



## Case Study

### CLIENT:

Henry Ford Health System (HFHS), one of the nation's leading health care providers, was the proud recipient of the Malcolm Baldrige National Quality Award in 2011. HFHS is recognized both nationally and internationally for its contributions to patient care, research and education. With more than 23,000 employees, HFHS is the fifth-largest employer in metro Detroit, and amongst the most diverse.

### SITUATION:

Recruitment was a decentralized, site-based full life-cycle recruitment function working in silos with no strategic direction. HFHS's recruitment leadership was seeking to:

- Eliminate internal competition and duplicative efforts for candidates.
- Create pipelines of candidates for high volume jobs such as medical assistants, nurse assistants, CSRs.
- Reduce costly Time-to-Fill (TTF), which impacts agency usage, overtime cost, and employee burnout.

### SOLUTION:

Henry Ford partnered with LEAN to evaluate industry best practices for developing and deploying an optimized recruitment organizational model.

Achievements and milestones during the journey included:

- Conducting a value stream exercise to assess workflow and identify improvement opportunities.
- Implementing "Intake" tool for consultation with hiring managers.
- Introducing "Service Level Agreements" with hiring managers.
- Initiating "Red Zone" management process for 60+ day requisitions.
- Creating sourcing requisitions for continuous, high volume openings and Critical-to-Fill positions for building pre-screened pipelines.
- Introducing 45-day "Quality of Hire" survey for hiring manager and new employee.

### RESULTS:

- 36% increase in requisition filled with reduced TTF by 35% year over year.
- Vacancy rates decreased from 4% to 2.95%.
- Reduced TTF for positions filled in more than 60 days, reaching 'Elite' benchmark status (Top 75th percentile).
- Significantly increased internal customer satisfaction ratings.

### ABOUT LHC:

LHC delivers a radical approach to Analysis, Process Optimization and Continuous Improvement for your recruitment organization. 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. To achieve optimum results, our renowned Recruiter Academy Education and Development Solution provides your staff with "Best-in-Class" methodologies, tools and techniques required to deliver a Lean, just-in-time recruitment solution and create a culture passionate about lifelong learning.