



# CASE STUDY

## How a Tennessee health system used Hallmark's technology to triple its float pool size in just 3 months.

**Problem:** A Tennessee health system had formed an internal nursing float pool but was struggling to get it to grow beyond its initial roster of 34 employees.

**Solution:** They deployed Hallmark's contingent labor platform to serve as the new technological core of their float pool, massively improving the program's flexibility and user-friendliness. Within just 3 months, they nearly tripled the size of their program – and it's still growing!

**Benefits:** Cost savings: Eliminating thousands of hours of overtime and agency premium pay each month. Labor savings: Restoring hours' worth of time to program administrators daily. Nurse relations: Providing nurses with an appealing program that boosts loyalty and retention.



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“The next thing I know, I’m getting calls from everybody wanting to join the program.”

–Jodi, Flexchoice Internal Resource Pool Nurse Manager

In 2020, a Tennessee health system transitioned its internal nursing float pool into a formal program called Flexchoice. This program maintained a roster of nursing staff that could be deployed flexibly as needed, giving the organization an alternative to overtime, incentive pay, and expensive agency nurses.

But the program was stuck. Its growth had plateaued at just over 30 employees, and various logistical program restrictions meant the program was largely limited to medical-surgical and step-down areas.

They implemented Hallmark's Internal Resource Pool (IRP) platform on the recommendation of the health system's Chief Nursing Officer, who had used it previously. The new IRP platform introduced a level of flexibility that proved dramatically more attractive to nurses. "When I picked up the float pool in November [2020], we had about 34 of our original float pool staff that we transferred over into Flexchoice," says Jodi, the Flexchoice Internal Resource Pool Nurse Manager. "Over the following three months, I hired an additional 84."

She adds that they have even more workers in the pipeline and expect that 84 to grow to 104 shortly, with expectations of additional future growth. With that significant growth, they've reduced their reliance on agency and overtime even more, staffing around 5,000 hours monthly out of the cost-efficient Flexchoice program.

**"In just the first three months, we found 70 new experienced nurses to fill open needs without turning to agency or overtime."**

**-Jodi, Flexchoice Internal Resource Pool Nurse Manager**

Jodi emphasizes that Hallmark's IRP flexible functionality is what made it a game-changer for their IRP program. She notes that many members of the Flexchoice program actually have other full-time jobs, and they use Flexchoice to pick up extra shifts or to trial working with our system. "Now, they can truly make their own schedule around their needs and what they can provide for us based on their availability," says Jodi.

By making the program more attractive to nurses, they've grown it dramatically. By Month 4 of using the platform they were already scheduling 416 shifts, or about 5,000 hours, that could not have been covered with float pool staff otherwise.

Instead, they would have had to turn to more costly alternatives. It's likely they would have paid at least a \$10 hourly premium for that labor – if not closer to \$30 or \$40 per hour when staffing during the COVID-19 pandemic was at its most competitive. That translates into upwards of a million dollars potentially saved on an annual basis.



And the nurses who do use it love it: "I can't tell you how many times I've been told, 'This doesn't seem like it's for real. Where's the catch?'" Jodi says.

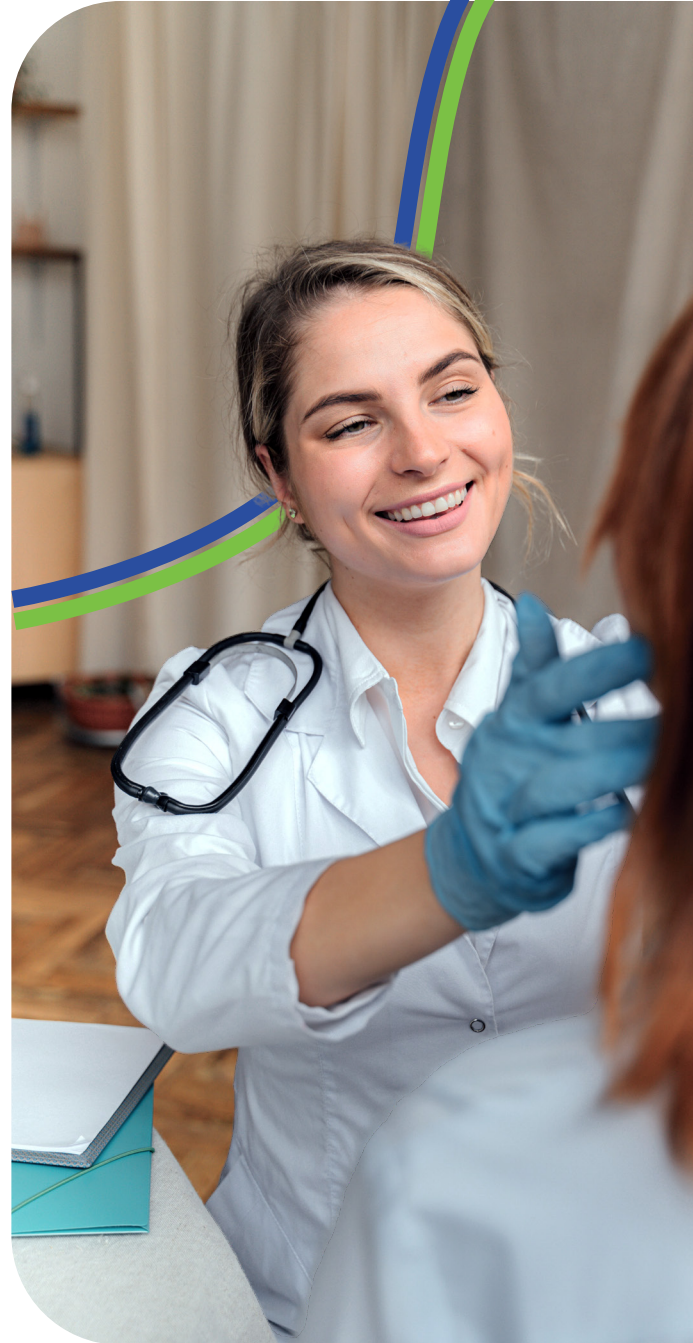
The benefits aren't limited to direct labor cost savings, either. Being able to staff appropriately according to patient census and acuity can decrease the patient's overall length of stay, which can benefit the organization as a whole, as well as reduce burnout (and thus turnover) among nurses who do show up when short-staffed.

It has also made overall management of the Flexchoice program easier. For instance, Jodi can communicate more easily with staff in less time. "It puts hours back in our day," Jodi says. "My schedulers, prior to this, spent all day trying to contact people and fill needs. Now, it puts the ball back in the employee's court."

She says she also uses Hallmark's IRP to set and monitor her target utilization and gain visibility into monthly hours being scheduled. Previously, her staffing team had to manually create Excel spreadsheets. Now the platform just produces that information automatically for them.

She has also found it useful as a planning tool: it facilitates communication with the nursing office, so they can deal with potential staffing holes: "We can get those out proactively instead of trying to crisis-manage so much."

In short, Hallmark's IRP system gave the health system the flexibility and power it needed. Not only has it made overall program administration easier and more efficient, it has helped them rapidly grow the Flexchoice program and consequently save hundreds of thousands of dollars in agency, incentive, and overtime pay.



## Results In Their Own Words:



### Time Savings

"It eliminates all the time & labor needed to individually call 84 people."



### Portability

"I like being able to use it anywhere – at home, at work, in my car."



### Nurse Relations

"The program sells itself to the nurses. They love the flexibility."



### Scalability

"Every month, we're seeing the increase in numbers."

For more information about Hallmark's contingent labor platforms, visit [hallmarkhcs.com](https://hallmarkhcs.com).



At Hallmark, we partner with healthcare organizations to overcome their labor-related challenges. From talent sourcing and deployment to provider compensation and contracting, our workforce management platform unlocks essential data, improves access to talent, drives operational efficiency, and delivers substantial cost savings. Through our unique blend of technology, strategy, service, and partnership, we empower healthcare organizations to focus on their core purpose: lifesaving patient care.