Beat the Clock
Solving for Contingent Talent Sourcing Challenges

Karen Feeney, MSHR, SHRM-SCP
Sr. HR Operations Mgr. & HR Consultant
Children’s Hospital of Philadelphia

Kelly Duggan
Vice President of Implementations
RightSourcing
U.S. Ambassador to France?

Kelly Duggan
VP of Implementations
RightSourcing
RightSourcing Highlights

Average Cost Savings

5%-15%

- Supplier Funded | 20,000+ IT Positions Filled Annually
- $7.2+ Billion in Managed Spend
- Vendor-Neutral = Broadest Access to Talent
- Expertise Supporting Clinical & Non-Clinical Labor
- Tailored Service Delivery Model
- Easy-to-Use Technology & Workforce Analytics
- Risk Mitigation: Successful TJC & DNV audits
  400,000+ ICs Successfully Screened

RightSourcing provides consultative services and industry leading analytics to help healthcare organizations procure and manage their contingent workforce.
Who will care for your family?
The Challenge: Managing Growth vs. ‘Gig’ at CHOP Since 2013

Patient Volume

3%

Average Patient Volume Increase Year-Over-Year

FTE Growth

4%

Average FTE Hiring Increase Year-Over-Year
The Challenge: Managing Growth vs. ‘Gig’

Millennials Top U.S. Voluntary Turnover Groups

3.1 years (Millennials) vs. 7.8 years (All FTE)

Average Tenure at CHOP

25% of U.S. Workforce are Millennials

1 in 3 want Freelance “Gigs” for Flexibility

CHOP Employs Twice That Many
In 2015, Millennials Surpassed GenXers as **Largest Generation in Labor Force**

By 2025, **75% of the Workforce** will be Comprised of Millennials

- 85% of millennials would prefer to telecommute full-time and seek flexible work options for more work-life balance

- 3 in 4 Millennials want to work flexibly and still be on track for a promotion

- 1 in 4 Millennials intend to stay at their organization for a year or less

- 44% of millennials say, if given the choice, they expect to leave their current employers in the next two years
Playbook: 3 Workforce Planning Considerations

Talent  Cost  Security
Talent
Cost for clearance processing and tracking to CHOP for FTE in FY 2017 was over $1M (average $250 per direct hire) and waiting time to start readiness typically >2 weeks.

Time, Expectations and Cost May Make or Break You
Workforce Planning Consideration: The War for Talent – David vs. Goliath

Children’s Hospital of Philadelphia

Nation's 1st Hospital Exclusively for Care of Children

Committed to Providing Breakthrough Experiences:

- 13,000+ FTE
- An Additional 20%+ Contracted

FTE

- Turnover Less than 1 year = 18%
- Average Time-to-Fill = 70 Days
Healthcare Industry

“Goliath” 33% Healthcare US job Growth by 2024 Largest Sector

50% Jobs Unfilled in 2016

Costing $160B

Talent Shortage
- 45,000+ Primary Care Physicians,
- 46,000+ Surgeons & Medical Specialists
- Technology Skills Gap 50%+
36% of companies currently incorporate CW planning into strategic workforce planning with an additional 51% planning to seriously explore it within the next two years.

– WF Solutions Buyers Survey 2017
RightSourcing recognized as largest, most-tenured healthcare MSP (not a staffing company!)

Provides industry-recognized consultative services to help healthcare organizations procure and manage contingent workers.
VMS: Easy-to-Use Technology

- Desktop, Tablet, Mobile, Wearable
- Customizable by Client
- Secure, Electronic Document Storage for Worker Credentials
- Shift Scheduling
- Manager Dashboards with Analytics
- Timekeeping & Invoicing
- Onsite Service Team for Expertise & Training

- Ranked #1 for Contingent Workforce Management and Analytics
- Best Product of the Year: Supply Chain Management Solution
- Gold CEO World Award Winner in “Best Products” Category

2017 Forrester Wave Report
Highest evaluations for product usability and vendor support

2017 Critical Capabilities Report
Ranked #1 for Contingent Workforce Management and Analytics

FORRESTER®

Gartner®
Fully Leverage MSP and VMS

- Single MSA for all Vendors
- Requisition Oversight
- Vendor Management
- Worker Credentials Audits
- Onboarding Optimization
- Automated Time/Expense
- Consolidated Invoicing
- Best Practices
- Contractor Compliance
- RFI Automation
- Market Intelligence
- Strategic Analytics

Improve Worker Quality | Mitigate Risks | Increase Efficiencies | Reduce Costs
Playbook: Workforce Planning Considerations | Cost

Cost
Cost Savings | Strategic Levers

Client Initiatives

- Competitive bidding

- Full Visibility = Optimal Opportunity

- New Metrics to Identify Opportunities

Market-Leading Competitive Rate Intelligence

Actionable Analytics

Self-Sourcing Focus
SCORING WINS: CASE STUDY

Contingent Workforce Management (CWM)

- Implemented MSP as a Strategic Long-Term Plan
- FY 2017: Contingent Labor Spend $23M+ Supporting Gross Revenue Generation $5B+ Saved 10% of Total Contingent Labor Spend Fully Utilizing MSP Services
- FY 2018: $187k Saved Just in Negotiated Rates for Staff Augmentation
- Reduced Time-to-Fill by up to 50%
- Improved Selected Talent Diversity 20%+
- HRO Today Recognized Karen’s Transformative Work in the Program with 2018 Talent Acquisition Leader of the Year (Healthcare) Award
Financial Stewardship

at CHOP we examined talent sourcing structure and standardized service delivery to drive growth opportunities
Case Study | Statement of Work (SOW)

$2.8M in Savings Achieved on the Project

Client Received a SOW for a Windows Migration Program

Client Used RightSourcing to Source & Manage the SOW Process

Enhanced IT Supplier Relationships

Continued Cost Savings as Client Included additional SOW in MSP Program

SOW Vendor Quote

<table>
<thead>
<tr>
<th>Total Units to Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reimage - 6,667</td>
</tr>
<tr>
<td>Replace and reimage - 3,333</td>
</tr>
<tr>
<td>Total - 10,000</td>
</tr>
</tbody>
</table>

Expectation from Experience (74 work days)

An average of 5 PCs per day
5 PCs / 8 hours = .625 PCs per hour
1.6 hours to complete one PC
16,000 hours to do 10,000 PC’s

Total Cost of SSS’s Proposal

| 6,667 PC’s to be reimaged @ $110.00 | $733,370 |
| 3,333 PC’s to be replaced and reimaged @ $110+55 | $549,945 |
| Block of 10,000 hours | $47,500 |
| Extra 6,000 hours | $285,000 |
| Total Cost | $1,215,815 |

Total True Cost per Hour $101

RightSourcing Analysis

<table>
<thead>
<tr>
<th>Job title</th>
<th>Market Low</th>
<th>Market High</th>
<th>Rate Achieved</th>
<th>Savings/HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop Support</td>
<td>$20.19</td>
<td>$35.50</td>
<td>$24.42</td>
<td>$76.58</td>
</tr>
</tbody>
</table>

Deconstructed Rate = $101/hr
New Bill Rate = $24.42/hr
Security
Security | Top Challenges for Health Executives in 2018

DATA ANALYTICS
- Strategy, Analytics & Metrics Team
- Expertise in Healthcare Analytics
- Wand Discovery Dashboard

CYBERSECURITY
- Wand VMS Technology
  - Best-in-class Technology
  - White Hat Hacking

MOBILE TECHNOLOGY
- Wand Mobile App
  - Best-in-class Technology
  - World-Class Product Development Team

RightSourcing Solution

Children's Hospital of Philadelphia
RightSourcing
To get where you're going, you must know where they're coming from.

Align all staffing activity visibly:
Brand & Centralize the Program.
CWM Winning Game Plan

Think B.I.G.

Build centralized CWM solution, branding, and partnerships to gain time-sensitive yardage

Invest in CWM option to posting “in kind” direct hire FTE roles

Go the distance fully leveraging CWM plan before the clock runs out

“Never Underestimate the POWER of a Temp!”