



SUCCESSFUL PARTNERSHIP LOWERS STAFF TURNOVER AND BOOSTS COST SAVINGS

A Case Study



NORTHSHORE CASE STUDY

Quick Stats

- ▶ **\$32,000** estimated recruitment savings in 2020
- ▶ **66%** of leaders have been internally promoted to current positions
- ▶ **38 of 58** managers were promoted internally



At NorthShore University Health System in Evanston, IL, 66% of its Aramark leadership team have been promoted internally to their current positions, including 38 of its 58 managers. Many employees have worked there for over 20 years. Some employees even started with the organization as interns or fellows.

Working together, NorthShore and Aramark have found that providing staff members with career growth, and learning and development opportunities significantly boosts employee longevity. This is in direct contrast to the national employee retention average of 4.1 years, as reported by the [**U.S. Bureau of Labor Statistics**](#).

This robust level of employee succession was proactively created and supported at the healthcare organization through a multi-pronged employee retention strategy created by the NorthShore and Aramark partnership of 35 years.

Both partners take pride in creating a safe and meaningful environment that encourages growth from within, which is a powerful approach for attracting and retaining high-quality employees. They invest in developing leaders internally through camaraderie, communication, compassion and support.

Overcoming the common business challenges of staff turnover delivers big rewards, including reducing the risk of continuity disruptions. What's more, this has resulted in a significant cost savings. In 2020 alone, it estimated recruitment savings of \$32,000.

Industry experts confirm the benefits of internal employee succession programs. According to [**Becker's Hospital Review**](#), out of the Top 150 Places to Work in Healthcare, top echelon organizations encourage and enable professional development by promoting current employees.

Along with its succession planning program, managers continually explore future growth opportunities, including ideas for recruiting new team members. For example, a focus on high school graduates led to the idea of creating Aramark University, where members would have access to skill training for floor care, carpentry, culinary and management positions. This program has the potential to provide a consistent flow of next-generation team members who will join the experienced workforce at NorthShore.

3 TOP WINS FOR NORTHSHORE-ARAMARK PARTNERSHIP

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We have employees that have been with NorthShore for over 20 years. We believe that promoting from within creates an engaged workforce by instilling confidence in employees that if they work hard, they have an opportunity for career growth.”

— DYAMOND SCALES, SENIOR HUMAN RESOURCES MANAGER, ARAMARK AT NORTHSHORE



Win 1

SUPPORTING HAPPIER, MORE SATISFIED EMPLOYEES

Employees are the key benefactors of NorthShore's focus on internal succession. Promotions show them that good work and loyalty are rewarded.

Part of the organization's retention strategy is to recognize the career goals of its team members by working together to identify the best opportunities for continuing their professional growth. For example, Danny Martinez began working at NorthShore as a transporter and was promoted through the ranks to his current position of General Manager of Environmental Services at Evanston Hospital. "They really spent the time to walk me through my career options. They were able to create a plan for my growth here."

NorthShore places a significant emphasis on current leadership helping support the career growth of team members. According to Kristin Thorpe, "Our leadership team does a great job of recognizing people who want to do more."

Team members are encouraged to be persistent in their careers and keep growing, learning and taking time to gain skills from their peers. Steve Mellor, General Manager of Facilities, started as a postal worker in 1982. "Anything worth having is worth waiting for. So working hard and having patience is important."

Employees help build a culture of success by working hard, being determined and a willingness to ask questions. Transport Manager Tyne Englund said, "Learn as much as you can about your craft, take constructive criticism and put in the hard work. It will set you up for success."

Win 2

ACHIEVING SIGNIFICANT ANNUAL RECRUITMENT COST SAVINGS

Industry experts estimate that the cost to recruit, hire and train can range from **\$4,000** to **\$15,000** per candidate. By focusing on internal recruitment, significant savings are realized year over year.

For example, its estimated employee recruitment savings in 2020 alone is \$32,000. The savings come from several advantages. For example, the candidate pool is smaller, which cuts down on the time it takes to attract and vet new hires. Similarly, all of the information recruiters need is readily available about existing employees.

Also, internally promoted employees need less time to onboard into their new positions and are already familiar with the organization's culture. This minimizes disruptions in workflow productivity, which results in additional cost savings.

Win 3

GAINING FRESH PERSPECTIVES FROM NEW TEAM MEMBERS

When hiring new recruits, the teams place an emphasis on hiring people who can bring fresh perspectives, innovative ideas and energy to their positions. They realize that it's important to make new team members feel welcome, so hands-on training with their peers is a critical component of new-hire onboarding. An idea to train graduating high school students at an on-site job-skill-building "university," will be a win-win for the healthcare system and the students.

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We build a culture that recognizes and prepares leaders from within. We look for those that are passionate about their work and bring their commitment to personal growth. Then we guide them to build leadership skills that contribute to the overall performance of our team.”

— MIKE SMUCKER, DISTRICT MANAGER,
ARAMARK AT NORTHSORE

