



From Complexity to Better Decisions:

From Disconnected Data to Intelligent Operations

By Jason Drucker, Aya Healthcare Chief Product Officer



EXECUTIVE TAKEAWAY

Healthcare's AI future will not be determined by how quickly health systems add new AI tools.

- It will be determined by whether they have trusted workforce data, standardized workflows, governance and human accountability needed to use those tools responsibly.



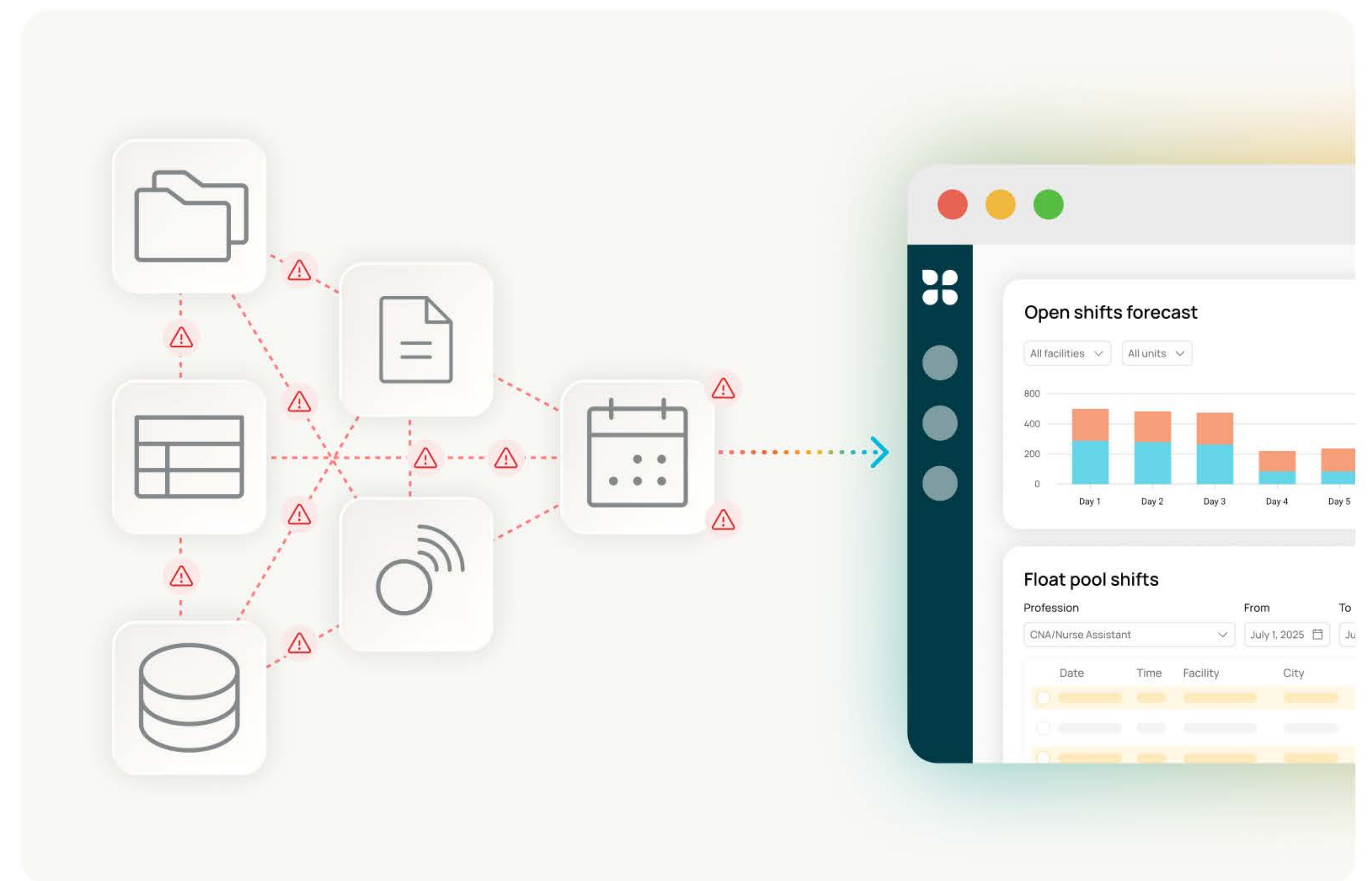
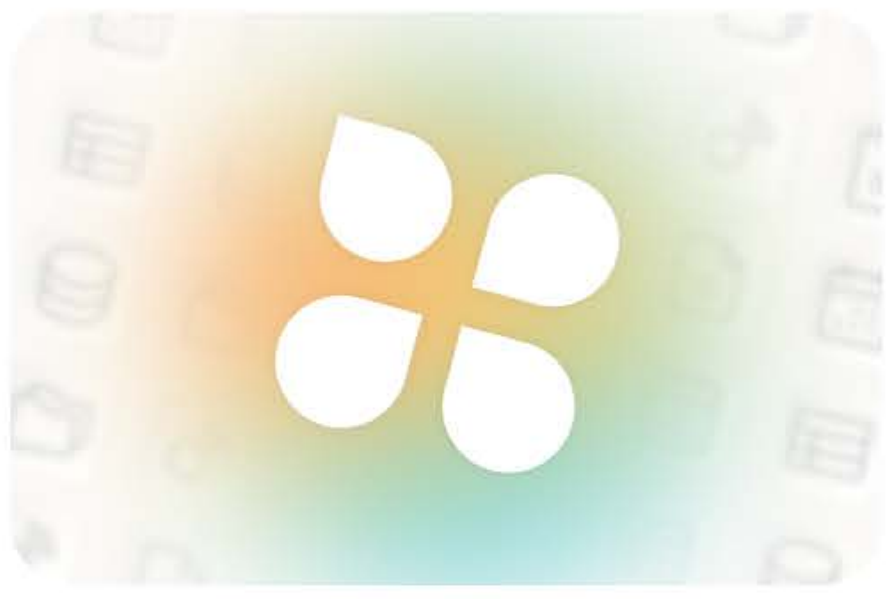
A healthcare workforce management platform brings your workforce into view.

It connects workforce data and day-to-day processes across employed, contingent, locums, project-based, outsourced, and services-based labor. It creates a shared operating layer for sourcing, approvals, credentialing, scheduling, timekeeping, invoicing, compliance and reporting. Workforce intelligence builds on workforce visibility by transforming connected workforce data into context, forecasts, opportunity identification and decision support that helps leaders make better workforce decisions.

Intelligent workforce operations is the operating model that puts people, processes and technology to work together. LotusOne is Aya’s vision for that foundation, connecting workforce data, workflows, governance, and intelligence across the workforce ecosystem.

A simple hierarchy

Term	What it means
Healthcare workforce management platform	The technology foundation that connects workforce data, workflows and governance.
Platform-first strategy	The approach of creating a shared workforce operating layer while keeping essential systems connected.
Workforce intelligence	The capability to turn connected workforce data into context, forecasts and decision support.
Intelligent workforce operations	The future operating model in which people, processes, platforms and intelligence work together.



Fragmentation limits workforce intelligence

Health systems coordinate multiple labor types through different sourcing, approval, credentialing and payment processes. As workforce models have expanded, those activities have often been managed by separate teams using different tools. The result is a patchwork of VMS platforms, point solutions, spreadsheets and manual processes layered on top of one another.

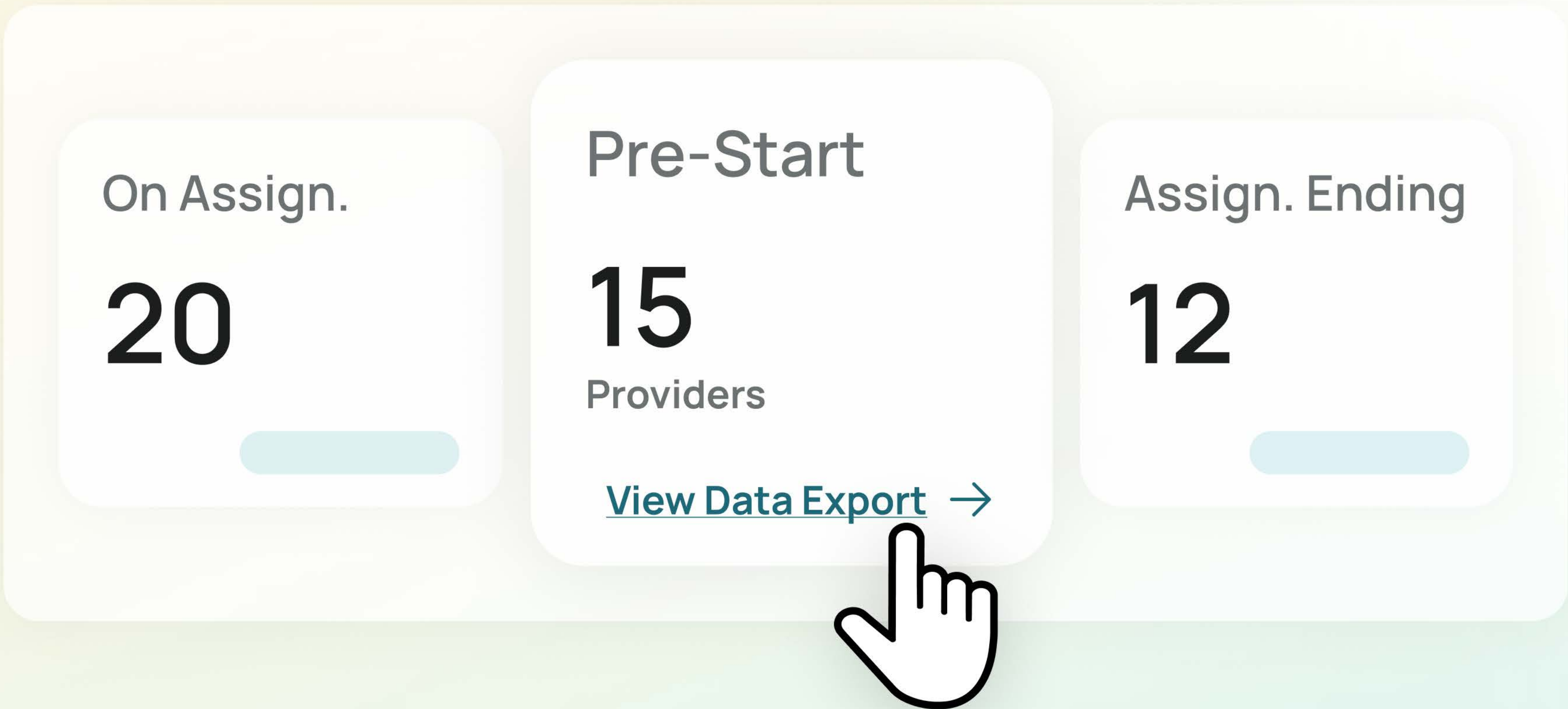
Fragmentation can delay hiring and credentialing, increase reliance on premium labor, limit visibility into workforce gaps and make it harder to manage cost, compliance and coverage. It also creates hidden costs through multiple licenses, integrations, vendor relationships and support contracts while staff spend time moving information between systems.

VMS and point solutions are not inherently the problem. The problem begins when data, workflows and ownership remain disconnected. A request may start in one system, credentials may be tracked in another, time may be recorded somewhere else and invoices may be reconciled manually. Each tool may work as designed, but the overall process creates delays, duplicate work and conflicting records.



Different tools, different roles

Approach	Role and consideration
Point solutions	Support focused tasks such as scheduling, credentialing or invoicing. They can create additional handoffs when surrounding data and workflows remain disconnected.
Traditional VMS	Coordinate external suppliers and contingent labor transactions. They may not provide an enterprise view across employed, contingent and physician workforce decisions.
Healthcare workforce management platform	Connects workforce data, workflows and governance across the operating model. Its value depends on clear ownership, thoughtful integration and disciplined adoption.



PROOF IN PRACTICE

Reducing workforce complexity

One health system's more centralized workforce management approach:



Reduced contingent labor headcount by more than 90%.

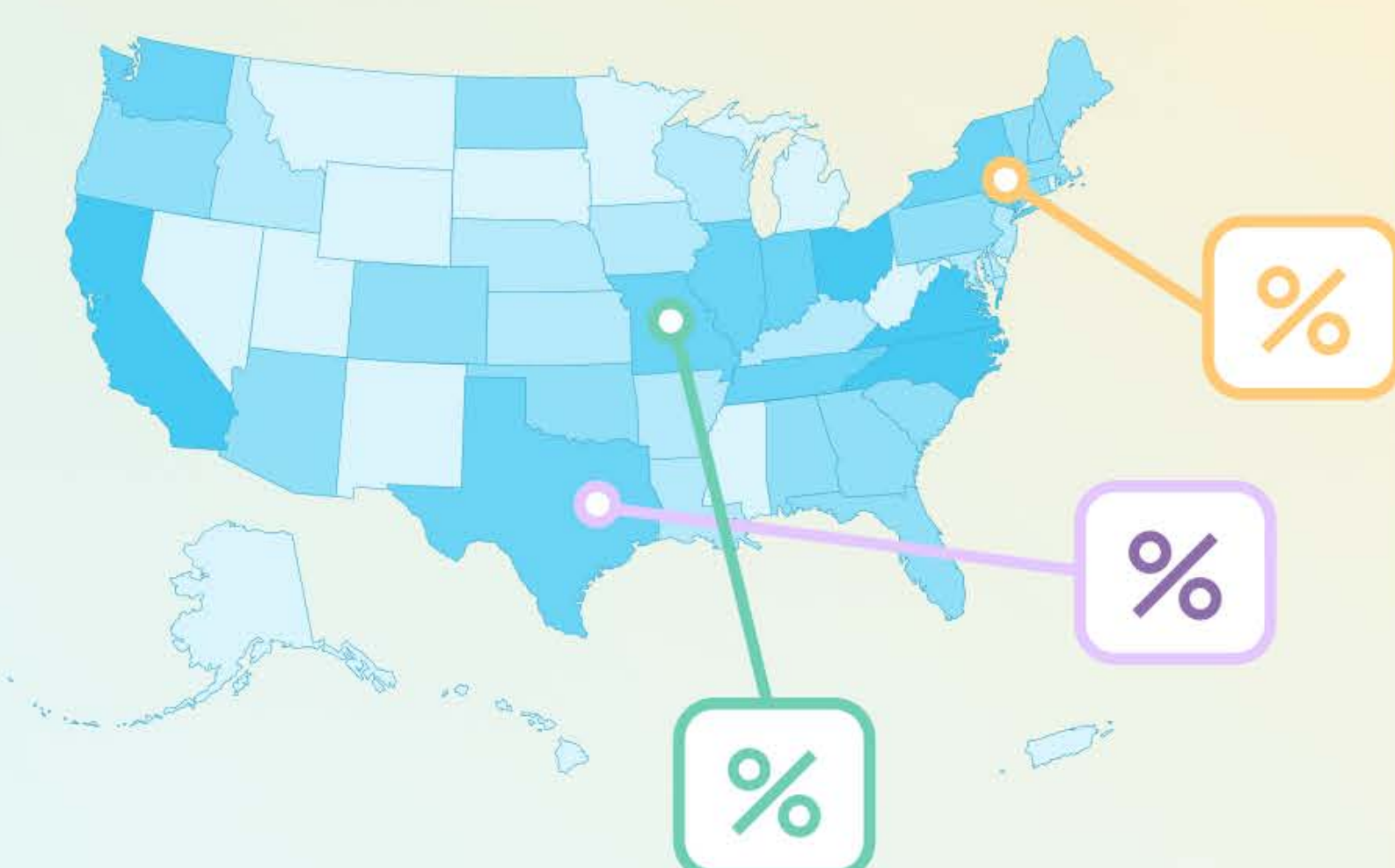


Saved approximately \$2 million over five months.



Reclaimed up to 800 administrative hours annually.

National bill rate distribution



Year over year spend



Rates gantt chart

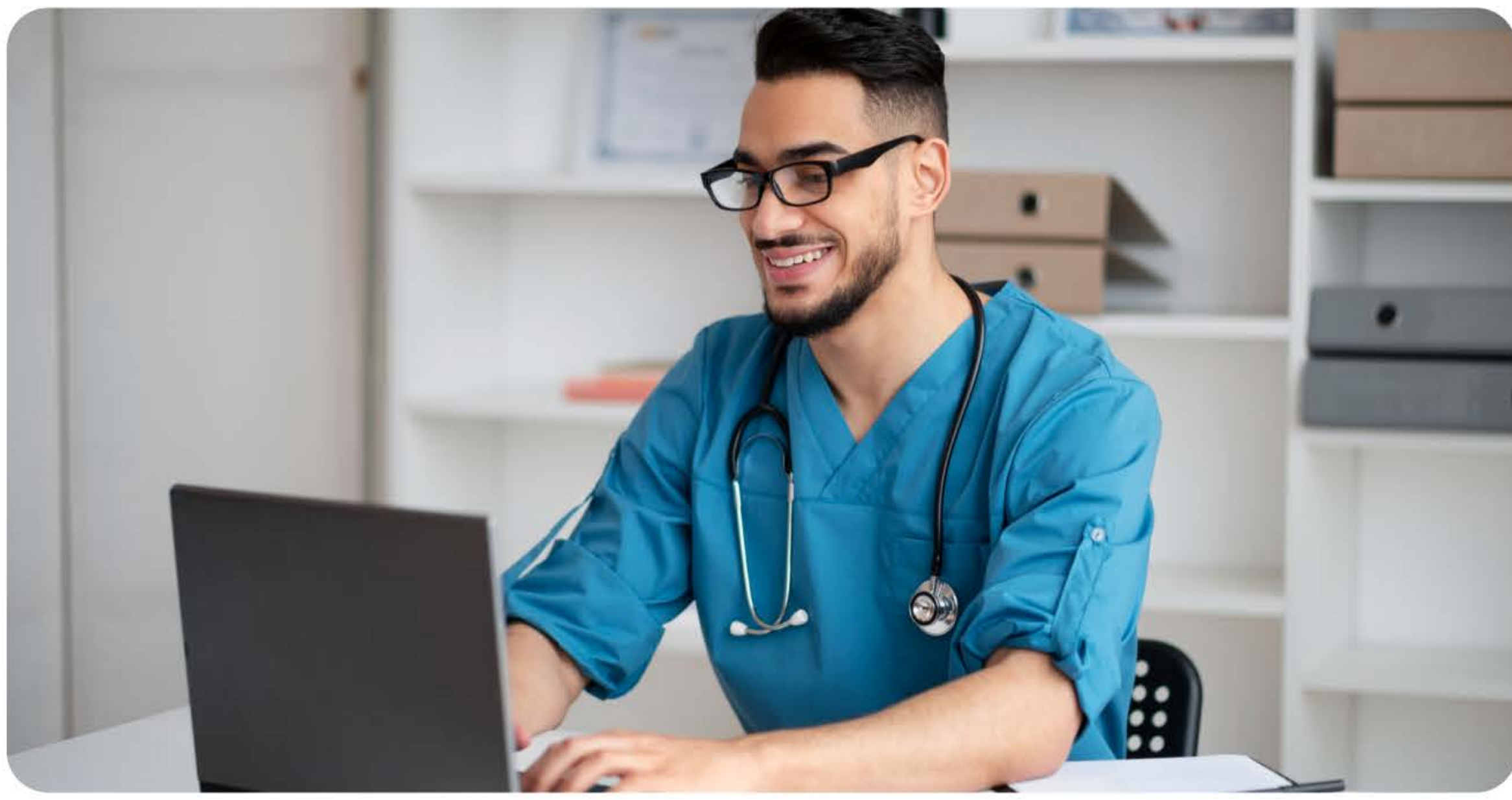


Connected data comes first

Healthcare organizations have digitized many workforce processes, including recruiting, scheduling, credentialing, vendor management and reporting. Yet critical information often remains spread across labor types, departments and systems. Leaders spend too much time gathering data, reconciling reports and resolving inconsistencies instead of acting on what the information shows.

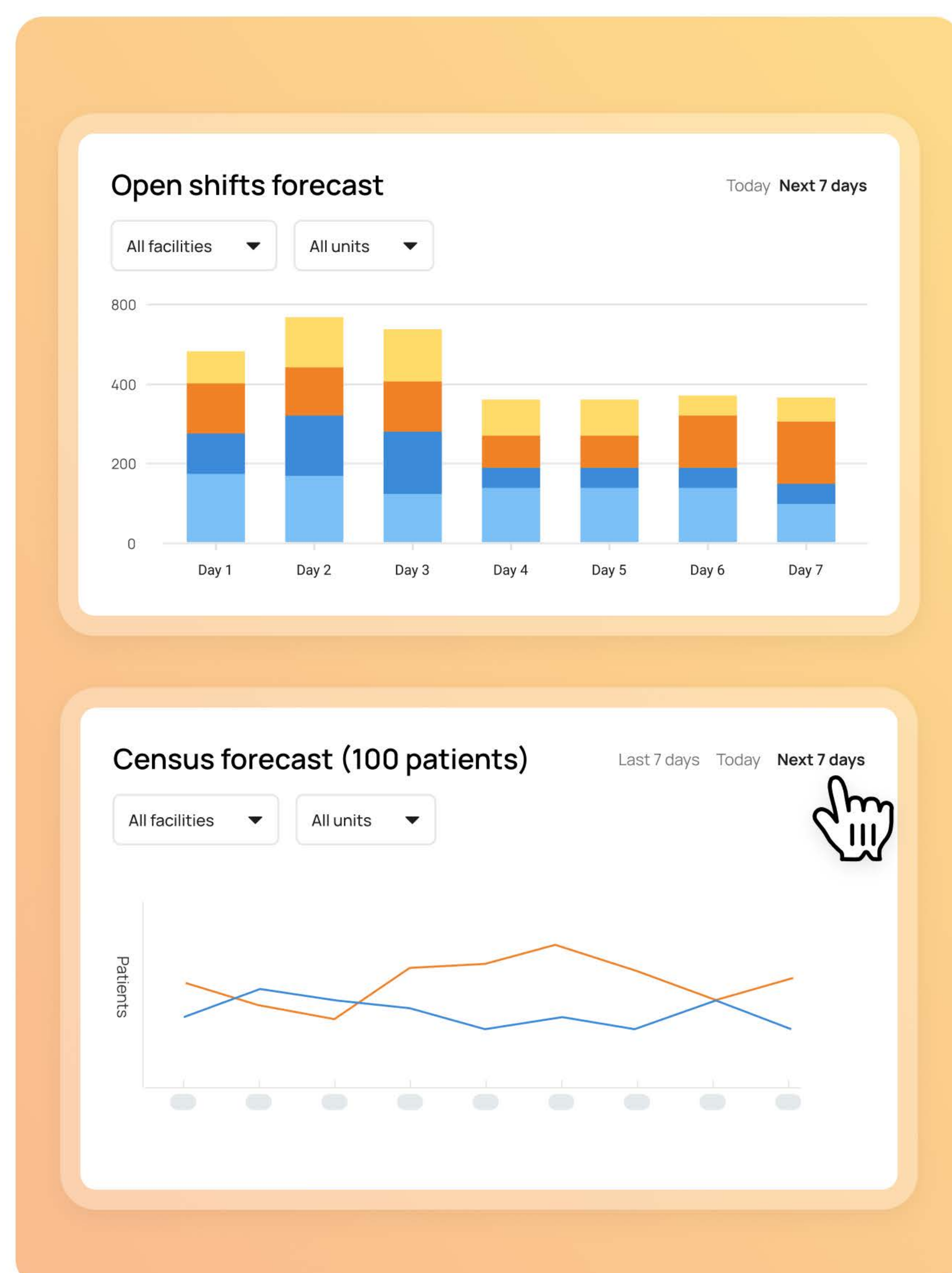
The issue is not a lack of data. It is a lack of connected, trustworthy information that leaders can use with confidence. Before organizations can generate meaningful workforce intelligence, they must first establish workforce visibility. Shared definitions, connected workflows and clear ownership help leaders identify coverage risks, understand labor costs and plan ahead as demand and staffing needs change.





Responsible AI starts with responsible foundations

Artificial intelligence and advanced analytics can identify patterns, surface risks, forecast trends and support workforce planning. But these tools cannot fix fragmented data or inconsistent processes. AI can accelerate work when data is consistent, workflows are connected and governance is clear. It cannot compensate for fragmented systems or disconnected ownership.



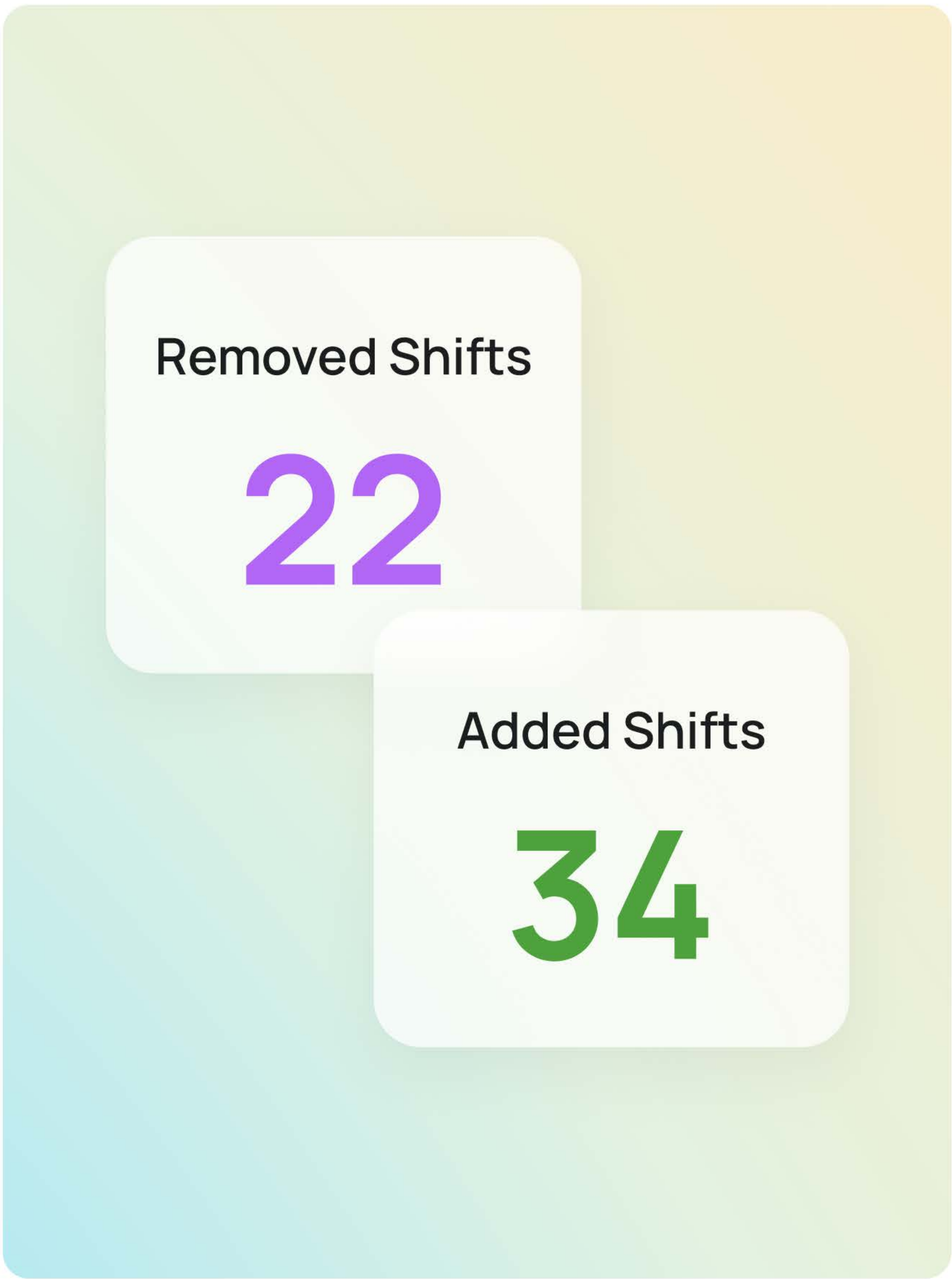
Responsible AI is not defined by how much automation an organization deploys. The goal is not AI that makes workforce decisions. The goal is AI that helps healthcare organizations make better workforce decisions. In healthcare, workforce decisions affect patient care, employee experience, financial performance and organizational resilience.

Effective AI helps leaders organize information, evaluate alternatives and act with greater confidence while keeping accountable people in control of the final decision.



AI readiness is not a feature an organization switches on. It is an operating condition created through trusted data, connected workflows, governed technology and accountable decisions.

Organizations will move at different speeds as they establish security requirements, governance frameworks and policies for AI usage. Technology partners should support adoption at a pace aligned with organizational readiness rather than forcing transformation before trust has been established.



Six foundations of AI-ready workforce operations

 Trusted, unified workforce data	 Consistent definitions and ownership	 Standardized workflows
 Governed integrations and access	 Human oversight and accountability	 Measurable outcomes and adoption



How a healthcare workforce management platform supports intelligent workforce operations

A platform-first approach creates a shared workforce layer across existing systems. It connects workforce data, workflows and governance across sourcing, approvals, scheduling, credentialing, billing, compliance and analytics without requiring organizations to replace every essential application.

LotusOne, Aya's workforce management platform, is designed to support this model by connecting workforce information and workflows in a consistent operating environment.

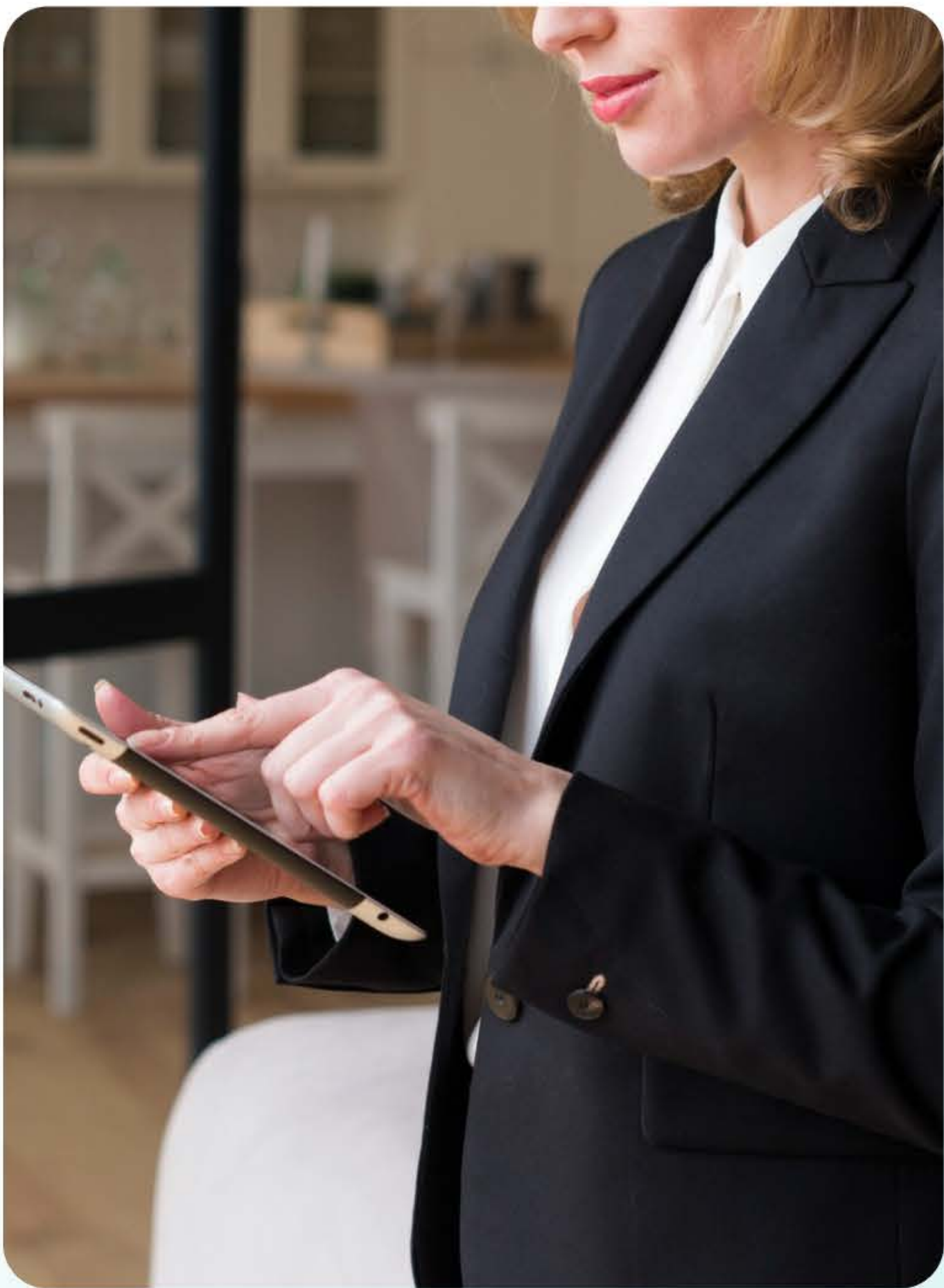
The value is not more technology for its own sake. It is helping organizations gain workforce visibility, generate workforce intelligence, and make better workforce decisions.



Key capabilities of a modern healthcare workforce management platform

Capability	Description
Workforce planning	Helps leaders anticipate staffing needs, identify gaps and plan labor resources around patient demand and financial goals.
Workforce analytics	Turns connected workforce data into visibility over labor costs, staffing patterns and workforce performance.
Scheduling and shift management	Connects staffing availability, credentials and coverage needs to support more responsive scheduling.
Credentialing and compliance	Tracks licenses, certifications, documents and expirations so leaders have a clearer view of workforce readiness.
Vendor management	Gives teams visibility into supplier performance, fill rates, contract use and workforce spend.
AI-assisted workforce intelligence	Surfaces patterns, risks and possible scenarios to support better planning while keeping decisions with accountable leaders.

Together, these capabilities can reduce administrative time-wasters, improve workforce visibility, strengthen cost and compliance oversight, support more flexible workforce strategies and connect workforce operations with essential HR, finance, payroll and clinical systems.



Stakeholder outcomes across the organization

A healthcare workforce management platform creates value differently for each group involved in workforce decisions.

HUMAN RESOURCES

Better workforce visibility and consistency

HR leaders gain a shared view of hiring, onboarding, credentialing and workforce gaps across labor types. Standardized workflows reduce duplicate work and support more consistent compliance practices.

PROCUREMENT

Stronger vendor and spend oversight

Procurement teams can compare supplier performance, monitor rates and contract use and track workforce spend across departments and regions. This supports more informed negotiations and vendor decisions.

NURSING

More responsive coverage coordination

Nursing leaders gain clearer visibility into staffing availability, credentials, shift coverage and labor utilization. Connected workflows can reduce coordination work and help teams respond more quickly to changing patient demand.

C-SUITE

Enterprise workforce and financial insight

Executives can connect labor spend, workforce supply, coverage and operational priorities across the organization. This supports more informed decisions about workforce investments, premium labor and long-term planning.

PROOF IN PRACTICE

From chaos to control

Client outcomes show how connected workforce operations can support measurable financial and workforce results.



One hospital [reduced contingent labor headcount from ~1,000 to fewer than 100](#) and sustained those results for more than two years.



Another hospital reduced contingent labor spend by 15% and average bill rates by 11.6% year over year.



From efficiency to better workforce decisions



Operational efficiency

Gives teams visibility into supplier performance, fill rates, contract use and workforce spend.



Workforce visibility

Gives teams visibility into supplier performance, fill rates, contract use and workforce spend.



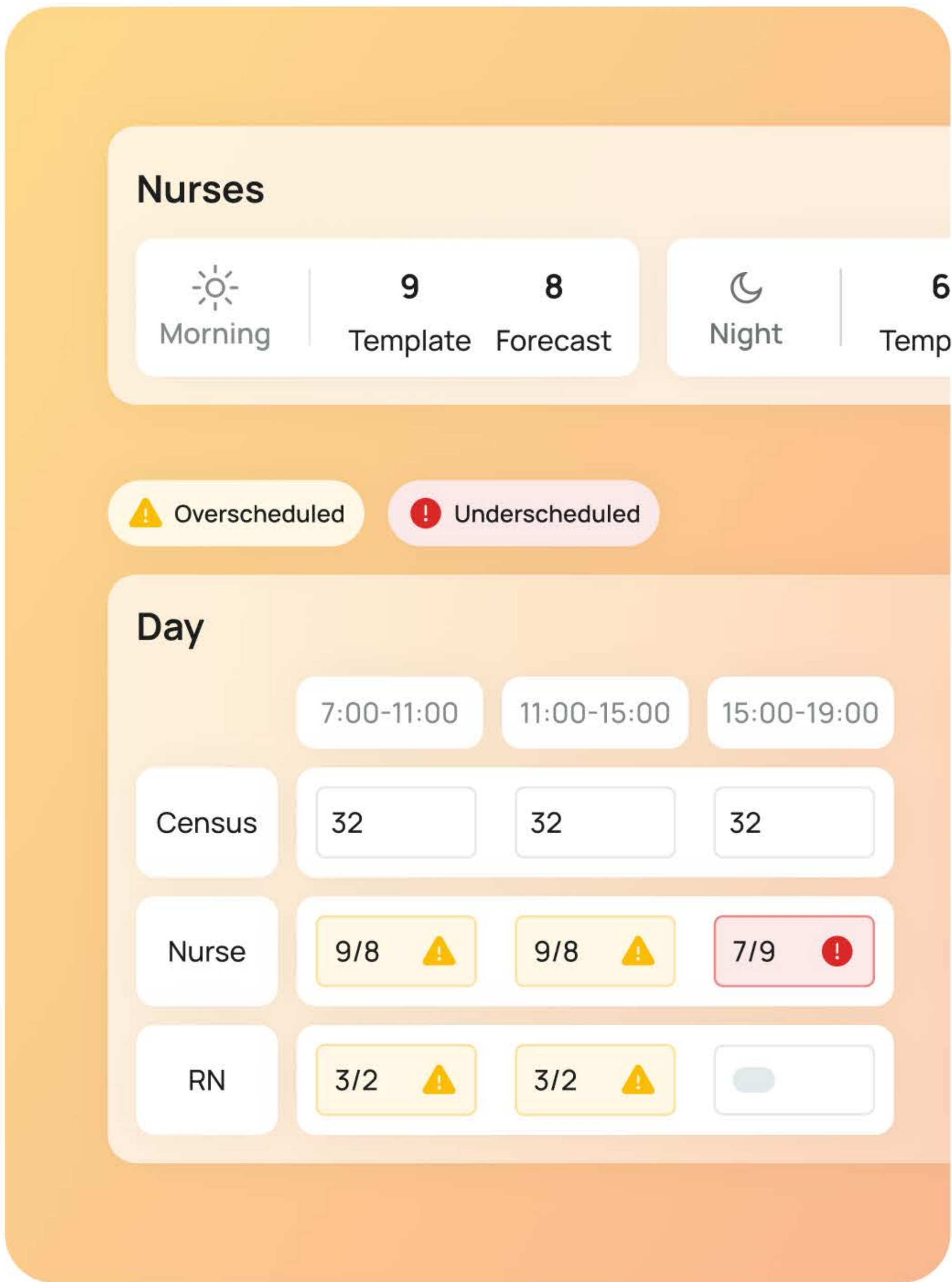
Workforce intelligence

Forecast, prioritize, analyze, and recommend.



Better workforce decisions

Enable faster, more informed workforce decisions with human oversight.



The progression matters. Standardized processes create efficiency. Connected data creates visibility. Visibility makes forecasting, scenario planning, workforce optimization and decision support possible.

The goal is not automation for its own sake. It is a workforce operating model that helps leaders make better decisions while maintaining human oversight, transparency and control.

Technology-partner evaluation checklist

Healthcare organizations should look for partners that can:

- ☐ Connect with essential HR, payroll, finance and clinical systems.
- ☐ Support shared workforce data, definitions and ownership.
- ☐ Standardize workflows across labor types and departments.
- ☐ Provide strong governance, security, transparency and access controls.
- ☐ Support human oversight rather than replace accountable decision-makers.
- ☐ Demonstrate measurable operational or financial outcomes.
- ☐ Support incremental adoption and long-term change.

CONCLUSION

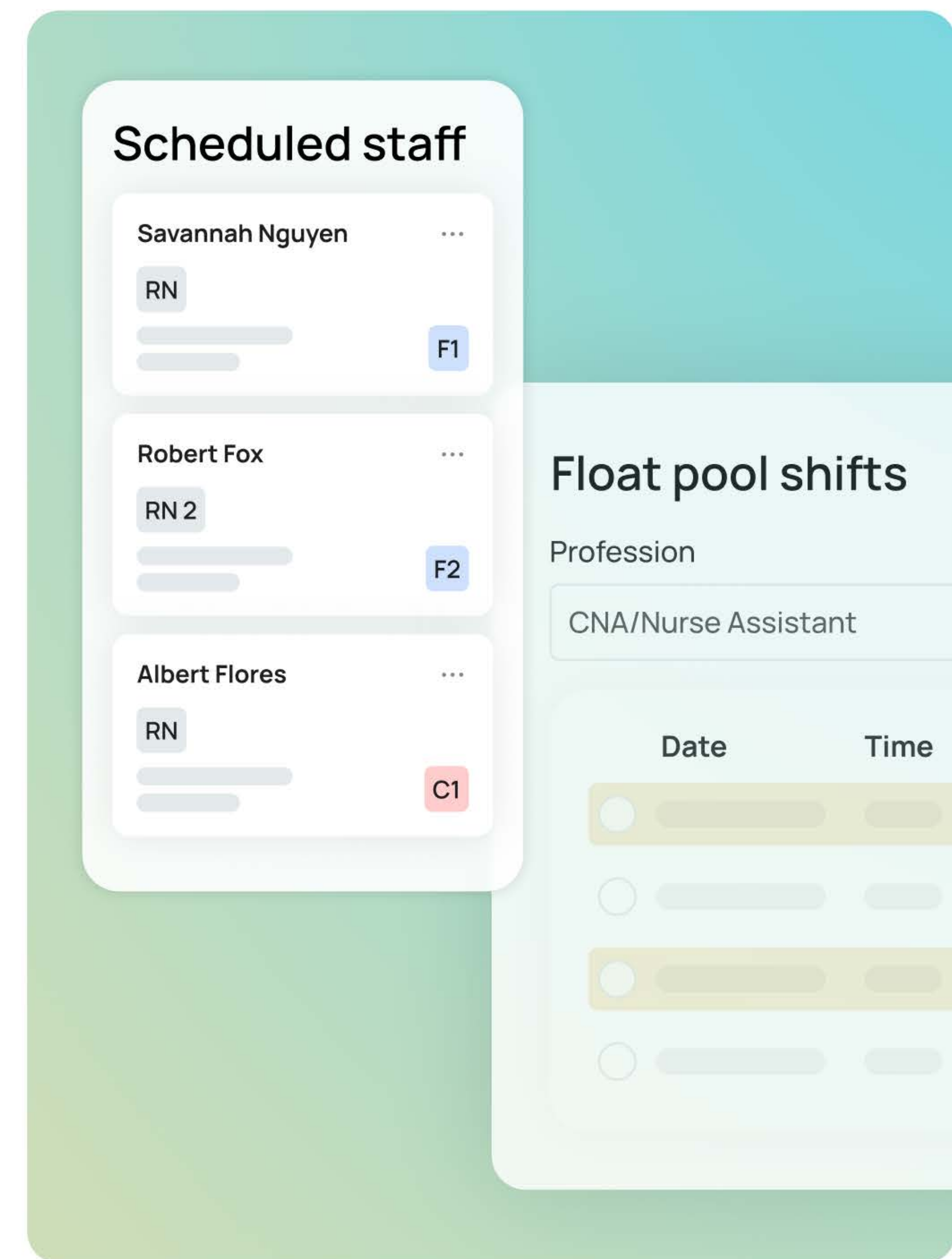
Build the foundation first

Healthcare's workforce challenges will not be solved by adding more disconnected tools or pursuing automation for its own sake. Organizations need a consistent operating model that connects workforce data, workflows and governance. Organizations can begin by standardizing data and workflows, connecting essential systems and establishing clear ownership.

Over time, overlapping point solutions can be consolidated or integrated while essential downstream systems such as payroll, HRIS and finance remain in place. This incremental path can support better planning, stronger cost control, more reliable coverage and responsible use of workforce intelligence.

The future of workforce management is not defined by how much technology an organization adopts. It is defined by how effectively leaders can use trusted information to make better workforce decisions.





Frequently asked questions

What is workforce management in healthcare?

Workforce management in healthcare refers to the processes and technologies used to recruit, schedule, deploy and support clinical and non-clinical staff across an organization, helping leaders align workforce resources with patient and business needs.

What is a healthcare workforce management platform, and how is it different from a VMS?

A healthcare workforce management platform connects sourcing, scheduling, credentialing, compliance, analytics, planning and workforce intelligence across employed and contingent labor. A traditional VMS primarily manages external suppliers and contingent workforce transactions. A VMS may be one component of a broader platform that provides enterprise-wide workforce visibility and decision support.

What is workforce intelligence?

Workforce intelligence combines connected workforce data, analytics, context and decision support to help leaders understand performance, identify trends, anticipate needs and make more informed workforce decisions.

How does AI improve workforce management?

AI can organize information, identify patterns, surface risks, forecast trends and evaluate potential courses of action. It helps workforce leaders make faster, more informed decisions while maintaining human oversight and accountability.

How can healthcare organizations reduce workforce technology fragmentation?

Organizations can reduce fragmentation by establishing shared workforce processes, connecting critical systems, creating a unified workforce strategy and consolidating overlapping technologies over time.

What should organizations look for in an AI-enabled workforce technology partner?

Organizations should look for strong security and governance, transparent AI practices, human oversight, integration capabilities, healthcare workforce expertise, measurable outcomes and a practical approach to adoption.

