



STRATEGIC
PROGRAMS, INC.

Actionable Data.
Innovative Solutions.
Measurable Results.

Case Study

Recognizing the Impact of Turnover on the Bottom Line

Situation

After several years conducting the *Strategic TurnOver Program™* (STOP), Organization X found that there were differing levels of usage, leadership participation, and attention to results within the organization. This resulted in ambivalent opinions of the value of STOP and inconsistent results in turnover impact.

To address this challenge and create a case for the value of the program, Strategic Programs created a plan for 2009 to increase the level of leadership participation, increase the frequency of adoption of recommendations, and maintain a proactive relationship with client contacts to enhance the value to the client, position Strategic Programs as the experts, and build on the partnership.

Solutions

In an effort to calculate the cost of turnover, Organization X's headquarters provided actual turnover figures including annual turnover rates and cost per turnover event estimates. The results were staggering, indicating that turnover cost was \$322 million in 2008 alone. All facilities revealed a cost of turnover of seven figures or higher as well.

Cost of turnover results were revealed to Organization X in all reports in the first quarter of 2009. Strategic Programs illustrated the connection between the cost of the STOP program and the financial rewards of acting on recommendations to produce even slight increases in retention. Human Resources was also equipped by Strategic Programs to demonstrate to their executives the compelling value of STOP in enhancing retention. HR was able to speak to the value of engaging Strategic Programs to conduct rigorous assessments, demonstrate the effect of leaders taking action on the data and the impact to the bottom line. HR was positioned to be regarded as an integral partner in improving organizational effectiveness.

To further build on the partnership, during the course of data collection each quarter, Strategic Programs now reaches out to facility contacts providing articles from professional literature on turnover to keep the notion of retention a priority in their world and the value of Strategic Programs fresh in their minds.

Lastly, Strategic Programs conducted a Level of Participation assessment for all of Organization X's facilities to measure which facilities were not using STOP, collecting STOP data but not using the data, or using STOP and acting on recommendations. The goal of the assessment was to confirm that facilities in the third group, using the data and acting on recommendations, had higher retention rates than the other two groups.

ROI/Results

Results from the Level of Participation assessment, yielded that on average, facilities that use STOP data, implemented recommendations, and involved Senior Leadership experienced a 4 percent improvement in retention while both non-STOP users and rudimentary users experienced only a .2 percent improvement in retention.

The results had an immeasurable impact on the organization and contributed to increased confidence in the value of the STOP program and committed decisions to renew STOP contracts for 2009-2010.

Organization X's leadership is now recommending the STOP program to all of their facilities and operational leaders are getting more engaged in demanding action on recommendations. The Strategic Program's team is being recognized as experts in the field of hospital staff retention and is being elevated to higher levels within the organization's system to share both positive results and provide counsel on areas needing improvement.

Today, Strategic Programs continues to provide actionable data and solutions through three Strategic Programs research products; STOP, New Hire Check-In, and Strategic 360.