



Henry Ford Health System

Lean transformation journey

ABOUT HENRY FORD HEALTH SYSTEM

Location: Detroit, Michigan

Overview: A not-for-profit corporation comprised of hospitals, medical centers, and one of the nation's largest group practices, the Henry Ford Medical Group, which includes more than 1,200 physicians practicing in over 40 specialties. The System's flagship, Henry Ford Hospital in Detroit, is a Level 1 Trauma Center recognized for clinical excellence in cardiology, cardiovascular surgery, neurology and neurosurgery, orthopedics, sports medicine, multi-organ transplants and cancer treatment.

Employees: 23,000+

HealthcareSource Solutions:
Staff AssessmentSM
Leadership AssessmentSM
Recruitment OptimizationSM

Henry Ford Health System (HFHS), one of the nation's leading healthcare 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 and CSRs
- Reduce costly Time-to-Fill (TTF), which impacts agency usage, overtime cost, and employee burnout

Solution

Henry Ford partnered with Lean Human Capital 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



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About HealthcareSource

With more than 3,000 healthcare clients, HealthcareSource[®] is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent SuiteSM helps healthcare organizations build a Patient-Centered Workforce[™] by selecting, aligning, continuously developing, and retaining highly-engaged people. The company's cloud-based platform of software, content, services and analytics includes applicant tracking, reference checking, behavioral and skills-based competency assessments, compensation analysis, performance and learning management, eLearning courseware, education and advisory services. 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.