



Experience, turnover and recruiting have always made staffing at healthcare organizations a challenge. For one hospital in Florida, the solution to dealing with these issues was to turn to a best-in-class recruitment process outsourcer.

Jupiter Medical Center, based in Jupiter, Fla., operates a 30-acre campus that includes a 156-bed acute care hospital and a 120-bed facility specializing in rehabilitation, skilled nursing and long-term care.

Although the hospital averaged about 30 new requisitions for positions each month, the HR staff had multiple priorities which made it difficult to devote time/capacity/staff to recruiting efforts. This lack of time and priority meant the hospital's vacancies took a long time to fill. It also meant the hospital spent more money in contract labor than it needed. In one month alone, the cost for contract labor totaled more than \$300,000.

Jupiter turned to Pinstripe Healthcare to help alleviate the hiring bottlenecks and significantly reduce the associated costs.

The Process

Pinstripe executed a customized process that included a thorough review of Jupiter's HR and recruiting organizational structure, recruitment metrics and technology utilization. Pinstripe also suggested strategies to deal with anticipated seasonal growth to address Jupiter's "snow bird" clientele.

Pinstripe then identified savings, efficiency improvements and satisfaction boosters that could be realized with the implementation of Pinstripe's Requisition to Results® proprietary solution. The solution includes having a dedicated Pinstripe recruiting team that serves as an extension of the HR function to source, screen, hire and engage candidates on Jupiter's behalf. Pinstripe works under the Jupiter Medical Center's name and brand to drive the strategic recruitment marketing plans, and most importantly results. Additionally, Pinstripe worked in conjunction with HR staff to maximize their current Applicant Tracking System and deploy other technology-enabled systems to achieve greater efficiencies.

"Our talent acquisition program focuses on our clients' culture and goals as well as finding the best qualified candidates," said Jill Schwieters, executive vice president of Pinstripe's Healthcare Group. "Our goal is to ensure new hires and hiring managers receive exceptional customer service."

Jupiter's goals for the partnership include:

- Making recruitment a priority in the organization
- Reducing chronic and high vacancy rates
- Reducing first-year turnover
- Developing a recruitment market plan for key positions
- Establishing HR metrics to track costs and effectiveness
- Enhancing the process for hiring managers and candidates

Results

The results were outstanding.

- Contract labor costs dropped 47 percent. Each department's needs received equal priority and attention so their positions could be filled quickly.
- The amount of time to fill positions fell from 69.7 days to 50.6 days
- Recruitment advertising costs fell 24 percent.
- The number of hiring manager interviews more than doubled because of the increased pool of qualified candidates.

Pinstripe achieved these results through its recruiting process that focused on marketing Jupiter's employment brand and both active and passive candidates. "Besides the

things that we can quantify like reduced turnover, reduced overtime, improved retention, reduced recruitment costs, reducing contract labor, the benefits that I see are the quantity, quality and timeliness of what Pinstripe does that we as the hospital can't do ourselves," Jupiter's chief financial officer Dave Harper said. "Pinstripe has been able to find better quality candidates than we have been able to find on our own."

Hiring leaders also were satisfied with the overall recruitment service. Survey results comparing leader satisfaction with recruitment services prior to and after Pinstripe's involvement showed a 45 percentage point increase.

HIGHLIGHTS

Customer

**Jupiter Medical Center
Headquarters – Jupiter, FL.**

Jupiter operates a 30-acre campus that includes a 156-bed acute care hospital and a 120-bed facility specializing in rehabilitation, skilled nursing and long-term care. Since 1979, Jupiter has met the community's needs with high quality patient-centered services.

About Pinstripe Healthcare

Pinstripe's Healthcare Group specializes in talent management solutions that enable healthcare organizations to reduce their labor costs while continuing to provide the highest quality patient care. The Pinstripe team includes seasoned professionals who have held leadership roles with some of the nation's top healthcare providers. This *insider expertise* allows Pinstripe to offer a complete solution set that can integrate sourcing, recruiting, hiring, on-boarding, engagement, and off-boarding practices into an end-to-end approach to employee acquisition and retention. Pinstripe's deep, provider-side experience also allows the firm to offer a range of additional HR services to meet the unique needs of each customer. By partnering with Pinstripe, leading healthcare organizations are transforming the Human Resources function into a source of sustainable, competitive advantage.