

## CASE STUDY:

# locum tenens staffing

### Introduction:

The CHG Lean team worked with Yakama Valley Farm Workers' Clinic to streamline the recruiting process for locum tenens physicians.

### Challenge:

To improve the speed for hiring locum tenens physicians – recruiting, salary authorization, and onboarding for the clinic.

### Solution:

During an eight-hour kaizen event, we mapped each step and stakeholder in Yakama Valley's process for hiring physicians. As a group, we stood back to examine the process and look for opportunities for improvement. This "value stream mapping" exercise leads to developing a "value stream improvement plan" – our guidelines for bringing greater efficiency to the process. While developing our plan, we focused on three elements of Yakama Valley's staffing processes:

1. Recruitment: from job opening to candidate selection. **Yakama Valley reduced the total number of steps in this process from 45 to 10 steps, thereby reducing the number of days from 89 to 25 days.**

2. Time between candidate selection and first day of work. **Yakama Valley reduced the total number of steps in this process from 48 to 21 steps, from 39 days to 14 days.**
3. Onboarding and orientation: including completion of I-9 forms. **Yakama Valley reduced the total number of steps in this process from 27 to 19 steps, from 7 days to 2 - 4 days.**

#### RESULTS

Time saved:

94 days per physician hired

Increased revenue:

\$2.9 million\*

**To learn more about staffing your facility, contact CHG enterprise client solutions by phone 801.930.3228, or email [ecs.contact@chghealthcare.com](mailto:ecs.contact@chghealthcare.com).**

\* Kaizen estimates: \$188,000 in revenue for each replacement physician; \$368,000 for each new physician. \$11,000 cost savings for each replacement physician; \$21,000 cost savings for each new physician. Assumes five replacement and five new physicians in one year.