

Case Study



**HEALTH SYSTEM
CUSTOMER
SUCCESS STORY**



RISESMART'S INNOVATIVE APPROACH TO DELIVERING A REDEPLOYMENT SOLUTION FOR A HEALTH CARE DELIVERY SYSTEM

Since its founding over a hundred years ago, this faith-based integrated health care delivery system has delivered a full range of care from facilities across the United States including acute care hospitals, home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics, and physician organizations. The health system prides itself on its vision and values, which include serving one another, the community, and society with a commitment to excellence.

These guiding principles are what drive the health system's outplacement program for its transitioning employees.

THE CHALLENGE

Skills alignment and employee retention

The health care reform changes sweeping the nation's health care field impacted more than 20,000 employees of this health system. In an effort to treat its transitioning employees with compassion, respect and integrity, the leadership team approached outplacement providers to build a robust redeployment solution.

Reductions in force can be especially difficult for faith-sponsored organizations that hold themselves to higher standards for employee retention, even in changing times. As this health system adapted to the health care reform changes for delivering care, they offered outplacement services to transitioning employees. However, the health system wanted to be more proactive in managing transitions earlier in the process, thus demonstrating greater accountability for the outcomes. The health system strived to offer redeployment services consistently across the organization for an extensive period of time. Aside from helping to retain valuable and dedicated employees, redeployment solutions save both recruiting and training costs, which can often be substantial. Ultimately, the health system wanted to expand this function from transition support to workforce transformation.

GOALS

EMPLOYEE-LEVEL GOALS



SKILL ENHANCEMENT

IMPROVED UNDERSTANDING OF INDUSTRY CHANGES AND CAREER PATH OPTIONS



IMPROVED ENGAGEMENT AND HIGHER MORALE

ORGANIZATIONAL-LEVEL GOALS



DEMONSTRATE COLLABORATION

BETTER UNDERSTANDING OF FUTURE SKILL NEEDS



RETENTION OF KNOWLEDGE AND SKILLS WHERE POSSIBLE

SOLUTIONS: REDEPLOYMENT & OUTPLACEMENT

RiseSmart was founded on the idea that when it comes to outplacement, there has to be a better way. The more traditional approach to outplacement, office-based group counseling, and classroom training, is increasingly out of step with today's wired world. Participants want to access these services anytime and anywhere, but they still want a personalized solution. RiseSmart's outplacement solution, RiseSmart Transition, achieves this by leveraging both a semantic search technology which delivers relevant job leads from across the internet based on participant's preferences and the skills of a team of professionals focused on the desired goal for both the employer and the transitioned employee: a new job. That's why RiseSmart Transition participants find their next job 64 percent faster than the national average*.

In the RiseSmart Transition program, participants are matched with a personal Transition Specialist, an HR professional who is their first stop for guidance and support. A Certified Resume Writer crafts a custom resume that brings out each participant's strengths. Each participant also builds a profile in their personalized job portal. RiseSmart takes it from there, drilling deeply into job postings and filtering opportunities for only the best job matches. A Job Specialist curates the search results, and job leads are delivered each week to the employee.

For this health system, RiseSmart added a redeployment solution to an existing outplacement program, assisting impacted

employees to search for positions both inside and outside the organization. RiseSmart provided services to impacted employees for 90 days; the first 30 of which the notified employee was still working to transition their job responsibilities. During this time, RiseSmart provided unlimited career transition and redeployment coaching services which supported the employees as they explored positions both within and outside of the organization all while helping them build their skills. Services helped clients in areas such as marketing oneself, networking and interviewing and online branding. Participants were also provided a new resume and cover letter, live job search webinars, personalized job leads, and robust career tools and resources.

Of particular note, the personalized job leads mentioned above included the internal postings taken directly from the health system. Working closely with their internal IT and recruiting staff, RiseSmart was able to integrate a daily job feed from the organization so that all existing internal opportunities were matched to pertinent health

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* U.S. Bureau of Labor Statistics. For Q4-2013, bls.gov reported the average duration of unemployment is an estimated 260 days or ≈ 8.5 months.

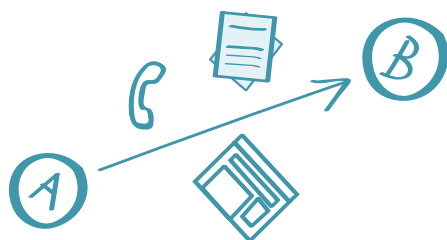
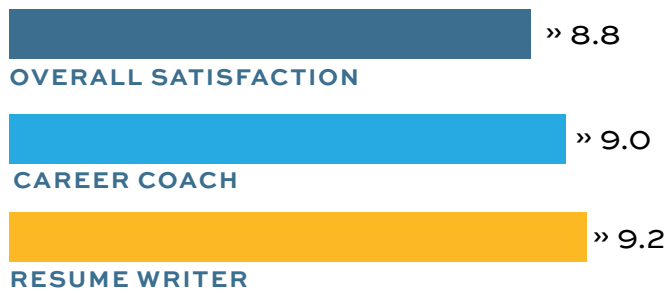


RESULTS

system employees, aiding in the redeployment process. All internal matches were given primacy of place in the employee’s job inbox, and RiseSmart coaches became experts in the health system’s internal recruiting practices to be better able to strategize with the employees as they considered redeployment opportunities. These customized approaches contributed greatly to the success of the program.



FIVE-STAR SERVICE



Low time to placement and the retention of valuable employees

More than 300 hundred employees participated in the redeployment program in the first year; the program’s emphasis being finding employees internal positions and personal growth, along with accountability among executive for the success of individual employees.

About 40 percent of participants reported finding a new position during their program course, with an overall average time to placement of 59 days. This is much lower than RiseSmart’s average of 95 days and a fraction of the national average of approximately 260 days. Another 5 percent of participants were reassigned to new project management needs. Interestingly, more participants found work inside the organization than outside thus saving the organization both money and time.

Participants gave the program high service marks with satisfaction scores averaging 8.8 on a scale of 1 to 10. Satisfaction with career coaches averaged 9.2 out of 10; and resume services scored a 9.0.

The health system learned a host of lessons from the first phase of the program about operational performance and organizational alignment. By offering not only an outplacement solution but a robust and customized redeployment solution this health system was able to transition its workforce with respect and dignity and enjoy the added benefits of retaining talented employees.

Delivering Results

AS ONE FORMER HEALTH SYSTEM EMPLOYEE SAID IN A LETTER TO HER TRANSITION SPECIALIST:

“I would like to convey my sincere appreciation for the RiseSmart program and staff that assisted me over the past several months in improving my job seeking skills. I really do feel that you hit the target in providing “a mix of individualized, personal service backed by the latest technology” to help people find work faster. You provide a package that is brilliant for this day and age. And for me personally, my virtual face for RiseSmart was [my Transition Specialist]. I will always be indebted to her for her presence and guidance electronically and on the telephone. Her professional advice was invaluable and helped keep me grounded, organized and patient in my job search. Her supportive communication style and warm laugh were what I needed. Simply put, she helped me become an effective job seeker and find work much faster. So with that being said, thank you RiseSmart and thank you [to my Transition Specialist].”



5 months faster
than the national average

AND AS ANOTHER FORMER HEALTH SYSTEM EMPLOYEE SAID IN A GENERAL LETTER TO RISESMART:

“I want to express my extreme satisfaction and gratitude with the services RiseSmart has provided. I am so thankful that [health system] extended this generous benefit to its employees. It’s a benefit that I hope that everyone who is offered it will seize with both hands and get as much out of it a possible. I have been very impressed with the service I have received from my Transition Specialist, and Resume Writer. They have both extremely knowledgeable and helpful. They are making this transition a great deal easier and have provided me with answers and suggestions that have lowered my anxiety about this career change. Thanks to RiseSmart I have a phone interview with an outside company and an internal interview set up this week. Again I want to convey my gratitude for the people and resources that RiseSmart provides for its customers.”