



# Endeavor Health Expands Daily Productivity Reporting to Support Systemwide Labor Accountability



In 2023, four major healthcare organizations came together to create one combined system: Endeavor Health. Unified, they formed the third-largest health system in Illinois. As a comprehensive, community-based health system, Endeavor encompasses five clinical institutes, nine community-based hospitals, and over 300 care locations. With consolidation came new opportunities to assess and integrate core business practices, enabling heightened performance improvement.

Endeavor Health partnered with Strata as part of that broader effort, especially focused on strengthening labor management and standardizing performance accountability structures and workflows. The health system rolled out enterprise-wide use of StrataJazz® Productivity Reporting, incorporating daily views as part of its existing operating cadence to review targets on a bi-weekly and monthly basis, allowing key variances to be identified earlier.

The Productivity Reporting rollout aligned with the organization's late 2023 implementation of Workday as its enterprise resource planning (ERP) tool. Endeavor leaders described the simultaneous rollouts as an opportunity to better align how labor performance is measured and managed.

The introduction of StrataJazz Productivity Reporting to the organization was designed to help finance, executive, and operational leaders move beyond retrospective review and toward faster, more consistent action on staffing decisions. As health systems across the country continue to face sustained margin pressure, labor planning is taking on increasing importance.

"Our finance, executive and operational leaders now have one consistent tool to help them measure biweekly and monthly performance versus target, understand results with in-depth data analysis, and quickly implement opportunities for improvement," said Scott Trachtman, Assistant Vice President for Decision Support and Labor Management at Endeavor Health.

## How daily PR empowered operational leaders to maintain consistency, ownership

Following the systemwide implementation of StrataJazz Productivity Reporting, Endeavor Health implemented daily PR starting in January 2025. This initiative helped drive adoption and supported a more structured approach to reviewing labor performance at multiple operating rhythms, including daily, biweekly, and monthly discussions.



Expanded their productivity reporting tool's user base by 53% in less than two years



Grew operating margin 0.9% in one year through consolidation efforts



Saw a 61% increase in utilization of the productivity reporting tool



Utilization of the productivity reporting tool increased 61% after implementing daily PR functionality. Leaders saw a more consistent process for ownership and accountability take effect. Operational teams began incorporating the data into daily huddles to monitor trends and respond more quickly, supported by additional metrics and required commentary intended to reinforce understanding and alignment.

Over time, Endeavor Health also began using Productivity Reporting insights in related workflows, including job requisitioning and the annual operating budget process. Pairing Productivity Reporting with the StrataJazz® Operating Budget and Management Reporting solutions increased the health system's ability to identify labor opportunities and support operational changes tied to performance targets.

Beyond accountability and alignment, Endeavor Health also pointed to process improvements associated with the shift, including clocking accuracy, external agency clocking, and timely charge posting. While organizational leaders noted that isolating a precise financial impact for these types of efforts can be difficult, they emphasized that daily PR helped clarify the path to achieving labor targets and reinforced accountability for staffing decisions across teams.

### The widespread impact of systemwide productivity reporting

The deployment has also supported Endeavor Health's broader system consolidation. The organization is now operating and measuring performance as one system rather than four entities – NorthShore, Swedish, Northwest Community, and Edward-Elmhurst Health – after a revamp of department and account structures. Endeavor Health reported a 0.9% operating margin improvement versus the same time last year, due in part to efficiencies gained through alignment.

Adoption has increased alongside the consolidation. Since moving to a single Strata database, Endeavor Health reported growth to 1,400 active users – a 53% increase since the beginning of 2024 – supporting broader use of Strata modules across the organization.

"The biggest impact our organization has experienced is around understanding and accountability as it relates to our staffing processes and labor expenses," Trachtman said. "Easy access to PR data has enabled us to become nimbler with staffing decisions and react to challenges more quickly. Successfully launching PR across our entire system allows for a truly unified approach to labor management, which is something we are very proud to have achieved."



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*Assistant Vice President for Decision Support and Labor Management at Endeavor Health*