



## CASE STUDY: Centralizing locum tenens hiring for Parkview Health

### Introduction:

Parkview Health serves the northeast Indiana and Northwest Ohio region with a network of 11 hospitals and more than 100 clinics with a multi-specialty network of about 1,200 providers. The system covers a large rural region that stretches across 11 counties. With no standardized process for hiring locum tenens providers and limited visibility into locums usage and spending throughout the system, Parkview Health leaders decided to centralize locum tenens hiring for greater efficiency and transparency.

### Challenge:

With nearly a dozen locum tenens vendors, Parkview Health had no set process for locum tenens hiring. When a department identified a need to bring on a locum tenens provider, the process varied drastically from location to location. Sometimes requests would come to human resources, sometimes they would go to physician recruitment, and sometimes the local practice manager would choose their own vendor. This lack of standardization had ripple effects, with credentialing and medical staff getting last-minute notifications about locum tenens placements. Locum tenens vendor contracts also had little central oversight.

### Journey:

To address the problem, Angela Pulcini, Director of Provider Services for Parkview Health, worked with a physician dyad partner to create a new centralized locum tenens hiring process for Parkview Health. Pulcini and her partner started the centralization process by consulting with internal stakeholders and Parkview's lean management team to better understand the overall locum tenens picture and develop a new standard.

Pulcini also worked with CHG Healthcare to identify best practices and learn how other health systems have centralized their locum tenens hiring processes.

### Solution:

Parkview Health narrowed its vendor pool down to one primary locum tenens vendor, CHG Healthcare, and two secondary providers. Parkview Health also dedicated an internal point person for locum tenens hiring – someone who understands the credentialing process and can work with medical staff to create efficiencies. Now, when a need is identified, departments make the request to that single internal point of contact who helps them get the locum tenens providers they need. This allows the Parkview team to identify opportunities to maximize resources and save costs while still getting the coverage they need.

**“Spending the time on up-front planning  
can really speed you up down the road.”**

**Angela Pulcini**, director of provider services, Parkview Health

## Results:

With fewer locum tenens partners and a streamlined hiring process, Parkview now has more visibility into its locum tenens spending. With frequent reporting from CHG and other partners, Pulcini and her team are now able to:

- See areas of high demand for locum tenens services
- Demonstrate improvements in process and spending to leadership
- Get leadership buy-in for additional changes and improvements
- Make a case for locum tenens usage for continued organizational growth

**“We’ve been able to showcase where we’ve made progress and highlight where there’s opportunity for improvement. That makes it a whole lot easier than just hoping people will voluntarily decide to jump on board.”**

**Angela Pulcini**, director of provider services, Parkview Health

**To learn more about locum tenens staffing for your organization, contact CHG enterprise client solutions by phone at [801.930.3228](tel:801.930.3228), or email [ecs.contact@chghealthcare.com](mailto:ecs.contact@chghealthcare.com).**