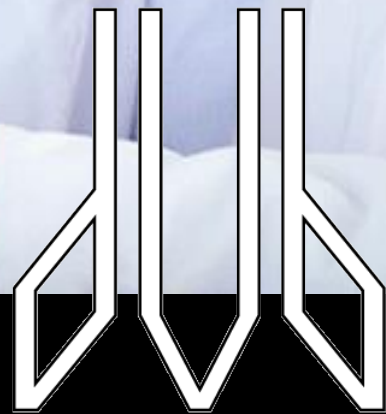




# CASE STUDY:

**POST COVID:** ST LOUIS, MO MANAGED  
TALENT ACQUISITION SOLUTION



**EXECUTIVE  
SOLUTIONS**

### **Background:**

A Hospital in the St Louis, MO market sought a managed Talent Acquisition solution to develop and lead an outsourced internal Talent Acquisition team in a post Covid environment. The hospital had two main areas, Behavioral Health and the Medical Center. During Covid both sides of the hospital had been forced to close beds and entire units due to a lack of clinical staff.

The hospital had a broken Talent Acquisition model that placed its hiring managers in the position of finding, screening, scheduling for interview and making offers to candidates prior to handoff to the TA team. The TA team was in reality an administrative team performing generalist duties. In many cases candidates were offered a position, accepted the offer, and then once passed off to the TA Team found out compensation terms could not be met. The DVB model changed the entire culture and processes used to hire clinical staff.

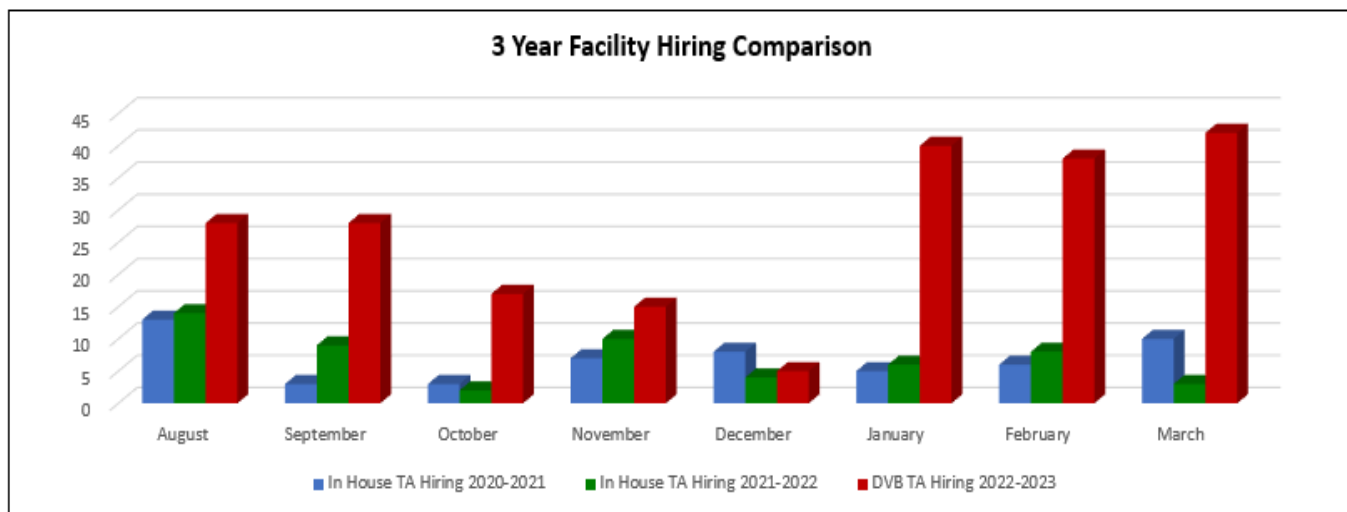
The model developed and rolled out by DVB blended both client and DVB management assets to achieve greater recruitment outcomes.

### **Program Design:**

- Prior to the launch of the program, DVB management completed a Recruitment Process Analysis to identify areas of opportunity for improvement by the DVB Talent Acquisition Manager.
- These included conducting an assessment of current resources, defining metrics to be used in performance standards, establishing baseline performance standards, and aligning team members with those goals and recruitment outcomes.
- Confidential one on one Key Stakeholder interviews were conducted with management from all areas of the hospital to uncover additional areas of improvement and overall market perception of the hospital.
- DVB management created a custom model that increased the pool of potential FTEs to the individual hospital areas by leveraging the resources and methods of a staffing agency at a more affordable rate.
- The DVB model removed excessive administrative functions from the realm of a recruiter's responsibility to facilitate and improve candidate flow.
- The DVB Talent Acquisition Manager also focused on the development of passive candidate sourcing methods, improving time-to-fill results, and developing partnerships with local resources to attract candidates to the client facilities.
- Two kickoff meetings and training sessions on new processes were held with the entire management team of the hospital.
- A key focus in delivering the results below has been relationship management with hiring managers, introducing them to the improved process, and developing a partnership with the recruitment team.
- All client processes and regulations were administered and executed through the custom model.

## Program Results: 8 Month Comparison

- Increased Behavioral Health hires by 365% compared to both Y1 & Y2 In House results
- Increased Medical Center hires by 243% compared to Y1 In House results
- Increased Medical Center hires by 233% compared to Y2 In House results
- Overall Increase Enterprise Wide was +287% Y1 and +280% Y2
- Client was significantly below the national average cost per clinical hire at \$1,070 verses the national average of \$4,047 (AHA, 2022). This represents hiring costs at 26% of the national average using a DVB Outsourced (RPO)solution.
- In 8 months, the DVB TA team recruited a total of 213 clinical staff to work directly for the hospital exceeding total of 185 by the In-House TA team over the trailing 24-month period.



3 Year Facility Hiring Comparison	August	September	October	November	December	January	February	March	Total
In House TA Hiring 2020-2021	13	3	3	7	8	5	6	10	55
In House TA Hiring 2021-2022	14	9	2	10	4	6	8	3	56
<b>DVB TA Hiring 2022-2023</b>	<b>28</b>	<b>28</b>	<b>17</b>	<b>15</b>	<b>5</b>	<b>40</b>	<b>38</b>	<b>42</b>	<b>213</b>

3 Year Hiring Comparison w/ % Increase by Clinical Classification						
	In-House 2020 - 2021 -v- DVB			In-House 2021-2022 -v- DVB		
	In House	DVB	% Increase	In House	DVB	% Increase
<b>Behavioral Health</b>						
Nursing / FT	6	19	217%	2	19	850%
Nursing / PRN	3	16	433%	2	16	700%
BH / Allied FT	8	39	388%	13	39	200%
BH / Allied PRN	3	19	533%	3	19	533%
<b>Medical Center</b>						
Nursing / FT	12	30	150%	7	30	329%
Nursing / PRN	1	5	400%	5	5	0%
Allied FT	11	63	473%	12	63	425%
Allied PRN	11	22	100%	12	22	83%
<b>Total</b>	<b>55</b>	<b>213</b>	<b>287%</b>	<b>56</b>	<b>213</b>	<b>280%</b>