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Eva Capps
Sutter Health
HRIS manager

Sutter Health Focuses on Success with Taleo Education Services Training Resources

Sutter Health, one of the nation’s largest not-for-profit healthcare systems, was organized in 1996 through the merger of Sutter Health and California Healthcare systems. This family of hospitals and physician organizations serves more than 100 Northern California communities. Sutter Health’s network includes approximately 3,600 affiliated doctors, from various types of facilities, including acute care hospitals, medical groups, home health and hospice, and occupational health services. Sutter Health’s network also includes skilled nursing facilities and research institutes.

Sutter Health plans to invest \$6.6 billion to rebuild and expand much of Northern California’s healthcare infrastructure, and another \$1.2 billion in advanced technologies. This thriving and expanding organization is fueled by a dedicated staff. Sutter Health’s commitment to professional career advancement, mobility, and teamwork has made the organization an employer of choice. In order to support approximately 10,000 job openings per year, Sutter Health depends on Taleo’s talent management solutions to help assess, acquire, and develop talent throughout its organization.

Before Sutter Health implemented Taleo’s talent management solution in July of 2000, the HR team supported 43 affiliates within a highly decentralized system. “There was no standardization,” said Eva Capps, HRIS manager. “We had to manage multiple databases and massive volumes of transactions and paper.” Implementing Taleo’s talent management solution was the first step to improving business processes and saving valuable time and money. The next step was learning how to use it and ensure widespread user adoption throughout all of its affiliates.

Sutter Health partnered with Taleo Education Services to develop multiple training programs to ensure users understood and used the full functionality of the system. “Taleo has been very flexible and able to support us however we needed it. They have been our guide through all phases of training,” said Capps. Phase one began with a staffing needs analysis for all 43 affiliates. Once standardized recruiting processes were established, the Taleo/Sutter Health training team developed a user manual that serves as a guide for all subsequent curriculum and training programs.

Prior to Sutter Health’s partnership with Taleo Education Services, there was no user documentation or standard staffing process. “We worked with Taleo’s Education Services to make our decentralized organization more centralized. They worked to bring us together,” said Capps.

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Customized Training Improves Adoption Across a Large Staffing Organization

Taleo Education Services developed a training plan to accommodate Sutter Health’s sizable staffing organization. The foundation of the plan was a two-day End User Training course. As Taleo users become more adept over time, End User Training has decreased from being offered quarterly to twice annually. A maximum of 12 users per class ensures individualized instruction. “The goal of this program is to train new users and retrain those with user development needs. The training is broken down into modules such that the end user can attend only the portion of the training that is needed,” said Capps.

To supplement End User Training, the Taleo/Sutter Health team created reference materials including the user manual, a click-by-click guide, and a monthly training newsletter. Periodic special topic training also helps Sutter Health reach their large staffing organization.

To meet the challenges of a dynamic training environment, Taleo Training Consultants partner with Sutter Health’s Internal User Groups. User group volunteers give feedback from both the recruiter and candidate perspective. They step into a candidate’s shoes, review the application process, and give feedback that helps guide training. “Internal User Groups were also created to address and improve user adoption. The participation of Sutter Health’s Taleo end users in this user community has dramatically improved our internal usage over the years,” explained Capps.

Benchmarking Validates Skill

Advanced training provided a standard for Sutter Health to benchmark knowledge of Taleo products. The Taleo Certified System Administrator (TCSA) program equipped participants with a comprehensive understanding of configuration and feature options. Sutter Health’s core team leaders attended a 2.5 day training session and passed a scored assessment to receive their TCSA certifications. “We needed to validate our skill level to be certain that we were supporting the system as it should be supported,” said Capps.

The Taleo Certified Recruiters (TCR) program, created for experienced end users, provided a well rounded and in-depth review of the system. Eighteen Sutter Health recruiters attended two days of training and passed the scored assessment to become certified. “TCR training helps recruiters understand the full capabilities with the Taleo solution and makes them more confident in the use of the tool,” said Capps.

Taking Advantage of On Demand Training Tools

With the support of Taleo Education Services, Sutter Health has become a mature training organization, poised for the next phase of training. Taleo end users now have access to an automated training library. Custom tailored modules developed for Sutter Health cover the content of a two-day End User Training course. In addition to biannual onsite training, end users have the flexibility of training at their workstations when their schedules

Taleo Case Study: Sutter Health

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permit. Monthly, Sutter Health guides virtual training based on the library modules, including a live Q&A session.

Optimizing Functionality Produces Superior Metrics and Candidate Selection

Sutter Health recognizes significant return on their training investment through improved reporting and candidate selection. “Our reporting has improved because of how we use the system,” said Capps. “Accurate reporting tells us exactly where candidates are coming from and how to best focus our recruiting dollars.”

Optimizing Taleo’s functionality enables the staffing organization to provide roll-up metrics to their executive teams. Additionally, Taleo Education Services teaches recruiters how to align techniques and strategies with Taleo functionality to better access relevant candidate information. This makes filtering the candidate pool more efficient. “Taleo Education Services allows us to optimize the investment we’ve made,” said Capps.

Going Forward

Recognizing the vital role every employee plays in providing high quality healthcare to their patients, Sutter Health is dedicated to giving their staff the knowledge they need to succeed. Taleo Education Services continues to support Sutter Health’s training goals. “Taleo has been good at bringing new ideas to solve our most pressing business issues. They’ve come to us with things we didn’t realize we needed. We will continue to call upon Taleo Education Services as a starting point for our own internal initiatives,” said Capps.

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ABOUT TALEO

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

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