



&



Transforming Chaos Into Clarity: How a Northeast State Health & Human Services Department Modernized Staff Scheduling Across 11 Facilities

When one of New England's largest Health & Human Services departments set out to replace its decades-old paper staff scheduling practices, the challenge was enormous — thousands of employees, dozens of departments, multiple unions, and a patchwork of homegrown processes that varied from facility to facility.

They needed a software solution that could support their complex requirements and a partner who could bring order, consistency, and excitement to the organizational change. ScheduleSource and HealthNET Consulting stepped in to help navigate the transformation.

The Challenge: A System Stuck on Paper

Across 11 facilities including public health and mental health facilities, each unit operated its own paper-based scheduling process. Every department had its own rules. Every union had its own requirements. Every scheduler had their own way of making things “work.”

That challenging environment included:

- Disparate and inconsistent scheduling practices
- Limited visibility into staffing needs across departments and facilities
- Overtime and leave rules that were difficult to track
- Varying levels of computer literacy among staff
- A multilingual workforce
- A culture that was used to maintaining the status quo

The Vision: One Unified, Transparent Scheduling System

State leadership envisioned a future where:

- All 11 facilities shared one electronic scheduling platform
- Union rules and departmental exceptions were honored automatically
- Overtime, leave, and shift coverage could be viewed in real-time
- Reports for staffing, leave, overtime, and auditing were accessible instantly
- Schedulers could finally work efficiently — and equitably

They chose **TeamWork by ScheduleSource** as the solution that could best support their complex requirements. And they chose **HealthNET Consulting** to help implement it.

The Approach: Listen. Align. Configure. Elevate.

HealthNET consultants embedded themselves within each facility's leadership, schedulers, and staff. They walked the floors, observed real workflows, and documented everything — from how managers approved leave to how overtime was awarded. Then the real magic began.

1. Turning Chaos Into a Playbook

HealthNET translated dozens of unique practices into clear, accurate process maps. These maps became the blueprint for ScheduleSource TeamWork software configuration — while also helping leadership understand where alignment was needed.

2. Maximizing TeamWork Together

ScheduleSource and HealthNET partnered closely, learning from each other to ensure no requirement fell through the cracks. HealthNET quickly became the frontline experts who coached departments through TeamWork system onboarding and configuration.

3. Improving the Software Itself

As HealthNET surfaced real-world needs, ScheduleSource enhanced TeamWork's functionality. For example, schedulers wanted to see *requested* leave directly in the schedule — not just granted leave. TeamWork developers immediately added an option to toggle between requested, granted, and denied leave right inside the schedule view. This change alone saved schedulers hundreds of hours statewide.

4. Supporting Every Shift, Every Facility

HealthNET led a large-scale, high-touch rollout with:

- Weekly configuration and status meetings
- A staggered, pilot-site approach
- Training for schedulers and managers (led by ScheduleSource)
- Full employee training — across every shift
- Two weeks of intensive go-live support per facility
- Both on-site and virtual help available on demand
- Pilot site go-lives that built trust and momentum

Obstacles? Plenty. But None Too Big.

Despite the monumental scope, ScheduleSource and HealthNET navigated:

- A user base new to electronic scheduling
- Wide variability in process maturity
- Growing wish lists of features as departments discovered what was possible
- Schedulers balancing onboarding with their already demanding workloads
- Every challenge became an opportunity to refine, align, and improve

The Outcome: Statewide Transparency and Control Like Never Before

Today, 11 facilities across two major state agencies run on a single, unified electronic staff scheduling platform — configured to support complex rules, unique departmental needs, and real-time visibility. A few of the wins:

1. **Executive leadership** can view staffing across every facility and department
2. **Schedulers** have equitable, automated tools for awarding overtime
3. **Employees** can request leave with simple notifications and clear audit trails
4. **Reports** provide instant insights — from overtime distribution to scheduling compliance
5. **Audit logs** track every change, helping leadership identify coaching opportunities
6. **Real-time updates** surface staffing gaps before they become emergencies

TeamWork's Shift Bidboard now shows who's available and qualified to fill each shift — ensuring fairness, transparency, and better coverage. The system has become more than a tool. It's become the statewide standard.

A Transformational Partnership

What started as a daunting, statewide modernization effort became a model of collaboration. HealthNET and ScheduleSource truly partnered to bridge the gap between TeamWork software developers and state scheduling teams, championed user needs, and supported every facility through a complex transition. The result? A statewide electronic staff scheduling ecosystem that is smarter, faster, more transparent, and built for the future.