

CLIENT PROFILE

The company is in the Long-term Care and Retirement Community sector of the healthcare industry. With over 2,200 employees spanning (14) facilities, including Skilled Nursing Facilities, Supportive Living, Assisted Living, Home Health, Hospice, and a corporate office, the client has been privately owned and serving residents for over 35 years.

PROJECT DESCRIPTION

The business owners had reached a stage where they were shifting daily operations to a hired executive team, while they elevated to oversight on the Board of Directors. Since this transition, they have struggled to obtain and retain the right executive talent to breathe new life and growth into the business. Recognizing the need to make some changes, they brought in a Management Consultant (Interim CEO), who then engaged BEST Human Capital & Advisory Group to perform our WR² Human Resource Analysis as part of the diagnostic phase of their restructuring effort.

The core scope of the project included:

- ✔ Helping the business to mitigate or eliminate penalties from government audits by documenting proactive steps to identify risks and take tangible steps to correct them ahead of any government audit.
- ✔ Provide support in reducing risk exposure by uncovering critical human capital risks that impact performance, efficiency and effectiveness.
- ✔ Identify areas of potential cost savings.

Furthermore, there were (7) customized scope items they asked to include in addition to the analysis:

- ✔ Evaluation of the recruitment strategy employed by the organization (if any).
- ✔ Recommendation of transactional HR services that could be outsourced.
- ✔ Assessing whether or not they had the right people in the right positions within the HR department.
- ✔ Evaluate the HR organizational structure and recommend any changes.
- ✔ Analysis of core turnover issues to determine if they are recruitment and/or retention related.
- ✔ Assess if there is a direct, easy, and quick fix for the highest turnover roles in the entire organization.
- ✔ An overall assessment of the functional head of HR.

Company name and locations withheld due to confidentiality of engagement.

INDUSTRIES:
Healthcare
Long-term and Retirement
Human Resources

“BEST was there at a critical time for us and provided a roadmap to address our glaring HR weaknesses, address our risks, and limit turnover. BEST didn’t just focus on what we were doing wrong, but also what we were doing right, and morale improved as a result. We are all now on the same page. We gained great value from the WR² Analysis, and not only lowered our HR exposure, but are now better prepared to address the complex long-term challenges to our future.”

Interim CEO
Healthcare Network Client

The BEST WR² Human Resource Analysis Process:



IMPLEMENTATION

Relying on BEST's proprietary WR² Human Resource Analysis to evaluate the complete HR function, BEST engaged in an in-depth analysis of (11) categories: (8) encapsulate the core competencies within the SHRM Competency Body of Knowledge; and (3) HR operational categories. We toured and obtained information at (9) of (14) company sites plus the corporate office. Interviews were conducted with various levels of employees, management, and executives, and numerous policies, processes, procedures, files, documents, and programs were examined across the organization.

Upon completion of the information gathering phase, evaluation and analysis was conducted and a full report developed for the executive management team. BEST presented its findings to the senior leadership team and spent a day with HR leadership to develop action plans around the risks and remedies identified. Numerous wins were also presented as an outcome of the report as areas to continue and not lose sight of during implementation of the remedies. The day concluded with a presentation to the CEO and COO of the (7) customized scope items.

The roadmap laid out through the WR² Human Resource Analysis identified core gaps in strategic and tactical planning at the organizational and HR departmental level. The organization suffered high risks around diversity and inclusion, training and organizational development, and HR staff experience and qualifications. With some of the identified low risk areas, timelines for improvements were developed to prevent slipping into higher risk ratings within the next (12) months or less.

THE RESULTS

With this roadmap, our client immediately began implementation of projects to improve processes and procedures, clarify policies, and eliminate the "low-hanging" and easy to address compliance risks. The balanced analysis celebrated the wins, while constructively identifying the risks and recommending remedies served to stabilize the HR function to more effectively and efficiently propel the business towards future growth. The company is now better able and prepared to address the long-term and complex challenges identified and improve its financial and operational position to successfully compete within its market. BEST will continue to be involved in meetings with HR and company leadership to further analyze and plan as the company's corporate restructuring continues.

It is easier and more cost-effective to identify your risk areas and make changes now rather than later...

Today's business environment requires that HR professionals both participate and contribute to their organizations as true strategic business partners. It is critical for the long-term growth and success of every business to get a firm handle on exposure and identify the appropriate strategies and risk reduction for successful business growth and profitability.

The BEST WR² Human Resource Analysis is here to help!

Key Challenges:

Identify HR risks and take tangible steps to correct them.

Customized assessment of HR personnel and leadership.

Identify reasons for turnover and potential cost savings.

Key Requirements:

Identify Wins, Risks and Remedies for HR effort.

Uncover critical human capital risks.

Provide necessary tools and resources for compliance.

Identify gaps in strategic and tactical planning.

Address diversity/inclusion, HRIS, safety, security, training and development issues.

Additional project scope items to evaluate HR department.

Engage in action planning with corp and HR leadership.

Key Outcomes:

Roadmap to implement new projects to address HR risks.

HR now a part of strategic planning and solutions.

Now better prepared for future challenges and growth.



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