



CASE STUDY

4 STATE, 16 FACILITY
DIVISION WIDE RPO SOLUTION



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Background:

A national hospital system with a 16-facility division in the Southeast deployed a flexible model designed by the management team from DVB, beginning with a pilot program at one of the division's 200-bed facilities. The initial pilot was launched to eliminate unbudgeted contract labor expense in core areas.

Over a fourteen-year period, the flexible model was scaled up and down based on individual facility needs. The custom model provided permanent recruitment outsourcing for the division's nine largest facilities, with other facilities utilizing the solution on an as-needed basis. The client outsourced all clinical and non-clinical areas of its facilities, including the onboarding of all new employees.

Program Design:

- The pilot program was designed to internally deploy the philosophy of an external staffing strategy, while integrating the external recruitment staff into the facility HR team.
- The division has a diverse range of facility sizes and culture, so it was critical that each facility received a customized solution while maintaining the structure outlined by division leadership for a centralized solution and reporting.
- 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 solution 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.
- The flexible solution entailed a mix of onsite recruiters, virtual recruiters, an onsite division manager and onsite administrators, depending on the needs and size of the individual facility.
- In conjunction with division HR management, the management team overseeing the staff assessed, revised and streamlined facility onboarding tools, documents, and processes.
- All client processes and regulations were administered and executed through the custom model.

Program Results:

- More than 250 contract FTEs eliminated with the program.
- The model through its staff partnered with the client to dramatically decrease impact of four different nursing shortages since the initial engagement.
- All facilities achieved clinical and non-clinical vacancy rates below the national average.
- The model deployed by DVB management successfully and seamlessly integrated flexible staffing levels, both up and down, to meet the client's changing needs and coverage areas. This included a tremendous increase in open positions as shown on the dashboard data on the following page.
- Client was significantly below the national average cost per hire of \$4,047 (AHA, 2022) with a low of \$603 in year nine of the example.

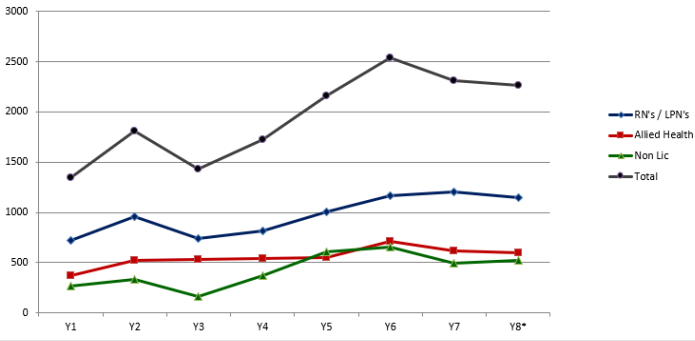
Client Feedback:

"For more than a decade, the customized model designed and deployed by DVB management was an outstanding recruitment partner for our division. The flexibility shown through four drastic alterations to the model over twelve years is a testament to DVB management's desire to be a true partner to its clients. Through the entire engagement DVB management strove to continually add services without adding to the program cost, and we benefitted tremendously from their solutions and expertise." - Division VP of HR

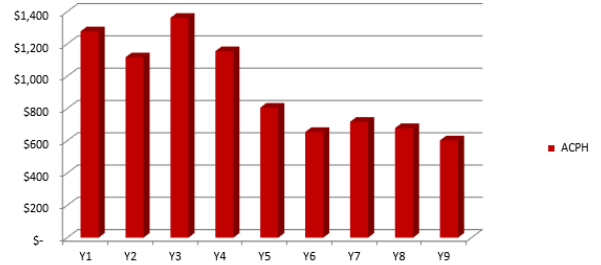
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Results:

Placements by Group



Average Cost Per Hire

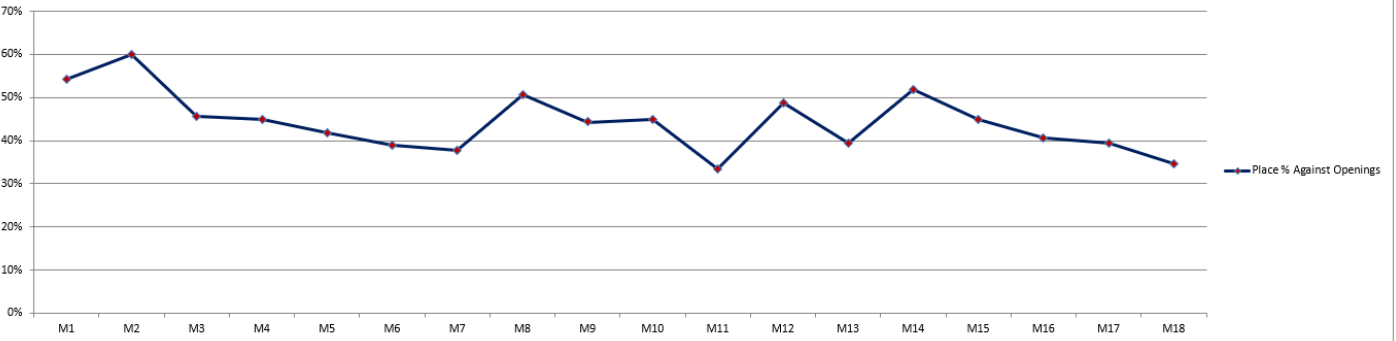


	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8*	Y9*
RN's / LPN's	717	959	741	813	1007	1170	1207	1148	1474
Allied Health	366	524	530	541	552	708	612	600	706
Non Lic	266	328	163	366	605	657	494	520	577
Total	1349	1811	1434	1720	2164	2535	2313	2268	2757

ACPH	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
	\$ 1,279	\$ 1,118	\$ 1,362	\$ 1,156	\$ 806	\$ 655	\$ 718	\$ 679	\$ 603

* Y8 and Y9 reflects a loss of a recruiter servicing two facilities.

Placement % Against Open Positions - Trailing 18 Months



	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
Openings	388	427	441	475	478	463	495	446	431	506	563	589	559	581	598	587	574	565
Placements	210	256	201	213	200	180	187	226	191	227	188	287	220	301	269	239	226	196
Place % Against O	54%	60%	46%	45%	42%	39%	38%	51%	44%	45%	33%	49%	39%	52%	45%	41%	39%	35%
Average Placements -v- Openings per Month	44%																	

