

1 Problem

**Background**

The current work on this project started in August 2008.

**Problem**

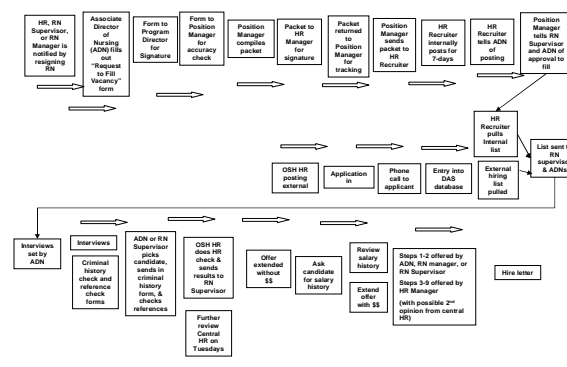
- The OSH cycle-time for hiring Registered Nurses was taking up to 80 days.
- The RN vacancy rate was 22.7%.
- Due to the competitive market, RNs would often find other jobs while waiting for OSH to complete the hiring process.
- Vacant RN positions on unit teams were contributing to decreased quality of care.
- It is costly to cover the vacant positions by hiring “agency” RNs.

2 What We Did

**Rapid Process Improvement Event**

- A 3-day Rapid Process Improvement (RPI) event was held in August 2008 to streamline the RN hiring process.
- The RPI team was led by the Director of Human Resources and consisted of OSH administrators, nurses, and human resource staff members.

We went from a Current RN Hiring Process of 34 steps...



4 Resources

**Project Charter**

•<http://www.oregon.gov/DHS/transformation/amh/initiatives/rn-hiring-charter.pdf>

**Benefit Document**

•<http://www.oregon.gov/DHS/transformation/amh/initiatives/rn-benefits.pdf>

6 What We Learned

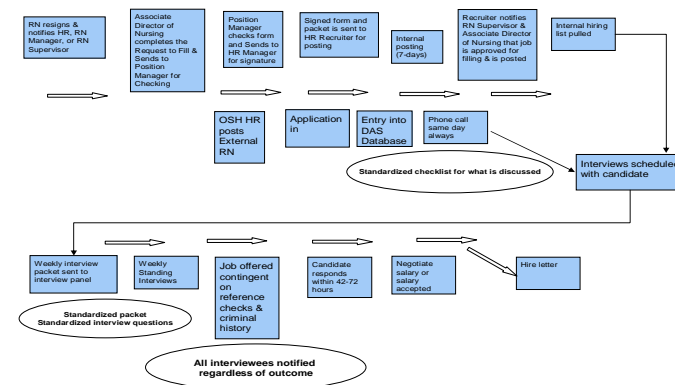
- During the first year of implementation the team struggled with reducing the cycle-time from application to offer to 7 days or less and asked that the goal be changed to 21 days or less.
- Staffing model changes and adding new positions in preparation for opening the new facility made it more difficult to accurately track the vacancy rate.
- As the vacancy rate decreased the use of a centralized interview panel also decreased.
- It was useful to bring Leadership from Human Resources and Nursing together whenever the new process was not being followed.
- This was an excellent process to introduce OSH to Lean methodology and the use of Rapid Process Improvement events to create change and eliminate waste.

3 Describe Future State

**Streamlined Future State**

- The Team identified 34 overall process steps and removed 11 wasteful steps that were non-value added and not necessary.
- A standardized and centralized application and interview process was created to allow several programs to interview RN candidates simultaneously.
- Interviews were scheduled to occur on a set week day every week.

...To a Streamlined RN Hiring Process with 23 steps



5 Final Metrics

Opportunity	Baseline	Target	Outcome
Decrease in RN vacancy rate	22.7%	10%	<b>1.16% AVG</b> over last 12 months (94% reduction)
Decrease cycle-time from application to offer	Up to 80 days	7 days	<b>14 day AVG</b> last 180 days (82% decrease)
Decrease spend in agency and OT RN hours	N/A	N/A	<b>\$1,585,345</b> accumulative cost benefit