

USr Healthcare Case Study

Facility Consulting Story

Analyzing and Improving an Existing Process





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Background:

A health system located in Texas was experiencing an inability to meet monthly projected hiring goals. The health system's Vice President of Human Resources asked USr Healthcare to complete an assessment of the system's current recruiting model. This assessment allowed USr to identify the problems in the recruiting system and to make recommendations on how to correct and improve the process.

USr Healthcare's Consulting Service Process:

- Conduct an initial assessment to define the perceived problem
- Construct a White Paper detailing the process and findings
- Generate a list of recommendations based on the USr Best Practices model
- Create a timeline of deliverables
- Execute the mutually agreed upon recommendations

Recommendations to Improve Recruitment:

- Utilize Applicant Tracking System vendor to include Managers in recruiting process and to generate accurate reports for management
- Drop-in a short term USr HR Manager to conduct recruiter training and drive changes
- Have each recruiter focus on a single facility to manage relationships with all hiring managers
- Assign a single resource to handle all posting requirements and assist with administrative tasks
- Set expectations that job boards will be utilized to source potential candidates and that at least 50 cold calls are made per recruiter each day
- Set accountability for recruiters to guide candidates through the hiring process

Additional Recruitment Issues Identified:

- Inefficient use of existing technology
- Insufficient training for recruiters
- A centralized recruitment focus on product lines (ED RNs, Allied Health Techs, etc.) over five hospitals versus a single facility focus
- Inefficient use of administrative staff to handle administrative tasks and postings
- Lack of utilization of job boards to source candidates
- Singular reliance on applicants
- Lack of follow up with hiring managers and applicants

Results:

- USr Healthcare analyzed an existing recruitment structure seeking opportunities to turn around a fragmented recruiting process
- Candidates were being handed off with no follow-up from recruiters
- USr provided stability to the existing process
- Recruiters met monthly hiring targets for the first time in 24 months
- Facility recruitment became focused on immersion of recruiters into individual facilities, which led to better hires and better retention for each facility

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Initial Assessment Findings:

- Management's expectations of time spent by the recruiters on tasks in the recruitment process varied from the actual amount of time recruiters devoted to these tasks
- Available technology, including the facility's Applicant Tracking System was not being utilized properly by recruiters to benefit the facility's recruiting needs
- The table to the right illustrates the amount of time allocated to recruitment tasks

Expectation versus Actual Time allocation (in Hours/Day)			
Assumes a 24 hour available resource pool per day			
Task	Expectation	Actual	Variance
Posting New Positions	0	4.5	4.5
Administrative Tasks	6	12	6
Phone calls to Applicants	6	7.5	1.5
Phone calls to Candidates	12	0	-12
Total Hours	24	24	

Amount of time Recruiters allocated to recruitment tasks

The following timeline illustrates USr Healthcare's dates for deliverables:

ID	Task Name	Start	Finish	Duration	Nov 2007		Dec 2007				Jan 2008				Feb 2008				Mar 2008					
					11/4	11/11	11/18	11/25	12/2	12/9	12/16	12/23	12/30	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24	3/2	3/9	
1	Initial Assessment	11/5/2007	11/16/2007	10d																				
2	Recruiter Interviews	11/5/2007	11/16/2007	10d																				
3	Recruiter Daily Structure	11/15/2007	11/16/2007	2d																				
4	Recruiter Competency	11/16/2007	11/16/2007	1d																				
5	Assess Technology (Hirebridge)	11/12/2007	11/16/2007	5d																				
6	Review Recruiter Product Lines	11/13/2007	11/16/2007	4d																				
7	Recruitment Process Flow	11/16/2007	11/16/2007	1d																				
8	Generate White Paper	11/19/2007	11/23/2007	5d																				
9	Finalize Game Plan	11/26/2007	12/7/2007	10d																				
10	Staff Adjustments	11/26/2007	11/26/2007	1d																				
11	Process changes	11/27/2007	11/27/2007	1d																				
12	Metrics Report Content	11/28/2007	11/28/2007	1d																				
13	Director Mtg. Rotations	11/28/2007	11/28/2007	1d																				
14	Hirebridge Reporting	11/29/2007	11/29/2007	1d																				
15	Hirebridge User Training	12/3/2007	12/7/2007	5d																				
16	Implementation	12/10/2007	1/11/2008	25d																				
17	Analyze Effectiveness	1/15/2008	1/31/2008	13d																				