



Jennifer Santoleri
Allegis Global Solutions
www.allegisglobalsolutions.com

Solving Talent Challenges Through Healthcare RPO

With Jennifer Santoleri, Executive Director, Allegis Global Solutions

Healthcare organizations have recently experienced a perfect storm as an aging population has caused an increase in demand and a decrease in supply as baby boomers head into retirement. They have also faced record numbers in terms of turnover, which are hindering quality metrics. Jennifer Santoleri, Executive Director for Allegis Global Solutions, describes how healthcare organizations need to adopt a back-to-basics approach. Recruitment capabilities should enhance the traditional practice not replace it. Staffing organizations are defining themselves by their capabilities causing recruiters to rely solely on technology and taking the “path of least resistance” hence losing the “art” of their practice.

Q: How are today's challenges impacting healthcare organizations?

A: One of the greatest areas of concern for healthcare managers is hitting quality measures and bottom line revenue. When organizations fall into the trap of hiring a candidate that is not a quality fit and doesn't execute strong patient care, satisfaction and employee engagement scores will be negatively impacted. These are two areas where an RPO partnership can really focus on quality improvements since these results tie back to the talent acquisition process.

Q: Where should healthcare organizations begin?

A: **Assess the current situation.** Talent acquisition teams need to outline their current challenges to see what the right fit for recruitment is. An RPO partner can flex around those challenges—retention, hiring times—and create a custom solution supported by healthcare hiring metrics that include an added layer of metric-specific efficiencies that fits.

Build the right foundation.

Organizations need to determine what great looks like for them. They should define the skill sets they need to succeed and hit hiring and retention numbers. Through this practice, organizations will also create a great candidate and patient experience.

Take a consultative approach. It's critical for an RPO partner to be aligned to its client to gain full transparency. For example, is the organization looking to reduce agency spend? What is the current approach to workforce planning? This information will help shape the entire talent acquisition approach, from brand messaging to candidate assessment.

These three steps will transform recruiting from reactive to proactive and decrease agency spend, increase patient satisfaction scores, and positively impact bottom line revenue.

Q: Which metrics best capture ROI?

A: Once gaps are identified, metrics that address the specific organizational challenges can be implemented to

help capture ROI. AGS performs a 30-60-90 (day) Stay Interview metric which is essential for healthcare organizations to see if they have achieved measured improvement. Another critical metric is Time-to-Fill. Time-to-Fill will always be important. Currently, it takes between 55 and 119 days to fill an experienced RN position based on specialty. The vacant position has a direct impact on RN retention and work-life balance, patient care and safety, overall quality, and is a key driver of revenue.

Q: What's the next step?

A: There is no cookie-cutter approach; there is adaptation followed by innovation and optimization in order to respond to the ever-evolving and shifting landscape called Healthcare. A healthcare organization can look to its RPO partner to proactively explore broader challenges that affect the shifting paradigm. The ultimate goal is to remain flexible while looking at talent holistically and as a whole through a total talent solution approach, managing both full-time (RPO) and contingent (MSP) workers under one solution.