

## Case Study

# Owensboro Medical Health System Gains Workforce Insight with Taleo



### CHALLENGES

- Many different systems with no integration
- Cumbersome application process
- No way to tie employee performance to overall business goals

### SOLUTIONS

- Taleo Recruit, Taleo OnBoard and Taleo Perform
- An integrated talent management platform that worked with the existing HRIS
- New application process and applicant tracking features
- Transparent, flexible performance tracking process

### RESULTS

- Streamlined recruiting, onboarding and performance management workflows
- Improved candidate experience
- Ability to track and measure how personal goals align with organizational goals

Thanks to an integrated talent management platform from Taleo, Owensboro Medical Health System (OMHS) was able to shed a cumbersome job application process and give a new lease on life to its recruiting, onboarding and performance management functions.

Owensboro is a 447-bed hospital and the largest employer in Western Kentucky, employing over 3,000 people. OMHS serves an eleven-county region in western Kentucky and southern Indiana. The hospital has received awards for clinical excellence, patient safety and outstanding patient experience, placing it among the top 5 percent of hospitals in the nation for quality. A subsidiary of OMHS also operates the HealthPark—a medical-based fitness center—and a number of clinics and diagnostic centers.

The organization receives a large number of applicants each year. OMHS's existing applicant tracking system did not interface with its HRIS system and did not offer easy customization. Wading through hundreds of applications each day took an exorbitant amount of time away from other activities.

OMHS found that they needed a new talent management system that could perform all of the functions they needed: recruiting, onboarding and performance management. OMHS also needed to update the applicant process. Their previous process was cumbersome, resulting in 70 percent of online applications being left incomplete because candidates didn't know they needed to click through to the next page. That process didn't interface with their HRIS, which meant re-keying applicant data. The main requirement was that a new solution had to integrate with its existing Lawson HRIS. There was also no way to search resumes or applications.

Onboarding was a paper-heavy process. New hires had to arrive an hour early on orientation day to fill out the standard information and legal forms packet. Additionally, the board of OMHS had created cascading goals as part of a long-term plan, but there was no way to tie individual employee performance to overall organizational business goals. "We were still using spreadsheets to track employee goals," says Pamela Oliver, who works in organizational development. OMHS needed a comprehensive solution.

### A New System = Better Performance, Sharper Insight

After reviewing other applicant tracking solutions available, OMHS decided on Taleo Business Edition, including Taleo Recruit, Taleo OnBoard, and Taleo Perform. Key factors in OMHS's decision were Taleo's proven success for integration with its existing HRIS system, full applicant tracking functionality, and performance management. Customization was also an important factor. "We wanted a system that would work for us instead of us working for the system," says Angie Dennis, OMHS's employment manager. "Taleo replaced all the disparate parts that we already had and also gave us all the new parts we needed."

Taleo Recruit enabled Dennis to create a better online experience for candidates with a branded, easy-to-use career site. The solution offers resume searching, and recruiters can now add notes to candidate profiles, so Dennis can easily see where they are in the hiring process. The automation frees up HR staff up from administrative tasks and gives them more time with new hires and potential candidates. Dennis is also able to gather vital data to create more effective sourcing and recruiting strategies. This functionality provides OMHS with better insight into the workforce to drive strategic business decisions—and puts HR in a position of adding value rather than being viewed as a cost center.

Performance management got much-needed enhancements as well. Oliver went from using a manual, siloed tracking approach to a transparent and flexible system that reaches across the organization. Now, Taleo Perform provides manager and employee visibility into how personal goals align with business unit and corporate goals and objectives. These goals can then be easily transferred into performance reviews. Such openness and ready access to information saves the time and hassle of coordinating performance progress meetings across multiple OMHS locations.

Taleo Perform's cloud-based interface ensures that managers, peers, and other stakeholders can provide daily feedback to each other to accelerate performance improvements. This fosters a performance management culture, one in which Oliver is able to gain more complete insight into her workforce and to retain top talent based on their performance.

The Taleo Business Edition platform has enabled Oliver and Dennis to streamline their processes and gather the intelligence they need by connecting new hire performance and retention data with sourcing strategies and ongoing performance management.

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## Continuous Improvement and a Plan for the Future

Since implementing the Taleo Business Edition platform, OMHS's recruiting, onboarding and performance management processes have improved significantly. "There's less paperwork and less jumping between two computer systems," says Oliver. "You open the Taleo system and you have everything you need for your daily work. Continuous improvement is what our organization is all about, and that's what Taleo gives us."

OMHS is currently working on its next five-year workforce development plan and forecasting what their needs will be in the near future. "We've discovered, for instance," said Angie Dennis, the employment manager, "that a third of our nurses are [age] 50 or over. This tells us that we need to find more nurses—soon." Having integrated, automated solutions in place will help Oliver and Dennis to gather the intelligence to create the reports for this plan, which will allow them to forecast workforce shortages and create hiring strategies to avoid them.

With a streamlined, efficient talent acquisition process and cloud-based performance management, OMHS is equipped to meet the ongoing staffing challenges so common in the health care industry and ensure that employee goals align with business objectives. HR staff can spend more time focusing on people than on paperwork and implementing strategy, rather than filling out spreadsheets. Taleo Business Edition has empowered OMHS with the knowledge they need to ensure current and future success by providing key analytics and insight into the organization's single greatest asset—their talent.

**"Continuous improvement is what our organization is all about, and that's what Taleo gives us."**

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### ABOUT TALEO

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