



CASE STUDY

RehabVisions: A Personnel Move That Transformed HR Strategy

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RehabVisions experienced considerable success during its first 37 years, but management realized a more strategic outlook was needed to keep growing. The starting point: its Human Resources function. HUB International's Human Resources Consulting Practice provided insights into the company's HR function, developed a playbook for change and helped recruit the best possible candidate to lead a transformation.

When, in early 2019, RehabVisions' VP of Human Resources announced her retirement, the company saw an opportunity to rethink the human resources function and what was needed to move the Omaha-based organization forward.

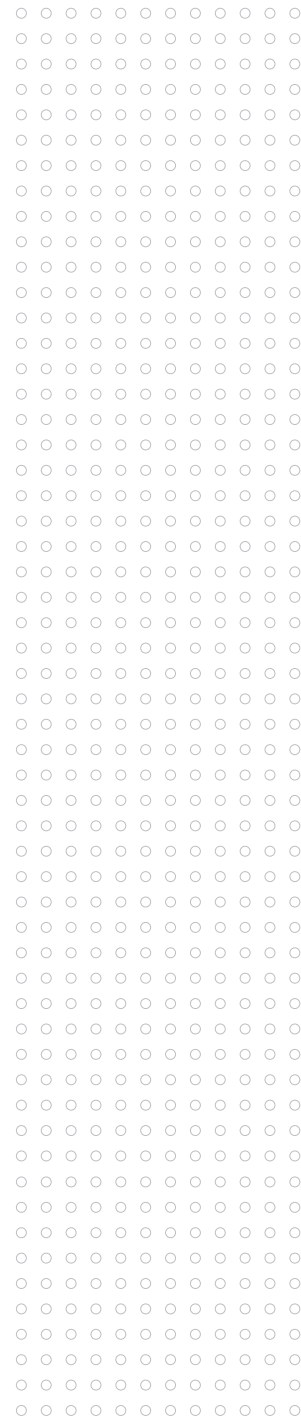
RehabVisions staffs and manages physical, occupational and speech therapy departments for hospitals, skilled nursing facilities, home health agencies and schools in 11 states. It also owns independent clinics and a division that places professionals in short-term assignments nationwide.

“We have experienced a lot of growth, in services, locations, people and revenues. We felt it was a time to see how we could evolve our HR department to be more strategic,”

Darrell Metcalf, RehabVisions' Chief Financial Officer

By “more strategic,” Metcalf means an HR department oriented toward the broader company culture — an HR operation that not only administers pay and benefits, but focuses on a total rewards strategy. The HR operation that not only delivers training, but employee and leadership development.

“But no one in the company had the background to assess how far we'd come or what we needed to look for in a new HR leader,” Metcalf says.

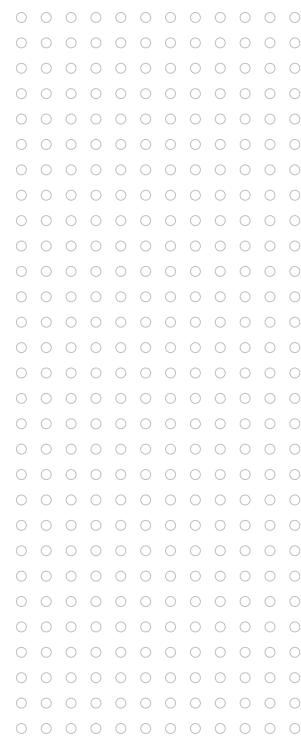




RehabVisions turned to the Human Resources Consulting Practice at HUB International. The first step? A comprehensive assessment of the company’s HR department, helping direct the company towards a strategic orientation. In turn, that informed HUB’s second charge: undertaking the search for RehabVisions’ new HR leader.

The initiative met and exceeded RehabVisions’ expectations by:

- Redefining the role of HR to better align with and support leadership needs
- Providing the rationale and a playbook to guide the company’s HR function from a tactical to a strategic orientation
- Defining the traits of the ideal candidate to lead this new direction
- Successfully recruiting a professional with 25 years’ experience to become Vice President of Human Resources; this new vice president helped lead RehabVisions’ to profitability in the first four months of the COVID-19 pandemic versus initial projections of \$1 million in monthly losses.



Charting the Path Forward

What does a strategic HR department look like? And how did RehabVisions' HR department measure up?

As HUB's team pointed out, a tactical HR department focuses on payroll and benefits administration, basic compliance, new hire paperwork, job posting and training: This is how RehabVisions' HR department had operated.

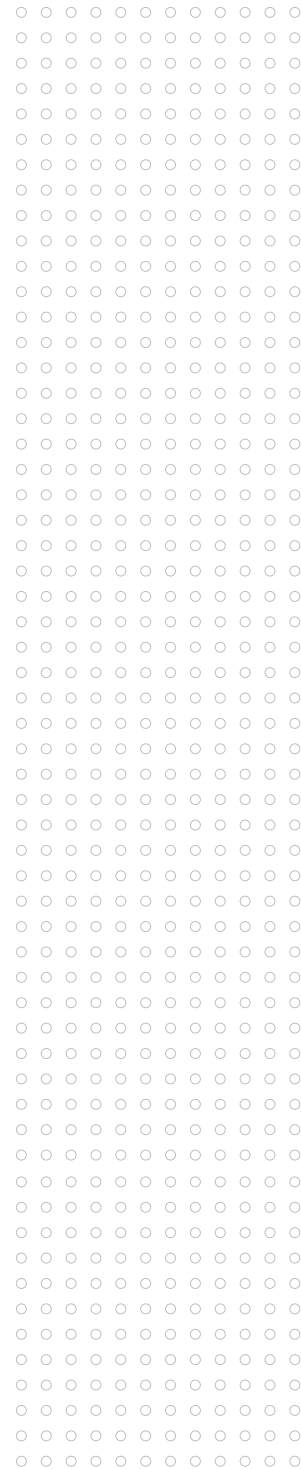
A strategic HR function, however, does all the operational functions well while also determining how human resources will inform an organization's goals, culture and direction. To this end, HUB's assessment gauged where RehabVisions' department stood in terms of orientation, staffing skills and potential, and the implications for the executive search.

The assessment identified several areas needing improvement:

- 1. Recruitment:** Since many of RehabVisions' locations are in rural areas where recruiting talent can be difficult, HUB recommended that managers in service locations and its corporate managers develop stronger partnerships. This would help break down silos, support and improve partnerships, and foster a company-wide culture of collaboration.
- 2. Compensation structure:** HUB's HR consulting practice noted that although RehabVisions' practice of paying local market rates for talent kept it competitive, implementing a formal salary structure with ranges would allow management to offer competitive wages while creating consistency across the organization.
- 3. Strategic planning:** HUB consultants found that a strategic approach allowed the HR function to get ahead of labor, retention and employee relations concerns before they grew problematic.

Another recommendation was for RehabVisions to measure productivity and success through metrics such as recruitment and onboarding effectiveness; workforce turnover; managers' satisfaction with HR services and support; and employee engagement.

"The HUB team took a lot of time to understand what we needed to advance our HR department and gave us a playbook for how HR could and should look like, that, in many respects, is still in use today," Metcalf says. "At the same time, the team helped us hone in on the type of candidate who would be most successful leading a more strategic function."





The Executive Search and the Outcome

Using HUB’s assessment and recommendations, RehabVisions redefined and elevated the vice president’s role to drive a strategic mindset. After a three-month search, RehabVisions chose David Mahoney, who had 25 years of experience in strategically-oriented, senior-level human resources positions.

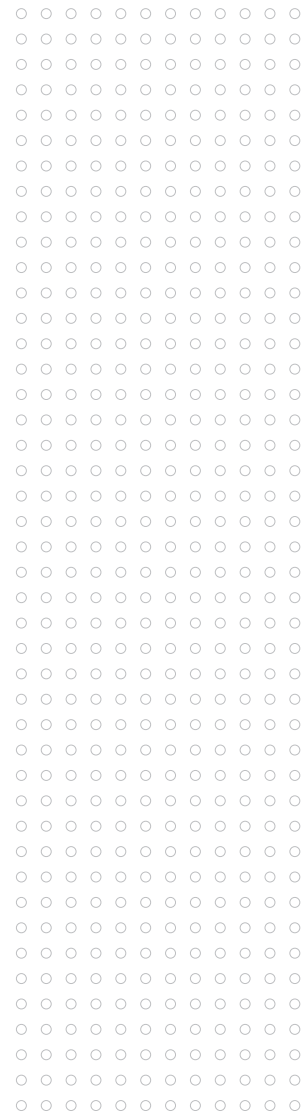
“(HUB) did a fantastic job of helping me understand the transition ahead, not just through its assessment of what the company needed in the HR role, but by providing great insights into the function and people that have helped me along the way,” Mahoney says.

The HUB playbook helped Mahoney hit the ground running. One change derived from the playbook involved the pay structure of the company’s staff recruiters: They moved recruiters away from base pay plus commissions to salary-only.

However, Metcalf says the new HR vice president really stood out as the COVID-19 pandemic unfolded. The company had 300 employees filing new unemployment claims. Mahoney’s expertise in human capital and ability to consider operational pressures guided how RehabVisions revamped the organizational structure to help it cope with the crisis.

Mahoney’s contributions were particularly significant given the demands on HR by a service business, according to Metcalf. On a larger scale, Metcalf says that “David brought us the critical thinking we needed to come through the crisis strong, and he was especially helpful at fostering the teamwork that it takes to get results.”

And in the end, RehabVisions’ successful, ongoing transformation — and the leadership that Mahoney has delivered — may be the most powerful testimonial to HUB’s Human Resources Consulting Practice’s efforts.



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