USING LEAN PRINCIPLES TO DRIVE EFFICIENCIES IN TALENT ACQUISITION – HOW TO GET THE MOST OUT OF RECRUITMENT OPTIMIZATION

Brian Brazda  
Sales Director  
Lean Human Capital by HealthcareSource

Deb Vargovick  
Senior Consultant  
Lean Human Capital by HealthcareSource

The HealthcareSource User Conference  
November 6-9, 2016  
JW Marriot • Washington, DC
JOIN THE CONVERSATION

• Be sure to tweet and post what you’ve learned in this presentation!
  - Twitter: @quality_talent
  - Instagram: @healthcaresource
  - #TalentSymposium16

• Attendees that are active on social media will be entered to win FUN prizes during the conference!
AGENDA

• Lean Six Sigma – The Fundamentals
• Implementing Process Improvement Methodologies
• Continuous Improvement; a journey, not a destination
• Case study – results of building a continuous improvement culture
We had lots of ad hoc reports and monitored some KPI’s…

...but people had more questions than answers.

Are we at our best?

Do we have the right data?

How do our customers feel?

Typical KPIs of the Time

- Cycle time
- Fills, vacancy and demand trends
- High level hiring manager satisfaction
- Source of hire
- Tool/technology usage

What’s most important to know?

Do we have the whole story?

How do we anticipate what’s coming?

How do we compare?

How accurate is our data?

Which levers change the outcome?

Do we have the right data?
WHAT IS LEAN SIX SIGMA?

Focus on waste reduction by streamlining process  +  Focus on preventing defects through problem solving  =  Problem solving + improving processes delivers greater results
LEAN SIX SIGMA

- Define
- Measure
- Analyze
- Improve
- Control
DEFINE

ARTICULATE THE BUSINESS PROBLEM, GOAL, POTENTIAL RESOURCES, PROJECT SCOPE AND HIGH-LEVEL PROJECT TIMELINE
DEFINE – THE PROBLEM

- Labor market for clinicians → demand exceeds supply
- Increased Time to Fill → increased costs to the organization
- Lack of data to quantify performance
- Recruiters’ workload → requisition management (aging inventory)
- Lack/misalignment of resources in Talent Acquisition
- Recruitment Marketing & Advertising → little focus and no understanding of ROI
DEFINE THE PROCESS

Process Time

Process → Process → Process → Process

Delay Time(s)

Total Lead Time

© 1997-2013 LEAN HUMAN CAPITAL, LLC
VALUE STREAM MAPPING

Value Stream

Customer Request

Customer Receipt
Current State – Time To Fill

Total Process Time: 5.5 hours

Total Delay Time: 23 days

Total Lead Time: 23.3 Days
(Total Delay Time: 75% of time)
MEASURE

ESTABLISH BASELINES – A DATA COLLECTION STEP – THE PURPOSE OF WHICH IS TO ESTABLISH PROCESS PERFORMANCE BASELINES
CRITICAL VOC PERFORMANCE DIMENSIONS
CAN’T MANAGE WHAT YOU DON’T MEASURE

VOC — “I want a cost effective recruitment solution that provides high quality candidates as quickly and efficiently as possible.”

Cost

Responsiveness and Speed

Efficiency and Productivity

Quality of Service

Quality of Hire
<table>
<thead>
<tr>
<th><strong>PERFORMANCE METRICS</strong></th>
</tr>
</thead>
</table>

## Six Key Dimensions – Based on VOC

### Responsiveness:
- Time-to-Fill / Time-to-Start (with breakdown by internal & external hires)
- TTF & % of positions filled in more/less than 60 days
- % of positions currently open over 60 days
- Key metrics provided for 8 different groups:
  - Overall, Direct Care RNs, PT/OT/SLP, IS/IT Professionals, NICU/OR/PACU/ICU/ER RNs, Nurse Practitioners, CNOs/Nurse Managers, ICD-9 & ICD-10 Medical Coders

### Productivity:
- Overall & Direct Care RN Vacancy Rate
- Staff Productivity – Total Positions Filled per Recruitment Staff FTE
- Employee Referral %
- Openings per Recruiter

### Efficiency:
- Applications to Positions Filled
- Applicants Routed to Positions Filled
- % of Positions filled from Extended Offers

### Quality of Hire:
- 90 Day Turnover Rate.
- First Year Turnover Rate
- Breakdown by FT/PT & Contingent/Per Diem

### Cost:
- Cost Per Hire
- Recruitment Cost Ratio

### Customer Satisfaction:
- Hiring Manager, New Hire & Non Hired Applicant
ANALYZE
IDENTIFY, VALIDATE AND SELECT ROOT CAUSES FOR ELIMINATION
Organizations underestimate time to outbound source and pipeline candidates for difficult to fill positions.

Almost 3 of every 10 positions take on average 116 (Top 25% is 113) days to fill. These positions have a significant negative impact on cost of vacancy, patient safety/experience, clinical outcomes and employee engagement.
STAFFING PROCESS EFFICIENCY
CASE STUDY | (TOP 25%)

Wait Time!

WASTE!

Unqualified Candidates!

NUMBER OF APPLICATIONS: 51,785
CANDIDATES ROUTED FOR CONSIDERATION: 15,438
OFFERS: 1,568
HIRES: 84% (93%)

Wait Time: 9.8 (4.2) to 1
Sourcing Strategy: 33.0 (16) to 1
## REDUCING COST (WAIT/WASTE) PROCESS EFFICIENCY

<table>
<thead>
<tr>
<th>Metric</th>
<th>Case Study</th>
<th>Benchmark Top 25%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Applicants per Hire</td>
<td>Routes per Hire</td>
</tr>
<tr>
<td># of applications received</td>
<td>33.0</td>
<td>9.8</td>
</tr>
<tr>
<td># of Routes to Hiring Manager for consideration</td>
<td>51,785</td>
<td></td>
</tr>
<tr>
<td># of offers extended</td>
<td>15,438</td>
<td></td>
</tr>
<tr>
<td>Total Hires</td>
<td>1876</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1568</td>
<td></td>
</tr>
</tbody>
</table>

- **# Hours Saved by Recruiters Reviewing unqualified applicants (75% of resumes @ 2 min per)**: \( 667.4 \) hours

- **# Hours Saved by Hiring Managers Reviewing Resumes (assuming 3 minutes per resume)**: \( 442.6 \) hours

- **# Hours Saved by Hiring Managers Interviewing (50% are interviewed and each take 1 hour)**: \( 4426.2 \) hours

**Assuming Benchmark Average**: \( 5536.2 \) fewer hours to fill the same number of jobs
**REDUCING COST — TTF**

**CASE STUDY**

### LHC—Cost of Vacancy Analysis

<table>
<thead>
<tr>
<th>Daily Cost of Vacancy (EXAMPLE DATA)</th>
<th>Hard Cost</th>
<th>Productivity Lost</th>
<th>Overall Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Care RN—OT</td>
<td>$274</td>
<td>$0</td>
<td>$274</td>
</tr>
<tr>
<td>Direct Care RN—Agency</td>
<td>$219</td>
<td>$131</td>
<td>$350</td>
</tr>
<tr>
<td>Direct Care RN—PD</td>
<td>$9</td>
<td>$0</td>
<td>$9</td>
</tr>
<tr>
<td>Blended Daily Cost of Vacancy</td>
<td>($274 + $350 + $9) = $211</td>
<td></td>
<td>$211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of Direct Care RN positions filled in MORE than 60 days (2013)</th>
<th>240</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average TTF for positions filled in MORE than 60 days (2013)</td>
<td>136</td>
</tr>
<tr>
<td>Total COV (assuming vacancy)</td>
<td>$6,887,040</td>
</tr>
<tr>
<td>Average TTF Reduced by</td>
<td>25%</td>
</tr>
<tr>
<td>New Average TTF moving forward</td>
<td>102</td>
</tr>
<tr>
<td>Total COV</td>
<td>$5,165,280</td>
</tr>
<tr>
<td>Cost Savings!!!</td>
<td>$1,721,760</td>
</tr>
</tbody>
</table>
# INVESTING IN RECRUITMENT TO REDUCE COST OF TURNOVER - CASE STUDY

## Assumptions

- **# of external new employees hired (projected for CY2015)**: 5800
- **Turnover %**: 20.1%
- **Total number of replacement employees**: 1166
- **Average annual compensation**: $57,000
- **Average tax and benefit cost as % of salary**: 25%
- **Average loaded hourly admin labor costs**: $19
- **Average loaded hourly HR/recruiter labor costs**: $45
- **Average loaded hourly hiring manager labor costs**: $60
- **Average time spent by HR manager for exit interviews**: 0
- **Average time spent by admin for termination processing**: 120
- **Separation pay (# of weeks offered)**: -
- **Time spent Sourcing to find one candidate for a difficult to fill position**: 5
- **Average # of applications received to fill 1 position**: 22
- **Average time spent dispositioning applicants**: 2
- **Average # of candidates Pre-screened by Recruiting/HR**: 7.24
- **Average time spent by HR Phone/Interview candidates**: 30
- **Cost pre pre-assessment test (manpower)**: $6
- **Average # of candidates routed to Hiring Managers for consideration**: 5
- **Average # of candidates interviewed by hiring manager to fill 1 position**: 3.04
- **Average time spent by hiring manager interviewing candidates**: 60
- **Average time spent by HR to creating/delivering offers**: 60
- **Cost per source of hire (media, posting, agency, etc.)**: $788
- **Background check/drug/medical exam costs per hire**: $531
- **Average candidate travel costs per hire**: -
- **Moving expenses**: -
- **Post offer onboarding admin expenses**: 120
- **Average sign on bonus per hire**: -
- **# of hours spent in formal training/onboarding per new hire**: 8
- **Learning curve - # of months to full ramp up**: 2
- **Lost productivity % during learning curve period**: 50%

## Turnover Categories

<table>
<thead>
<tr>
<th><strong>Separation Costs</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total labor costs for exit interviewer’s time</td>
<td>-</td>
</tr>
<tr>
<td>Total admin labor costs for termination processing</td>
<td>$43,671</td>
</tr>
<tr>
<td>Total separation pay</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total separation costs across all replaced employees</strong></td>
<td>$43,671</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Recruitment Replacement Costs</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total costs - source of hire</td>
<td>$918,650</td>
</tr>
<tr>
<td>Total Labor Costs to source candidates</td>
<td>$1,311,525</td>
</tr>
<tr>
<td>Total labor costs to disposition all applicants</td>
<td>$38,471</td>
</tr>
<tr>
<td>Total labor cost for pre-screening candidates</td>
<td>$189,909</td>
</tr>
<tr>
<td><strong>Total pre-assessment testing costs</strong></td>
<td>$48,532</td>
</tr>
<tr>
<td>Total labor cost for hiring manager interviews</td>
<td>$212,642</td>
</tr>
<tr>
<td>Total labor cost for HR/recruiter to create/deliver offer</td>
<td>$52,461</td>
</tr>
<tr>
<td><strong>Total recruitment replacement costs</strong></td>
<td>$2,772,191</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Onboarding Replacement Costs</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Background check/drug/medical exam costs per hire</td>
<td>$619,040</td>
</tr>
<tr>
<td>Average candidate travel costs per hire</td>
<td>-</td>
</tr>
<tr>
<td>Moving expenses</td>
<td>-</td>
</tr>
<tr>
<td>Post offer onboarding admin expenses</td>
<td>$43,671</td>
</tr>
<tr>
<td><strong>Average sign on bonus per hire</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Onboarding Costs</strong></td>
<td>$662,711</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total Training Costs</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>New hire labor costs during training/onboarding</td>
<td>$319,474</td>
</tr>
<tr>
<td><strong>Total learning curve costs</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Training Costs</strong></td>
<td>$7,241,412</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total Turnover Costs</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Turnover Costs</strong></td>
<td>$10,719,984</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>% decrease in Turnover Rate</strong></th>
<th><strong>CASE STUDY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>% decrease in Turnover Rate</strong></td>
<td>23.5%</td>
</tr>
<tr>
<td><strong>Median First year TO Rate</strong></td>
<td>15.4%</td>
</tr>
<tr>
<td><strong>Total savings from reduction in turnover</strong></td>
<td>$2,519,196</td>
</tr>
</tbody>
</table>
IMPROVE

IDENTIFY, TEST AND IMPLEMENT A SOLUTION TO THE PROBLEM
Organizations underestimate time to outbound source and pipeline candidates for difficult to fill positions.

Almost 3 of every 10 positions take on average 116 (Top 25% is 113) days to fill. These positions have a significant negative impact on cost of vacancy, patient safety/experience, clinical outcomes and employee engagement.
RESOURCE ALLOCATION

Talent Availability

BAUs

Low

High

CDVs

Hiring Volume/Priority of Role

Business as Usual Low Volume Job Families

• Facilities
• Security
• Clerical
• Wellness

Critical, Difficult, Visible Low Volume Job Families

• IT/IS
• Research
• Corporate
• Executive
• Diagnostic Imaging
• Pharmacy

Business as Usual High Volume Job Families

• Nutritional & Environment Services
• Medical Assistants
• Housekeeping
• Clinical Support
• Nursing Assistants

Critical, Difficult, Visible High Volume Job Families

• RNs
• Therapy
• RN Leaders
• Medical Coders

Outbound Sourcing

30-40% of hires

30-40% of hires
REDUCING TTF & ELIMINATING INVENTORY

CDV REQUISITIONS

- Lack of Qualified Candidates: 60-85%
- Process/Position Management(s): 10-25%
- Requisition/Position Control: 5-15%
STRUCTURAL FLAW IN ORGANIZATIONAL MODEL

Healthcare Recruiter
- Req. Load: 42-74 (Benchmark)
- Hours Sourcing/wk: 1-5
- # of candidates routed (per week) to HMs – Difficult to Fill positions: ???
- # of candidates routed to fill a position: 3-5

Search Firm Recruiter
- Req. Load: 2-5
- Hours Sourcing/wk: 25-30
- # of candidates routed (per week) to HMs – Difficult to Fill Positions: 2-6
- # of candidates routed to fill a position: 3-5

Must INVEST in sourcing like Search Firms if you want the same results!
**Business as Usual**

**Low Volume Job Families**
- Facilities
- Security
- Clerical
- Wellness

**High Volume Job Families**
- Nutritional & Environment Services
- Medical Assistants
- Housekeeping
- Clinical Support
- Nursing Assistants

**Critical, Difficult, Visible**

**Low Volume Job Families**
- IT/IS
- Research
- Corporate
- Executive
- Diagnostic Imaging
- Pharmacy

**Critical, Difficult, Visible**

**High Volume Job Families**
- RNs
- Therapy
- RN Leaders
- Medical Coders

**Optimized Recruitment Structure**
- Lean, Scalable, Compliant Hiring Process

**BAUs**

**CDVs**

**RESOURCE ALLOCATION**
No matter how Lean your process is, 'requisition-based' model will not deliver JIT results (even for your 'business as usual' - BAU positions).

For critical to fill job families, TTF exceeds 100 days. Lack of quality sourcing is typically the biggest contributor to wait time!
### Understanding Demand - Case Study

#### Current Status

<table>
<thead>
<tr>
<th>Budgeted FTE's - FT/PT</th>
<th>424</th>
</tr>
</thead>
<tbody>
<tr>
<td># of vacant FTE's</td>
<td>29</td>
</tr>
<tr>
<td>Current FTE Headcount</td>
<td>395</td>
</tr>
</tbody>
</table>

#### Historical Data

<table>
<thead>
<tr>
<th>Historical Turnover (left the organization - involuntary &amp; voluntary)</th>
<th>23%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Turnover Rate (projected to leave organization - involuntary &amp; voluntary)</td>
<td>23%</td>
</tr>
<tr>
<td>Projected Turnover (voluntary/involuntary)</td>
<td>97.5</td>
</tr>
<tr>
<td>Historical Transfer rate (% of Budgeted FTE's that transfer out of department)</td>
<td>10%</td>
</tr>
<tr>
<td>Projected # of Transfers</td>
<td>42.4</td>
</tr>
<tr>
<td>Expansions/Growths (# of additional FTE's needed)</td>
<td>4.0</td>
</tr>
</tbody>
</table>

#### Projections

| Projected # of positions Recruitment will need to fill (annually) | 144 |
| Projected # of positions Recruitment will need to fill (monthly) | 12  |
| Candidate Routed for interview to Positions filled Efficiency    | 3   |
| # of candidates required for interview/monthly to achieve hiring Goal | 36  |

**Proactive Pipelining and Just-In-Time hiring starts with Demand Forecasting!**
Demand-based planning can virtually eliminate TTF since you are recruiting to a start date!

- Key Responsiveness Metric: % of Candidates Ready to hire based on hiring goal.
  - For example. If goal is 12 and you have 11 ready to hire – 92% of goal (11/12).
CONTROL

SUSTAIN THE GAINS. MONITOR IMPROVEMENTS AND ENSURE CONTINUED SUSTAINABLE SUCCESS
“A CONTINUOUS IMPROVEMENT PROCESS NEVER STOPS. IT WASN’T IMPLEMENTED JUST ONCE. IT’S CONSTANT IMPROVEMENT, CONSTANT INNOVATION AND CONSTANT ELIMINATION OF EXTRA STEPS. THE MOST IMPORTANT PRINCIPLE IS THAT THIS IS NOT A FOUR-MONTH PROJECT. YOU WILL SEE BENEFITS, BUT YOU MUST DO IT CONTINUALLY.”

SOURCE: HTTP://KNOWLEDGE.WHARTON.UPENN.EDU
<table>
<thead>
<tr>
<th>Performance Outcomes</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>YTD Fiscal XXXX</th>
<th>Calendar XXXX</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Productivity</strong></td>
<td>Goal</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>Employee Vacancy Rate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.1%</td>
<td>5.7%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Direct Care RN Vacancy Rate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.8%</td>
<td>6.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Staff Productivity</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>127</td>
<td>159</td>
<td>220</td>
</tr>
<tr>
<td>Openings Per Recruiter/Source</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>87</td>
<td>64</td>
<td>36</td>
</tr>
<tr>
<td>Employee Referral %</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td>Goal</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>All Job Categories</td>
<td>Avg 90 Day Separation/Turnover Rate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9.1%</td>
<td>6.5%</td>
<td>4.8%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.3%</td>
<td>6.0%</td>
<td>4.1%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day VOLUNTARY Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.4%</td>
<td>6.6%</td>
<td>5.4%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day INVOLUNTARY Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.0%</td>
<td>1.6%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Direct Care RNs</td>
<td>Avg 90 Day Separation/Turnover Rate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5.2%</td>
<td>4.1%</td>
<td>2.7%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5.7%</td>
<td>4.4%</td>
<td>2.8%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day VOLUNTARY Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4.1%</td>
<td>2.9%</td>
<td>2.3%</td>
</tr>
<tr>
<td></td>
<td>Avg 90 Day INVOLUNTARY Separation/Turnover Rate - FT/PT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.5%</td>
<td>1.3%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Delivery - Efficiency</td>
<td>Goal</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>All Job Categories</td>
<td>Applications to Positions Filled - Overall</td>
<td>-</td>
<td>23</td>
<td>18</td>
<td>13</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td># of Applicants Routed to Positions Filled - Overall</td>
<td>-</td>
<td>6.6</td>
<td>5.6</td>
<td>4.3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% of Positions filled from Offers Extended - Overall</td>
<td>-</td>
<td>88.5%</td>
<td>88.9%</td>
<td>91.1%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Direct Care RNs</td>
<td>Applications to Positions Filled - RNs</td>
<td>-</td>
<td>15</td>
<td>10</td>
<td>9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td># of Applicants Routed to Positions Filled - RNs</td>
<td>-</td>
<td>5.0</td>
<td>3.8</td>
<td>2.9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% of Positions filled from Offers Extended - RNs</td>
<td>-</td>
<td>83.5%</td>
<td>87.4%</td>
<td>91.14%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Delivery - Responsiveness</td>
<td>Goal</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>All Job Categories</td>
<td>Average Time-to-Fill (TTF)</td>
<td>-</td>
<td>52</td>
<td>47</td>
<td>42</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Average TTF - External</td>
<td>-</td>
<td>62</td>
<td>55</td>
<td>53</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Average TTF - Internal</td>
<td>-</td>
<td>49</td>
<td>46</td>
<td>36</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
A CASE STUDY

2016
LEAN HUMAN CAPITAL
ELITE HONOR ROLL WINNER
PROVIDENCE HEALTH & SERVICES

- Not-for-profit Catholic health care ministry, established nearly 160 years ago by the Sisters of Providence

- Recently merged with St. Joseph Health to become 3rd largest not-for-profit healthcare organization in US.

- 106,000 caregivers serving 50 hospitals, 829 clinics

About Talent Acquisition

- Centralized recruitment structure with regional focus

- Nearly 300 recruiters staff both centrally and regionally located, to fill nearly 30,000 jobs for 2016 (about 50% with internal talent)

- Includes a centralized operations and recruitment marketing team: employment brand, recruitment marketing, process optimization, program management, technology, analytics, and general operations
TALENT FOR THE FUTURE

The Challenge:
- Increased talent demand + lower supply = Candidates with more employment choices
- Our “one-size-fits-all” recruitment model was frustrating, cumbersome, and not operationally effective

Our Response:

**Differentiated Experience-Based Approach**

- **Low Availability Talent (LAT)**
  - A Sourcing Strategy
    - Recruiter Consultation
    - Strong hiring manager partnership
    - Talent pipelines

- **High Availability Talent (HAT)**
  - Sorting and Screening Strategy
    - Streamlined throughput
    - Pre-screening tactics and technologies

- **Internal Transfers**
  - Efficiency Strategy
    - Expedited process, empowered hiring manager
    - Internal transfer experts

**Candidate & Hiring Manager Experience**
- Building Relationships
- Right-time Communications
- Commitment to expectations/SLAs
- Quality throughout
TALENT FOR THE FUTURE RESULTS

- 22% increase in satisfied hiring managers; 13% pts. above LHC benchmark
- 10% increase in candidate satisfaction within pilot regions
- Improved time-to-fill by 13% (internal transfer process 17 days)
- 10 days decrease in candidate dispositioning time
- 301 silver medalists identified

Results: Dec 2015 vs. Aug 2016
THANK YOU!

Questions?

Presenter Contact Information for Additional Questions:

Brian Brazda  
Sales Director  
Lean Human Capital by HealthcareSource  
Plymouth, MI  
(248) 840-4050  
bbrazda@leanhumancapital.com

Deb Vargovick  
Senior Consultant  
Lean Human Capital by HealthcareSource  
Plymouth, MI  
(248) 918-8799  
dvargovick@leanhumancapital.com

REMEMBER!  
Rate each session you attend in the Mobile App  
★ ★ ★ ★ ★  
1-5 Stars, 5 being the best.