



Curing the chronic talent crisis via RPO

Quick facts

 **Name:** Resurgens Orthopaedics

 **Industry:** Healthcare

 **Employees:** 1,000

 **Headquarters:** Atlanta, Georgia

 **Product:** ADP Workforce Now®, ADP Recruitment Process Outsourcing (RPO)®

Initially established in 1986 by Dr. John Garrett, Resurgens Orthopaedics provides excellent, innovative, patient-focused and comprehensive orthopaedic care to the greater Atlanta community. In 1999, seven independent physician groups merged to form a single practice under the Resurgens Orthopaedics banner. To help deliver on that ongoing mission, Sue Dunlap, human resources director, shares how using ADP's recruitment processing outsourcing (RPO) solution became a winning proposition for Resurgens.

Looking to boost recruiting, hiring success

With 24 offices serving local communities in and around the Atlanta metro area, Resurgens Orthopaedics has grown to become a household name throughout Georgia. We cover a large footprint within the Atlanta market. We also are a great place to work, considered to be a "top 10" employer in greater Atlanta when it comes to both employee and customer service, which showcases our strong reputation and brand.

We have office managers at all 24 sites, yet for a 1,000-employee workforce, we operate with a lean HR department, myself and an HR business partner, who helps with reports, analytics and processing new employee paperwork. We also have a trainer onsite for new employee orientation, and a clinical trainer who manages competencies of our clinical staff.

We have a single in-house recruiter within the HR umbrella. Because the Atlanta healthcare labor market is highly competitive, it's especially critical to hire great people with the skill sets we need for optimal patient care. When I came to Resurgens three-and-a-half years ago, turnover was high and we wanted to improve on that situation. We didn't know it yet, but we needed ADP.

Growth isn't the issue; it's about right-sizing with top talent

One great thing that Resurgens has been able to do is accurately assess whether we're a "right-sized" company. We're not looking to grow just to tell people that we're growing. Our goal is to ensure that we're allocating our

Learn more about Resurgens Orthopaedics at resurgens.com





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Sue Dunlap
Human Resources Director



resources appropriately, that the satellite sites we have within the metro Atlanta area make sense to continue in those locations, and that we're serving the right population. From an employment quantity perspective, our numbers have been steady.

When I came on board, I faced an HRIS system that didn't work well for us. We were outsourcing our payroll function to another company. One of the first steps we took was to identify ADP from an HRIS perspective. We went through the RFP process, and selected ADP Workforce Now® for our benefits, time and attendance, HR and payroll, which fully supported our lean team. Along with that, we received information about the ADP RPO process and services.

ADP RPO and Resurgens: A natural fit

Once we chose ADP for our HRIS, it allowed a seamless bridge to get the data we needed to consider RPO. At the time, we had one recruiter handling all job requisitions, and we saw turnover was high for certain positions. Our turnover rate wasn't meeting management expectations, and we needed to get it down to a target level.

We didn't want to chance bringing another recruiter in-house, but not addressing the challenge. ADP RPO allowed us time to decide: does it make sense to explore bringing somebody in-house later on, while we work to solve the turnover issues now?

Each of our 24 locations has its own "flavor" and culture, to some extent. Our coverage span is so wide that each of them can have a different blend of personalities. Some of the high turnover positions that we turned to ADP RPO to help hire for us included medical assistants, front desk/administration jobs and x-ray technicians. There isn't a cookie-cutter medical assistant or front-desk person that we can just place in a random location. We wanted to ensure we were putting new people into the right fit, with the right culture and site. RPO really helped us solve that challenge.

What also made ADP RPO attractive is the ability to leverage the services they offer, things we didn't have in place, such as: posting positions through certain sites where we wouldn't necessarily post jobs or reaching passive job candidates RPO identified that we wouldn't have from someone just applying on our website.

Why choose ADP as an RPO solution?

ADP's RPO is highly flexible and adaptable. Anything we wanted, ADP was willing to do for us. We didn't have to do any back flips to make it work. They were the ones bending backwards, probably, to make it work for us. We liked that.

We also liked that RPO does a job candidate survey on how the process is going. We had never done that before. As a manager has a requisition and it

9.8 out
of 10

Candidate satisfaction

71 to 41

Time to fill reduced from
71 to 41 and trending
down

99%

Offer acceptance rate

gets filled, ADP RPO sends a survey out to gather how the manager thought RPO did to fill the role. It ends up being an insightful process.

We've had this relationship with ADP's RPO solution for the past three years, and year over year turnover for new hires has declined. Right now, it's at the target. We haven't gone below the target rate yet, but the fact that we're this close says a lot about how RPO has helped impact our situation in a short amount of time.

Our recruiter works hand-in-hand with ADP RPO; I only get involved if there are questions or a problem arises. In the three years that we've had this relationship, we haven't had any problems where I had to be involved in a negative way. It says a lot about the partnership we share with ADP and the relationship we built with our main RPO point of contact. ADP's regional people check in with us at least quarterly. We discuss what's working well, what's not working well and what feedback we can offer. Being able to do that regularly is great, rather than only talking to ADP if there's a problem.

Enjoying the results

Before ADP RPO, we had a "time-to-fill" rate of 71 days. During an early business review, ADP explained that they could help reduce time-to-fill, which in turn would help increase business and customer service. We partnered with ADP to get hiring managers to be more responsive and today the average time to fill is 41 days and trending down! At the end of the day, it ends up having a huge impact on our business. To be timely can successfully close the deal with candidates. It's just so competitive here in the Atlanta market; ADP RPO has helped us overcome that scenario.

From new employees, feedback has been exceedingly positive. The RPO candidate satisfaction rate is 9.8 out of 10. In other metrics, manager satisfaction is 8.3 out of 10, and we have a greater than 99 percent offer acceptance rate. Those are impressive numbers, and ADP RPO helped us achieve that success.

For anyone looking for this type of solution, I would definitely say it's worth exploring ADP RPO. I can't emphasize it enough: they were able to customize what it was that we needed from a recruitment standpoint. We built great relationships with the people we work with within ADP. It feels a little bit like family. It may sound corny, but it's true.

For more information, visit adp.com/rpo.



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