



case study:
large healthcare
provider turns
to Randstad
for recruiting,
consulting, and
outsourcing
solutions

Too many demands with too few resources were taking a toll on this healthcare organization which operates 270 work-site medical facilities and 330 medical centers in 40 states. Critical assignments and projects had stalled and their environment was too dynamic to just stand still. The management team knew the firm needed help. Aware of the company's reputation for quality work in the healthcare industry, the organization turned to Randstad for help that would reach throughout the organization, ultimately touching everything from strategy to planning, staffing, and operations.

many challenges — limited resources

Growing demands for services, the firm's rapid expansion, and pressures driven by changes in the healthcare industry were creating a variety of strategic and operational hurdles throughout the organization.

- Finding enough IT personnel with the right skills and experience to keep up with an ever-growing workload was an ongoing struggle.
- Managing and staffing a service desk was a distraction plagued by high turnover, low morale, and dissatisfied users.
- Recruiting physicians for more than 300 facilities throughout the U.S. using only the firm's internal recruiters was too arduous and inadequate to fill all of the open positions.
- Management was confronting a number of high-level, strategic issues pertaining to planning and budgeting, Sarbanes-Oxley compliance, and projects concerning physician productivity and recent corporate transactions.
- Several financial, accounting, and budgeting initiatives had stalled due to staffing shortages and lack of specialized expertise.

partnering with Randstad to attain corporate goals

With more than 25 years of experience in the healthcare industry, thousands of locations in the United States, and a wide range of services from strategy to planning, staffing and managed technology services, Randstad was the ideal partner to help the organization with their far reaching challenges.

a revamped hiring process and recruiting assistance land the right IT talent

The firm had several high profile IT initiatives in varying stages of progress. In the near future, given ICD-10 and Meaningful Use concerns and the future implementation of clinical systems, management was overwhelmed.

Three recurrent problems hampered internal recruiting efforts: 1) high opportunity costs resulting from pulling IT professionals away from their daily production activities, 2) intense competition for the same pool of talent, and 3) a cumbersome interviewing process.

Randstad services included

recruitment services



Information
Technology



Finance &
Accounting



Physicians

service desk: staffed and managed by Randstad



reduced staff 30%; while improving service levels

C-suite solutions



- Sarbanes-Oxley (SOX) related testing
- accounting reconciliation oversight
- interim finance executives
- data analysis to reduce the impact of a pending lawsuit

Working together with Randstad, the firm revamped its hiring processes offloading much of the front-end legwork. Randstad also helped quickly narrow the field of applicants by employing speed interviews. Only the most qualified candidates were selected for interviews with a panel of the client's staff. To date, Randstad has helped this client hire over 130 highly skilled IT employees.

centralized service desk fosters improved performance — with fewer employees

De-centralized service desks restrained the client's internal information sharing and collaboration. Additionally, internal supervision of the service desks was distracting. The desks were plagued by high turnover and low morale resulting in dissatisfied users. The firm's CIO concluded that centralizing the service desk would offer many benefits. As she noted at the time, "I'm a big fan of aligning technology centrally because you get a velocity of information sharing and collaboration that often doesn't happen with disparate teams." The CIO engaged Randstad to help consolidate and relocate the firm's technology tools and create a world-class service desk and then stay on to manage the facility. The service center relocation and reorganization was smooth and orderly. The introduction of Randstad's Best Practices, a strong emphasis on hiring and training qualified people, and the consistent application of morale-building strategies has virtually eliminated turnover and resulted in higher service levels with one-third fewer employees.

leveraging Randstad's physician recruiting resources pays off

The client wouldn't be able to meet all the demand for physicians at hundreds of facilities without assistance from a firm that specialized in physician recruiting – and that had a national footprint. Again, their relationship with Randstad proved invaluable. With a 25-year track record, physician recruitment is a Randstad core competency. The firm's large and robust database, extensive team of experienced recruiters, and methodical credentialing process make them the only firm capable of physician recruiting on such a global scale. Using the client's standard operating procedures, a single point of contact served as the liaison to a Randstad centralized recruiting group.

Randstad provides this client a remedy to its formidable physician recruiting requirements in a manner that fulfills its needs and provides a number of benefits.

- The ability to find local talent thereby eliminating housing, travel, rental car, or mileage costs.
- Competitive rates that follow agreed upon fee schedules.
- A Quality Assurance program including a stringent physician due diligence process.
- A high level of service demonstrated in part by the use of only rated carriers for malpractice insurance.
- Extensive scheduling management capabilities resulting in quick response times.
- Frequent communication between the Randstad recruitment team and the client's internal group.

Tatum, a Randstad Company, offers a wealth of strategic insight

In addition to IT and healthcare recruiting, this client also engaged Tatum, a Randstad Company that provides C-suite executives with professional services related to mergers, acquisitions and sales, building infrastructure, improving performance, or bridging a leadership or capacity need. Initially retained to provide higher-level staff augmentation for Sarbanes-Oxley (SOX) related testing, over many years assignments have included a wide variety of strategic and operational support.

After completion of the SOX testing, the client continually turned to Tatum for help.

- A Tatum senior financial and accounting consultant helped resolve a troublesome billing quandary.
- The firm was brought in during the sale of a business unit for due diligence support. A Tatum team helped the client create financial statements, populate a "war room", and answer due diligence related questions.
- A lawsuit against the client prompted the use of one of Tatum's senior accounting and finance specialists to perform a rigorous data analysis that ultimately minimized the impact of the suit.
- The acquisition of an incentive-based physician compensation system prompted the client to turn to Tatum to project manage its implementation.

- When the client lost a senior accounting/finance employee Tatum provided a seasoned executive to fill that role.
- An accounting reconciliation project among the client's clinics required the insight of a Tatum consultant for over six months.

Tatum applies an integrated model of operational, financial, and technological resources and leverages the knowledge of its consultants to ramp quickly to meet clients' needs. This client has a level of confidence that it can turn to Tatum and consistently benefit from high-quality service and talent.

need for mid-level accounting and finance support expands Randstad relationship

The client's Human Resources group was continually fielding requests for tactical support for a variety of accounting and finance tasks. Internally, a lack of bandwidth and in some instances, a lack of expertise drove the need for additional support. The client has consistently turned to Randstad for help in filling both permanent and contract positions to address these needs. Randstad has successfully leveraged its nationwide network of offices and lengthy experience in recruiting accounting and finance specialists to quickly meet this client's often urgent requirements.

benefits arising from Randstad's enterprise-wide reach

Organizations in the healthcare industry can frequently find themselves racing to accommodate rapidly evolving demands arising from many sources. There are many advantages to rely on Randstad for help across an array of functional needs.

- Knowledge of the client's specific business increases efficiency and the likelihood of successful results.
- Randstad's healthcare experience and expertise flattens an otherwise steep learning curve.
- An uncompromising focus on quality attracts exceptional talent.
- In depth experience throughout the breadth of the organization allows for quicker ramp up times.

