

CHALLENGES

- Large number of open requisitions
- Weak relationships with hiring managers
- Poor time management skills
- No metrics to support data-based decision-making

RESULTS

- More strategic approaches for sourcing candidates
- Standardized recruiting processes
- More robust candidate pipelines
- A stronger team culture among recruiters



Franciscan Missionaries of Our Lady Health System Changes the Game by Adopting Lean Recruiting Practices

High quality employees are the key to delivering quality patient care, so it's imperative that healthcare recruiting teams stay on top of open positions and strive to attract the best possible candidates. However, the task can be daunting when faced with hundreds of requisitions. This was the case for Franciscan Missionaries of Our Lady Health System in Baton Rouge, Louisiana. Without a solid foundation of skills and training, the recruiting team didn't see a clear path forward.

Struggling to Keep Up With Hiring Demands

When Farrar Anderson, MHR, SPHR joined Our Lady of the Lake Regional Medical Center, a hospital within the Franciscan Missionaries system, she found a recruiting team that was struggling to keep up with hiring demands. As Senior Director of Human Resources, Anderson worked with five recruiters at Our Lady of the Lake Regional Medical Center. The team had 600 open requisitions and the situation seemed very overwhelming. Few of the recruiters had been formally trained for their work and Anderson had never worked as a full-time recruiter.

Searching for Solutions

Anderson continued to research different training options that covered recruiting best practices. "When I learned about Lean Human Capital's Recruiter Academy, it seemed like the ideal solution." The Recruiter Academy offers a curriculum that focuses on lean, scalable processes and is comparable to a "degree" in recruiting. The program uses participatory and active learning methods to teach the skills and competencies used by elite recruiters.

The Recruiter Academy is divided into eleven modules that are conducted online. For the first class of participants, Anderson decided to hold the first two sessions onsite. "We used these face-to-face meetings as team building sessions for the recruiters who work in different locations," said Anderson. All the rest of the sessions were held online once a week. During the program, the team learned about time management, strategic and tactical consulting, sourcing, candidate development, candidate intake sessions, closing techniques, and more.

Building Stronger Relationships and Adopting a More Strategic Outlook

After participating in The Recruiter Academy program, the recruiting team at Our Lady of the Lake Regional Medical Center began to build stronger relationships both within the group and with hiring managers. "The Recruiter Academy curriculum generated meaningful dialogue between senior and junior recruiters. This served as a platform for senior recruiters to jump into mentoring roles," said Anderson. In addition, recruiters now communicate more effectively with hiring managers through intake sessions and one-on-one meetings. The requirements and expectations for open positions are now clear.

"One of the biggest things that has changed is the quality of the conversations among the recruiters," noted Anderson. The team brainstorms and focuses on sourcing strategies for open positions. The recruiters have also embraced data-driven decision making. They track the number



of requisitions that will be easy to fill, as well as those that are critical and challenging to fill. This helps the team use its recruiting funds wisely. In addition, all recruiters have adopted standardized processes. This makes it easy to move requisitions around and continue “business as usual,” even when a recruiter is out of the office.

Serving as an Organizational Thought Leader

By adopting Lean recruiting practices, Our Lady of the Lake’s HR team is delivering better service to hiring managers, while positioning themselves as thought leaders. “Franciscan Missionaries of Our Lady Health System is now implementing Lean methodologies across all clinical and administrative areas. “We, in HR, are excited to be ahead of the curve and in alignment with the broader organization,” said Anderson.

ABOUT FRANCISCAN MISSIONARIES OF OUR LADY HEALTH SYSTEM

Location: Headquartered in Baton Rouge, Louisiana

Overview: Franciscan Missionaries of Our Lady Health System is a nonprofit, mission-focused Catholic healthcare ministry. It is the largest health system in the state. Franciscan Missionaries of Our Lady Health System serves patients through a network of hospitals, clinics, physicians, elderly housing, and integrated information systems.

Employees: 13,402

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