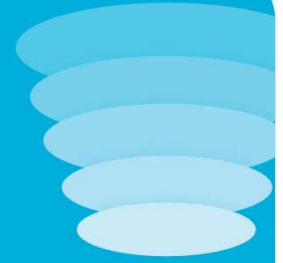


WHITEPAPER



Creating Efficiency and Benchmarks in the Recruitment Process

Carondelet Health, a two hospital system in the Kansas City, MO area, had a question. How do we increase our quality and quantity of candidates for all positions in our hospitals, while decreasing overall labor costs? While this question is not unique to healthcare systems, Carondelet Health leaders wanted to make sure that their system was the employer of choice in the Kansas City area. However, Carondelet Health was beginning to feel the effects of their labor intensive and non-centralized recruitment process.



The Challenge

Labor costs were high, the pace of hiring was sporadic, recruitment marketing plans did not exist and both hospitals suffered from chronic open nursing positions. HR leaders were looking to reduce overall costs, but increase the quality and quantity of candidates for all positions in the system.

The Pinstripe Solution

Establishing a Recruitment Partnership

Carondelet Health partnered with Pinstripe Healthcare to streamline the recruitment process and develop key HR metrics. The team established expectations and goals to help Carondelet Health meet its workforce projections.

Partnership Goals

- Build a robust pipeline of applicants using active and passive recruitment techniques as well as technology
- Enhance Carondelet Health's position as employer of choice in the Kansas City area
- Increase overall satisfaction and service to all stakeholders
- Develop key HR metrics to strategically drive workforce planning

Creating an e-Recruitment Process

To begin to establish metrics and benchmarks, Pinstripe Healthcare implemented a state of the art applicant tracking system (ATS). This ATS helped enhance the hiring manager and candidate's overall hiring experience by:

- Allowing hiring managers to open requisitions online
- Creating an online application process
- Providing immediate feedback on candidates between hiring manager and the Recruitment team
- Improving communication between Carondelet Health and potential candidates
- Developing a consistent end-to-end recruitment process

The Recruitment team also developed a multifaceted recruitment marketing plan (RMP). The RMP allowed the team to track source effectiveness as well as develop a robust pipeline of active and passive candidates for all positions.

Filling Chronic Nursing Vacancies

A year into the partnership, Carondelet Health Executives and Pinstripe Healthcare had also developed a specific RMP to close hard-to-fill nursing vacancies.

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The plan included new sourcing techniques such as:

- Data mining
- Niche job advertising
- Utilization of licensure lists
- Reconnecting with past employed nurses who are in good standing
- Sourcing specialty nursing through enhanced technology
- Targeted marketing blitzes (mailers, email blasts, etc)

The recruitment team, in partnership with nursing leadership, continues to evaluate the nursing recruitment marketing plan in order to efficiently connect with nursing candidates in the Kansas and Missouri area.

Pinstripe Healthcare also collaborates with Carondelet Health HR and nursing leaders to develop specific marketing plans focused on graduate nurses. The taskforce is building relationships with local nursing schools to enhance their current graduate nurse recruiting efforts to plan for future experienced RN shortages. In addition the taskforce is developing long-term retention strategies to lower overall future nursing turnover.

Internal Communication Strategy

Another key to the partnership's success was the overall acceptance of the new established recruitment processes by Carondelet Health hiring managers. Carondelet Health Human Resources and Pinstripe Healthcare worked together to train hiring managers on the new applicant tracking system and recruitment process. The recruitment team also began to open direct lines of communication with each individual hiring manager.

"We wanted to build a team with open communication," Shelly Olejniczak, vice president of client services at Pinstripe Healthcare.

Pinstripe Healthcare periodically goes on location to meet with hiring managers and present key metrics to HR leadership. The team holds bi-weekly program meetings with HR leaders to review the overall recruitment process and all position fills.

The recruitment team also provides weekly email updates to all individual hiring managers keeping them informed of the progress of vacant positions. The report is in addition to the day-to-day communication which happens between each recruiter and hiring manager.

Pinstripe Healthcare also developed monthly updates with each chief nursing officer to discuss recruitment updates as well as other nursing topics.

The Results

By implementing a more streamlined recruitment process, Pinstripe Healthcare was able to team with Carondelet Health HR leadership to provide hiring managers more qualified candidates while reducing overall labor costs.

Hiring manager satisfaction increased in several key areas:

- Quality of candidate presented increased 32%
- Acceptable time to fill time increased by 41%
- Effective communication between hiring manager and recruiter increased 29%

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Pinstripe also helped to reduce the gap between overall separations and hires for all employees. In the first quarter of the partnership, the ratio of separations to hires fell 34%, and following quarters saw hires exceed separations.

The collaborative effort of Pinstripe Healthcare, Carondelet Health HR and the nursing leadership has produced positive results to assist with the hard-to-fill nursing vacancies. The team has seen a 37% increase in overall nursing hires from year one of the partnership to year two.

“Thanks to our partnership with Pinstripe Healthcare, we have moved forward in our recruiting initiatives,” comments Dawn Bryant, Vice President of Human Resources and Organizational Development at Carondelet Health. “We have a more positive response from our hiring managers and new hires regarding their overall hiring experiences and less overall turnover which helps us to reduce overall labor costs. We cannot wait to see what we accomplish in the next year of our partnership.”

About Pinstripe Healthcare

Pinstripe Healthcare designs, builds and delivers high-performance talent acquisition and management solutions. Pinstripe's innovative approach integrates, sourcing, recruiting, hiring, on-boarding, and engagement into a complete, end-to-end solution. Pinstripe Healthcare's seasoned group of healthcare professionals work with clients to attract the best available talent so they can deliver high quality patient care and reduce overall labor costs. The team's unique depth of provider-side experience brings an insider's perspective to each of Pinstripe's healthcare relationships, and allows the firm to offer a complete range of customized human resource services that meet the unique needs of every customer. By partnering with Pinstripe, leading healthcare organizations are able to transform their human resources function into a driver of sustainable, competitive advantage. More information on Pinstripe Healthcare is available at www.pinstripehealthcare.com.

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