

How Stanford Medicine Children's Health transformed workforce management for sustainable performance

The vision

Facing an evolving landscape and persistent financial headwinds, Stanford Medicine Children's Health (SMCH) recognized the need to move beyond traditional staffing practices and transform how care is delivered to meet patients' changing needs. Redesigned care models would preserve SMCH's commitment to exceptional care and improve efficiency, increase agility, and unlock capacity to better position SMCH for long-term growth and sustainability.

Co-creating the solution

SMCH partnered with Chartis to create a sustainable workforce management program. Working side by side with physicians, clinicians, and front-line leaders, the team reexamined longstanding practices and collaboratively reimagined how they did their work. They developed sustainable staffing models by redesigning workflows, service models, and role utilization. And they translated improvements into department-level staffing guides, schedules, and daily management tools so front-line leaders could manage daily operations. SMCH embedded governance and transparent performance measures into existing workforce management and budgeting systems to sustain improvements.

Believe in better

Front-line staff and leaders across the enterprise now manage day-to-day performance with greater consistency and accountability—increasing efficiency, improving access, and better aligning resources with patient needs. SMCH manages workforce performance as an enterprise operational discipline, enabling the organization to provide high-quality services while reinvesting in patient care and strategic priorities.

Meaningful outcomes

Workforce transformation delivered measurable gains:

\$31M

favorable to
YTD projection

\$96M

annualized
workforce impact

103%

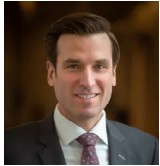
year-to-date
productivity index

Building to better

Workforce transformation requires:

- Engaging physicians, clinicians, and front-line leaders early
- Reorganizing work before redesigning staffing models
- Equipping leaders with practical tools and coaching

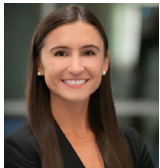
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