

GE Commercial Finance
Healthcare Financial Services

At The Customer, For The Customer
Case Study

“GE is a world-class process company, and we can learn a lot from its proven experience.”

Jim Fetter
Chief Financial Officer
U.S. Nursing



U.S. Nursing works with GE to build revenue by improving its critical recruitment-to-placement process

A fast-growing leader in the field of crisis and travel nurse staffing, U.S. Nursing wanted to improve customer service and build revenues by providing nurse candidates to clients faster and more efficiently. To streamline its recruitment-to-placement process, U.S. Nursing turned to GE Commercial Finance Healthcare Financial Services' *At The Customer, For The Customer* (ACFC) program.

"We had buy-in at every level because our people were part of the process, and we worked together to develop our own solutions."

"We sought the help of GE because we want to continuously improve our processes and productivity while reducing cycle times," explains Jim Fetter, U.S. Nursing's chief financial officer. "GE is a world-class process company, and we can learn a lot from its proven experience."

Getting down to the basics

GE began by helping U.S. Nursing identify the most important area for improvement. An ACFC project leader met with U.S. Nursing's entire management team to generate a list of issues facing the company. After reviewing the issues, Chief Executive Greg Mikkelsen and Fetter agreed that a focus on improving the recruitment-to-placement function was needed.

To kick off the improvement project, GE led a one-day meeting at U.S. Nursing headquarters with members of the management team and employees from every department involved in the recruitment-to-placement process. The employees dissected the process, then GE created a process map that showed all of the existing steps from recruiting to placement.

Next, the functional leaders reviewed the process map to begin determining areas that could be eliminated, improved or moved. GE then held a "workout," a practice whereby the same group that mapped the existing process met to build a new and better protocol.

"The process that GE led us through was incredibly helpful," says Wanda Dearth, U.S. Nursing's vice-president of recruiting who led the project for the company. "We had buy-in at every level because our people were part of the decision making, and we worked together to develop our own solutions."

New and improved

"The new process consolidates our inquiries into one department that we call our Customer Care Center," says Dearth. "This improved practice helped generate 20 percent more nurse applications and save approximately \$50,000.

It also created procedures for its records department that boosted processing time by 40 percent. "Through these improvements, we are able to get more nurses in front of our clients faster," notes Dearth. In the first months after the new process went into place, U.S. Nursing saw its revenues grow 60 percent.

For more information on how we can help you successfully meet your business objectives, contact us at 1-800-598-6201 or visit us at www.gehealthcarefinance.com.



GE Healthcare Financial Services
500 West Monroe
Chicago, IL 60661
T 800 598 6201
T 312 441 7705
F 312 441 7770

Visit us online at
www.gehealthcarefinance.com

©2005 General Electric Company
All Rights Reserved

05-0126



Provider Profile

Since 1989, U.S. Nursing has been working with healthcare facilities and nursing professionals to provide staffing solutions during labor disputes. U.S. Nursing has staffed or helped avert more than 95 percent of all healthcare labor disputes nationwide, and is the only resource for comprehensive services throughout strike preparation and implementation. Through its Fastaff business, U.S. Nursing also is a major provider of travel nurses, who supplement staff at facilities facing nursing shortages.

Owned by Clarion Capital Partners and management, U.S. Nursing is based in Greenwood Village, Colorado.

Lender Summary

GE Commercial Finance Healthcare Financial Services co-led the underwriting of \$45 million in a senior secured credit facility to support the company's purchase by Clarion Capital Partners and management.