

## Case study

# Responding to a staffing emergency.

Hiring highly-qualified nurses stat for a Level 1 trauma center.

### The challenge:

In a Level 1 trauma center, it is continually imperative to successfully hire and retain the most experienced and competent nursing workforce. Our client offers a complete range of healthcare services from a state-of-the-art cardiovascular center to a renowned neonatal intensive care unit. The hospital has over 100,000 emergency room visits a year and has a full complement of ambulatory services as well.

One of two system trauma centers was experiencing significant difficulty in sourcing qualified candidates for nursing positions across clinical areas as a result of nursing shortages locally and nationally. Expansions of several service lines and units require higher staffing levels and more experienced nurses. The hospital had already successfully partnered with Adecco for a critical care nursing project and determined that an expansion of that relationship to meet these crucial nurse staffing needs was warranted.

### The Adecco solution.

Like the previous engagement, Adecco and the hospital's administration in conjunction with the recruitment staff and hiring managers, designed and implemented a statement of work that outlined each party's responsibility for achieving the hiring goals for a specific number nurses over a specified period of time. This statement of work served as a resource and guide to which the "stake holders" continually referred to during project to ensure successful completion.

The Vice President of Human Resources, the Chief Nursing Officer, the Director of Labor Relations and Recruitment and his staff, the hiring managers and Adecco's dedicated project team, had participated in a project launch at the facility for the previous engagement. That launch provided the recruitment team and the client representatives with an opportunity to develop a positive rapport.

To maintain the project's successful momentum, the coordinated effort between Adecco and the hospital continued throughout, with specific target metrics being accomplished on both sides. After developing candidate benchmark profiles in conjunction with the internal team, Adecco implemented a strategic plan proprietary sourcing and screening processes that generated dramatically improved, qualified candidate flow to the facility. Strategies were developed that were customized for the hospital, based upon research data which indicated geographic, economic and acuity level preferences of likely candidates. The hospital continued to maintain much of our internal recruiting activity in order to best accommodate and process the increased numbers of qualified candidates.

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For this project the hospital, Adecco and Adecco's employment branding and advertising partner, JWT worked together to develop a variety of sourcing mechanisms with a branding campaign that focused on respect, commitment, compassion, challenge and loyalty. Direct mail, billboards and radio spots branded the hospital as the employer of choice.

As potential candidates were identified, both from Adecco's proprietary strategies and by the hospital's own efforts, Adecco implemented a thorough prescreening process. This intricate process identified the best and most qualified candidates based upon a variety of specific criteria tailored for each position as referenced above. The candidate management process followed the candidate through the screening, interview, hiring, and on-boarding processes. By working closely with the administration, the hiring managers and the recruitment staff, a very effective and successful partnership was established and maintained.

#### **The benefits realized by our client.**

In partnership with the hospital, Adecco far exceeded the original project goal. All key performance indicators were met within the specified project timeframe. Sourcing strategies maximized candidate flow. Given the success of this project, the hospital is in active negotiations to partner with Adecco to provide all sourcing and screening of clinical and some non-clinical positions for these system hospitals.

**For more information about Adecco's Recruitment Process Outsourcing (RPO) solutions, please call 419.720.0111.**



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