



Atlantic Health System

Lean transformation journey

With over 11,000 employees, Atlantic Health System is on the forefront of medicine, setting standards for quality healthcare in New Jersey and the New York metropolitan area. They were rated by Fortune magazine as one of the Top 100 companies to work for, handling over 800,000 outpatient visits.

Situation

Atlantic sought to develop a measurable LEAN, efficient recruitment solution. They wanted to establish consistent processes and decrease waste and wait time, thereby reducing overall Time-to-Fill (TTF). Their goal was to improve recruitment process efficiency by 10-20% by creating a LEAN and efficient staffing process. This process would minimize time spent with unqualified candidates and allocate more time to quality candidates, resulting in hiring top talent faster.

Solution

Lean Human Capital partnered with Atlantic and implemented TALENTx, which included these performance improvement initiatives:

- Establishing a baseline and creating team and individual recruitment scorecards for key performance metrics with respect to quality, responsiveness, efficiency and cost
- Identifying opportunity for improvement in key areas such as TTF and process efficiency
- Analyzing and streamlining all ATS applicant disposition codes utilized to capture key metrics for driving a consistent staffing process, including aligning with affirmative action compliant standards which require consistent documentation of reasons why candidates were selected or rejected
- Conducting value stream mapping and process optimization exercises to identify and eliminate non-value-added waste and delays within the posting, screening, interviewing and selection process
- Developing and executing an action plan to reduce waste and delays
- Identifying top 5 daily barriers recruiters face and action items to reduce them
- Implementing consultative best practices with respect to hiring manager intake sessions; setting realistic Service Level Agreements; communicating weekly with hiring managers; and managing a Lean, efficient recruitment process
- Implementing a Continuous Improvement culture by conducting quarterly team and individual meetings to celebrate success and enact performance improvement solutions

Results

- Performed in the Top 25 of the Lean Human Capital Healthcare Recruitment Metrics Benchmark Study for:
 - TTF — positions filled in more than 60 days
 - Percentage of current positions open more than 60 days
 - Staff productivity
- Improved staff productivity by 38%, while improving TTF and process efficiency
- Improved candidate routed to hire efficiency by 29%



ABOUT ATLANTIC HEALTH SYSTEM

Location: Morristown, New Jersey

Overview: Atlantic Health System, headquartered in Morristown, New Jersey and one of the leading non-profit health care systems in the state, includes Morristown Medical Center in Morristown, NJ; Overlook Medical Center in Summit, NJ; Newton Medical Center in Newton, NJ; Chilton Medical Center in Pompton Plains, NJ; Hackettstown Medical Center in Hackettstown, NJ; and Goryeb Children's Hospital in Morristown, NJ, as well as Atlantic Rehabilitation, and Atlantic Home Care and Hospice. In addition, more than 600 community-based health care providers are affiliated through Atlantic Medical Group.

Employees: 11,000+

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1.800.869.5200

solutions@healthcaresource.com

www.healthcaresource.com

About HealthcareSource

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