



Healthcare Recruitment Benchmark Study

LEAN Human Capital, in partnership with the National Association for Health Care Recruitment (NAHCR), believes there is a significant gap in relevant, actionable benchmark data regarding critical aspects of staffing performance. To that end, we took the initiative to develop our benchmark study which focuses on key areas within the staffing process including:

STAFFING PROCESS EFFICIENCY:

Measuring the efficiency of how applicants flow through the hiring process versus the quantity received. Most organizations do not understand the impact an inefficient hiring function has on time, cost, and quality. Measuring key process efficiency metrics will provide your organization with the ability to:

- Utilize a data-driven staffing optimization model to define the right organizational structure and resources (# of staff, sourcing tools, etc.) to meet hiring objectives.
- Reallocate resources dedicated to processing unqualified applicants to develop proactive sourcing strategies thereby reducing time-to-fill and cost of vacancy while improving the quality of hire.

RESPONSIVENESS:

While overall Time to fill (TTF) has been a traditional metric used to assess responsiveness for years, it often times does not accurately portray how well an organization is performing in this area. Key metrics analyzed in our study include:

- % of current positions open over 60 days.
- % of positions filled in less/more than 60 days.
- TTF for positions filled in less/more than 60 days.

PRODUCTIVITY:

Responsiveness, efficiency, quality and cost are counter balancing. For example, if an organization has unlimited resources, they can perform very well with respect responsiveness. Additionally, a very fast process might not product quality hires. We have created a Staff Productivity metric to normalize these occurrences and provide a key performance indicator to understand if your staff is productive compared to your peers. This metric can also be used to plan/forecast headcount for your hiring needs.

COST OF VACANCY:

Vacancy rates for critical positions cost healthcare organizations millions of dollars each year. We will explore how defining the cost of vacancy for critical positions will allow your organization to:

- Calculate the cost associated with positions remaining vacant and/or filled by agency or overtime personnel.
- Quantify the ROI of reducing time-to-fill.
- Develop a business case for maintaining or adding recruitment resources to reduce overall costs.

BENEFITS OF PARTICIPATION:

- **If qualified – You and your team will be publicly recognized as an ‘Elite Honor Role’ Recruitment organization!** We will recognize these prestigious ‘Honor Role’ Recruitment organizations at the annual NAHCR Image Conference in July 2012.
- Use trend data/analytics to quantify how well you are performing to key executives. Don’t let isolated issues dominate the ‘perception’ of how well you are actually performing.
- You will get a personalized analysis comparing your recruitment organization’s performance against other leading health care providers allowing you to celebrate your achievements with your team and identify constructive opportunities for improvement.
- Learn how other organizations have optimized their staffing process to reduce waste/time spent with unqualified applicants and improve time-to-fill, quality of service/hire and customer satisfaction.



Study Methodology & Looking Forward

Methodology/Steps Involved:

We deploy a unique methodology to ensure data accuracy and validity.

- 1) **Demonstration** - Each new participant in the study begins the process with an online demonstration of Lean, Just-in-time principles (including case study examples) and a discussion on participant expectations.
- 2) **Data Discovery** - A member of our team will meet with your data collection point person to review our data collection spreadsheet and answer any questions.
- 3) **Data Collection** – This is conducted by your organization as time permits and is usually completed within a few weeks.
- 4) **Data Review** - A member of our team will meet with your data collection point person to review the data once it has been collected.
- 5) **Benchmark Analysis Presentation** - A LEAN Human Capital consultant will meet with your entire recruitment team to discuss findings and recommendations relative to the data that you provided.
- 6) **Benchmark Release** – Our consultants will analyze the data from all of our participants and conduct a webinar to release the collective findings of the study. All benchmark participants will be invited to attend.
- 7) **Published Study** – All benchmark participants will receive a copy of the published study free of charge.

Upcoming Webinar

Empowering Recruiters to Present a Business Case to the C-Suite Regarding Recruitment Metrics

January 11, 2012 at 3:00 EST

[Register now!](#)

Participation:

We're pleased to announce that 100+ organizations have participated in our benchmark study including:

Advocate Health
 Atlantic Health
 Aurora Health Care
 Banner Health
 Barnes Jewish Hospital
 Cedars-Sinai Health System
 Children's Hospital Central California
 Duke University Hospital
 Froedtert Health
 Georgetown Hospital System
 HCA North Texas
 Henry Ford Health System
 Hospital of the University of Pennsylvania
 Indiana University Health
 Johns Hopkins Hospital
 Massachusetts General Hospital
 Mayo Clinic
 Memorial Health Systems
 Mission Health System
 Ochsner Health System
 Rush University Medical Center
 Scottsdale Healthcare
 Scripps Health
 Spectrum Health
 Trinity Health - St. Joseph Mercy Ann Arbor
 University of Michigan Hospitals and Health Centers
 University of Washington Medical Center
 UC San Diego Health System

For More Information Please Contact

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LEAN Human Capital delivers a radical approach to analysis, process optimization, and continuous improvement to your staffing function. By rationalizing your staffing supply chain, we help you create a proactive, efficient hiring strategy that will dramatically reduce time-to-fill and vacancy rates, improve quality and customer satisfaction, and reduce cost and waste. For more information visit www.leanhumancapital.com.