

Client Profile

CATHOLIC HEALTH INITIATIVES

Futurestep Strategic RPO Transforms Talent Acquisition for U.S. Healthcare Organization

Overview

Catholic Health Initiatives (CHI) is a national nonprofit health organization based in the U.S. The system includes 72 hospitals; 42 long-term care, assisted- and residential-living facilities; and two community health-services organizations in 19 states.

Challenge

CHI needed a solution to fill a variety of long-standing positions and address new hiring needs as they arose. To achieve a competitive recruiting capability, Futurestep worked with CHI to identify and address fundamental recruiting challenges, including:

- **Long-Standing Position Openings**—Positions ranged from recent openings to multiple vacancies, including difficult-to-fill medical technology skills.
- **Increase Pipeline and Boost Applicant Quality**—Traditional job board and Web postings created no access to passive candidates. Interview and selection processes had difficulty keeping up with demand.
- **Relieve Overburdened Internal Resources**—Recruiters had to handle a large volume of unmanageable candidate traffic. Hiring managers were expected to screen applicants and sift through a large volume of resumes.
- **Multiple Strategic Recruiting Issues**—Challenges included recruitment metrics and reliance on third-party placement services.

Approach

The Futurestep-CHI RPO approach is characterized by a series of progressively strategic efforts delivering successful hiring results and process improvements. Activity in this relationship includes:

- **Pilot Program Serves as the Basis for RPO Relationship**—The initial effort was aimed at filling difficult positions. Early tactical success helped establish a foundation for further evolution of internal processes.
- **Realignment of Recruiter and Hiring Manager Roles**—Futurestep worked with a CHI HR generalist recruiter resource to shift responsibility to a team of dedicated recruiters. As a result, hiring managers received an improved quality of candidates for review and eliminated what was previously an overwhelming screening burden.
- **Strategic Improvement**—Based on early success in filling difficult positions, Futurestep worked with CHI to address strategic challenges, including recruitment brand and compensation strategy. The result was a further improvement in hiring efficiency, candidate acceptance and retention.

Results

- 90% Retention Rate for Placements
- 40% Decrease in Cycle Time
- 50% Reduction in Cost-Per-Hire

“Over the past two years, our relationship with Futurestep has enabled us to transform our recruitment effort to identify, attract and retain the critical talent we need.”

Carol Keenan
VP of HR
Catholic Health Initiatives