



CASE STUDY

2 STATE, 10 FACILITY
DIVISION WIDE RPO SOLUTION



EXECUTIVE
SOLUTIONS

Background:

Leadership of the Midwest division of a national healthcare company, with 10 facilities in two states, was concerned with the amount of contract labor being utilized within the company as a whole. An additional concern was the division's heavy reliance on new graduates to fill critical positions. Division management tried several internal recruiting strategies, including a system-wide Talent Acquisition Team, prior to engaging a custom model designed and deployed by DVB management to outsource recruitment for the entire division. The model's ability to source and increase the pool of experienced staff was crucial to the division's ability to expand its service lines.

Program Design:

- Successful outsourcing of the recruitment function for all staff to the vendor with an emphasis all clinical and non-clinical area in each facility.
- Development of a model that increased the pool of potential new FTE's to the individual facilities by leveraging the resources and methods of a staffing agency at a more affordable rate.
- The custom model streamlined the recruitment process by documenting the existing process, making the necessary adjustments tailored to meet the needs of each facility and presenting the changes to each hospital's leadership in unison with the HR department.
- The vendor assumed full-cycle recruitment throughout the enterprise, handling positions from requisition creation through onboarding, and finally transitioning new hires to facility HR personnel at orientation.
- Through the model the vendor partner hired mutually agreed upon personnel that would have been displaced by outsourcing, including 6 recruiters and 2 administrators (recruitment specialists).
- An onsite recruiting director provided daily oversight and project management for the team.
- All client processes and regulations were administered and executed by aligned staff.

Program Results:

- The custom models' solutions eliminated more than 100 unbudgeted contract travelers in core staff positions during the first eight months of the engagement.
- Over \$4 million in client documented savings in the first year through the elimination of unbudgeted contract labor.
- Increased hires of experienced staff by 67% within the first 90 days.
- Within the first sixty days, the team filled a director vacancy that was open for more than one year prior to the new solutions implementation.
- The custom model successfully and seamlessly integrated flex staffing levels, both up and down, to meet the clients' changing needs and coverage areas, including a tremendous increase in open positions as shown on the dashboard data below.
- Client was significantly below the national average cost per hire of \$4,047 (AHA, 2022) with a low of \$629 in year five of the example below.

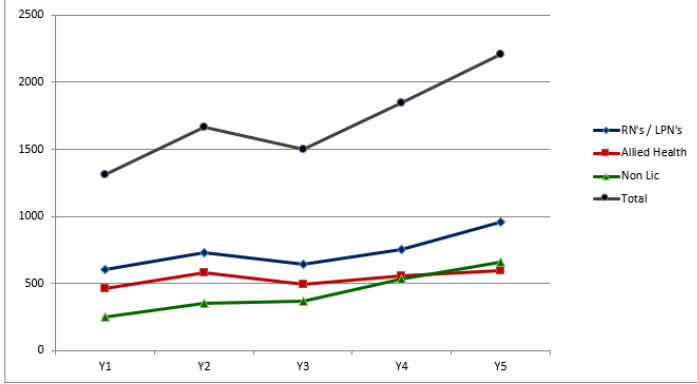
Client Feedback:

"After attempting to establish an effective and efficient recruitment process for several years with mixed results, our division partnered with the management from DVB to lead our recruitment function. Immediately we benefited from their expertise, professionalism and operational acumen. The result was increased hires and the ability to reduce our contract labor expense. Allowing our organization to invest more in our workforce. I have to say that the DVB management was a true and fantastic business partner." - Division VP of HR

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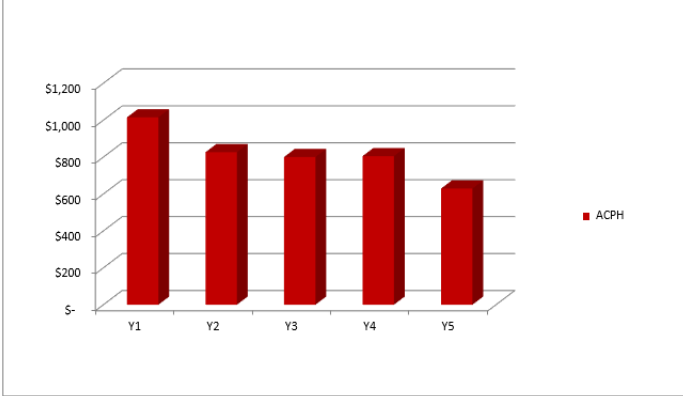
Results:

Placements by Group



	Y1	Y2	Y3	Y4	Y5
RN's / LPN's	601	734	644	755	956
Allied Health	466	582	492	556	595
Non Lic	247	349	367	535	661
Total	1314	1665	1503	1846	2212

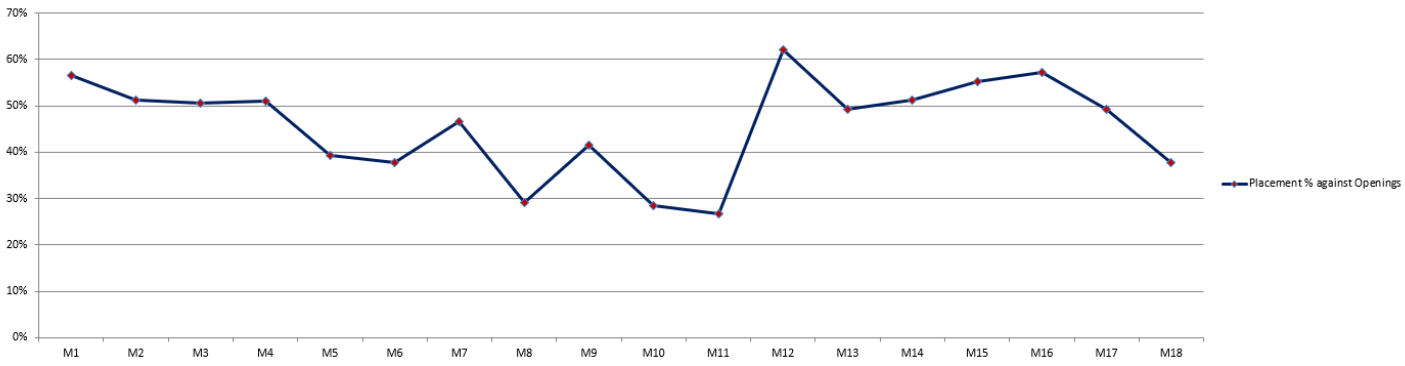
Average Cost Per Hire



	Y1	Y2	Y3	Y4	Y5
ACPH	\$ 1,015	\$ 826	\$ 800	\$ 805	\$ 629

*Y5 flex staff added to meet increase due to RN shortage

Placement % Against Open Positions By Month - Trailing 18 Months



	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
Openings	271	353	409	426	425	360	360	412	490	460	483	490	358	392	428	398	356	374
Placements	153	181	207	217	167	136	168	120	203	131	129	304	176	201	236	228	175	141
Placement % against Openings	56%	51%	51%	51%	39%	38%	47%	29%	41%	28%	27%	62%	49%	51%	55%	57%	49%	38%
Average Placements -v- Openings per Month	45%																	

