BUSINESS SERVICES OPERATIONS RESEARCH EVENT

MOUNT CARMEL
A Member of Trinity Health

Gahanna Lincoln High School
140 S Hamilton Rd, Gahanna, OH 43230
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I. Executive Summary

Description of Business Organization

Mount Carmel Health System is a central Ohio healthcare organization that operates four full service hospitals and over 200 outpatient facilities. The organization employs more than 10,000 employees and serves over a million patients annually. In the 2022 fiscal year, Mount Carmel Health System generated $1.3 billion in revenue.

Human Resource Problems:

We are completing this project for Mount Carmel Human Resource Team members Blake O'Neal, Haley Coddens, and Sumer Waltenberger. During an interview session, the team revealed three specific pain points to focus our study:

1. Retaining credentialed employees
2. Helping employees from different generations learn from each other and work better together
3. Discovering technology to improve efficiencies in their human resource functions

Research Methodologies

We used secondary research to gain background information about our client, the health care industry, and human resource best practices. **To gain more in-depth information, we conducted 4 types of primary research for this study**. This included multiple meetings with Mount Carmel's Human Resource Team and employees, site visits, and competitor interviews.

Primary Research

- Company Interviews
- Site Visits
- Competitor Interviews
- Competitor Analysis

Secondary Research

- Interview Articles
- Reviews
- Social Media
- Home Website

6 Important Research Findings:

1. Mount Carmel has five generations of employees in the workplace, causing a rift in communication.
2. Studies show that 45% of current nurses feel burnt out in their profession.
3. The number of people applying for jobs at Mount Carmel has decreased significantly since the pandemic.
4. Artificial intelligence is helping hospitals save time and money recruiting and hiring employees.
5. Competitors are using tactics like social media posts and food carts to create fun workplaces and recruit and retain employees.
6. Hospitals and other types of businesses are using social media and internship programs to attract potential employees by giving insight to their company culture and typical work days of their employees.

Mount Carmel Overall Applicant Numbers

Year	2019	2020	2021	2022
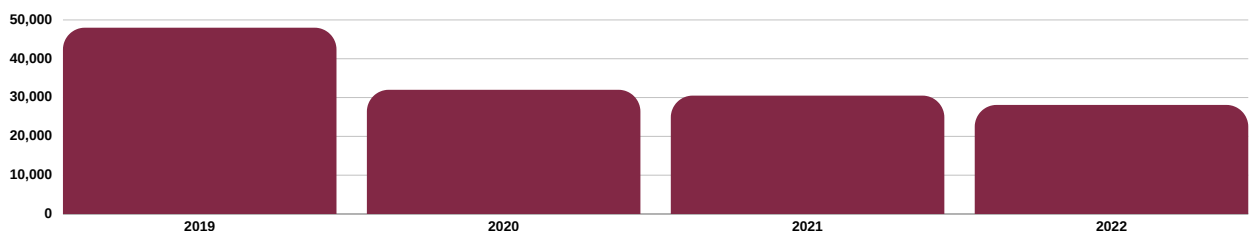
MOUNT CARMEL

Conclusions:

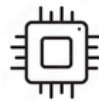Mount Carmel needs to adapt new technology to save money and hire better and faster.

The generational gap has caused a decreased sense of connection and unity in the workplace.

Having a stronger social media presence and internship program is imperative in engaging the next generation.

Objectives:

Utilize artificial intelligence to increase human resource efficiency levels by 15% in the next 3 years.

Increase the employee retention rate by 15% in the next 3 years.

Increase the number of applicants within Mount Carmel Health System by 30% over the next 3 years.

Proposed Strategic Plan: Project CARE

Connect all generations within the company through a reverse mentorship program.	**Adopt** artificial intelligence program Avature as a new resource for hiring and retainment.
Reach a larger hiring pool through expanding social media presence and an internship program.	**Enhance** employee experience.

Proposed Timeline

Activity	Proposed Start
Adopt Avature	July 2024
Expand social media	September 2024
Enact food stations	November 2024
Implement internship program	January 2025
Launch reverse mentorship program	January 2025

Employee Experience is improved!

Project CARE Total Costs and Proposed Budget

Task	Year One	Year Two	Year Three
Retention Programs	$45,800	$45,800	$45,800
Adopting AI through Avature	$40,750	$40,750	$40,750
Social Media Expansion	$65,000	$65,000	$65,000
Internship Program	$62,500	$62,500	$62,500

First Year Total: $214,050   **Three Year Total: $642,150**

Return on Investment

Our plan will increase the retention rate of employees, saving money that would otherwise need to be spent on recruiting, hiring, and training a new worker. Using the AI software program will provide savings due to its ability to reduce the average time to hire a new employee by 30 days. Hiring a second social media manager will decrease the current workload of social media managers and increase efficiency by 20%. These steps will ultimately lead to an improved employee and patient experience throughout Mount Carmel Health System, which will result in higher revenue and returns on investment over the next few years.

Plan Benefits

☑ Retain credentialed employees

☑ Use technology to recruit and improve efficiencies in workplace

☑ Connect generations in workplace

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II. Introduction

## A. Description of the business organization

Founded in 1886 by members of the congregation of the Sisters of the Holy Cross, Mount Carmel Health System has grown to be the second largest health care organization in central Ohio. The healthcare system operates across the region through four main hospitals as well as inpatient rehabilitation centers, free standing emergency centers, and community outreach sites. The program primarily dedicates itself to safe, high quality, person-focused care, shown through their nationally recognized clinical performance and patient experience. The healthcare system is also committed to the furthering of education in the medical field through their six physician residency programs and three levels of nursing programs. With over 10,000 employees, 2,000 physicians, and 900 volunteers, Mount Carmel serves more than a million patients annually.

Mount Carmel's four main hospitals are Mount Carmel East, Mount Carmel Grove City, Mount Carmel St. Ann's, and Mount Carmel New Albany. Along with these four main locations, the company branches off into medical centers, primary care offices, urgent care centers, and more throughout central Ohio. In the 2022-23 year, both Mount Carmel St. Ann's and New Albany have been nationally ranked by the U.S. News & World Report for their top performance in various areas, notably in COPD, heart attack/failure, diabetes, back surgery, and hip/knee replacement. In the 2022 fiscal year, the Mount Carmel Health System generated $1.3 billion in revenue. We have been asked to help Mount Carmel utilize new technology in hiring and retention practices, combat generational differences within retainment, and attract younger generations into the home office and clinical space.

Mission Statement:

"As a mission-driven, innovative health organization, we will become a leader in improving the health of our communities and each person we serve. We will be the most trusted partner for life."

Main Competition:
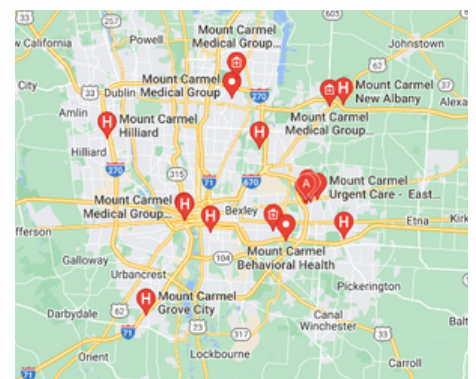
B. Description of the target market

👥 Demographics

Within the healthcare system, Mount Carmel caters to a wide variety of ethnicities and racial groups while still maintaining intimate and devoted care to their patients. As a leading integrated hospital system, Mount Carmel provides comprehensive and preventative care to individuals who seek a wide variety of services. Due to Mount Carmel's unique location within Ohio, they serve a wide margin of ethnicities, with significant portions of white, African American, and Hispanic residents. Mount Carmel Health Systems works to perform effective and efficient operations and programs to promote a healthier community within central Ohio.

🥧 Psychographics

As a mission-driven, innovative health organization, Mount Carmel is a leader in improving the health of their communities and each person they serve. However, they do cater to groups with specific values and visions for their lives. As a premium healthcare service, Mount Carmel targets health conscious individuals who are seeking both preventative and proactive treatment. With its quality services and employees, the health system's customers value both a positive patient experience and grade A resources. Mount Carmel's online resources also require an ideal customer to be tech savvy. The locations of Mount Carmel's multiple sites as well as their outreach programs attract individuals that are extremely involved in the Columbus community.

◎ Geographics

The Columbus metropolitan area is located in Delaware, Fairfield, and Franklin Counties, and consists of 27 cities. This area has a population of 2.15 million people and houses thousands of businesses and corporations.

Mount Carmel Health System includes four full service hospitals in central Ohio, and over 80 other medical campuses, outpatient facilities, and corporate service centers within the region.

The four hospitals are located in New Albany, Grove City, Westerville (St. Ann's), and Reynoldsburg (East). The other Mount Carmel locations are placed around central Ohio to serve as many people as possible within Columbus's diverse population.

Customer Profile

Carol Johnson

Age	42
Gender	Female
Average Salary	$70,000
Family Status	Married w/ 2 kids
Occupation	Teacher
Location	Columbus, Ohio

C. Overview of the organization's current process for recruiting, hiring, onboarding, and retaining employees

Mount Carmel Healthcare System, located around the greater Columbus area, employs over 10,000 employees and 2,000 physicians. These employees work in many different areas, including marketing, communications, finance, human resources, nursing, and more. In order to continue collaborating to keep the healthcare system moving, the most critical positions for Mount Carmel to continue to fill are within the home office and nursing fields. In order to continuously fill these positions, Mount Carmel recruits, hires, onboards and retains as follows.

Recruitment and Hiring

Within the clinical setting, Mount Carmel starts their recruiting process at the high school and career school level. In the face of the nursing shortage post COVID-19 pandemic, Mount Carmel has worked to expand their tuition/scholarship options for employees or external candidates who are interested in a career with the healthcare system. In the home office setting, Mount Carmel relies heavily on word of mouth and referrals from other companies to find experienced employees. The healthcare system also utilizes sites like LinkedIn and Indeed to advertise their expansive benefits and upbeat company culture to the diverse candidates they hope to employ. Online applications are always available on Mount Carmel's website (mountcarmelhealth.com) with interviews to follow. Interviews usually consist of questions to measure how well an applicant will fit in with Mount Carmel's company culture beyond their resume. If a candidate makes it past these two steps, they receive a verbal offer and will begin discussing the onboarding process and starting salary.

Onboarding

Within this leading healthcare system, employee training is similar across many departments. In order to prioritize their company culture, Mount Carmel starts their onboarding process by making an employee's first day fully remote and focused on their key core values and mission. After that first day, online trainings continue surrounding the different facets of healthcare and safety. On the home office side, the onboarding process takes around 3-6 months, where employees spend time learning about different vendors, contracts, and technology systems. Meet and greets with departmental leads are extremely important during these first months. On the nursing side, their residency program lasts two years. Within the first year, new nurses work with expert colleagues while focusing on skill enhancement. In their second year, nurses will hone in on learning goals, fully transitioning from their education to true practice.

Retainment

After the onboarding process, Mount Carmel uses many different retainment strategies across all departments. Because Mount Carmel is so spread out across central Ohio, senior leadership sends twice-weekly emails through Mailchimp that talk about the recent topics to keep the large system connected. As a company, Mount Carmel also offers medical and dental coverage, life insurance, and well-being programs. Along with their competitive salaries, employees benefit from tuition reimbursement, professional development, employer matching retirement programs, and loan relief services. The system also provides flexible paid time off, split shift schedules as well as short and long term disability coverage. In order to differentiate themselves from their competition, they also offer special benefits like pet insurance, legal insurance, exclusive discounts at local merchants, and childcare discounts.

Human Resource Challenges

After several meetings with Mount Carmel HR team members Blake O'Neal, Haley Coddens, and Sumer Waltenberger, the three revealed that their main pain points lie within their current practices in hiring and retaining credentialed, younger-generation employees. Especially in the intensely competitive location of Columbus, Ohio, both the home office and clinical branches are struggling within a few specific areas.

! **Retaining** credentialed employees

! **Combating** generational differences within in all spaces

! **Utilizing** technology to improve efficiencies in human resource functions

Mount Carmel Overall Applicant Numbers
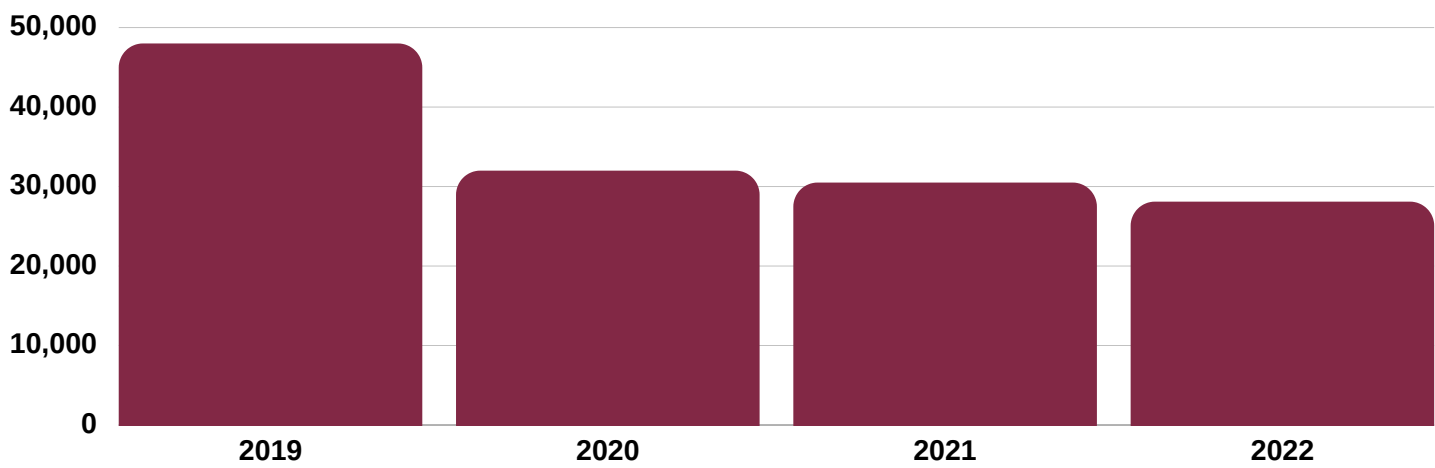
As Mount Carmel's overall applicant numbers decrease, the growth of the healthcare workforce is still projected to increase by a combined 39% in 2030. With this statistic in mind, we began to research creative, inclusive solutions to help solve the problems we identified as well as keep Mount Carmel Health System a **top industry competitor.**

III. Research Methods Used in the Study

A. Description & rationale of research methodologies selected to conduct the research study

In our study of Mount Carmel Health System, we utilized **two main methods of research: primary and secondary research.** In our primary research, we collected our own data through interviews as well as site visits at Mount Carmel Health's home office. We met with Mr. Blake O'Neal, HR Operations Consultant and Senior Talent Acquisition Specialist, Ms. Haley Coddens, Trinity Health Organization Effectiveness Consultant, and Mrs. Veronica Farris, the Regional Director of Marketing & Communications at Mount Carmel Health. Throughout our time on this project, we exchanged multiple emails and video calls. We conducted extensive secondary research, exploring existing information on company websites, competitor analyses, social media platforms, and advertisements in order to develop a well-tailored proposal.

Primary Research:

Direct contact with Mount Carmel Health representatives and employees

Company Interviews   **Competitor Interviews**

Site Visit   **Competitor Analysis**

Secondary Research:

Indirect information obtained from outside Mount Carmel and Trinity Health

Home Website

Social Media & Reviews   **Internet Articles**

Primary Research Key Goal

The key goal of our primary research was to gain a deeper analysis of Mount Carmel Health's recruitment and retention techniques. In order to effectively do this, we conducted site visits, video calls, interviews, direct email lines with Mount Carmel Health management team, and met with competitors. Throughout our research, the knowledge we obtained from these sources enabled us to find Mount Carmel's pain points and further prepare our plan for employee retention success.

Secondary Research Key Goal

The key goal for our secondary research was to gain another perspective on Mount Carmel Health with the resources available to us. To effectively do this, we found background information on Mount Carmel, the health industry, and surrounding competition. Using websites, social media, reviews, and external information from online and in the classroom, we learned about best practices available in the HR profession to increase employee satisfaction within the healthcare division.

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⬚ Primary Research Rationale

Site Visit

Gain understanding about the home office environment. See the area where home office employees work daily, including cubicles and office spaces. Meet employees and management staff in person.

Company Interviews

Learn more about recruitment processes along with what associates' daily lives look like on site. Able to schedule meetings, calls, and receive primary information for our projects. Video calls to validate several prospective solutions that are included in our proposed strategic plan.

Competitor Interviews

Gain knowledge about surrounding healthcare companies, including their unique retention processes and specialized recruitment strategies. Communicate with management at various companies in order to gain valuable insight regarding their personal ideals and ethics within healthcare.

Competitor Analysis

Analyzed competitors' and Mount Carmel's websites, employee benefits, and technology usage in order to see where Mount Carmel stands within the Columbus metropolitan heathcare industry compared to competitors.

⬚ Secondary Research Rationale

Home Website

Assessed Mount Carmel's web presence to find possible opportunities for improvement. The website provided information regarding home office and recruitment purposes, as well as multiple job opportunities along with availability for specific roles.

Social Media & Reviews

Reviewed Mount Carmel's current online brand, following, and customer base along with current customer engagement through their Instagram and Facebook accounts, as well as online reviews.

Internet Articles

Found external information revealing current trends, standards, and leaderships ideas within the business services industry, allowing us to gain a wider perspective of strengths within Mount Carmel, specifically dealing with retention and onboarding.

B. Process used to conduct the selected research methods

The process employed to conduct the selected research methods was efficient, minimizing our consultants' time and commitment. All data collected was obtained digitally, resulting in prompt research and response gathering. We learned key and prominent information regarding health industry and company.

Set Goals	Research	Collect Data	Analyze

Primary Research Process

Site Visit

After several video conversations, Mr. O'Neal and Mrs. Farris personally invited us to visit Mount Carmel's Home Office to further our research. We took a tour of the facility where we discussed our proposed plan and opportunities for improvement.

Mount Carmel's Site Visit Topics:
- Personal insight into the nursing shortage
- Number of employees who work at the home office and in corporate positions
- How remote jobs have impacted the culture of Mount Carmel

Company Interviews

Email and zoom calls became our main source of contact. We exchanged multiple emails and interviews with Mount Carmel representatives to further discuss our plans, initiatives, and contact with other Mount Carmel staff members and employees.

Mount Carmel's Interview and Email Topics:
- Biggest pain points within retaining/hiring
- Biggest problem in hiring/retaining in marketing and clinical fields
- The hiring/onboarding process in marketing and clinical atmosphere

Blake O'Neal
- Business Operations Consultant
- Senior Talent Acquisition Specialist
- With company for around 9 years

Sumer Waltenberger
- Senior Talent Acquisition Partner
  - Helps bring in top clinical and non-clinical talent for Mount Carmel Health
- Works with Mount Carmel College of Nursing
- With company for approximately 5 years

Haley Coddens
- Organizational Effectiveness Consultant
  - Works for Trinity Health
- Direct patient-care experience
- With company for approximately a year

Veronica Farris
- Regional Director of Marketing & Communications
  - Public Relations and Affairs
- With company for over a year

Competitor Analysis

OhioHealth	OSU Wexner Medical Center	Nationwide Children's Hospital
• Nonprofit family of hospitals and healthcare facilities based in central Ohio • One of the largest healthcare systems in the state	• Largest facility is located within the heart of Ohio, on Ohio State's main campus • Serves as an academic and educational center	• The largest pediatric hospital and research institute in the United States • 68 facilities in Ohio and beyond

High Quality

Low Price — High Price

Low Quality

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Secondary Research Process

In order to gather additional data, we analyzed many articles in class, through the DECA website, and other databases. This research was conducted from the dates of October 1, 2023 to January 7, 2024. Our secondary research was primarily conducted to gather background information as well as solidify our proposed solutions. Due to the difficult recruitment, hiring, and retention era we are living in, the secondary research conducted allowed us to gain insight into creative solutions relating to our three main problems. This allowed us to apply processes and tactics from the global economy and current business services to Mount Carmel Health System.

Social Media/Reviews

We utilized Mount Carmel's Facebook and Instagram to stay-up-to-date on announcements and updates regarding industry sectors and customer satisfaction. This gave us insight into how Mount Carmel markets to their customers, highlighting positive employee experiences and the family-like atmosphere of their culture. Using Yelp and Google Reviews, we read positive and negative customer reviews and skimmed for most common responses.

Home Website

The Mount Carmel website was an incredibly helpful tool to use in our research, given that each piece of information was provided by the company themselves. We learned aspects of their company culture, the mission statement, all valuable sales, and current locations. We found their annual reports, which gave us various statistics regarding a wide range of metrics. We analyzed how the webpage was attempting to recruit and attract employees to look for holes in their process.

IV. Findings and Conclusions of the Study

A. Findings of the research study

Primary Research

After conducting our primary research, our next step was to analyze our findings. We examined our results from Mount Carmel's website, interviews with Mount Carmel personnel, personal interviews with competitors, and our site visit. Based on our research, we identified **five top primary findings**. Following this information is a more in depth explanation of the process related to our findings.

Top Five Research Findings:

1. Mount Carmel has five generations of employees in the workplace, creating **extensive issues** with **bridging the generational divide**.
2. **Lack of resources** for recruitment and retention as well as **increased clinical burnout** are the **biggest contributors** to the **industry-wide nursing shortage.**
3. Management indicated there is a **company-wide struggle attracting the younger generation,** creating **lower applicant numbers** in several positions.
4. Interviews with competitors show **use of social media** and **advertisement** has a positive effect on **attracting younger applicants.**
5. HR professionals are using **artificial intelligence** to recruit employees and improve HR processes.

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Primary Research	Findings
First Management Interview **Mr. Blake O'Neal** Mount Carmel Business Operations Consultant and Senior Talent Aquisition Specialist **Ms. Haley Coddens** Trinity Health Organization Effectiveness Consultant	• Both Mr. O'Neal and Ms. Coddens identified various **pain points** within Mount Carmel, specifically the **high level of competition** in healthcare in central Ohio as well as problems with **retaining and recruiting the younger generation** • Gained **background knowledge** about Mount Carmel Health System and Trinity Health • Learned more about Mr. O'Neal and Ms. Coddens through their many roles at the company
Second Management Interview **Mrs. Veronica Farris** Regional Director of Marketing & Communications	• Gathered information regarding **retainment within the corporate side** of Mount Carmel • Learned about the **onboarding process** specific to the company • Gained insight into **Mrs. Farris' experience with onboarding** at Mount Carmel since her recent hiring • Mrs. Farris gave us insight regarding her specific role as well as how she, along with her team, is trained to handle **media/public affairs**
Third Management Interview **Ms. Haley Coddens** Trinity Health Organization Effectiveness Consultant **Ms. Sumer Waltenberger** Senior Talent Acquisition Partner	• Received Ms. Waltenberger's perspective on the **clinical and corporate recruitment processes** at Mount Carmel as a Senior Acquisition Partner • Learned about the **increased burnout** in the healthcare field after COVID • Gained more insight into the Mount Carmel pain points based on **generational differences in expectations** from their job
Nationwide Children's Hospital Competition Interview Mrs. Kari DuBro Employee Wellness Manager	• Learned about Mrs. DuBro's role as an Employee Wellness Manager at Nationwide Children's • Gained insight into the **competitor processes of recruitment and retainment**, specifically social media recruiting through **TikTok** and other platforms • Learned about Nationwide Children's retainment strategies such as **pop up food events** for all shifts, and emails to **encourage time away** from work

Mount Carmel Home Office Site Visit	• Met with management within Mount Carmel, such as **Alex Rintoul (Head of Strategy)**, **Blake O'Neal**, and **Veronica Farris** • Saw **firsthand** the corporate environment Mount Carmel employees work in • Saw the **training facilities** for current and new **nurses** within Mount Carmel • Talked to a **variety of employees** that have **diverse responsibilities** within Mount Carmel

Secondary Research

After conducting primary studies, our next step was secondary research relating to Mount Carmel's identified pain points. After combing through many online articles and resources, we found that there are multiple ways Mount Carmel can improve their **employee experience** and **overall retention and recruitment processes.**

Harvard Business Review Article, "3 Strategies to Bridge Generational Divides at Work"

→ Learned about the **industry-wide generational divide** and the concept of a **"reverse mentoring" program**, where lower level employees are partnered with higher ups as their "mentor" in order to increase **confidence and harmony** in the workplace

Recruitment Marketing Article, "The Power of Social Recruiting"

→ While building on our prior knowledge of **recruiting through social media**, we found that companies using social media have seen a **50% increase** in their quality of candidates, along with **82%** of companies attracting passive candidates through **recruitment within social media**

NIH National Library of Medicine Article, "Examining the Impact of the COVID-19 Pandemic on Burnout and Stress Among U.S. Nurses"

→ Gained insight into the **long-standing effects of COVID-19** contribution to the **clinical staffing shortages** industry wide
Learned about the importance of **keeping burnout at bay** in the healthcare field

DECA Website, The HR Brew Article, "Building Your Employee Retention Machine"

→ Gained insight into different ways to **"detox company culture,"** relating to Mount Carmel's generational differences in retainment

Avature Article "Applicant Tracking System"

↳ Learned about a more **efficient** way to identify and **recruit applicants** for the healthcare system using **artificial intelligence** powered software programs

Office of the National Coordinator for Health Information Technology, "Artificial Intelligence for Health and Health Care"

↳ Gained **background information** on how artificial intelligence can be implemented in the **healthcare industry** in central Ohio

Given **specifics** of how AI can be a resource to minimize the recruitment of **clinical and home office** jobs

DECA Website SHRM Article "Labor Shortages Forcast to Persist for Years"

↳ States that "the number of people of working age (between ages 15 and 65) will **decline** in the U.S. by **over 3%"** in the next decade

B. Conclusions based on the findings

3 Key Conclusions:

Key Findings of Research Study		Key Conclusions
Mount Carmel's nursing shortage is exacerbated by HR's lack of resources for retention and recruitment, as well as the industry-wide clinical burnout.		We need to identify new resources for HR professionals at Mount Carmel to utilize to decrease the gap between patient demand and number of nurses.
The generational divide can be intensified by senior colleagues dominating meetings/conversations, leading to disengagement from younger employees and an "us vs. them" mentality.		Mount Carmel should implement a program into the clinical and home office space to increase a sense of unity and communication levels.
Almost 50% of all Millennials and Gen Z workers have applied to jobs they found through social media.	57.8% of interns turn into full time employees, especially relating to the healthcare industry.	Mount Carmel needs to engage the next generation by having a stronger social media presence and a new internship program to revamp interest in the healthcare field.

SWOT Analysis

A SWOT analysis is a valuable strategic planning technique that assesses a company's internal strengths and weaknesses as well as external opportunities and threats. Examining these factors allows for an informed decision-making process and enhances potential for long-term success.

Strengths: Mount Carmel's flexibility with hybrid and remote workplace models promotes their productive and stable workforce. Their company culture is enhanced due to smooth communication between the home office and hospitals/healthcare sites.

Weaknesses: Mount Carmel struggles with keeping up with the competitive central Ohio healthcare industry, bridging the generational divide, as well as attracting the younger generation into both the home office and clinical space in the Columbus area.

Opportunities: Mount Carmel Health System offers several ongoing medical education opportunities through multiple physician residency programs and a prestigious college of nursing. Students and new employees are easily able to transition up through the ranks as they spend time with the company.

Threats: Climate change, aging population, and rising healthcare costs due to government policy changes have led to drops in profit. Competitors like OhioHealth and OSU Wexner Medical Center have a large brand presence, threatening Mount Carmel's legacy of impact in central Ohio.

PEST Analysis

A PEST analysis looks at current political, economic, social and technological aspects to assess external factors within the healthcare industry. This analysis will help us ensure we are considering all factors when creating our plan.

The central Ohio area has been politically challenged in healthcare through changing tax legislation and insurance mandates.	As healthcare worker burnout rates increase, healthcare systems must incorporate more flexibility into their schedules to decrease the effects of the healthcare worker shortage.
Post COVID 19, the Ohio economy is continuing to recover, creating a decrease in patient demand as well as an increase in healthcare cost.	Especially today, central Ohio healthcare companies must constantly evaluate technology, to improve patient experience and business operations.

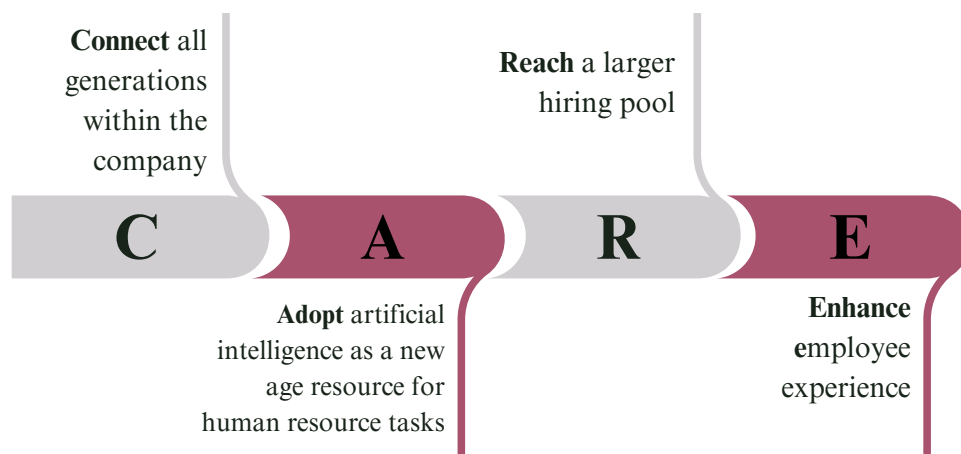MOUNT CARMEL

V. Proposed Strategic Plan

A. Objectives and rationale of the proposed strategic plan

Based on the findings from our management meetings, time at Mount Carmel home office, competitor interviews, and secondary research, we have determined that there needs to be a plan put in place to enhance the employee experience within the company. We created specific solutions to tackle three major problems within Mount Carmel regarding aspects of their HR efficiency levels, recruitment, and generational retention. To achieve these goals, Project **CARE** was created to enhance employee satisfaction and increase applicant numbers in several positions, overall aiding in operations within Mount Carmel Health System. The solution that has been created involves the implementation of an AI program, a reverse mentorship program, increased use of social media for recruitment, and new retention strategies. Through this plan, we hope to accomplish the following objectives:

Objectives:
1. Increase the employee retention rate by **15%** in the next 3 years.
2. Utilize artificial intelligence to increase human resource efficiency levels by **15%** in the next 3 years.
3. Increase the number of applicants within Mount Carmel Health System by **30%** over the next 3 years.

Project CARE was created to improve the employee experience, benefiting not only the staff and management at Mount Carmel, but also the patients the healthcare system supports every day. The implementation of Project CARE directly contributes to the company's function, which in turn directly contributes to the level of care patients receive. Additionally, Project CARE will positively impact Mount Carmel's management, as they will be able to make decisions and create future plans with a strong work force behind them.

Connect all generations within the company

Reach a larger hiring pool

C   A   R   E

Adopt artificial intelligence as a new age resource for human resource tasks

Enhance employee experience

B. Proposed activities and timeline

Connect all generations within the company

In order to implement our reverse mentorship program, our first step is identifying the objectives we hope to accomplish through the program. Post COVID, many home office jobs have shifted to the hybrid schedule, forcing many employees to adjust to a new online platform. Mount Carmel utilizes Microsoft Teams for their online meetings and collaborations in hopes to keep their company connected while being in different places.

In the clinical space, new technological advancements such as virtual bedside assistance and virtual charts are being implemented. Though younger employees are able to quickly adapt to this new format, older employees are still struggling to keep up with these new resources. Through this reverse mentorship program, we hope to see the younger and more tech-savvy employees guide older employees through this transition. We also want to see the older employees, using their vast experience in the workplace, help younger employees work on their communication and leadership skills within their positions, thus benefiting the company as a whole. The participants of these partnerships will be chosen based on data collected from a survey, in which we will ask questions regarding current employee satisfaction, as well as rating their comfort with leadership, communication, and technology on a scale of 1-5 (five being the most comfortable).

The next step in implementing this program is defining the parameters of the partnership:
- Length of partnership: 6 months
- Frequency of meetings: four times a month
- Format of meetings: at least twice a month in person, can be before/during/after the work day

Management will take the data from this survey and match the oldest, most experienced and least technologically skilled employees with the youngest, least experienced and most technologically skilled employees. At the end of each month, both mentors and mentees will be required to take a second survey detailing the meetings they had in that month and their notes on how effective they believe their sessions are. At the end of the six months, a larger third survey will be sent out for employees to rate their experience with their mentor or mentee, how helpful they feel the program is, and their new employee satisfaction rating.

In addition, Mount Carmel also has an opportunity to increase their retention of clinical positions. Through offering free food stations at the beginning and end of all three shifts every Wednesday, employees will feel better taken care of by their employer. Being a clinical worker means being on top of your game every minute you are clocked in, which can easily lead to burnout and extreme levels of stress. Along with the food carts, HR can also add a "Columbus Connections" section in their weekly emails that details activities employees can participate in outside of work to promote a healthy work-life balance. Showing how much Mount Carmel cares about their employees is critical in building a positive company culture and increasing retention.

Adopt artificial intelligence as a new tool for human resource tasks

The rise of new technology calls for the utilization and innovation within the healthcare system, specifically in Mount Carmel's human resource processes. Avature's applicant tracking systems analyzes resumes and identifies specific keywords that match the criteria Mount Carmel's talent acquisition specialists can utilize. When generating a list of candidates who are most relevant to Mount Carmel's job requirements, having an algorithm that quickly filters through resumes is a huge time saver. AI-powered systems also ensure ethical considerations and diversity, mitigating bias from being a factor in the hiring process. Avature can also be used to track employee workload, personalize scheduling, and connect healthcare workers with mental health resources. Implementing this style of applicant tracking systems in Mount Carmel's human resource processes will streamline procedures, ultimately enhancing employee productivity and experience.

Avatare's currrent companies:

UCLA Health

IKEA

UNITED STATES POSTAL SERVICE

TARGET

Clinical Positions

In order to reach a larger hiring pool within the clinical capacity, utilizing social media as a resource is imperative. Mount Carmel can benefit heavily from strengthening their social media presence, especially through apps like TikTok. Though the app was created in 2016, the platform amassed its current popularity in 2020 during the COVID 19 pandemic. TikTok is a short-form content app where users can post trendy videos ranging from a few seconds to ten minutes.

Through creating a TikTok account, Mount Carmel will be able to create relatable content that makes nursing and other clinical positions seem more attainable and attractive to the younger generation.

TikTok specific content ideas:

- Post a "day in the life," where a nurse videos parts of their shift and what their day looks like
- Answer Q&A questions about years of schooling, exams, what a shift looks like, etc.
- Video tour of Mount Carmel facilities

Home Office Positions

The third step in Project CARE is reaching a larger hiring pool in the home office. As we found in our research, interest in working in healthcare home office positions has gone down in recent years. Many business majors don't even know that working in the healthcare field is an option for them. In order to remedy this, we want to implement a new and improved internship program specifically for business majors at large central Ohio colleges, primarily the Ohio State University. In order to promote this new internship program, Mount Carmel recruitment professionals should attend college career fairs and networking events as well as make social media posts during prime recruitment times (beginning/end of semesters).

Parameters of internship:

- 8 college juniors or seniors selected per internship term per specialty (marketing, finance, etc.) from choice colleges
- Selection based on two essay questions, resumes, and interviews
- Duration: 6 months
- Each intern will be paid $500 dollars every two weeks
- Facilitate real-world learning opportunities based around their preferred path
- Managers evaluate performance at the end of the internship and offer best participants a full-time position

Employee Experience is improved

☑ Increase employee retention rate   ☑ Utilize AI to improve human resource efficiency

☑ Increase the number of Mount Carmel applicants

Activities Timeline:

July	September	November	January

- Begin training human resource employees
- Partner with Avature
- Enact Free Food Stations
- Hire Social Media Manager
- Begin reverse mentorship and internship programs
- Introduce reverse mentorship and internship programs

C. Proposed metrics or key performance indicators to measure plan effectiveness

We created six different metrics to measure the success of our plan. Each of these metrics is described below.

Increase in employee retention rate: To determine the effectiveness of the new retention strategies detailed in Project CARE, Mount Carmel will monitor the retention and/or turnover rate of their employees. The retention rate should increase as the generational divide declines and clinical retention strategies are utilized.

Reduction in time to hire: To determine the effectiveness of the use of Avature in the hiring process, Mount Carmel will monitor the average time it takes for a new employee to be hired, from first point of contact to onboarding. As HR becomes more familiar with the platform, the length of time to hire should decrease.

Increase in social media engagement: To determine the effectiveness of the expansion of Mount Carmel's social media presence, Mount Carmel will monitor the engagement (likes, comments, etc.) on their social media accounts. If social media posts are consistent and follow trends, social media engagement should increase.

Increase in number of applicants: To determine the effectiveness of the new recruitment strategies detailed in Project CARE, Mount Carmel will monitor the number of applicants they are receiving each year. If the internship program and social media platforms are implemented correctly, the number of applicants should increase.

Post RMP survey score: To determine the effectiveness of the reverse mentorship program, Mount Carmel will keep track of the employee workplace satisfaction ratings on a scale from 1 to 10 from pre and post program surveys. If the program is effective, employee satisfaction ratings should increase in the post program survey.

Metric:	Poor	Fair	Good	Excellent
Increase in employee retention rate	< 1%	1%-2%	2%-3%	4%+
Reduction in time to hire	< 2%	2%-3%	4%-5%	5%+
Increase in social media engagement	< 15%	15%-20%	21%-28%	30%+
Increase in number of applicants	< 2%	2%-5%	5%-8%	10%+
RMP survey score improvement	0	1	2	3+
Increase in revenue	0%	0.1%	0.2%	0.3%

MOUNT CARMEL

VI. Proposed Budget

Retention programs: To implement a reverse mentorship program, Mount Carmel will need to educate employees on the concept, pay overtime to accommodate meetings, plan and analyze the program. The planning of the program has several factors that will contribute to the overall cost of Project **CARE**, including administrative support, compensation/incentives, and implementation costs. In order to implement a successful reverse mentorship program, Mount Carmel must consider their objectives, resources, and the potential outcomes of this new initiative. All together, this program will have an annual cost of **$25,000.** The food stations will be enacted once a week, costing about **$400** per session. This adds up to about **$20,800**, bringing retainment costs to **$45,800** per year.

Adopting AI as a hiring resource: Mount Carmel must provide an annual license renewal to Avature platform, which costs around **$10,500** per year. Mount Carmel must invest in ongoing training programs via onsite and guided workshops through an Avature employee and online self-regulated modules and certification programs. There are a variety of certification programs for users to choose from, including associate and expert. On average, both forms of training would come to a total cost of around **$18,450** per year. Adding software improvements will be around **$11,800** per year. All together, this will have an annual cost of **$40,750** per year.

Social Media Expansion: In order to truly expand their social media presence, Mount Carmel will need to hire a second social media manager. Their salary will cost around **$64,300** per year. Though downloading and posting on TikTok and other social media platforms is free, there are some paid promotions Mount Carmel could take advantage of. On average, paid social media promotions cost **$200** per advertisement. Within Project **CARE**, we expect most of our publicity to come from free posting; however, we will set aside **$700** per year for paid ads in case management decides paid advertisements need to be included. All together, this adds up to **$65,000** added to the social media budget per year.

Internship program implementation: In order to implement our internship program, the first costs come from advertising and attending career fairs at central Ohio colleges, which can cost upwards of **$1000** each session. Secondly, onboarding and training interns will require training of company personnel, facilities, and outside materials, rounding to about **$7,500**. Training personnel to mentor/onboard interns will also require extra funds. Legal costs pertaining to paperwork and compliance with labor laws/regulations will also add extra cost, (roughly **$1000**). We plan to pay our interns **$500** every two weeks, totaling to roughly **$52,000** per internship group. All together, the program itself should cost around **$62,500** per year.

Task	Year One	Year Two	Year Three
Retention Programs	**$45,800**	**$45,800**	**$45,800**
Adopting AI through Avature	**$40,750**	**$40,750**	**$40,750**
Social Media Expansion	**$65,000**	**$65,000**	**$65,000**
Internship Program	**$62,500**	**$62,500**	**$62,500**

First Year Total: $214,050   **Three Year Total: $642,150**

Return On Investment (ROI)

Calculating a Return on Investment is difficult but possible. Our plan should increase the retention rate of employees, saving Mount Carmel money they would otherwise need to spend on recruiting, hiring, and training a new worker. The average cost to replace a nurse is estimated at $33,000 (AMN Healthcare 2023 Survey). Similarly, using the Avature AI software program will provide savings due to its ability to reduce the average time to hire a new employee by 30 days. Additionally, hiring a second social media manager will decrease the current workload of social media managers by 416 hours per year, due to an increase in efficiency of 20%. These steps will ultimately lead to an improved employee experience throughout Mount Carmel Health Systems, which will result in more revenue and higher returns on investment over the next few years.

Task:	Assumptions:	ROI Calculatons:
Retention Programs ($45,800): Industry Benchmarks: Average nurse salary: $77,000 **Average cost to replace a nurse: $33,000** Average nurse tenure: 3 years	Number of mentees: 10 **Mentee retention rate increase: 10%** Mentorship duration: 12 months Frequency: 1 session/month Time per session: 2 hours Increased Retention: 10 mentees * 10% increase = 1 additional retained employee	Productivity Rate Increase: 25% $77,000 (average salary of employee) * 0.25 = $19,250 Cost Saved: $19,250 + $33,000 (average cost to replace a nurse) = $52,250 Total Program Cost: $45,800 **ROI: ($52,250 - $45,800) / $45,800 = .14 or 14%**
Artificial Intelligence Software for Hiring ($47,500): Industry Benchmarks: **Average time to hire a nurse: 90 days**	Software cost: $47,500 **Time saved per hire: 30 days** Hiring cost per day: $33,000 (average cost to replace a nurse) / 90 days = $366.67 Annual hires: 250 employees	Time Saved: 250 hires * 30 days/hire = 7,500 days Cost Savings: 7,500 days * $366.67/day = $2,750,025 **ROI: ($2,750,025 - $47,500) / $47,500 = 56.89 or 5689%**
Social Media Expansion ($65,000): Industry Benchmarks: Average social media manager salary: $64,300 **Average time to onboard social media manager: 160 hours**	Current workload per week: 40 hours **Efficiency Gain: 20%** **Time Saved per year: 40 hours/week * 20% * 52 weeks = 416 hours** Advertising cost per year: $700	Advertisement Saving: 416 hours * $700 = $291,200 Total Expansion Cost: $65,000 **ROI: ($291,200 - $65,000) / $65,000 = 3.48 or 348%**
Internship Program Implementation ($62,500): Industry Benchmarks: Average home office salary: $68,000 **Average cost to replace home office employee: $25,000**	Number of interns: 8 **Intern retention rate increase: 12.5%** Internship Duration: 6 months Frequency: 4 sessions/month Cost per career fair each year: $2,000	Increased Retention: 8 interns * 37.5% increase = 3 additional retained employees Cost Saved: $75,000 Total Program Cost: $62,500 **ROI: ($75,000 - $62,500) / $62,500 = 0.2 or 20%**

VII. Bibliography

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