



HOW RPO CAN SOLVE THE TOP CHALLENGES IN HEALTHCARE TALENT ACQUISITION

The Bureau of Labor Statistics projects that healthcare occupations will grow 18 percent from 2016 to 2026, adding nearly 2.3 million jobs to the U.S. economy⁽ⁱ⁾. As the healthcare sector continues to expand, organizations face new challenges when it comes to sourcing, recruiting and retaining top talent. To remain competitive in the tightening healthcare talent landscape, organizations need to adjust the way they acquire talent.

Advancements in talent acquisition technology, evolving candidate expectations and the need for more advanced workforce planning put pressure on a healthcare organization's internal recruiting team to keep pace with new demands. To help meet new challenges and improve internal recruiting programs, processes and capabilities, many healthcare organizations are turning to a Recruitment Process Outsourcing (RPO) partner.

Why RPO? RPO partners act as an extension of a healthcare organization's HR department to source and hire top talent. RPO partners give healthcare organizations more flexibility to address skills shortages and fluctuating hiring demands quickly. Moreover, RPO partners can enhance an organization's talent acquisition capabilities with cutting-edge technology and innovative sourcing strategies. In this ebook, you will learn how an RPO partner can help your organization overcome recruiting challenges in healthcare by applying expertise, experience, technology and innovative solutions to your talent acquisition program.

Top Challenges in Healthcare Talent Acquisition

1. Fluctuations in Hiring Volume
2. Talent Shortages
3. Advancements in Talent Technology
4. Evolving Candidate Expectations



The Challenge: Employee Turnover

For years, healthcare has endured high turnover rates, and the trend seems to be accelerating. A study in the U.S. by Compdata surveyed 11,000 healthcare employers with more than 11 million employees and found the average turnover in healthcare jobs in 2017 was 20.6 percent, up from 15.6 percent in 2010. This puts healthcare's turnover rate second only to the hospitality industry.⁽ⁱⁱⁱ⁾

To address high turnover rates, healthcare organizations need to invest more in recruiting. However, healthcare HR budgets are well below average when compared to other industries, according to Bloomberg BNA HR Department Benchmarks and Analysis, and that gap has widened in recent years. In fact, the total median HR funding for organizations is around 1 percent of operating costs.⁽ⁱⁱⁱ⁾

The lack of internal resources, stronger economy, high turnover rate, increased demand for specialized healthcare positions, global expansion and mergers all drive the need for scalable, cost-effective recruiting services. If a healthcare organization is experiencing growth, whether sudden or planned, this change may be too significant to manage with its internal recruiting teams alone. Healthcare organizations that find themselves in this situation need a talent acquisition solution designed to adjust to their dynamic hiring needs.

Healthcare Turnover in the U.S.: Quick Facts

\$36,567 COST OF REPLACEMENT

According to a study conducted by the Robert Wood Johnson Foundation, RN replacement at 13 different hospital groups cost on average \$36,567.

\$1,000,000 COST PER PHYSICIAN

The American Medical Group Association survey found that turnover can cost as much as \$1 million per physician.^(vi)

28% TURNOVER

Bureau of Labor Statistics data shows that healthcare jobs have turned over at 28 percent since 2012.^(vii)

83% USE CONTINGENT LABOR

According to Modern Health, approximately 83 percent of hospitals use contingent labor to fill vacant positions.^(viii)

20.6% [2ND HIGHEST] INDUSTRY TURNOVER

Compared to other industries, healthcare ranked second highest in turnover rates at 20.6 percent, according to Compdata's BenchmarkPro Survey of 28,000 organizations.^(ix)



The Solution: Agile and Scalable Hiring Models

As the climate surrounding healthcare organizations has changed, so has the climate for job seekers, which can affect an internal recruiting team's ability to hire qualified candidates. Internal recruiters might find themselves steadily navigating a set number of job openings, and then suddenly, without warning, an influx of requests from new locations or expanding departments floods their system. RPO partners help organizations deal with these changes in a cost-effective manner.

If a client is experiencing a high-volume hiring period, an RPO partner can deploy more recruiters to keep up with demand. Conversely, if a client is experiencing a low-volume hiring period, an RPO provider can rescale its team to match the client's recruiting needs. When needed, RPO providers can also deploy onsite project teams to fulfill a client's hiring needs.

The flexible and scalable nature of RPO services is an effective recruitment solution for healthcare organizations, especially as they benefit from the economies of scale and expertise in managing fluctuating hiring needs that an RPO offers.

An RPO's agile delivery model **increases process efficiency, improves quality of hire and positively impacts turnover and retention rates.**



Client Case Study: Scalable Solutions for National Healthcare Provider

Scope & Scale:

- National healthcare provider required a scalable talent acquisition solution to recruit for positions at multiple facilities.
- The scope of the project required hiring for both clinical and non-clinical roles.

Situation

PeopleScout was engaged to provide the client with superior program scalability while supplying a steady stream of high-quality candidates.

Solution

- PeopleScout initially partnered with one client division to handle recruitment overflow, supplying three recruiters.
- As the client's needs grew, the initial team of three increased to 25 recruiters covering ten divisions and hiring 3,000 candidates annually.
- PeopleScout implemented a flexible, customized recruiting model to fulfill new hiring goals as well as to support position backfills with quality candidates for multiple in-scope positions including registered nurses and allied and ancillary non-clinical staff across different specialties.

Results

96% FILL RATE

Achieved fill rate of 96 percent across all positions and divisions.

285 HIRES PER MONTH

Exceeded offer acceptance goals of more than five per week, averaging 285 hires per month.

The Challenge: The Healthcare Talent Shortage

Higher demand for medical services, an aging workforce and high employee attrition are all converging to create a significant healthcare talent shortage. According to SHRM, 46 percent of HR professionals reported it was “very difficult” to fill full-time roles for high-skilled medical positions such as nurses, doctors and specialists. An additional 35 percent reported that hiring for those roles was “somewhat difficult.”^(iv)

Clinical roles are not the only positions experiencing a talent shortage; allied and non-clinical roles are also affected. An increase in long-term patients, hospital visits and routine doctor appointments is creating the need for more vital non-clinical and allied staff, such as nursing assistants, lab technicians, billing and coding professionals, janitorial and food service workers.^(v)

The effects of the healthcare talent shortage are already starting to affect patient care and the communities served by healthcare providers.

“As we see these shortages becoming more acute, it will affect not only the healthcare system, but it affects the health of a city or of a community”

- Dr. Janis Orlowski,
Chief HealthCare Officer
Association of American Medical Colleges (AAMC).



Healthcare Talent Shortage at a Glance:

61,700 - 94,700
PHYSICIAN SHORTAGE

By 2025, the U.S. could face a physician shortage ranging between 61,700 and 94,700, according to the Association of American Medical Colleges.^(x)

20 - 30% CODER SHORTAGE

CNBC reports that the medical coding occupation has been plagued for years by a 20 to 30 percent shortage of coders.^(xi)

10% CLEANING STAFF
PROJECTED GROWTH

Janitorial and cleaning staffing needs are projected to grow 10 percent from 2016 to 2026. Many new jobs will be in facilities related to healthcare, according to the Bureau of Labor Statistics.

CANDIDATE SHORTAGES

CareerBuilder reports there are significant candidate shortages in both phlebotomist and nursing home aide positions.^(xii)

13% EXPECTED GROWTH
CLINICAL & IT

Clinical laboratory technologist and medical records and healthcare information technician jobs are expected to grow by 13 percent in the next decade according to the Bureau of Labor Statistics.

The Solution: Innovative Sourcing Strategies and Techniques

The ability to source quality candidates is vital to winning the battle for healthcare talent. Healthcare workers today have more choices than ever, so organizations need to stand out to candidates. Partnering with an RPO provider can help healthcare organizations develop strategic and innovative approaches to finding the right candidates for unfilled positions.

RPO providers have experience creating diverse healthcare candidate pipelines and implementing tailored sourcing methodologies to ensure healthcare organizations have access to the best talent. Because they handle talent programs across a variety of clients and industries, RPO providers have visibility to the recruitment marketplace that you can't achieve with an internal team.

In addition to providing broad visibility to the talent landscape, RPO partners also bring, they also bring an investment in innovation in many forms, including sourcing technology. An RPO provider can help deploy technology such as artificial intelligence sourcing tools to help discover top talent faster and more efficiently.

AI can start sourcing candidates as soon as a requisition is opened, giving a recruiter a strong head start to fill the role. An AI sourcing solution that uses predictive analytics modeling can also provide recruiters with information about how well the candidate matches the job opening and how likely the candidate is to leave their current role. With this information, recruiters can work more quickly and efficiently, filling the role with the best talent in less time. In the end, these tools save time and money.

Benefits of AI-enabled Candidate Sourcing



AI-enabled sourcing tools can discover patterns in resumes, social profiles and other sources of data to find candidates that are ideal matches for a job's requirements.



AI algorithms crawl potential candidates' online profiles to help source passive candidates.



AI technology can help reduce bias in candidate sourcing by disregarding candidate demographics (e.g., race, gender, age) in its decision making.



AI can be used to source both external and internal candidates by screening the existing resumes in a healthcare organization's applicant tracking system (ATS) to find strong matches for current open positions



The Challenge: Advancements in Talent Technology

Recruiting technology has changed rapidly in the last decade. Most job advertisements and applications are now online. Social media plays a critical role, and smartphones are used to search for and apply to open positions. As a result, many organizations are struggling to adapt to the evolving world of recruiting technology and the digital talent acquisition strategies associated with it.

Many of the advances in talent acquisition technology leverage AI, machine learning, predictive analytics, social media, video interviews and digital assessments to optimize recruiting functions and accelerate talent engagement. The information and insights gleaned from talent acquisition technology are being used to help recruiters break down data and conduct a thorough analysis of talent markets as well as aiding in the creation of unique sourcing strategies.

Furthermore, improvements in recruitment technology are designed to provide an improved candidate experience, which will help attract more candidates to your positions and promote your employer brand. Once candidates have applied for jobs, chatbots, automated emails and other recruitment marketing technologies can keep them highly engaged and informed throughout the hiring process. When properly executed, talent technology strikes the right balance between AI and human interaction to create a successful outcome for your talent program.

The Current State of Technology in Recruiting

82%

82 percent of candidates report that the ideal recruiter interaction is a mix between innovative tech and personal, human interaction.

90%

90 percent of candidates expect the process to be fast. Online applications with 45 or more questions have an abandonment rate of nearly 90 percent.

\$14 billion

The HR technology marketplace is valued at more than \$14 billion.

89%

Candidates expect mobile compatibility. In fact, 89 percent of candidates think mobile devices play a critical role in the job hunting process.



The Solution: Integrated, Automated and AI-Based Talent Technology

RPO partners can effectively harness the power of emerging talent technology by integrating several HR tools into a talent program. Using technology, RPO providers can give healthcare organizations a broader view of the entire recruiting process, from sourcing and screening candidates to interviewing and onboarding new hires.

RPO partners are increasingly utilizing AI and machine learning to produce algorithms that evaluate existing candidate data to provide healthcare organizations with more clearly defined traits of a good hire. AI-sourcing tools can identify signals suggesting talent might be open to recruiting based on social media posts or changes in online profiles. This is a considerable advantage for healthcare organizations that are competing for a limited pool of candidates.

RPO partners also leverage automation tools to optimize recruiting functions. This can include scheduling tools to save time by avoiding the back-and-forth of manual scheduling, video interviewing to increase the speed of hire and chatbot technology to communicate with candidates at scale.

The real value in talent technology is its ability to improve the candidate experience for both parties by giving candidates what they want. For employers, it's about increasing speed-to-hire and improving employer branding. For candidates, it's about ease of application, responsiveness and communication throughout the hiring process.

Meet Affinix™, PeopleScout's Talent Technology Platform

Affinix is a mobile-first, cloud-based platform that creates a consumer-like candidate experience and streamlines the sourcing process. Affinix delivers speed and scalability while leveraging artificial intelligence, recruitment marketing, machine learning, predictive analytics and other emerging technologies with one-point ATS and VMS integration and single sign-on.

Affinix Features:



Artificial intelligence and other emerging technologies extend across the platform, streamlining the sourcing and screening process and identifying the top talent quickly. Affinix sources strong passive and active candidates within seconds of an open job requisition.



Predictive analytics and machine learning enable PeopleScout to understand top talent behaviors better and predict factors such as cultural fit, willingness to change companies and future tenure potential. Over time, this improves hiring speed and accuracy by more quickly identifying, screening and assessing top talent.



The Challenge: Evolving Candidate Expectations

Healthcare organizations today recognize that to make significant strides in patient satisfaction, they must understand the patients' journey and how it informs their opinions about a healthcare provider.

Candidates have journeys like patients. They form an impression of a potential employer the very first time they find a job posting or hear about an opportunity from a recruiter. Building a successful candidate experience starts before candidates apply for a position; designing an optimal candidate experience requires addressing what candidates want.

A positive candidate experience and strong employer branding are primary factors behind why candidates choose one healthcare organization over a competitor. Having an excellent candidate experience can turn candidates into advocates that continue to engage with an organization and refer their networks to apply.

On the other hand, a negative candidate experience can result in not only losing qualified candidates, but those candidates also create poor reviews on social media and job sites like Indeed, Monster, CareerBuilder and Glassdoor.

What Do Candidates Want?

72% SHARE FEEDBACK

Candidates expect to share their experiences with their peers. 72 percent of candidates share feedback about their application experiences on digital platforms and in-person.

87% EXPECT PERSONALIZATION

Candidates expect personalization in the application process. 87 percent of candidates said personally relevant content improves how they feel about a brand.

78% EXPECT A POSITIVE EXPERIENCE

Candidates expect positive experiences when engaging a potential employer. 78 percent of candidates say the overall candidate experience they receive is an indicator of how a company values its people.^[xiii]

78% WOULD APPLY VIA MOBILE

Candidates expect an easy and convenient application process. A survey by Indeed showed that 78 percent of people would apply on their mobile devices if the process were better.^[xiv]



The Solution: Candidate Experience Optimization

RPO partners can help healthcare organizations optimize their candidate experience by creating a streamlined application experience. An RPO provider will review a healthcare organization's current recruiting program to learn how it attracts, engages and communicates with candidates. The RPO will then suggest ways to optimize areas of the program to provide candidates with an improved experience throughout the hiring process.

An optimized candidate experience includes mobile recruiting, social media recruiting, developing talent communities, personalized job descriptions and custom career sites to deliver a more personalized application experience.

Video interviews and digital pre-employment assessments are also rising in popularity. Video interviews and digital assessments improve the candidate experience by allowing candidates to complete them at home, or wherever the candidate prefers. By automating interviewing and candidate assessments, the screening process for both candidates and hiring managers is streamlined and simplified.

By working with an RPO partner to create a comprehensive and integrated approach to provide a positive candidate experience, you can improve your employer brand. The most important aspect of a positive candidate experience is ensuring the right balance of human interaction during each step of the journey.

Improving Candidate Experience with Technology

Provide a mobile-friendly candidate experience

Research conducted by Indeed found that 78 percent of Millennials, 73 percent of Generation Xers and 57 percent of baby boomers conduct job searches from their mobile devices. This means that organizations looking to improve their candidate experience should look to create a mobile-friendly recruiting environment for job seekers.^(xv)

Social recruitment marketing

Enhancing the candidate experience also means reaching candidates where they are. According to Social Talent's 2016 Global Recruiting Survey, 37 percent of survey respondents said that social media is the primary source for finding candidates. This shift towards a digital hiring model has seen the traditional résumé be displaced by the online footprint of candidates which showcases their skills and experiences.^(xvi)

Clear Communication

Establishing timely and clear communication between candidates and recruiters is essential for developing a positive candidate experience. The right technology platform can help by sending automated messages to candidates via email or chatbot technology to inform them of their application status, answer basic questions or facilitate scheduling.



PeopleScout's Healthcare Solutions

A unified talent acquisition model delivered by PeopleScout can provide your healthcare organization with an agile solution that complements your internal recruiting team. As the intensifying race for qualified talent continues, PeopleScout's healthcare solutions bring the strategy, talent intelligence experience and technology to create best-in-class talent acquisition and total workforce management solutions that begin with the candidate and end with the patient.

The PeopleScout healthcare solutions team adheres to the same strict healthcare industry regulations and compliance standards as our clients, designing tailored programs that reduce cost, meet strict SLAs and slow attrition. The team has a breadth of expertise across an extensive portfolio of clients including national healthcare organizations and pharmacy chains, as well as healthcare revenue and payment cycle management organizations.



PeopleScout Solutions Include:



Fully dedicated support teams with the ability to scale up and down as your hiring needs change.



Diversified recruitment reach and direct sourcing strategies improve access to hard-to-reach talent and passive candidates.



Innovative technologies enhance the candidate experience and optimize the recruitment process.



Improved visibility enables cost controls and improves compliance quality.



In-depth, multi-tiered implementation process provides seamless transition.

About PeopleScout

PeopleScout, a TrueBlue company, is the world's largest RPO provider managing talent solutions that span the global economy, with end-to-end MSP capabilities supporting total workforce needs. PeopleScout boasts 98 percent client retention managing the most complex programs in the industry. The company's thousands of forward-looking talent professionals provide clients with the edge in the people business by consistently delivering now while anticipating what's next. Affinix™, PeopleScout's proprietary talent acquisition platform, empowers faster engagement with the best talent through an AI-driven, consumer-like candidate experience with one point ATS and VMS integration and single sign-on. Leveraging the power of data gleaned from engaging millions of candidates and contingent associates every year, PeopleScout enhances talent intelligence for clients across more than 70 countries with headquarters in Chicago, London and Sydney and global delivery centers in Charlotte, Toronto, Montreal, Bristol, Krakow, Gurgaon and Bangalore.

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