

INTEGRIS

INTEGRIS Health System *Lean transformation journey*

INTEGRIS Health is Oklahoma's largest state-owned healthcare corporation and one of the state's largest private employers (about 9,000 employees statewide), with hospitals, rehabilitation centers, physician clinics, mental health facilities, fitness centers, independent living centers and home health agencies throughout much of the state.

Situation

INTEGRIS sought to develop a LEAN, efficient recruitment solution that provided them with an analytics platform to quantify return on investment (ROI) to key stakeholders and drive performance improvement initiatives. They sought to evaluate their current recruitment solution against industry benchmark best practices to define and implement a LEAN, efficient organization model. The solution INTEGRIS was seeking would:

- Quantify the internal recruitment function's ROI to key stakeholders within the organization
- Reduce waste and wait time to reduce overall Time-to-Fill (TTF)
- Meet and exceed customer expectations of their recruitment services
- Meet hiring demand
- Improve quality of hire by sourcing top talent

Solution

Lean Human Capital partnered with INTEGRIS and implemented TALENTx, which included the following performance improvement initiatives:

- Lean Human Capital HMARTSM Voice of the Customer Assessment to establish a baseline of performance and identify urgent issues to improve customer satisfaction
- A value stream mapping exercise to eliminate waste and wait time
- A performance scorecard to quantify ROI, drive performance improvement and celebrate success
- Equipping recruiters with best practice methodologies, tools and techniques delivered through our Recruiter Academy Certified Recruiter Program
- Establishing a consistent staffing process, with structured intake sessions, staffing service level agreements, and consistent applicant tracking system usage

Results

- Performed in the Top 25 of the Lean Human Capital Healthcare Recruitment Metrics Benchmark Study for:
 - › Average TTF for system overall and RNs.
 - › Percentage of Positions filled in less/more than 60 days for system overall and RNs
 - › Average TTF for positions filled in less/more than 60 days overall
- Improved staff productivity by 117% with no increase in staff
- Reduced system average TTF by 23% while achieving an 84% increase in positions filled
- Reduced RN average TTF by 40%.
- Improved Offer Acceptance Rate by 12%
- Reduced positions filled in >60 days by 24%



ABOUT INTEGRIS HEALTH SYSTEM

Location: Oklahoma City, Oklahoma

Overview: State's largest, not-for-profit, Oklahoma-owned healthcare system

Employees: 9,500+

HealthcareSource Solutions:
Recruitment OptimizationSM



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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.