

CHALLENGES

- Time-consuming to check references
- Delays in filling positions
- Failure to satisfy internal policies

RESULTS

- Reduced reference response time from one week to 24–48 hours on average
- Decreased time to fill by 7 days on average
- Raised reference quality
- Save managers hours each week
- Equip managers to better assess candidates
- Empowered to quickly weed out unserious candidates



**KINGMAN REGIONAL
MEDICAL CENTER**
*Serving Our Community with Compassion
and Commitment*

Kingman Regional Medical Center Uses HealthcareSource Reference Assessment Simplifies Reference Checking and Fills Positions Quicker

When your vision is to provide the region's best clinical care and patient service, you want to hire the best people for every position. While reference checking factors into the hiring decision, it can be an onerous exercise making numerous phone calls — especially for staff that are short on time. That was the situation for Kingman Regional Medical Center (KRMCM) in Arizona. KRMCM realized how long it took to fill positions and needed a more efficient process for checking references.

Struggling to Check References

When Rob Rennells joined the organization as its first professional recruiter in 2013, KRMCM was struggling to check job references in a timely manner. KRMCM's managers are required to conduct three reference checks before offering a position to a candidate. However, they often lacked the time needed to make phone calls and repeatedly follow up to connect with reference providers. As a result, many managers offered positions and then checked references after the candidate had joined the organization. Even then, the time to fill a professional position was 80 days on average when Rennells came on board.

“To maintain our accreditation, we need to comply with our policy that references are checked before a candidate is offered a position. Plus, the top complaint about recruiting was that managers needed to check references,” says Rennells.

Unfortunately, as the only recruiter responsible for filling an average of about 200 professional openings — out of 730 open positions — each year, Rennells did not have the time to check references either. “Neither me nor our managers have time to play phone tag. If I'm checking references, I'm distracted from actively recruiting to fill positions. But 80 days is far too long to fill a position. We rely on a highly skilled workforce to deliver our advanced medical services and needed to offload our managers of reference checks while getting them done in more timely manner,” explains Rennells.

As a community-owned, non-profit hospital, KRMCM operates on a tight budget. When a high-level hire through a third-party recruiting firm didn't work out, KRMCM received a refund and decided to apply the funds to a reference checking solution.

Choosing an Affordable, Easy-to-Use Solution

Because KRMCM had purchased HealthcareSource Position Manager for applicant tracking in 2004, Rennells was aware of HealthcareSource. “The organization had set up Position Manager but no one was really using it to its full potential. Getting familiar with the solution and determining how we could implement best practices was one of the first things I did when I joined KRMCM,” explains Rennells.

Impressed with Position Manager, Rennells knew he wanted a reference checking solution that integrated with it to avoid redundancies and manual work. “I evaluated numerous solutions but none integrated as well as HealthcareSource Reference AssessmentSM. Plus, Reference Assessment was far more cost effective — some vendors charge considerably more for their solutions and some even charge per reference check,” continues Rennells.



To conduct his due diligence, Rennells saw a demo of Reference Assessment at a HealthcareSource user conference in 2014. He talked to existing Reference Assessment users and listened to a HealthcareSource client present about his organization's experience with the solution. According to Rennells, "That sold me on how easy it is to use Reference Assessment. I could literally train an assistant to use the solution in five minutes. The fact that it's so user friendly is a big deal because when I'm out of the office, I have to rely on backups who aren't professional recruiters." After convincing the chief HR officer at KRMC that Reference Assessment was good investment, Rennells started the implementation process.

Getting Started Without Delay

As Rennells recalls, deployment was incredibly easy. Rennells had to assign a reference check to each existing job posting, which took about an hour. Then the HealthcareSource Client Services team walked him through two phone calls: one for training on the solution, and the second to review Rennells configuration preferences. Everything else was handled via email.

"The HealthcareSource Client Services team made the process easy for me — they sent a list of what they needed and once I provided it, we were up and running in a week," says Rennells.

Accelerating the Reference Checking Process and Streamlining Sourcing

Rennells set up Reference Assessment so that managers can indicate they need a reference checked with just two clicks. At that point, HR invites the candidate to reach out to reference providers, who are then sent a link to an online survey.

Because Reference Assessment automates the reference checking process, KRMC is getting references back much faster than before. "It used to take days — sometimes a week or longer to track down references. Now we get them back in 24–48 hours on average, sometimes even within just hours. And I haven't done a reference check since the solution was implemented," says Rennells.

Moreover, through Reference Assessment, references can opt-in to be contacted in the future by KRMC. As a part of the reference process, the reference is asked several questions to gauge their "hire readiness," providing Rennells with a "Hire Readiness Score." The tool also designates a reference as being a "Passive" or "Active" job seeker and gathers reference contact and LinkedIn information. This helps KRMC with both sourcing and creating an additional pool of potential applicants.

Raising Reference Quality and Reducing Time to Fill

At the same time, KRMC is receiving higher quality references. The organization's previous reference checks just covered the basics and didn't give its managers much insight into candidates. Because Reference Assessment is a behavioral-based solution, it ranks reference responses and candidates for KRMC. Plus, for each position it measures competencies that have been deemed most predictive of successful job performance. It also highlights areas of potential concern and suggests follow-up interview questions that equip managers to drill down when speaking with candidates. "This offloads our managers of coming up with the right questions and yields better candidates," continues Rennells.

According to Rennells, KRMC's managers love Reference Assessment. "They appreciate that the solution puts the onus of a reference check back on candidates. This allows us to quickly rule out candidates who don't bother supplying references. At the same time, our managers are thrilled to be saving so many hours each week while getting more value out of reference checks."



Perhaps most importantly, Reference Assessment has contributed to a faster time to fill. “We’ve made a number of changes over the past year to fill positions more quickly, and Reference Check has played a critical role in reducing our time to fill by seven days on average,” explains Rennells.

Looking Forward with Anticipation

In the future, Rennells looks forward to taking full advantage of all the features in Position Manager. At the same time, he is excited that Reference Assessment is helping him develop a talent pool of reference providers that he can mine going forward. For now, he’s quite happy with the way that Reference Assessment has vastly improved the reference checking process. “This year, we’re on track to fill 890 positions and I know the process will go much more smoothly now that Reference Assessment is in place,” he concludes.

ABOUT KINGMAN REGIONAL MEDICAL CENTER

Location: Kingman, Arizona

Overview: Kingman Regional Medical Center (KRMC) is a 253-bed multi-campus healthcare system in Kingman, Arizona that employs over 1,700 employees, 250 volunteers, and 190 physicians/ allied health professionals. KRMC is the largest provider of health and wellness services in northwestern Arizona. KRMC is also a teaching hospital offering residencies in emergency medicine and family medicine and a member of the Mayo Clinic Care Network. KRMC has received the Governor’s Arizona Innovation Award, was named one of the nation’s top 100 hospitals in community value, and became Arizona’s first rural teaching hospital.

Employees: 1,700 healthcare professionals and medical staff

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About HealthcareSource

With more than 2,500 healthcare clients, HealthcareSource is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent SuiteSM helps healthcare organizations recruit, develop, and retain the best workforce possible in order to improve the patient and resident experience. The company’s cloud-based talent management solutions include applicant tracking, behavioral assessments, reference checking, employee performance, compensation, competency and learning management, and eLearning courseware. A private company focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. HealthcareSource has been regularly ranked as a leader by KLAS Research for Talent Management, in addition to recognition in Healthcare Informatics 100, Modern Healthcare’s “Healthcare’s Hottest,” Inc. 500|5000, Deloitte Technology Fast 500, and Becker’s “150 Great Places to Work in Healthcare” list.