

## WellStar Health System

Hodes QTrac

### ASSESS

WellStar, a not-for-profit health system, was looking to build a strong employer brand and locate areas for improvement in sourcing, recruiting and retention.

### STRATEGIZE

Hodes QTrac was the obvious solution for continually tracking and measuring changes in how WellStar's employer brand was viewed. In order to develop brand-strengthening strategies, Hodes first sought to examine the current trends and attitudes in the organization and consulted with WellStar to design and administer surveys to employees as they reached critical tenure points in their employment, beginning as early as 30 days into employment.

### IMPLEMENT

Hodes QTrac was implemented as a way to consistently measure WellStar's progress. Surveys were sent monthly and scorecards and reports were generated monthly and quarterly. Hodes analyzed the data from QTrac and consulted with WellStar on recommendations to maintain and improve key aspects of their brand.

### MEASURE

QTrac metrics showed a decline in many scores, such as Employer Brand Index from the 30-day period to the 90-day period and further out. This decline also had an effect on how likely employees would be to refer a friend or say the realities of their job met their expectations. From the data, it was determined that WellStar's culture and environment needed to more closely match its employer brand to keep employees engaged and satisfied.

Understanding these issues has allowed WellStar to begin addressing them. Recruiters and hiring managers are being trained to provide realistic job previews and improvements are being made to the orientation programs and mentoring opportunities. All recruiters and recruiting managers now have specific goals for improving these measures in the next fiscal year.

The Director of Workforce Development added that "the data is important to us because it provides WellStar with an obvious road map to becoming the Employer of Choice. We know that if we utilize the data to drive our decisions, strategies and goals, the scores will increase and we will become a much better choice for potential and current employees."

