



ABOUT LEE HEALTH

Lee Health is a public health system established in 1916 in Southwest Florida. It is one of the largest public health systems in the United States and the largest not-for-profit public health system and Safety Net Hospitals in Florida that does not receive direct tax support. The system has over 950 primary and specialty care physicians and advanced practitioners operating in more than 100 practice locations across Southwest Florida. Lee Health consistently ranks among the top 1 percent for overall care nationwide and is regarded as one of the best health systems in the country for eight of its specialties.

THE SITUATION

- Lee Health has been experiencing a surge in the usage of travel nurses since 2020 as the system responded to the pandemic, further exacerbated by Hurricane Ian and continued into the early months of 2023.
- To attract healthcare workers, Lee Health would require direct visibility into the market rates to set competitive rates.
- Managing contract labor was time-consuming and required significant administrative support to manage the organization's contract labor.
- Lee Health requires technology to manage onboarding processes effectively, ensure compliance, and facilitate timekeeping, invoicing, and reporting processes.

KEY CHALLENGES

- Lee Health required a VMS platform to efficiently manage their contract labor to alleviate the heavy administrative burden on Lee's Staffing Resource Center and Human Resources.
- The organization required direct visibility into market rates to effectively set competitive rates for contingent workers and determine usage patterns to respond accordingly.
- The health system faced challenges staffing its facilities due to nurses leaving the field after the Pandemic and in response to Hurricane Ian.



Lee Health was looking to harness the power of market intelligence to lower costs yet maintain the exceptional quality of our staff. The insights we gained through HWL have seamlessly integrated into our overall workforce plan, helping us reduce agency utilization and costs and ultimately achieve a remarkable reduction in bill rates. We have ignited healthy competition and driven down bill rates across the board while enjoying the transparency of market intelligence with zero administration burden.

Mike Wukitsch, MBA, SHRM-SCP, SPHR,
Chief People Officer, Lee Health

THE GOAL

Lee Health seeks to provide clear market rate visibility for contingent labor at regional, state, and national levels, enabling competitive rate setting to attract and fill assignments. Utilizing a technology platform, the organization aims to create custom processes and real-time reporting to attract contingent workers, converting them through its branded agency, Travel Lee Health Staffing. This agency aligns with Lee Health's existing brand, efficiently sourcing labor to meet facility needs.

THE SOLUTION

- Lee Health's leadership team searched for an innovative technology platform that could provide market and bill rate trend transparency, customized reporting, and assist in managing their workforce processes. HWL was one of the respondents to their request for information and was selected for an onsite meeting. During the meeting, the HWL representatives demonstrated their platform, reviewed Lee Health's needs, and developed a plan to manage their existing contingent staff and build a funnel to direct source workers.
- HWL worked with Lee Health's team to establish a private-label internal agency called TraveLee Health Staffing to streamline hiring for Lee Health facilities. The HWL platform managed existing and incoming contingent workers, including credentialing and onboarding. It also improved screening and onboarding workflows, ensured compliance, and streamlined timekeeping, invoicing, and reporting processes.
- Finally, HWL's tool provided market rate insights to help Lee Health set competitive rates and drive down rates that have been trending upward since 2020.

OUTCOMES

- Fill rates and on-time start rates increased.
- Increased competition and reduced bill rates without an added administrative burden to the health system.
- Transparent performance KPIs via dashboard -reporting
- Real-time visibility into contingent staff across all disciplines – nationally, regionally, and locally.
- HWL transferred and implemented the existing MSP and partnered with Lee Health to develop the TraveLee Health Staffing private label to bring in directly sourced contingent labor.
- Access to market trend cost data (not just bill rates).
- Improved workflows for screening and onboarding, including effective compliance, timekeeping, invoicing, and reporting processes.



At the outset of our Managed Service Provider (MSP) transition with Lee Health, it was evident that they had been operating at record high bill rates due to the challenges of the Covid pandemic and the continued high census post-Hurricane Ian. Our ability to establish a close and effective working relationship came naturally and swiftly. Through our collaborative efforts, we have successfully reduced bill rates while continuing to work with the same trusted staffing partners. This journey demonstrates our dedication to cost-efficiency and our unwavering commitment to providing top-tier healthcare services to the community.

Marissa Furst

Senior Account Manager, HWL



RESULTS

- An overall rate reduction to pre-pandemic levels.
- Significantly improved compliance rate of 93%.
- 96% of all candidates filled vacancies within the Lee Health System.

Learn more about HWL's Workforce Solutions today!

