

About Our 2010 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 on critical aspects of staffing performance. To that end, we took the initiative to develop benchmark data on key business metrics and processes. To date, the study represents data from 60 healthcare systems throughout the United States, which in aggregate employ over 450,000 FTEs and process more than 3.25 million applicants annually.

The study focuses on key areas within the staffing process gathering specific hiring and recruitment data from fiscal year 2010 including:

Process Efficiency of the Staffing Function:

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.
- Reduce waste, time, and cost within the hiring process.
- 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 positions open over 60 days.
- TTF for critical/difficult/visible positions.
- TTF for positions filled in less than 60 days.
- TTF for positions filled in greater than 60 days.

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

- You will be provided with relevant benchmarks for key areas of staffing performance.
- Gain actionable data to improve service delivery with respect to time, cost and quality.
- Learn how to optimize your staffing process to reduce waste/time spent with unqualified applicants by up to 50%.
- Enable you to develop a suite of metrics and performance dashboards that truly align with your organization's business objectives and quantify ROI to key executives.
- An opportunity to benchmark and compare your recruitment organization's performance with other leading health care providers.

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.

NOTE: We will also release the findings of our study at the NAHCR Image Conference in July, during our Pre-conference Work Shop.
- 7) **Published Study** – All benchmark participants will receive a copy of the published study free of charge.

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.

Our 2009 Study

We're very excited about the level of participation we experienced in our 2009 study.

37% of our participants made the **Best Hospital** ranking by US News & World Report for 2010-11

36% of the elite **HONOR Roll Hospitals** (the top 14 hospitals in the nation) as ranked by US News & World Report for 2010-11 participated in our study

Our 60 Participants Included:

- The Johns Hopkins Hospital
- New York Presbyterian Hospital
- Barnes Jewish Hospital
- Hospital of the University of Pennsylvania
- University of Washington Medical Center
- Atlantic Health
- Aurora Health Care
- Henry Ford Health System
- Scripps Health
- Beaumont Hospitals
- Baylor Health Care System
- Banner Health
- Cedars-Sinai Health System
- Rush University Medical Center

Looking Forward

We plan on delivering this study on an annual basis.

On a quarterly basis we will also provide regular educational information, tips, webinars, etc. to all benchmark study participants on the topics of Lean, JIT staffing and elite recruiting principles.

If you have any thoughts or ideas about how we can improve our study moving forward please speak to your LEAN representative or contact us at:

info@leanhumancapital.com