

# Healthcare Talent Solutions

*\$4 billion academic medical center leverages talent solutions to enable a successful ERP implementation*

**Client**

\$4 billion academic medical center

**Services**

Strategic Staffing, Consulting, Healthcare IT Solutions

**Area of Expertise**

Healthcare IT, Accounting & Finance, Supply Chain

**Industry**

Healthcare

## Challenge

A \$4 billion academic medical center launched the transformation from an archaic healthcare ERP to Workday and needed its existing functional team members to help with the implementation. Backfilling these key roles in an interim capacity was critical to mitigating business disruption during the system initiative. Core areas needing support included accounting, finance, treasury, payroll and supply chain.

Vaco proposed a flexible and thorough approach to ensure talent with the requisite skills and expertise were engaged to support the client's operations during the Workday implementation. Additionally, Pivot Point Consulting, a Vaco company, was engaged to implement and optimize its Epic electronic health record system and enhance security.

## Solution

The Vaco companies rapidly collaborated with the client to build a right-sized integrated solution to backfill the functional areas who were providing support for the Workday implementation. The initial solution included an expansive consulting team serving in different levels of accounting, finance, treasury, payroll, supply chain and technology roles. As trust was built, Vaco served more holistically as a full-service solutions firm providing contract and interim resources as well as direct-hire placements and supporting other specialty projects.

Identifying optimal talent was paramount to the implementation timeline and to ensure day-to-day operations were not compromised. **Critical activities within our talent identification approach were:**

- Conducted due diligence, including gathering critical soft and hard skill requirements
- Thoroughly screened candidates by engaging industry and functional-specific experts and recruiters
- Fostered client relations to successfully gather transparent candidate feedback to inform the process and make adjustments

By asking deeper, nuanced questions, Vaco secured a clear and comprehensive understanding of each role and the respective responsibilities. We optimized job descriptions resulting in an accelerated talent identification process and candidates with the requisite skills and culture alignment.



## Impact

**Vaco provided critical talent solutions, both on an interim and permanent basis, to enable the successful implementation of Workday.**

Originally engaged to support the finance department with three consultants on a six-month basis, the Vaco companies have since worked across departments, including **treasury, payroll, supply chain and technology and placed over 55 consultants on billing**, many of which converted to full-time employees. In addition, our healthcare IT practice, Pivot Point Consulting, engaged **eight resources to support an Epic Wisdom implementation** and provide expertise for other Epic applications.



Two years later, Vaco continues to serve as a strong partner and advisor to the client providing post-implementation backfills and supporting specialty projects.

## Outcomes include:

- Freed client resources to work on the implementation of Workday by backfilling the finance department
- Sustained operations through specialized staff augmentation and improved core areas of the business, including payroll, treasury, supply chain and divisional accounting
- Filled numerous, diverse roles, ranging from junior to senior positions, with proven consultants and full-time employees
- Skillfully sourced talent who acclimated swiftly and produced high-quality work resulting in conversions and permanent openings for value-add personnel gained through the implementation backfill process; the client hired (as full-time employees) two-thirds of the talent we engaged