standardized 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 Optimization, 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 optimization** 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 optimization 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 organizations 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 optimization 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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