HealthcareSource Position Manager®

Position Manager® helps large healthcare organizations manage talent acquisition across the enterprise

Large healthcare providers rank among the most complex organizations. This complexity is driven not only by the critical nature of the organization's mission, but also the diversity of services, geographic locations, stakeholders and employees. These organizations are often a region's primary employer, hiring thousands of workers each year. As such, the need to hire quality, competent talent is fundamental to its success. To do so, many leading enterprise healthcare providers turn to HealthcareSource® to help them achieve quality talent that in turn leads to quality care.

HealthcareSource is the leader in talent management solutions for healthcare, used at over 1,000 healthcare facilities. Large healthcare providers trust HealthcareSource because of their success across every segment of healthcare, every type of employee, line of service, and geography.

With over 10,000,000 healthcare job applications and nearly 500,000 positions managed through its software each year, HealthcareSource Position Manager is uniquely qualified for large healthcare providers. In addition, the company has the financial stability, the service resources, and the track record of success that make it an excellent partner for large-scale deployments and long term partnerships.
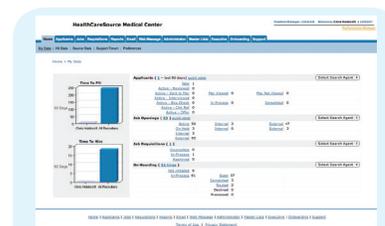

Position Manager is an easy to use applicant tracking system designed for healthcare.

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Aletha Otlinger
Resurrection Health Care

"Position Manager has allowed us to achieve standardization and tremendous efficiency, enabling us to learn from each other and rally around one way of doing things."

Seth Lee
Bon Secours Health System

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Trinity Health

Bon Secours Health System

Bon Secours Health System, headquartered in Marriottsville, Maryland, a $2.6 billion not-for-profit Catholic health system, owns, manages, or joint ventures 18 acute-care hospitals, one psychiatric hospital, five nursing care facilities, five assisted living facilities, and 15 home care and hospice programs. Bon Secours' more than 20,000 employees help people in seven states, primarily on the East Coast.

In 2007, Bon Secours conducted a vendor evaluation process to standardize the recruiting process on one system. Seth Lee, Vice President of Talent Acquisition, said, "We involved all of our hospital systems and looked at a variety of vendors across the board. In the end, we chose HealthcareSource Position Manager for a number of reasons. First, it has the best functionality from a recruiter's perspective. Second, HealthcareSource has such a strong commitment to, and history in, healthcare, we knew this would make them an excellent long-term choice. Additionally, it integrates well with our Lawson HRIS system, and they have a close partnership and integration with our background screening vendor as well. What really came through was how accommodating their staff is."

Bon Secours uses Position Manager enterprise-wide and now standardizes

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their recruiting process across all facilities, with over a hundred HR users and thousands of hiring manager users. By deploying a standard system enterprise-wide, Bon Secours has achieved consistency and efficiencies. The deployment facilitated a system-wide conversation around recruiting practices. Lee commented, "Position Manager has allowed us to achieve standardization and tremendous efficiency, enabling us to learn from each other and rally around one way of doing things."

But as a large, multi-state, multi-geography organization, it's a key necessity for Bon Secours to meet the diverse requirements of each facility. Position Manager's depth of functionality has allowed them to achieve standardization without sacrificing meeting the specific needs of their facilities, whether acute or non-acute, large or small facility, warm weather or cold weather market.

Lee commented on a large enterprise-wide deployment of Position Manager. "I would encourage other large healthcare providers to do this. The process itself proved to be valuable — it required facilities to give and take, a melding of the minds. And in the end, people learned that their needs are not as unique as they thought, and that their peers have ideas that can really benefit everyone. The process helped remove parochial barriers making success very achievable, particularly because Position Manager accommodates so much."

Trinity Health

Trinity Health is the fourth-largest Catholic health system in the United States, with over 45,000 full-time equivalent employees, 20 Ministry Organizations 32 owned hospitals, 379 outpatient clinics/facilities, 29 long-term care facilities, numerous home health and hospice programs, and senior housing communities in seven states. A key strategy for Trinity is to leverage the depth and breadth of knowledge and innovation across the organization to better serve patients and communities, what they call a Unified Enterprise Ministry®. In 2008, as part of this strategy, they looked to workforce related processes and software that could benefit from standardization, and chose Position Manager for applicant tracking.

"One of the pillars of our standardization initiative is technology," said Paul Swanson, VP, Organization and Talent Effectiveness. "We identified applicant tracking and onboarding as an opportunity for efficiency and improvement and launched a project to select a vendor. We did an extensive RFP process and HealthcareSource was chosen as the best value." The deployment across the enterprise began in November 2008 and is planned for completion in early 2010.

"We have already seen an economic benefit from this project and we are getting good feedback from the field. I've heard more than a few say, 'Why didn't we do this years ago?' We are very happy with the choice of HealthcareSource as a partner, who has met our needs and has shown a willingness to listen to us and respond."

Cleveland Clinic

Cleveland Clinic, located in Cleveland, Ohio, is a non-profit, multi-specialty academic medical center that integrates clinical and hospital care with research and education. U.S. News & World Report consistently names Cleveland Clinic as one of the nation's best hospitals in its annual "America's Best Hospitals" survey. And with 40,000 employees, it is one of the nation's largest and most well-respected healthcare providers.

Cleveland Clinic's relationship with HealthcareSource began in 2004, with the deployment of Position Manager at Cleveland Clinic East. As a result of the success at these hospitals, additional hospitals chose to deploy Position Manager. In 2008, Cleveland Clinic decided to bring all hospitals under one centralized deployment of Position Manager. "We wanted to standardize and centralize recruiting. Our experience at the different facilities, who each used Position Manager slightly different, helped us deploy one system that leveraged all the best processes and organizational knowledge, as well as the efficiencies of standardization," commented John McDonnell, Senior Director, Human Resources.

"Recruiting at a large organization like Cleveland Clinic is complicated – you are faced with every possible problem, and every conceivable issue that smaller healthcare organizations may not have to deal with. Standardizing on one system is therefore challenging – there are many decisions to be made, activities to coordinate and issues to navigate. But the results are worth it."

Centralization has not only provided efficiency and consistency, but organizational visibility: applicants now have one portal and one login to view all jobs across the entire system. Managers have access to a much larger talent pool. McDonnell concluded, "HealthcareSource has been responsive and has been a good partner to us."

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Loma Linda University Adventist Health Sciences Center

Loma Linda University Adventist Health Sciences Center is the largest healthcare provider in Southern California's fast growing Inland Empire region. With five hospitals, including a behavioral medicine center, outpatient facilities, clinics, and Loma Linda University's nine schools, LLUAHSC employs over 13,000 employees and processes over 100,000 job applications per year. LLUAHSC is a faith-based organization with a mission of advancing medical science to providing a stimulating clinical and research environment for the education of physicians, nurses and other health professionals.

LLUAHSC deployed HealthcareSource Position Manager in 2004 and has since deployed Onboarding and Performance Manager® as well. Always on the cutting edge, their current focus is on hiring people who fit with LLUAHSC's values and mission — those with strong people and customer service orientation. The behavioral fit determines 50% of an employee's evaluation, not only during the hiring process, but in ongoing performance assessments.

With such a strong focus on behavioral fit, and as an employer of choice, the big recruiting challenge for LLUAHSC is screening. Paula Cook-Fedun, Director of Recruitment and Placement, said, "People want to work here and learn. We are state of art. And as a faith-based organization, employees know that there is a strong emphasis on care, so we really focus on screening — we are very particular about hiring. Position Manager lets us manage this process very efficiently." The most significant benefit to LLUAHSC is the ability to have a paperless hiring and onboarding process, with excellent communication between HR and hiring managers. The easy access to information has helped them drive efficiencies and respond to audits and compliance needs.

Cook-Fedun commented on why LLUAHSC chose HealthcareSource. "We studied and evaluated various applicant tracking solutions. What stood out about HealthcareSource is that they were personable and cared about our culture and our needs. HealthcareSource has always met our very complex needs, is exceptionally responsive and flexible. We have built a relationship and partnership with them over many years. Through ups and downs, we have always been able to trust them and in the end, they always come through. I believe it is because they have a philosophy that is similar to ours — they hire good people with values, morals, integrity, a passion for healthcare, and a passion to provide a user-friendly product that will not cost an arm or leg."

For other large healthcare providers considering an enterprise-wide deployment, Cook-Fedun has the following suggestions, "Understand your goals and present those to HealthcareSource and let them guide you. They are different than other vendors, who make you fit into a standard application. As I've said, we are very complex, but they always take the challenge and figure out a way to meet our requirements." Cook-Fedun concluded, "We like the relationship, we trust them, it's comfortable. With so many things to deal with, we know we can depend on HealthcareSource to take care of us."

Resurrection Health Care

Resurrection Health Care is a large Catholic health care system in metropolitan Chicago known for its exceptional customer service. Resurrection first deployed Position Manager in 2002. "As a non-profit, we wanted software that provided good value for our money. Position Manager provided that, but without sacrifice in capabilities," said Aletha Ottlinger, Director of Humans Resources. A large, urban faith-based healthcare provider, Resurrection has over 14,000 employees and processes over 135,000 job applications annually. "We chose HealthcareSource partly because the flexibility of their products fit our needs, allowing us to manage more than 100 facilities in one centralized system."

Resurrection has grown in size and complexity since its initial deployment. "We've grown and HealthcareSource has grown, but I can still call them with requests and they respond quickly." In 2009, Resurrection expanded the usage of Position Manager to over 800 hiring managers. "We rolled it out in less than a month. The hiring managers have given us positive feedback," said Ottlinger. Position Manager lets large healthcare organizations leverage their size for a more effective and efficient hiring process. "It has been easy to share applicants, easy to see anyone who applies, and easy to track applicant history across all our facilities. The reports allow us to look at things not only at an enterprise view but also at a facility level – we can break down the data in several useful ways."

Ottlinger commented on the product and support. "It's has been easy to use and we believe we have become more efficient because we can easily train support staff to do time-consuming tasks in the software. As far as support goes, they get back to you quickly but more importantly, they know what they are doing and they know what you are

looking for — they are knowledgeable on healthcare."

Beaumont Hospitals

Beaumont has grown from a single 238-bed hospital - opened in 1955 to serve a small community in Royal Oak, Michigan - into a three-hospital regional medical center with over 19,000 employees representing more than 91 medical and surgical specialties. Beaumont is a high volume healthcare provider - its hospitals rank among the highest in the country in inpatient admissions, community hospital beds, and number of surgeries. Beaumont is singled out by diverse and respected organizations and institutions for its strong performance – including U.S. News and World Report "*America's Best Hospitals*," *Magnet status, AHA Quest for Quality and* HealthGrades® *"America's 50 Best Hospitals."*

How does Beaumont achieve such strong performance in such a challenging environment? "We hire people who have a strong quality and customer service orientation," said Linda Kruso, Director of Workforce Planning for Beaumont. "We have over 75,000 job applications per year, 22 recruiters, and approximately 1,000 hiring managers – it is just too big an operation to not be efficient. By automating processes, we can focus our efforts on quality hiring, not on pushing paper." They selected Position Manager from HealthcareSource for their applicant tracking solution.

"We were on an older applicant tracking solution that was just not user friendly. Our hiring managers had no access or visibility, our recruiters could neither rank nor sort candidates, and there was no onboarding capability. Position Manager solved all of that and more," said Kruso. "Recruiters love Position Manager – it's easy to use. Hiring managers love it too – the turnaround time is so much quicker. And we've really improved the whole candidate experience. "We also wanted to do a better job on improving fit and quality of our hires. With the efficiency of Position Manager, we can use the time savings to have our recruiters drill down on a candidate's customer service and quality orientation. We wanted to quickly identify who were the best candidates, and focus our time on the right people." commented Kruso. "We wanted a vendor who understood healthcare. That is what separated HealthcareSource. But we got more than that. They are so customer oriented and make things so easy."

Partial Client List of Large Health Systems

Name	Employees
Trinity Health Novi, MI	45,000
Cleveland Clinic Cleveland, OH	40,000
MedStar Health Columbia, MD	26,000
John Hopkins Health System Baltimore, MD	20,000
Bon Secours Health System Marriottsville, MD	20,000
Beaumont Hospitals Troy, MI	19,000
St. John Health System Warren, MI	18,400
Adventist Health Roseville, CA	17,500
Catholic Health Services of Long Island Rockville Centre, NY	15,000
Resurrection Health Care Chicago, IL	14,000
Mayo Health System Rochester, MN	13,000
Loma Linda University Medical Adventist Health Sciences Center Loma Linda, CA	13,000
MaineHealth Portland, ME	12,500
Yale-New Haven Health System New Haven, CT	12,000
Carilion Clinic - Roanoke, VA	12,000
Caritas Christi Health Care Boston, MA	12,000
OSF HealthCare Peoria, IL	11,700
Clarian Health Indianapolis, IN	10,600
MemorialCare Health System Fountain Valley, CA	9,600
Oakwood Health System Dearborn, MI	9,200
Palmetto Health Columbia, SC	8,400
Catholic Health Buffalo, NY	8,200
St. Thomas Health Services Nashville, TN	8,000
VCU Medical Center Richmond, VA	8,000

With more than 1,000 hospital customers, HealthcareSource is the leader in talent management for the healthcare industry. Through its software-as-a-service solutions, HealthcareSource helps hospitals acquire, develop, and retain the best workforce possible in order to maximize the quality and efficiency of patient care. The company's talent management solutions include performance management, onboarding, applicant tracking, and a leading healthcare job board. A private corporation, HealthcareSource focuses exclusively on the healthcare industry and consistently earns high marks for client satisfaction and retention.

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