

Case Study



Client: 428-bed tertiary care hospital in Arizona

Engagement: Interim Human Resources Consultant

Issues to be Addressed:

B. E. Smith placed a Human Resources professional to serve as an on-site change agent and facilitator for this 428-bed tertiary care facility that is part of the largest healthcare system in Arizona.

B. E. Smith's Process for Success

Assessment

A thorough assessment included recommendations to address immediate challenges in recruiting and retention as well as an in-depth assessment of key HR processes, policies and procedures.

Recommendations

- Increase awareness among healthcare professionals about available career opportunities
- Develop a process to centralize and audit HR employee files at the facility instead of the corporate office in order to achieve improved compliance with regulatory and accrediting agencies
- Decrease the operating room technician and Registered Nurse vacancy rate

Action Plan Results

- Increased Internet advertising of employment opportunities showcasing the attributes of the organization's unique work environment
- Identified actions required to actively recruit healthcare professionals being discharged or retiring from the military
- Implemented an initiative to centralize and routinely audit HR employee files at the facility, thereby improving compliance with regulatory and accrediting agencies
- Decreased the operating room technician vacancy rate to zero within eight weeks