

Innovative Staffing Strategies

A Journey from Cost Center to Profit Center with



Jacalyn A. Liebowitz, DNP,
MBA RN, FACHE, NEA-BC
SVP, System Chief Nursing Officer
Adventist Health



Jeff Mock, MBA
Chief Financial Officer, North Coast
Network
Adventist Health



Melissa Hosey, MSN, RN,
NP-C
System Director, Clinical Workforce
Adventist Health



Joe Heilman
Program Manager, Agency Staffing
Office
Adventist Health



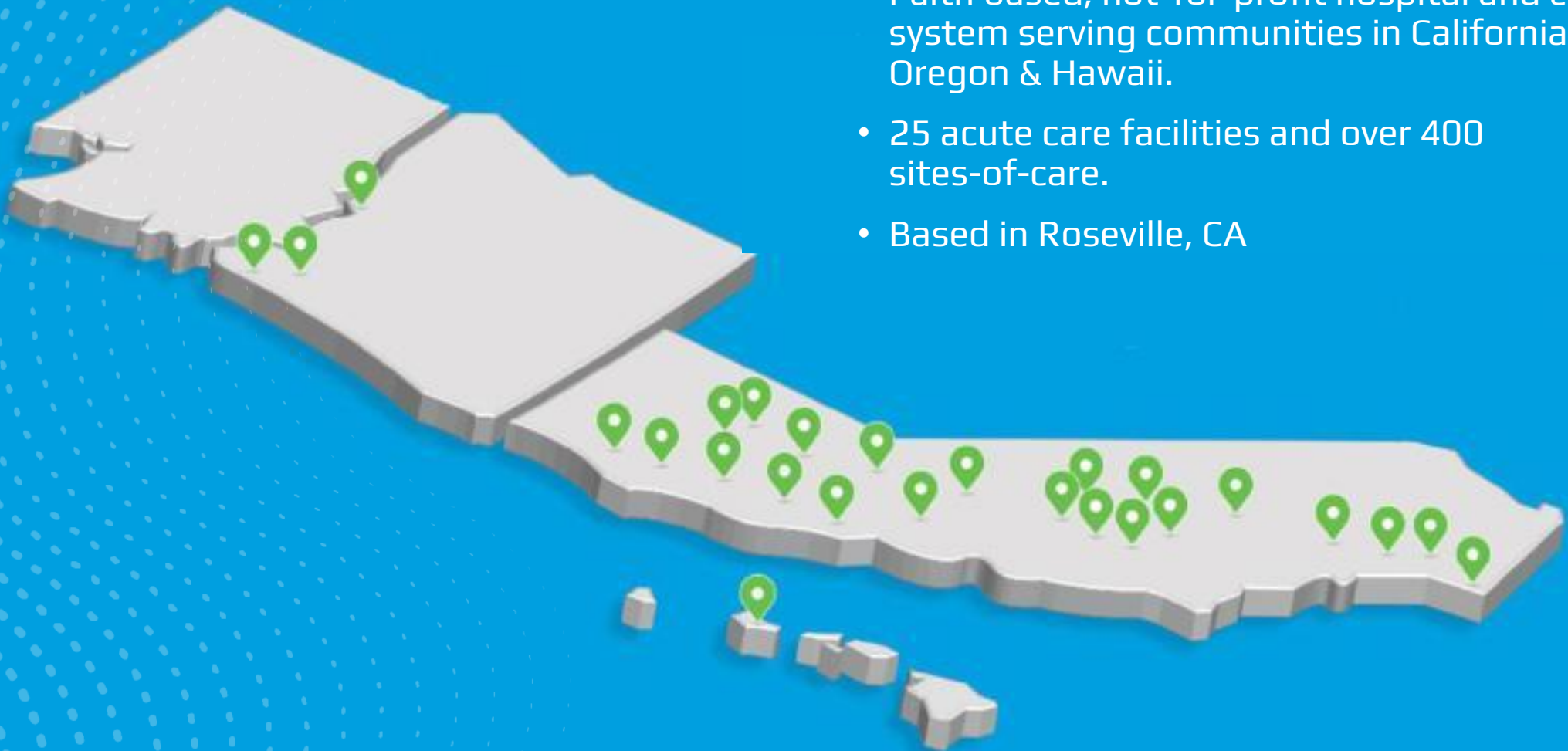
Tim Teague
President
BlueSky Synergy



Moderated by
Ellen Verhaagen
BlueSky Synergy



- Faith based, not-for-profit hospital and clinic system serving communities in California, Oregon & Hawaii.
- 25 acute care facilities and over 400 sites-of-care.
- Based in Roseville, CA



Universal Challenges of Contract Labor

With this workforce, comes challenges

Inconsisten
t Quality of
Staff

Costs and
Budget
Concerns

Complianc
e and
Regulatory

Contract Labor Management Options

Vendor Managed

Full MSP

Vendor earns % on bill rate

Hybrid

Vendor & Hospital Co-Manage

Often uses vendor VMS platform

Vendor earns % fee on bill rate

VMS Self-Service

Hospital leaders self-service through contracted VMS platform.

Maybe vendor-owned or agnostic.

VMS earns % fee from bill rate paid by sub-contracted vendors

In-House MSP

Uses VMS, either home-grown or contracted through agnostic vendor.

% fee charged to sub-contractors

Revenue is used to self-fund program

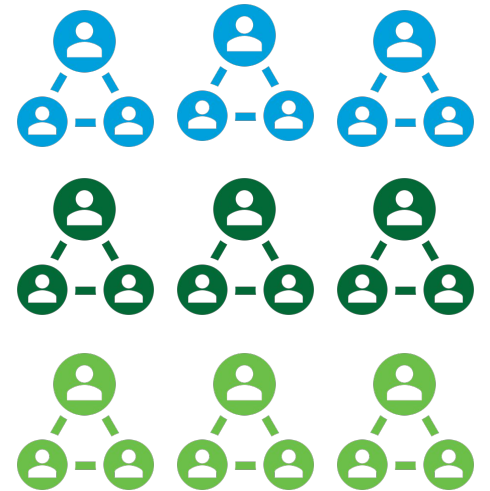
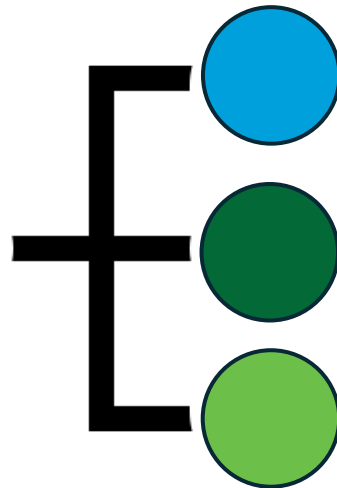
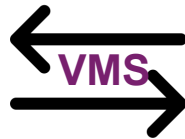
The MSP Model

HOSPITAL

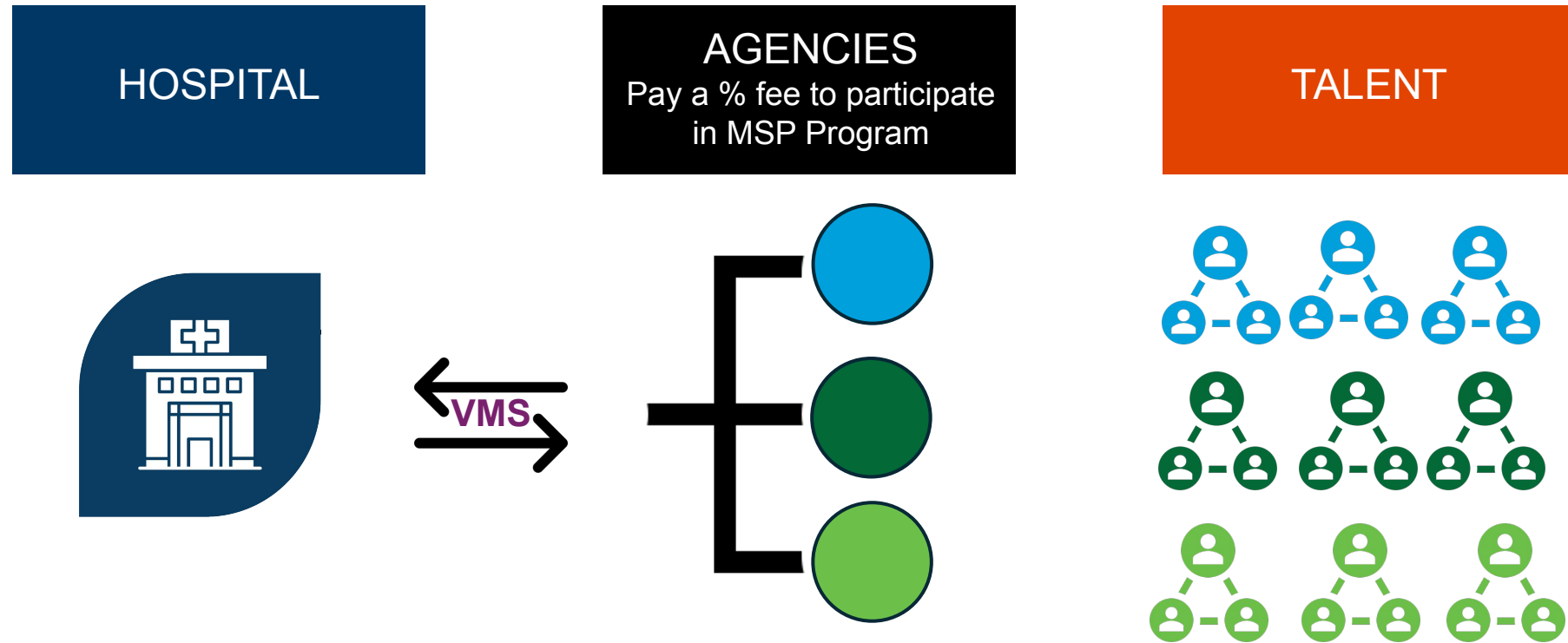
MSP
Attempts to fill order via
in-house recruiters

AGENCIES
Pay a % fee to participate
in MSP Program

TALENT



In-House MSP Model



Benefits of Managing an In-House Agency Program

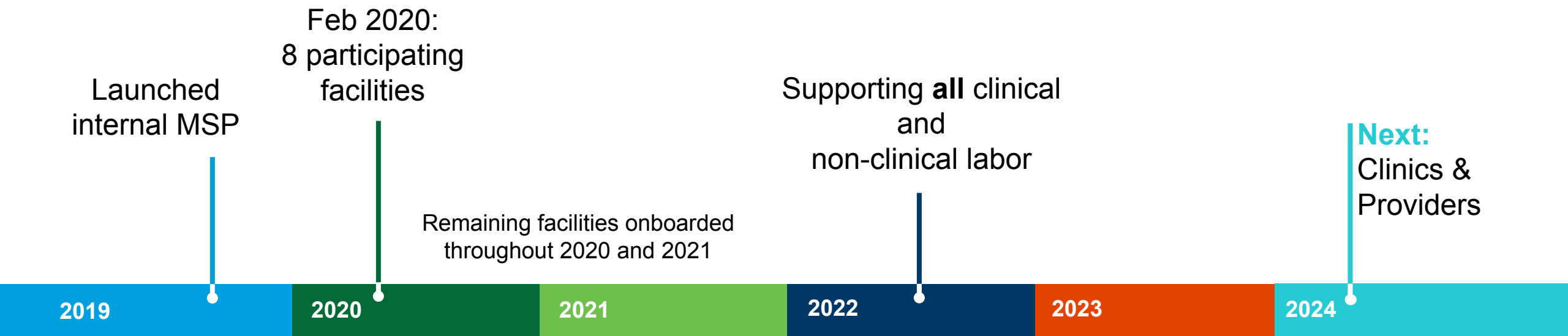
Increased control over staffing quality

Enhanced cost management budget predictability

Better alignment with hospital culture

Improved regulatory compliance

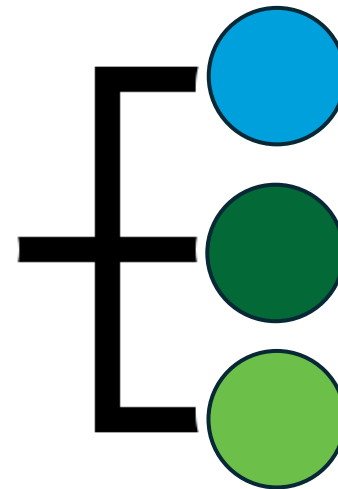
A Phased Approach



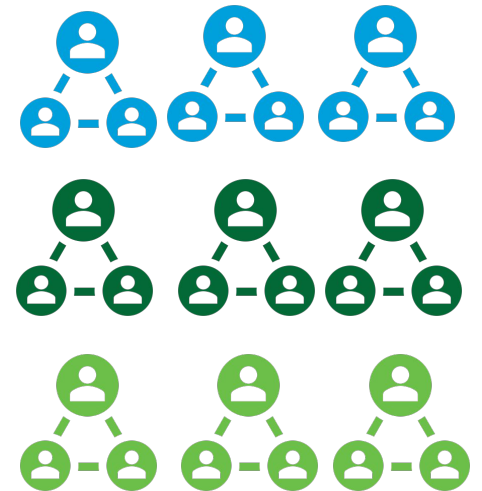
Choosing Your Agencies

- 130 unique agency agreements
- Down to 40 agency agreements
- Regular contact with agencies
- Bi-annual reviews with each vendor

AGENCIES
Pay a % fee to participate
in MSP Program



TALENT



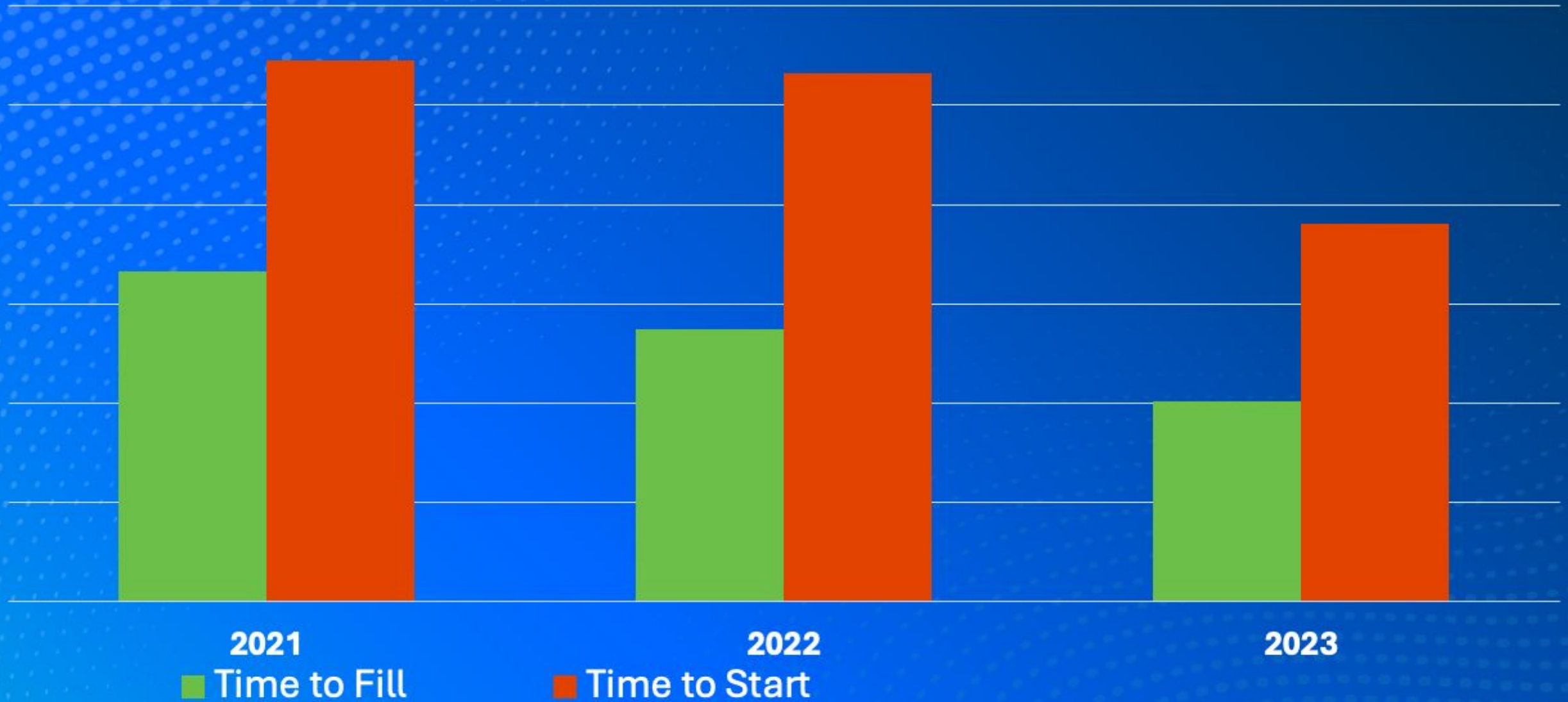


Agency Staffing Office

5 Full Time & 4 Per Diem Staff

**Manage 3k – 4k annual
contingent contracts &
average annual spend of
\$150m**

Time to Fill & Time to Start



Compliance – a Big Win

1

Compliance Audit Finding
Since 2019

Contracts Placed & Revenue Generated





Generating Revenue

An administrative fee is withheld from each invoice paid

Not only is the program self-funded, but covers the administrative costs of its sister programs, **System Float Pool** and **Clinical Workforce Teams**

An Optimistic Endeavor

- We were unsure what we were going to improve
- Better insights to drive business than ever before
- COVID: Pull resources faster and at a scale that was unprecedented

An Optimistic Endeavor



Easier to control contracts



Ability to pull information quickly



Control Spend



High level of confidence:

- Quality Candidates
- Best Possible Price
- Flexibility with a partner that can give us insights that we've never had before

A Key Shift Away from “Get Rid of Agency”

Use Agency appropriately

Manage the expense

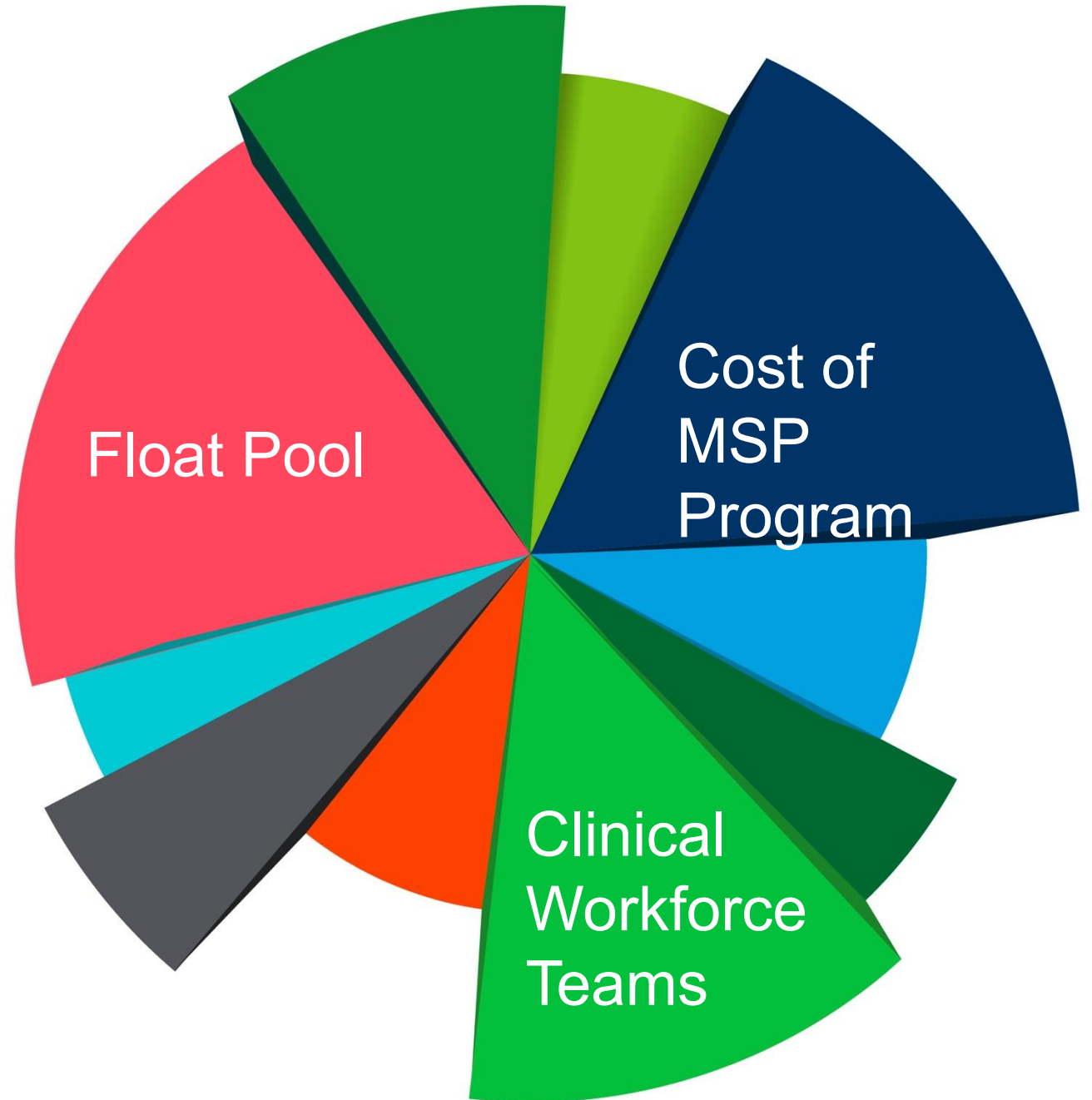
Flexibility for volume changes

No Financial Surprises:

- Review staffing weekly with System CFO, COO, Chief Human Resource Officer



Revenue Allocation



Words of Wisdom





Jacalyn A. Liebowitz, DNP,
MBA RN, FACHE, NEA-BC
SVP, System Chief Nursing Officer
Adventist Health



Jeff Mock, MBA
Chief Financial Officer, North Coast
Network
Adventist Health



Melissa Hosey, MSN, RN,
NP-C
System Director, Clinical Workforce
Adventist Health

Questions



Joe Heilman
Program Manager, Agency Staffing
Office
Adventist Health



Tim Teague
President
BlueSky Synergy



Moderated by
Ellen Verhaagen
BlueSky Synergy