Contingent Labor Playbook

How to Strategically Build and Implement a Vendor-Neutral Agency Marketplace and Internal Float Pool

Hallmark
Healthcare Workforce Technology

So, you're thinking of revolutionizing your contingent labor program. Given today's healthcare workforce climate, we don't blame you.

Veteran clinicians are leaving the profession in alarming numbers, with the average bedside nurse staying just three years. Meanwhile, aspiring nurses are choosing not to enter the traditional healthcare workforce—they see the burnout and know they don't want to work under those conditions. Overworked teams and shifting generational expectations have led to a disengaged workforce, jeopardizing patient safety, care quality, and experience outcomes.

The constant staff turnover and skill-mix shortages are leaving labor costs stubbornly high. Instead of joining health system teams, many clinicians turn to staffing agencies or Managed Service Providers, which then sell their services back to the same health systems—**often at a 20–50% markup**. This perpetuates the cost problem. We call this the never-ending healthcare labor cycle.

There has been a litany of solutions that have come out to attempt to break the cycle, but many fall short of actual needs. Most aren't vendor neutral, meaning you could never get the best rates for your system, because they have a vested interest in prioritizing their clinicians. You've seen it—the vague, copy-paste language around contingent labor that tells you nothing meaningful. We want you to be able to cut through that noise and truly understand the differences that matter.

Unlike agency-owned MSPs, Hallmark is truly vendor neutral and has no staffing business to protect. Our model is fully aligned with your internal workforce goals, going at-risk on outcomes like shift fill rates and internal coverage. **We help grow your own float pool, in some cases by up to 10X** [1]**, and improve retention, for some up to 52%**[2].

This playbook can serve as your step-by-step guide to creating and implementing a program, with the right technology partner to bring technology and methodology together and have your program running harmoniously and saving you millions.
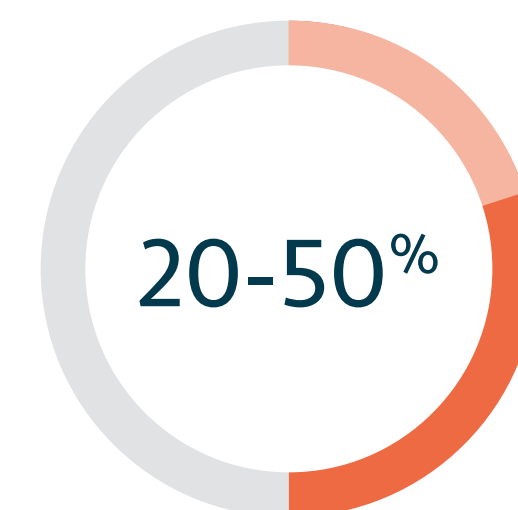
20-50% Many clinicians turn to staffing agencies or Managed Service Providers, which then sell their services back to the same health systems—**often at a 20–50%**
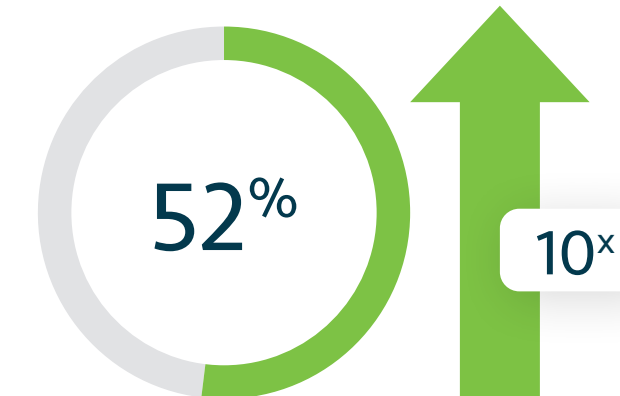
52% **10**ˣ We help grow your own float pool, in some cases **by up to 10X**, and improve retention, for some **up to 52%**

The Benefits of a Contingent Labor Platform

A true, vendor-neutral Contingent Labor Platform (CLP) has the power to break the vicious cycle of agency dependency and workforce volatility. Clinicians are demanding more control, autonomy, and flexibility—and organizations must respond.

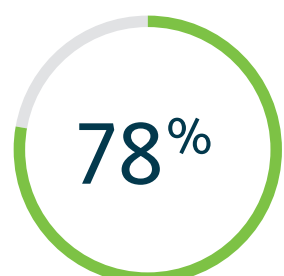## Flexibility as a Strategic Imperative

A recent survey of more than 1,200 senior healthcare workforce leaders revealed key insights: [3]
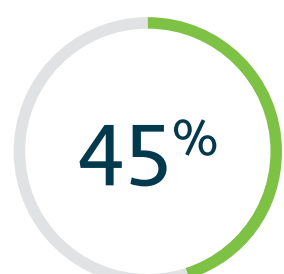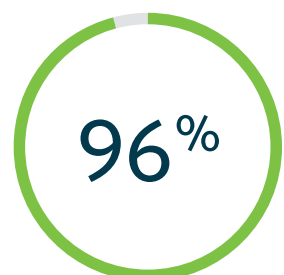
45% Reported that more than half of their nursing staff prefer flexible schedules.
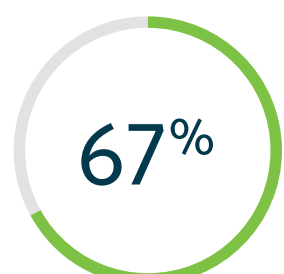
67% Identified burnout caused by lack of flexibility as a critical issue.

78% Ranked flexible work options as a top priority to improve engagement and morale.

96% Believe autonomy and flexible scheduling are essential to improving nurse satisfaction.

These numbers show that flexibility is no longer a perk; it's a necessity. But flexibility without structure can create chaos. That's where a contingent labor platform comes in.

Benefits You Can See and Measure

A properly designed CLP doesn't just boost morale—it boosts operational performance. By centralizing visibility and empowering internal staff, organizations can:

- **Reduce** reliance on external travel agencies.
- **Offer** internal flexibility with structure.
- **Regain** control over labor costs.
- **Improve** care quality by ensuring consistent, familiar faces at the bedside.

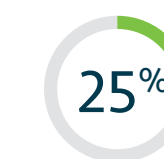With Hallmark's Internal Float Pool and Agency Marketplace, clients typically achieve:
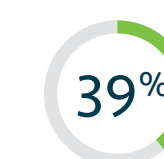
39% Reduction in contract labor spend.*

50% Faster time-to-fill.*

25% Less turnover.*

10x More than 10x growth in internal float pools within months.[4]

Step 1:

Start with Your Agency Marketplace

Implementing an Agency Marketplace is your first step toward reclaiming visibility and control over contingent labor. Most organizations begin here because the ROI is both immediate and scalable.

Centralization 101

The first and most essential step is centralizing contingent labor management. This means shifting responsibility for temporary staffing away from disparate departments and into a dedicated Centralized Staffing Office.

A Centralized Staffing Office (CSO) is a corporate level department that can intake, manage, supply, analyze and generally supervise all contingent labor needs for all locations, departments and units. A CSO manages:

- Intake and approval of contingent labor requests.
- Candidate submission, evaluation, and deployment.
- Real-time vendor performance monitoring.
- Labor spend reporting and trend analysis.

Why would you create a CSO? Because managing contingent labor in silos— by department, unit, or facility—leads to blind spots, inefficiencies, and missed savings. By consolidating all contingent labor needs into one centralized hub, organizations gain full visibility into staffing requests, utilization, and spend across the entire enterprise. This centralized structure not only simplifies operations but also empowers leaders with real-time data to make informed decisions.
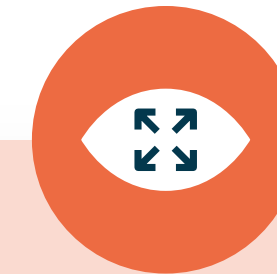
With a centralized view, you unlock critical workforce insights. You can:

- Monitor vendor productivity.
- Track fulfillment rates.
- Standardize and analyze performance trends across staffing partners.

It also enables predictive capabilities—so you can forecast future labor needs based on historical usage patterns and demand spikes. Plus, centralization allows for accurate cost comparisons and analytics, helping you benchmark rates, reduce unnecessary premiums, and plan proactively rather than reactively. Transparency becomes the norm, not the exception—driving accountability, smarter decisions, and better outcomes.

Start with Your Agency Marketplace

A. Core Stakeholders and Implementation Team

Before you start implementation, you'll want to loop in key players from your organization to form an implementation team. We'll help you pick the right people and define their roles and responsibilities. Team members and their roles include:

Executive Sponsor
Champions the initiative, removes roadblocks.

Implementation PM
Coordinates tasks and deadlines.

Program Lead
Sets strategy, communicates goals.

IT Integration Lead
Manages technical implementation.

Finance Representative
Gathers labor spend data and tracks ROI.

Nursing Leaders
Ensure clinical alignment and support.

B. Agency Marketplace Program Design

Once your centralized staffing office is in place, one of the first strategic moves you should make is assessing and optimizing your agency relationships. This isn't just a procurement exercise—it's an opportunity to take control of quality, standardize rates, and build a more accountable network of partners aligned with your goals.

C. Audit Current Vendors

Start by auditing your current vendors. Who are you working with today, across all specialties and facilities? Gather performance data, contract terms, fill rates, and average bill rates to determine who is delivering value and where there may be redundancies or gaps. From there, look across your broader labor needs—clinical, allied health, locum tenens, non-clinical roles—and identify any open categories where your current panel is falling short. Hallmark can help you access a vetted bench of high-performing vendors to fill those needs without starting from scratch.

Start with Your Agency Marketplace

D. Standardize Vendor Contracts

Once your panel is selected, work with Hallmark to consolidate and renegotiate your contracts into a single standardized template—on your organization's paper. This step is critical. Standardizing your agency agreements ensures consistency in rates, candidate requirements, communication protocols, and escalation paths. It also positions your organization as the lead negotiator, not a passive recipient of vendor terms. With unified contracts, you can also build specific clauses that protect your system and stop unnecessary spending.

Use location-based clauses to prevent vendors from billing local clinicians as travelers.

A zip code audit may reveal that many of your "travelers" live within 50 miles of your facility—meaning they're not really traveling at all. Agencies are recruiting your local talent, marking up the cost, and selling them back to you. You can—and should—prohibit this practice in your new contracts. With the right language in place, you'll block vendors from presenting local clinicians as travelers and, in doing so, save your organization millions while strengthening your internal workforce.

After your contracts are streamlined, establish a tiered vendor structure. Not all agencies should receive every job requisition at the same time. You'll want to reward high-performing partners with priority access to openings, while newer or lower-performing vendors fall into secondary and tertiary tiers. This encourages competition, speeds up time-to-fill, and ensures that your most trusted partners get a first look.

Highly desirable 12-week contract for a telemetry RN

Tier 1

1 week

Tier 2

1 week

Tier 3
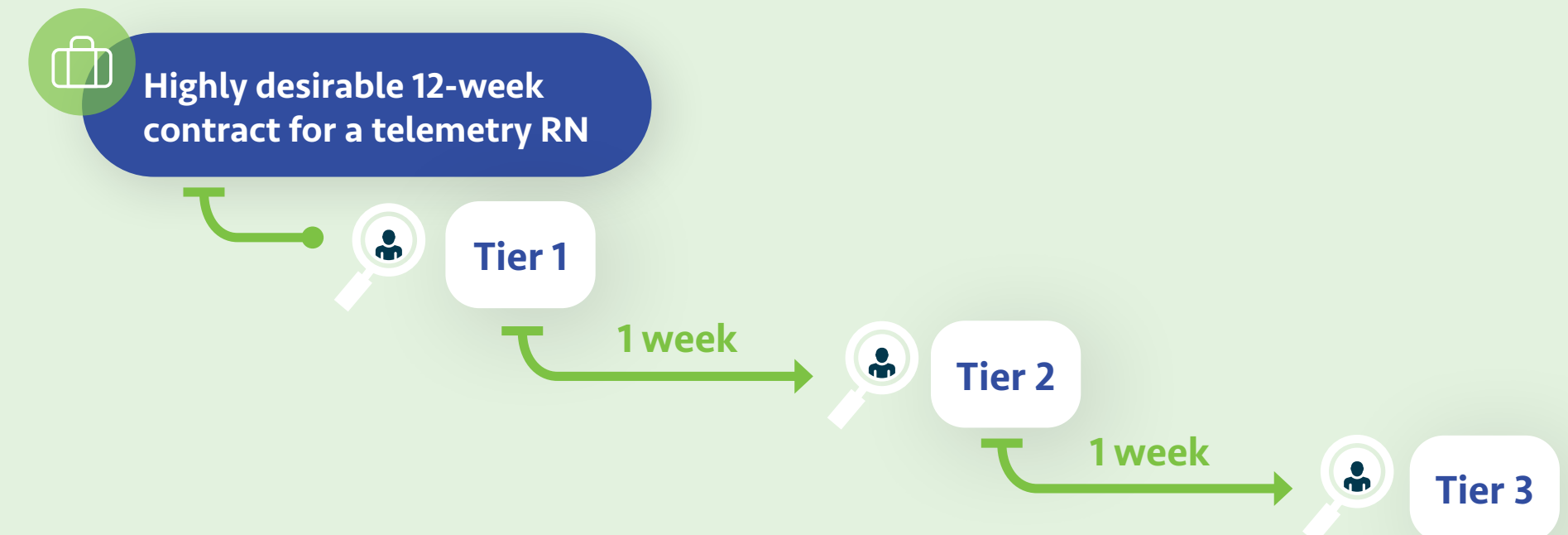
For example, if you're posting a highly desirable 12-week contract for a telemetry RN, you might release the requisition to your Tier 1 vendors first. If no qualified candidates are submitted within a week, you then release to Tier 2, and later to Tier 3. This staggered approach ensures faster, higher quality matches and keeps your agency panel accountable for both speed and quality.

This isn't just vendor management—it's vendor strategy. By proactively structuring and managing your agency panel, you'll gain control over spend, improve fill rates, and elevate the quality of your contingent workforce across the board.

Start with Your Agency Marketplace

E. Strategic Rate Setting:
**Using Data to Drive Smarter, Market-Aligned Staffing Spend**

Before launching your contingent labor program, it's critical to ensure that your job postings are strategically prepared—especially when it comes to rate setting. Competitive, market-aligned rates are key to attracting top talent while avoiding unnecessary overspending. And that starts with having access to the most comprehensive, real-time labor data available in your region.

The first step is understanding what your organization is currently spending. This is where your finance partners become essential collaborators. Work with them to pull out a complete list of contingent labor roles—including per diem, contract, and float positions—across every location, department, discipline, and unit. This should include historical data on bill rates, role types, timeframes, and fulfillment sources.

Once you've gathered that data, analyze it thoroughly. Ask yourself: What's your average spend today? Does it align with market expectations and internal priorities? Are there particular roles or specialties where you're significantly overpaying? This analysis will reveal patterns, inefficiencies, and opportunities to standardize or improve.

Once you understand your own baseline, it's time to look outward. What are similar hospitals in your market paying for the same roles? How do your rates compare to regional and national benchmarks? That's where a partner like Hallmark can add tremendous value. With access to one of the largest datasets

Avg Rate VMS Assignments
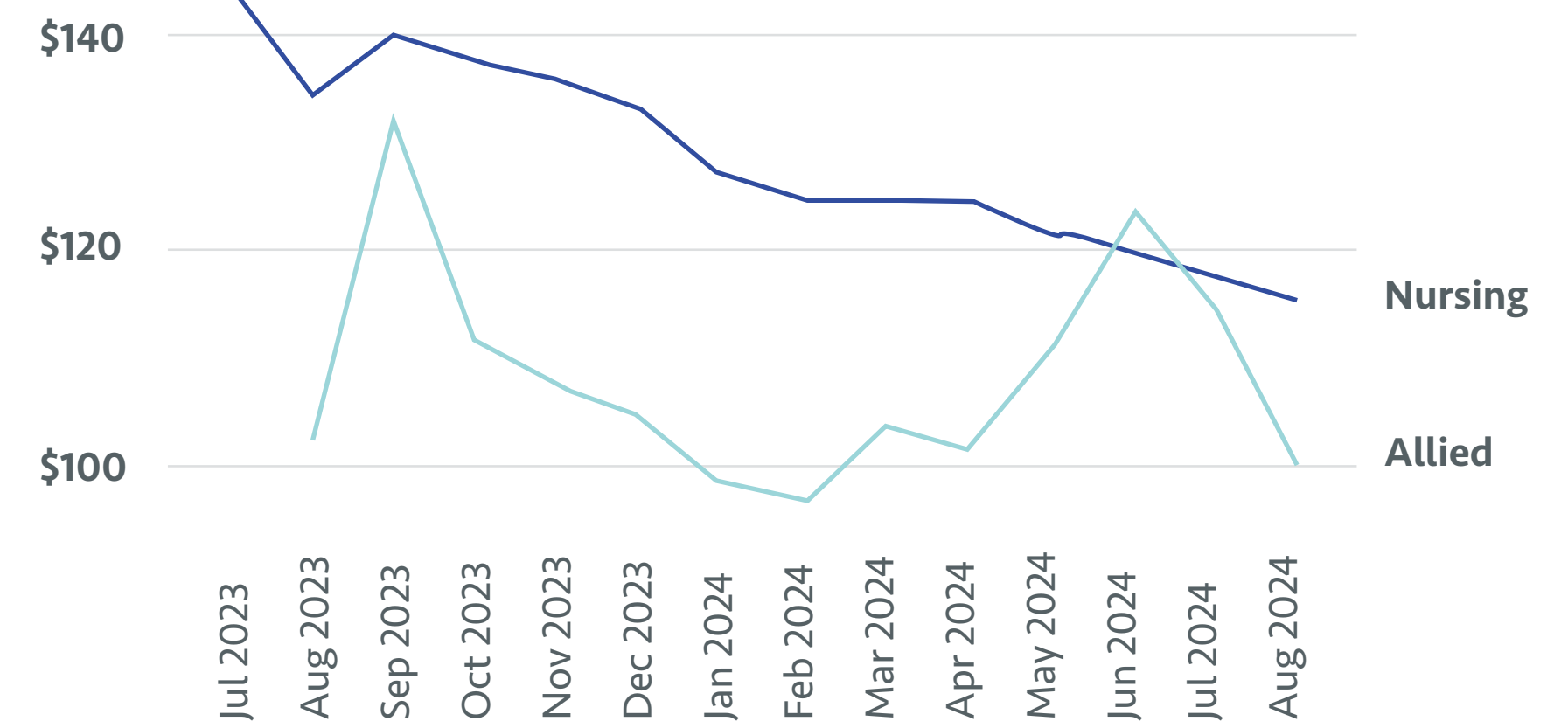
in the industry—**more than 65,000 recent contingent labor starts and relationships with over 900 agency partners**[5]—Hallmark provides visibility into what's typical and what's excessive.

We use this data to help you evaluate local trends, understand pricing ranges for specific specialties, and even predict how rates will shift based on seasonality, urgency, and market dynamics. Because this dataset grows daily and is reportable in real time, you get current, actionable insights—not outdated estimates.

This intelligence empowers your team to strategically set the best possible rate for every posting—driving down spending without compromising quality or fill rates. It's not about paying less—it's about paying smart. And in today's labor market, smart staffing decisions can save your organization millions.

Step 2:

Implementing Your Internal Float Pool

A. Goals & Strategic Vision:
How to Think About an Internal Float Pool Program

At its core, a float pool—or as we refer to it, an Internal Float Pool—is a transformative model of staffing that puts flexibility, control, and cost savings back into the hands of healthcare systems. An internal float pool is composed of your own hospital-employed clinicians who are fully credentialed and vetted, and who can pick up available shifts electronically at rates you set. Everything from credentialing and shift management to long-term contracts and per diem opportunities is managed in one streamlined system—at a fraction of the cost of agency labor.

Strategically, an internal float pool allows you to retain internal talent by offering them the flexibility they've been asking for. Instead of losing staff to external agencies or burnout, you give them a desirable work environment—one that supports work-life balance, rewards reliability, and fosters a sense of community. These aren't gig workers hired for a weekend—they're trusted clinicians with institutional knowledge, familiar with your systems and culture, and aligned with your quality standards. The result? You fill more shifts internally, reduce reliance on travel contracts, and save millions annually on labor spend.

The cost benefits alone are hard to ignore. On average, clients who implement an internal float pool see around a 39% reduction in contract labor spend. For some, like **Appalachian Regional Healthcare**, those combined platform savings reach as high as 60%. But what's equally important is the shift in workforce composition—organizations that embrace internal float pools are shifting from expensive, externally sourced stopgaps to internally powered, flexible labor solutions that align with their mission and margin.

It's worth noting, however, that not all "float pools" are created equal. Many vendors and MSPs promote float pool models that, in reality, are just rebranded per diem agency workers. These clinicians are often billed at premium rates, with little control or transparency for your team. And if they're being sourced externally, they're not really part of your internal workforce—they're simply freelancers in scrubs, priced for convenience, not sustainability.

In fact, many so-called "travelers" placed by agencies live within 50 miles of the facility they're working in—meaning they're not true travelers at all. Agencies are recruiting your local clinicians, marking up their rates, and selling them back to you under the guise of flexibility. At Franciscan Missionaries of Our Lady Health System, **banning local travelers and launching a robust float pool program saved $20 million in the first year alone and more than $60 million over two years.**

That's why simply labeling something a float pool doesn't make it a strategic solution. Without ownership, control, and integration into your internal operations, it may just be a costly imitation of the real thing.

In the sections that follow, we'll walk through how to get started—from initial program design to implementation—and how to think strategically about building a float pool that delivers real results. Whether you're piloting an internal float pool in one hospital or scaling across a system, the path forward is clear: flexible staffing, done right, starts with bringing your workforce home.

Implementing Your Internal Float Pool

B. The Role of the Internal Float Pool Manager

The Internal Float Pool Manager is more than a scheduler. They are a critical leader in your flexible workforce strategy. As the operational linchpin of your internal float pool, they ensure daily alignment between staffing supply and patient care demand, collaborating closely with department leaders, schedulers, and workforce management teams.

Their responsibilities go well beyond staffing logistics. They provide strategic oversight, identify cost-saving opportunities, and serve as the key liaison between flexible labor resources and clinical departments. In doing so, they help ensure that your float pool doesn't just exist—it thrives.

On a day-to-day basis, the Internal Float Pool Manager reviews staffing levels across departments, oversees scheduling workflows, and troubleshoots any emergent gaps in coverage. They also conduct performance audits, track utilization trends, calculate cost avoidance metrics, and ensure that Flex staff are fully credentialed and correctly deployed. Weekly and monthly, they manage team communications, monitor KPIs, collaborate with recruiters and HR, and round with both nursing leadership and frontline staff.

Quarterly, the Internal Float Pool Manager plays a major role in driving engagement and retention through initiatives like staff newsletters, satisfaction surveys, and employee rounding. This ongoing communication helps float pool members feel supported and connected—even if they're working across multiple departments or facilities.

Implementing Your Internal Float Pool

C. A Strategic Force in Workforce Sustainability

As your float pool matures, the Float Pool Manager becomes more than an operational leader—they become a strategic partner. They collaborate with your agency marketplace leaders to optimize resource deployment, use scheduling data to predict future needs, and explore advanced staffing models that incorporate AI-powered demand forecasting and skills-based routing. In many cases, they're the bridge between tactical day-to-day scheduling and long-term workforce transformation.

This role is pivotal in driving sustainability: reducing reliance on agency labor, increasing internal fill rates, and improving clinical continuity across your system. And the more your float pool grows, the more valuable this position becomes.

D. What Makes a Strong Candidate?

A successful Internal Float Pool Manager is an innovator by nature— someone who thrives on improving systems, solving problems, and building relationships. They must be excellent communicators, capable of motivating teams and navigating complex stakeholder environments. Adaptability is key, as is experience in nursing, staffing operations, and healthcare administration

Hallmark works closely with our clients to identify the ideal responsibilities and characteristics for this role. We've developed a complete success profile and hiring criteria framework to help you find and onboard the right candidate—so your float pool can deliver measurable, lasting impact.

Candidate Profile:
Internal Float Pool Manager

Job Description Summary

The Internal Float Pool Manager is responsible for overseeing the daily operations, performance, and optimization of the Internal Float Pool. This leader ensures alignment between patient care demand and staffing supply, partners with nursing and workforce teams, and drives measurable improvements in internal fill rates, cost avoidance, and staff satisfaction.

☑ Ideal Candidate Checklist

Professional Background
Licensed RN with leadership experience (BSN required, MSN or MBA preferred). Previous experience managing staffing operations, float pools, or workforce programs. Familiarity with scheduling platforms (e.g., Kronos, API, Smart Square).

Core Competencies
Strategic thinker with operational discipline. Skilled in project management and change navigation. Strong analytical and reporting capabilities. Proven ability to collaborate cross-functionally with clinical and administrative teams.

Interpersonal Strengths
Effective communicator and relationship builder. Able to inspire trust and credibility among frontline staff and executive leaders. Adaptable, solution-oriented, and proactive.

Daily Responsibilities
Review staffing levels and scheduling patterns. Manage credentialing, utilization, and payroll reviews. Partner with recruiters, HR, and schedulers. Communicate regularly with department leaders. Identify and report on cost-saving and fill rate metrics.

Long-Term Responsibilities
Lead engagement and retention efforts. Analyze workforce data for predictive staffing. Champion AI-powered innovation and skills-based deployment models. Serve as strategic advisor to both IRP and VMS leadership teams.

Implementing Your Internal Float Pool

E. Data Investigation:
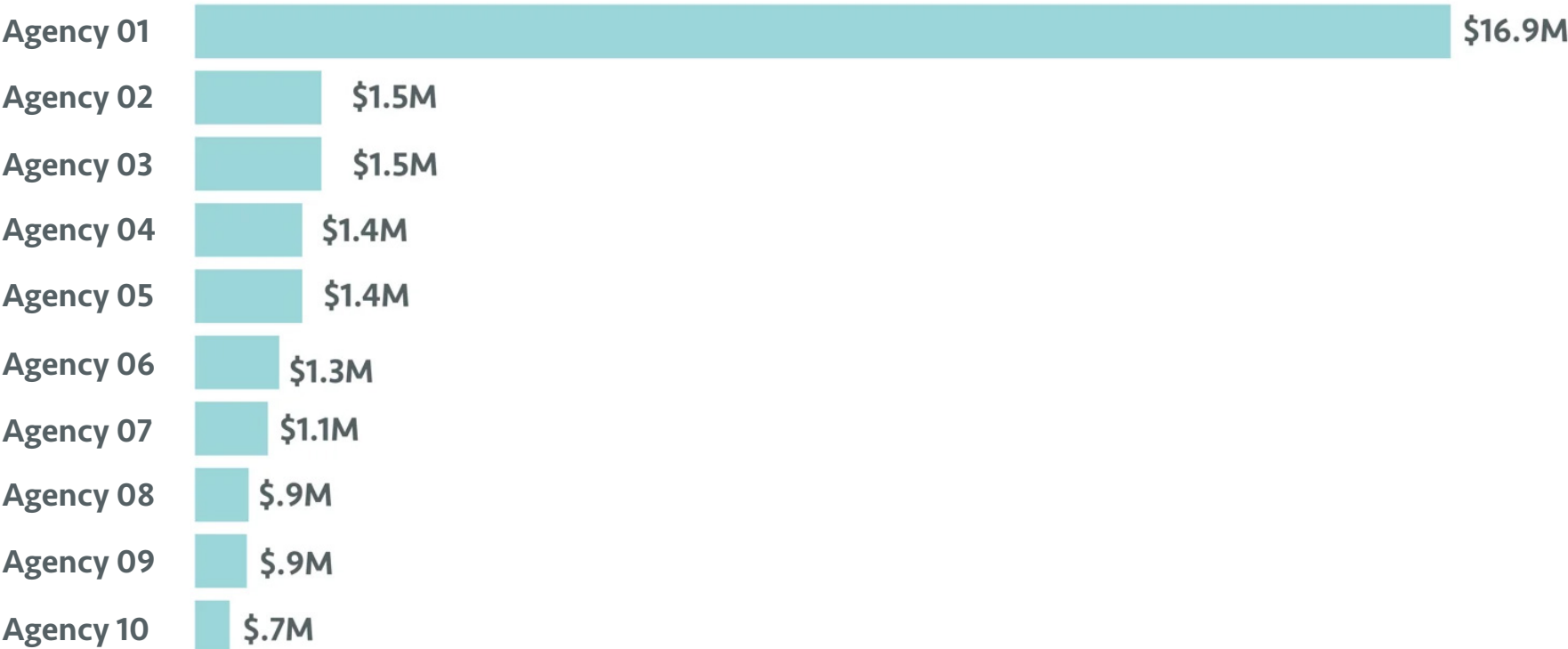## Building Your Float Pool with Precision

To design a successful Internal Float Pool, you need more than a great strategy—you need accurate, data-informed planning. One of the most important early steps is determining how many shifts you need to fill, which helps estimate the optimal size of your float pool. At the same time, you'll want to set competitive rates that align with market expectations but still yield cost savings. This is where your finance team—and a trusted contingent labor partner—can play a critical role. Together, you can conduct a thorough market analysis to ensure your float pool is built on a strong foundation.

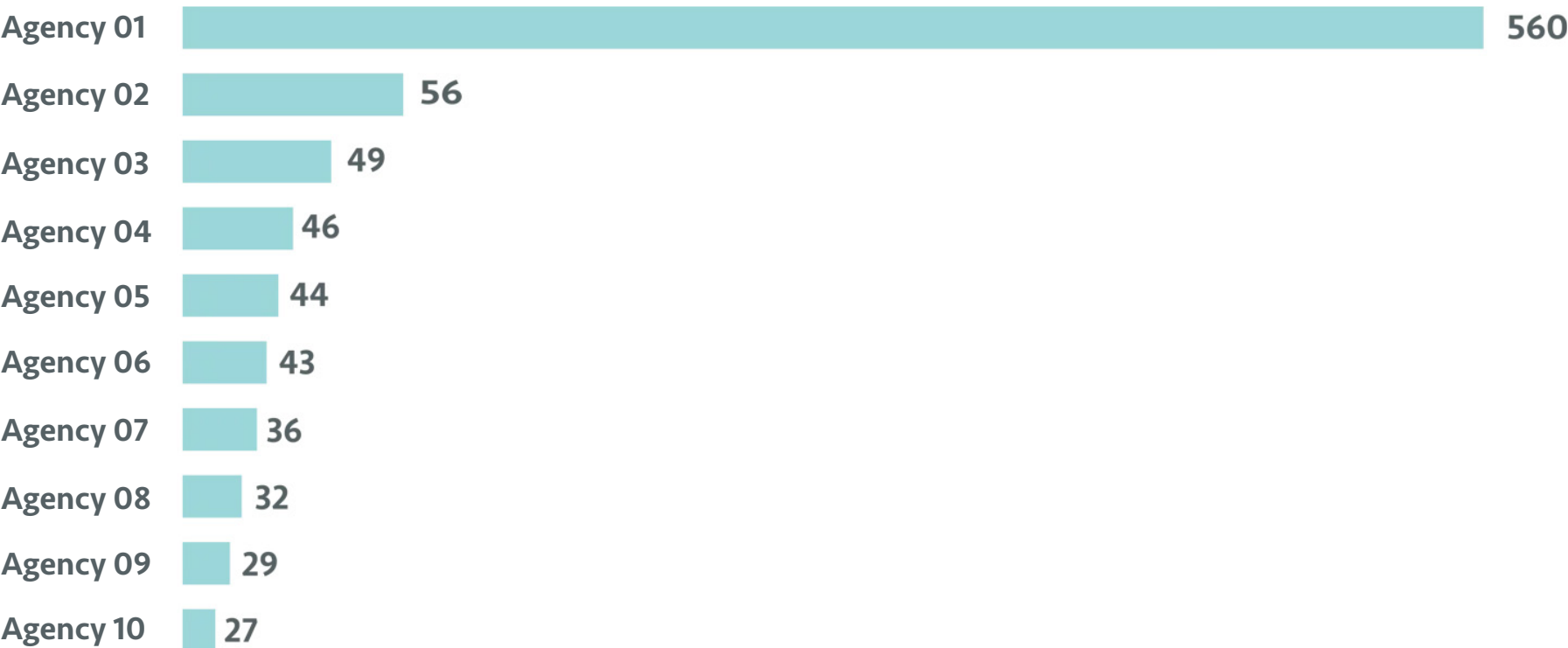**This analysis should include several key data points:**

- A review of current market rates for each role you're looking to staff.

- Mapping those roles across your highest-need locations to understand where coverage is most critical.

- Assessing competitiveness, availability, and demand for each role in each region to identify where rates may need to flex.

By using real-time labor data and aligning it with internal staffing needs, you can ensure your float pool is sized appropriately, cost-effective, and built to meet demand—without relying on guesswork or outdated benchmarks. This step is vital not only to securing leadership buy-in but also to ensuring the long-term sustainability and scalability of your float pool.

Top Agencies by Spend

Agency	Spend
Agency 01	$16.9M
Agency 02	$1.5M
Agency 03	$1.5M
Agency 04	$1.4M
Agency 05	$1.4M
Agency 06	$1.3M
Agency 07	$1.1M
Agency 08	$.9M
Agency 09	$.9M
Agency 10	$.7M

Most Agency Program Placements or Starts

Agency	Placements
Agency 01	560
Agency 02	56
Agency 03	49
Agency 04	46
Agency 05	44
Agency 06	43
Agency 07	36
Agency 08	32
Agency 09	29
Agency 10	27

Step 2:

Implementing Your Internal Float Pool

**F. Internal Float Pool Program Design:
Building the Infrastructure for Success**

Designing an Internal Float Pool isn't just about policy—it's about building operational infrastructure that works. For Hallmark clients, this process is guided by a dedicated Internal Float Pool Program Manager who serves as both a strategic advisor and an implementation partner. Their role is to help design and deploy the foundational elements that make your float pool functional, scalable, and sustainable.

This includes support for orientation and education processes to onboard float pool members effectively, as well as building a **Work Commitment Grid** to define shift expectations and scheduling flexibility. We have a special template for our clients. Just as important is the integration of your float pool platform with existing systems—like scheduling, credentialing, and HRIS tools—so that data flows seamlessly, and staff deployment can happen in real time. With proven templates, design frameworks, and implementation support, our team helps you launch with confidence and precision.
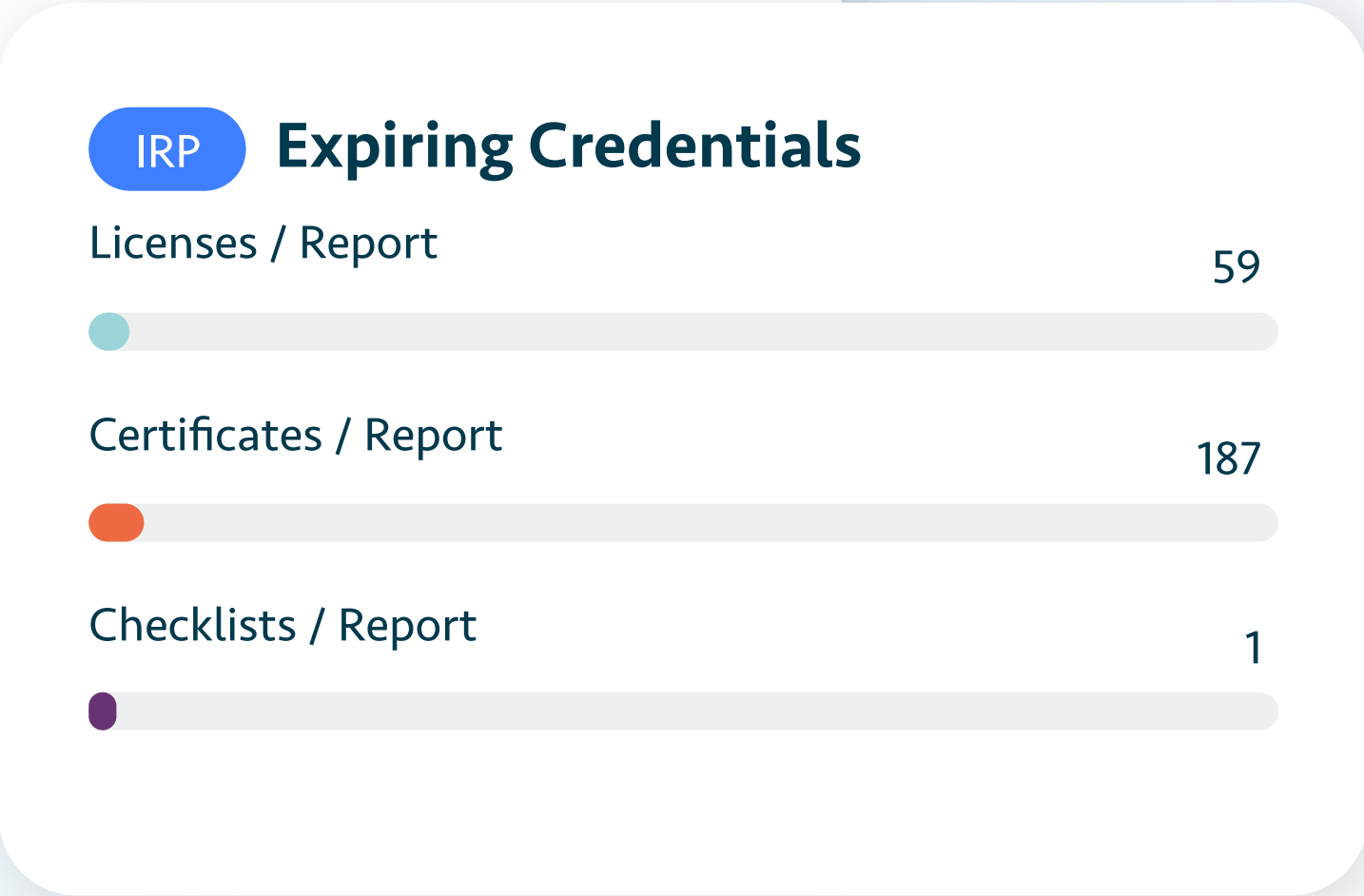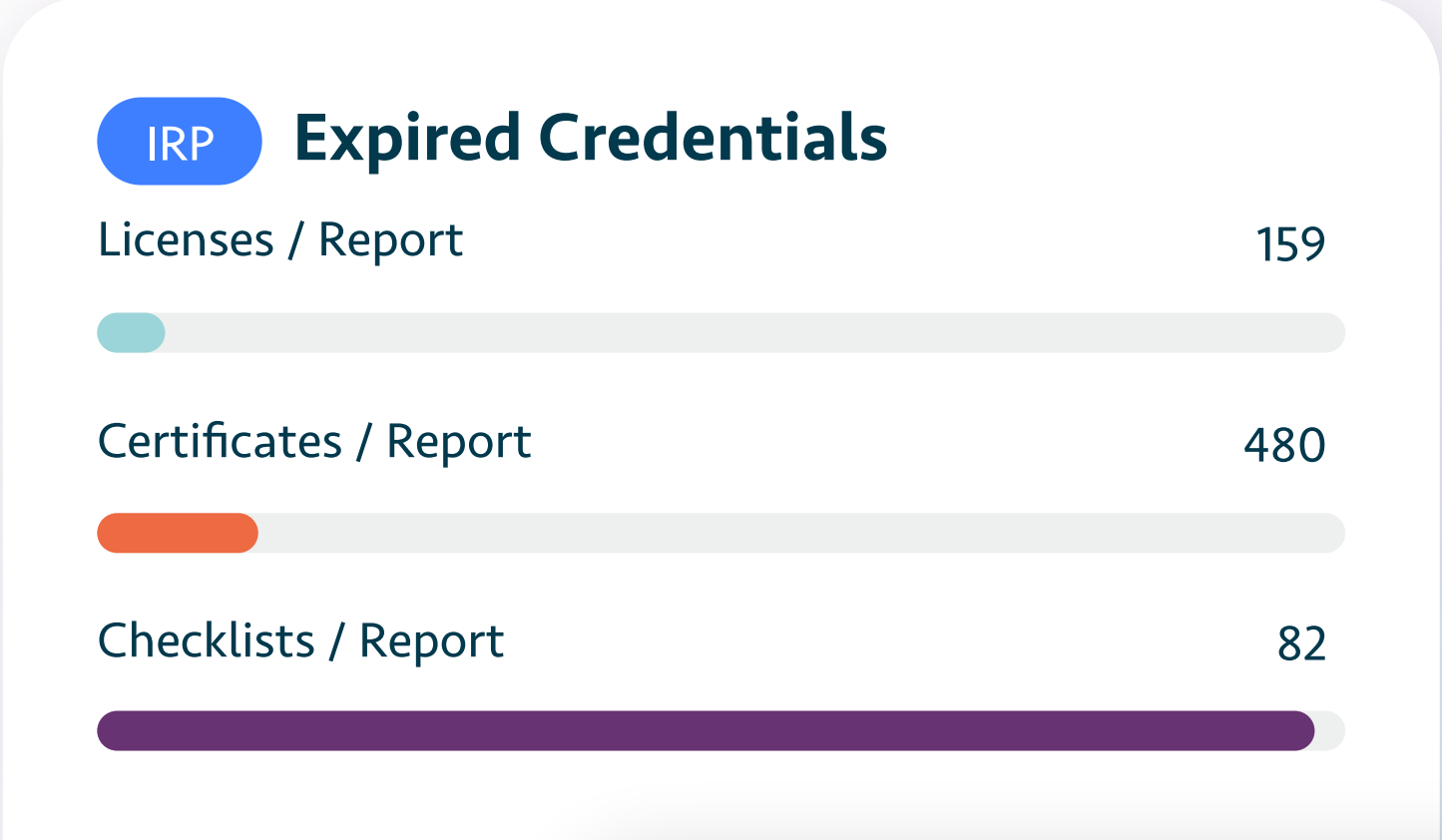
Implementing Your Internal Float Pool

G. Credentialing:
Simplifying Compliance with Smart Systems

Credentialing is a critical component of any Internal Float Pool program. It ensures that every clinician working a shift is properly qualified, compliant, and up to date—protecting both your patients and your organization. But without the right processes in place, credentialing can quickly become a time-consuming, error-prone burden for your internal teams.

To do it right, your organization must first define the credentials required for each role and ensure that all submitted documentation is accurate and complete. This step still requires human oversight. But with the right technology partner, much of the administrative burden can be lifted. At Hallmark, for example, our platform "stores" staff credentials in a centralized, digital profile. This allows your team to easily access, update, and manage each clinician's documentation.

Even better, our system tracks expiration dates in real time, triggering automated alerts when credentials are nearing expiry. Your team can run detailed reports, receive reminders, and avoid deploying clinicians with outdated credentials. This kind of automation not only streamlines operations—it enhances safety, reduces risk, and saves valuable administrative hours that can be redirected to more strategic tasks.

By blending rigorous compliance with the latest AI-enabled technology, credentialing becomes a seamless part of your float pool operations— not a stumbling block.

IRP Expired Credentials

Licenses / Report — 159

Certificates / Report — 480

Checklists / Report — 82

IRP Expiring Credentials

Licenses / Report — 59

Certificates / Report — 187

Checklists / Report — 1

Step 2:
Implementing Your Internal Float Pool

H. Accommodating Unions:
Your Options for a Union-Friendly Internal Float Pool

One of the most common misconceptions about Internal Float Pools is that they can't coexist with unionized environments. Many health systems are hesitant to explore float pool models because they operate in union settings—either systemwide or at select facilities—and assume that contract constraints make flexible staffing models off-limits.
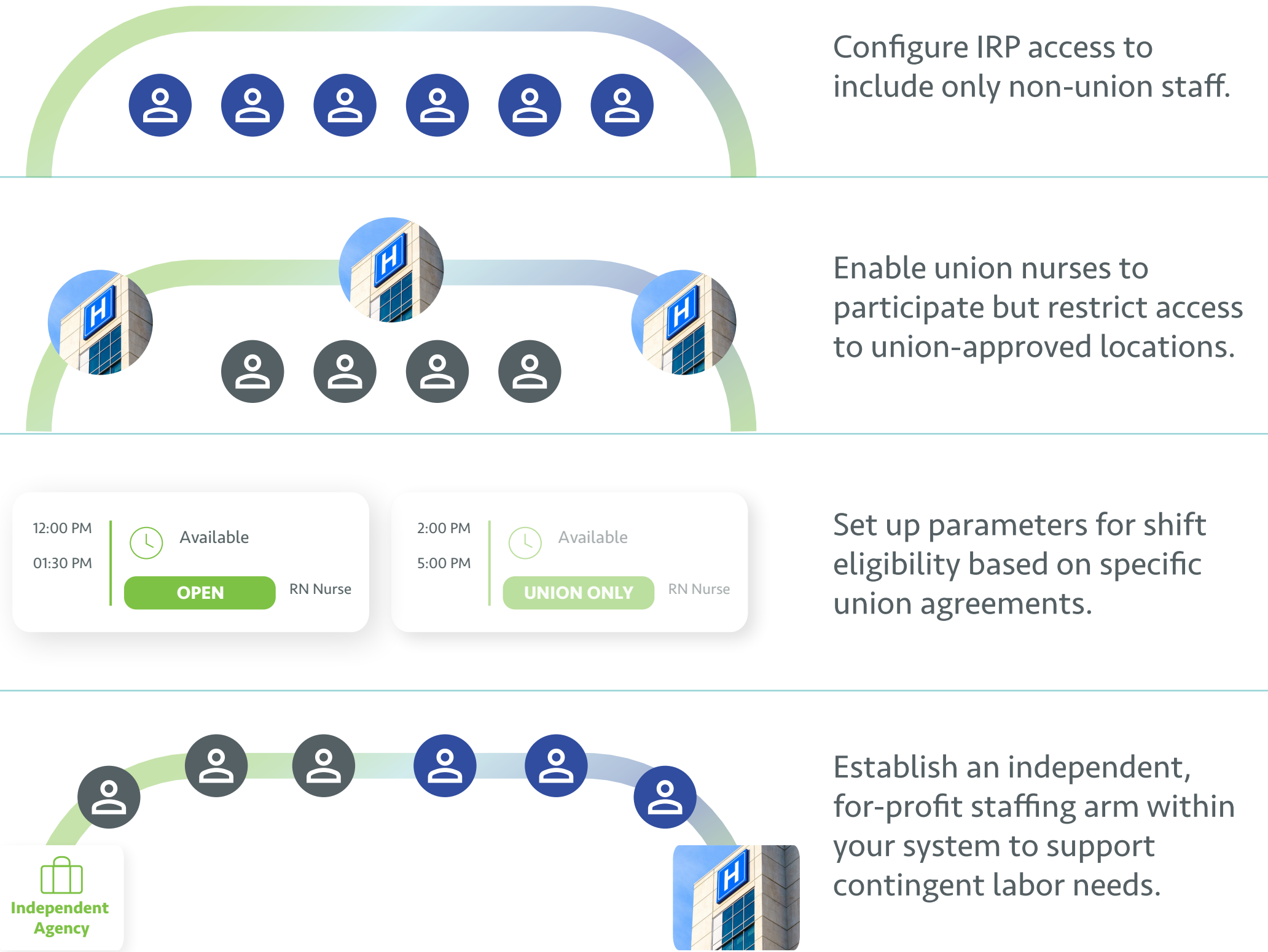
The truth is: float pools and unions are not mutually exclusive. Hallmark has worked with numerous unionized hospitals and health systems to implement float pools that both comply with collective bargaining agreements and meet the organization's staffing and budgetary goals. With the right structure, transparent communication, and a thoughtful approach, flexible staffing can be achieved even in highly regulated environments.

Here are a few ways we've helped make union-friendly float pools a reality:

- Restricting float pool participation to non-union staff, where applicable.

- Configuring union participation by department, limiting involvement to areas approved by union leadership.

- Creating shift eligibility rules that align with union contracts, ensuring fair access and adherence to negotiated terms.

- Launching an internal staffing agency model, which allows the system to centrally manage float resources while honoring union boundaries.

The key is to approach implementation collaboratively—with legal, HR, and union representatives at the table early—to align on a model that supports both clinical coverage and compliance. With proper planning, unions don't have to be a barrier to innovation—they can be partners in building sustainable, flexible workforce strategies.

More examples and detailed guidance on union-friendly float pool models **can be found here.**

Configure IRP access to include only non-union staff.

Enable union nurses to participate but restrict access to union-approved locations.

Set up parameters for shift eligibility based on specific union agreements.

Establish an independent, for-profit staffing arm within your system to support contingent labor needs.

Implementing Your Internal Float Pool

I. Change Management:
The Secret to Internal Float Pool and Agency Marketplace Success

Implementing an Internal Float Pool or Agency Marketplace solution isn't just a systems change—it's a cultural shift. Whether you're centralizing staffing for the first time, transitioning PRNs into a float pool, or simply standardizing processes across departments, success hinges on one critical factor: people.

Change is hard, especially in healthcare, where clinical leaders are deeply invested in their teams and patient outcomes. That's why intentional, transparent, and inclusive change management isn't optional—it's essential.

Start with Your Nursing Leaders: Your Built-In Influencers

Your nurse leaders—unit managers, shift supervisors, charge nurses— know their teams better than anyone. They can anticipate roadblocks, surface important nuances, and ensure the design of your program reflects the real-world needs of frontline staff.

They also play a pivotal role in shaping perceptions. Without their input and support, new initiatives can be seen as top-down mandates that strip autonomy or threaten team dynamics. For example, when PRN staff are transitioned into a centralized float pool, some department leaders may feel as though they're losing control of familiar team members.

Build Early Buy-In: Don't Surprise, Socialize

Host dedicated change management sessions with department leaders.

Discuss how the program will impact their teams and workflows.

Communicate clearly that this program isn't about taking control away—it's about giving time back to focus on what matters most: high-quality patient care.

Reinforce that they will still have input into the quality and fit of the staff deployed to their units.

Structure Your Strategy Around Transparency and Trust

You can only drive lasting adoption with a well-structured change management plan—and at Hallmark, we've refined ours through more than 15 years of experience implementing Internal Float Pool and Agency Marketplace programs nationwide.

Implementing Your Internal Float Pool

Our Four Pillars of Change Management:

Over-Communicate at Every Level: Consistent, transparent messaging is key. Everyone from the C-suite to the bedside should understand the "why" behind the change—and see themselves in the story.

Leverage Your Champions: Identify highly respected team members—nurses, shift leads, schedulers—who can serve as ground-level advocates. Their voice often carries more weight than any email or directive.

Emphasize Staff Benefits, Not System Savings: While the program will deliver measurable cost reductions, that's not what motivates clinical teams. Lead with the benefits that matter to them: more consistent coverage, flexible scheduling options, less burnout, and improved patient outcomes.

Share Early Wins that Resonate: Focus on success stories that nurses and managers care about. Examples include units that are fully staffed for the first time in months, improved HCAHPS scores, or a float nurse who found better work-life balance through the float pool.

Tactics That Build Engagement and Trust

Translating strategy into action requires dedicated communication and engagement efforts. Here are proven tactics we recommend for every implementation:

Quarterly float pool Newsletters: Authored by the Internal Float Pool Program Manager, these newsletters reinforce the program's purpose, spotlight team successes, and keep everyone informed on performance metrics and future improvements. We provide customizable templates to make it easy.

Staff Webinars During Rollout: These sessions help demystify the new program, provide face time with key leaders, and create a safe space for Q&A.
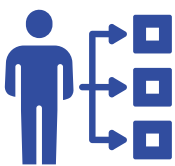
Routine Leader Rounding: The Internal Float Pool Program Manager should regularly connect with department heads to build collegial relationships, address concerns, and align on goals.

Quarterly Employee Rounding: Meeting with float staff on a regular basis allows for two-way feedback, helps clarify expectations, and ensures ongoing support.

Branded Orientation Materials: Welcome packets, internal FAQs, and branded onboarding guides help introduce the Contingent Labor Platform program with clarity and consistency. Hallmark supports the creation of these assets to help you launch with confidence.

Implementing Your Internal Float Pool

Why This Approach Works

When nursing leaders are involved from the beginning, they become co-creators of the solution—not just recipients of it. Their insight ensures the program is tailored to your hospital's culture and workflows. Their advocacy helps drive staff acceptance. And their support lays the foundation for long-term program success.

Change management isn't a checkbox—**it's the lifeblood of your Internal Float Pool or Agency Marketplace implementation**. And with the right strategy, structure, and support, you'll transform resistance into resilience and skepticism into success.

J. Float Pool Recruitment Strategies

Once your float pool program is designed, the next step is clear: fill it with high-quality, trusted clinicians who know your system and are ready to flex where needed. This is where the real transformation begins—by creating a scalable, reliable pool of internal talent that reduces reliance on external agencies and improves staffing consistency across units.

At Hallmark, we've helped health systems **grow their float pools by 10x** and **add 400+ members in under four months**. The key? A smart, multi-channel recruitment strategy that's tailored to your culture, workforce needs, and geography.

Start with Your Internal Talent

Before you look outward, focus inward. Your existing staff and alumni workforce are often the best candidates for your float pool. Tactics that work:

- Internal email announcements to current employees

- Eye-catching fliers posted across high-traffic staff areas

- Intranet and portal postings that clearly highlight program benefits

- Float pool introduction at town halls or staff meetings

- Direct outreach to recently departed employees—especially those who left due to scheduling constraints. We've seen great success bringing these experienced team members back through more flexible float roles.

Implementing Your Internal Float Pool

K. Engage Local Contract Labor

Don't overlook the contingent labor talent already in your system. Many of your local travelers—especially those within a 50-mile radius or with multiple contract extensions—are ideal candidates to convert into Internal Float Pool members.

These clinicians are already trained on your systems and invested in your organization. A transition into your float pool often provides them with the schedule flexibility they want, with the added benefit of job security and long-term connection to your team.

50-Mile Radius
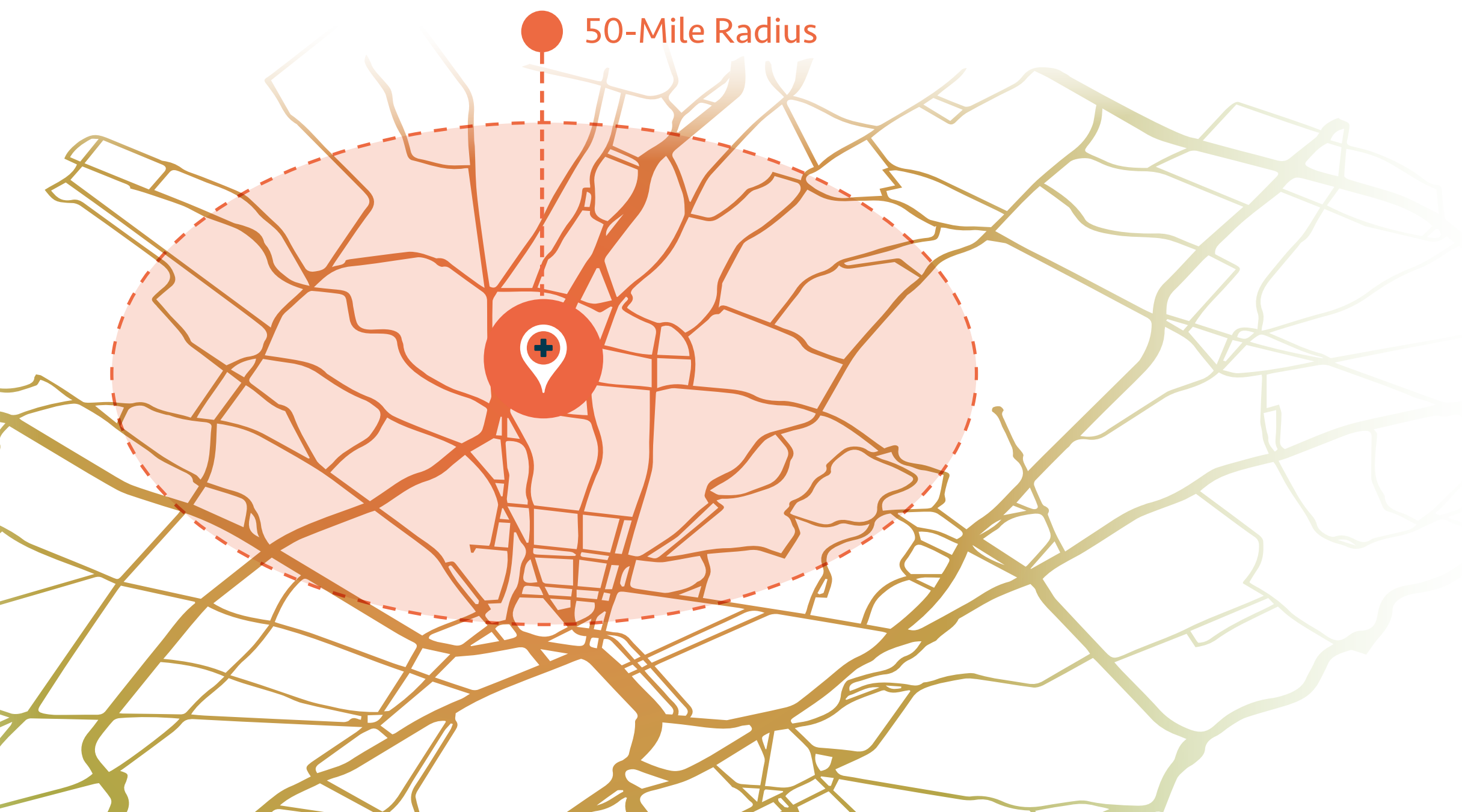
L. Consider PRN Conversion

For many organizations, a large portion of unit-based PRN staff can be folded into the float pool program. While this may raise initial concerns among department leaders, it often leads to better staffing visibility, improved deployment efficiency, and greater engagement from your casual labor workforce.

We recommend holding planning sessions with department leaders in advance of any PRN conversion to ensure alignment and trust. Transparency around how the program works and what staff can expect is key.

M. Activate Multi-Channel Recruitment

To scale your float pool recruitment, cast a wide but targeted net:

- Host internal recruitment events to build excitement and answer questions live

- Use organic and paid social media to raise awareness across your network

- Run targeted email campaigns to reengage dormant staff and market the flexibility of float roles

- Equip your leaders with talking points and materials (we provide templates!) to share during shift huddles and team meetings

By meeting nurses where they are—physically, emotionally, and professionally—you'll build a float pool that's not just large, but loyal. And with the right recruitment foundation, your Internal Float Pool becomes more than a staffing solution—it becomes a career destination.

Outcomes and Data to Monitor:
One Dashboard to Rule Them All

Measuring success is just as important as designing and launching your contingent labor strategy. Without clear benchmarks and transparent metrics, it's impossible to prove ROI, evaluate vendor performance, or adapt to what is working. That's why building a data-driven, centralized dashboard should be a foundational part of your Internal Float Pool and Agency Marketplace rollout.

A. Start with Spend: Baseline Before You Begin

The most fundamental metric to track is contract labor spend. Before you implement any changes, work closely with your finance team to collect and document total spend across all locations, units, and labor types—clinical, allied, non-clinical, and locums. This pre-implementation baseline becomes your north star, allowing for a clear pre/post comparison and helping you demonstrate ROI later. Don't skip this step—what you don't measure, you can't manage.

B. Hitting the Inflection Point: When Float Surpasses Agency

Once both your Internal Float Pool and Agency Market place are live, you'll want to watch what we call the **Inflection Point**—the moment your float pool begins filling more shifts than your agency partners. This is your tipping point, the signal that your internal labor strategy is working. From this point forward, costs decline sharply, engagement increases, and your staffing becomes more predictable and sustainable.

?

Why does the Inflection Point matter?

The most fundamental metric to track is contract labor spend. Before you implement any changes, work closely with your finance team to collect and document total spend across all locations, units, and labor types—clinical, allied, non-clinical, and locums. This pre-implementation baseline becomes your north star, allowing for a clear pre/post comparison and helping you demonstrate ROI later. Don't skip this step—what you don't measure, you can't manage.

Inflection Point
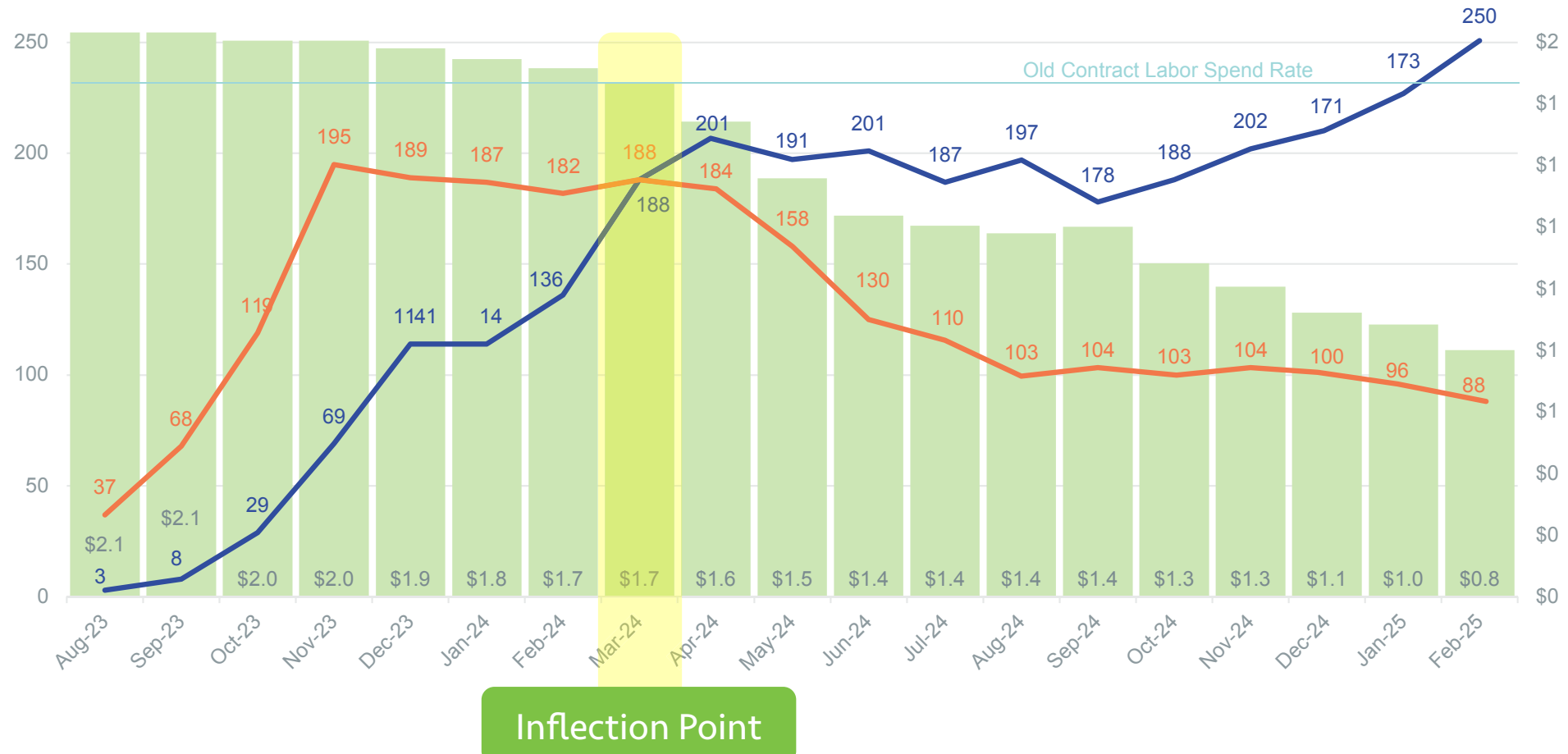
Outcomes and Data to Monitor:
One Dashboard to Rule Them All

C. Metrics That Signal Success

To track both your progress and performance, we recommend monitoring the following metrics across your Internal Float Pool and Agency Marketplace programs:

For Your Agency Marketplace:

- Number of starts
- Agency diversification mix
- Order fill rate
- Average days to fill/start
- Open-to-accepted ratio
- On-time start percentage

For Your Internal Float Pool:

- Number of new float pool recruits (including agency-to-float conversions)
- Contract labor cost reduction over time
- Float pool utilization rate
- Internal Float Pool team member engagement (e.g., app downloads, availability updates)
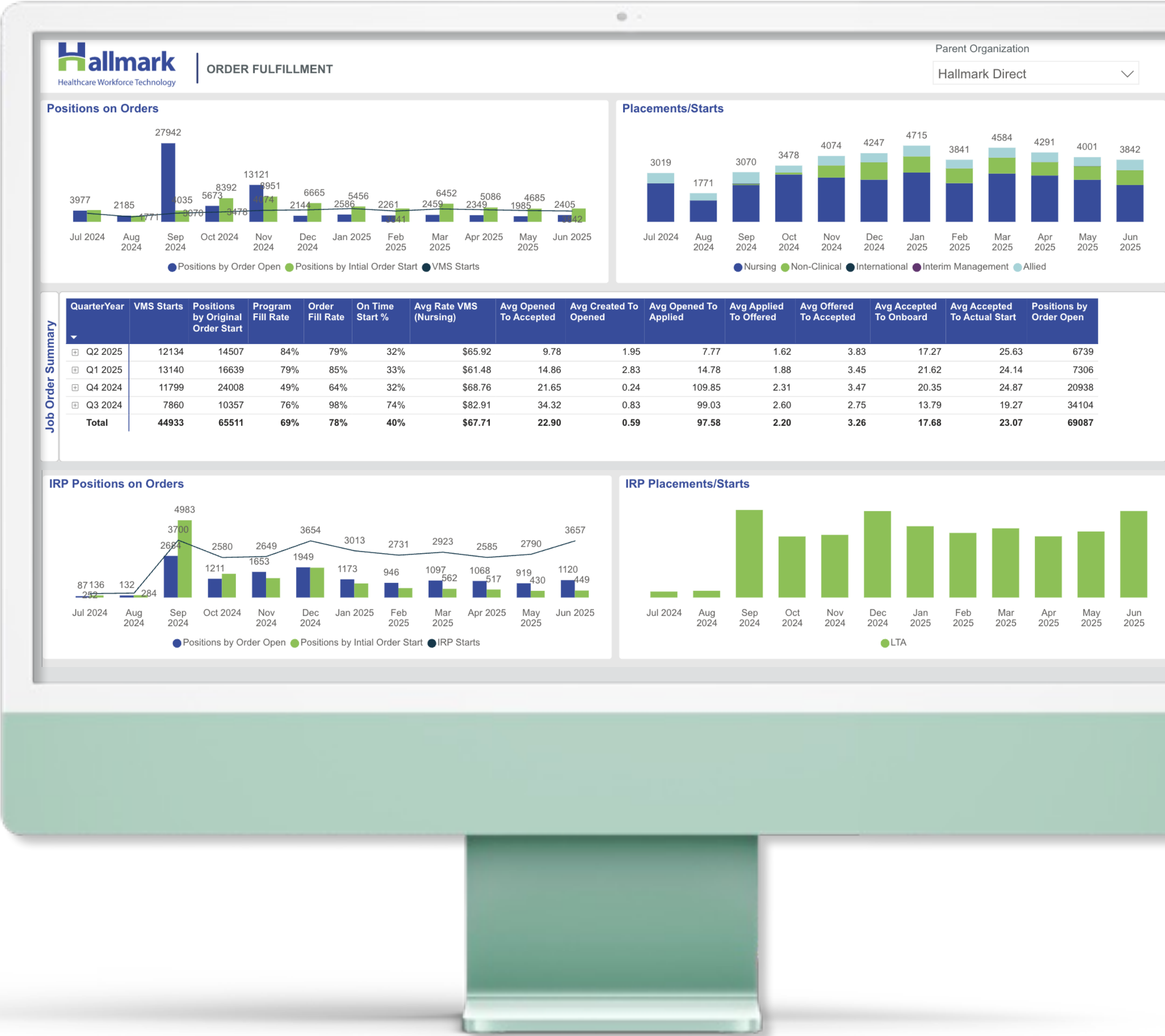
Outcomes and Data to Monitor:
One Dashboard to Rule Them All

C. Vendor Performance: Use Data to Drive Accountability

Your contingent labor partner should also help you evaluate the performance of your vendor panel. Transparency creates accountability—and competition. Ask questions like:

- How many applicants is each vendor submitting?

- What percentage of their roles are actually being filled?

- How do their average rates compare to market benchmarks— and to each other?

- What is the quality of their candidates based on manager feedback or conversion likelihood?

- Are any vendors converting talent into your float pool over time?

?

This data helps you identify top performers, restructure your vendor tiers, and push for better rates and outcomes. Remember: a strong Agency Marketplace partner won't just show you the numbers— they'll help you act on them.

D. Credentialing and Compliance

In healthcare, workforce visibility and compliance aren't just operational concerns—they're regulatory necessities. Organizations must be prepared for audits from entities like The Joint Commission (TJC), state agencies, and federal regulators. Yet too often, valuable time is lost hunting down credentialing data, especially when multiple agencies or outsourced MSPs hold fragmented information outside of internal systems.

Today's technology—particularly AI-enabled platforms—makes it possible to simplify and accelerate credential management. Retrieving audit-ready documentation should take minutes, not days.

Our platform was built with this reality in mind. Credentialing and compliance tools are fully integrated to support real-time visibility, effortless document management, and audit preparedness. With just a few clicks, you can access current and historical data, validate credentials, and confidently respond to regulatory requests.

Outcomes and Data to Monitor:
One Dashboard to Rule Them All

E. Tracking Retention and Internal Conversion

While no contingent labor platform fully tracks retention today, it's still a critical metric. You'll want to reframe internal movement—not as attrition, but as success.

- Count FTEs who move into your Internal Float Pool saves," not resignations.

- Track how many agency staff you successfully convert to internal float or permanent positions.

- Monitor how these numbers trend over time to measure the long-term health of your internal workforce strategy.

With the right metrics in place, you don't just know your program is working—you can prove it. And that's the foundation for continuous improvement, lasting buy-in, and a workforce model that truly works.

F. Ready to Take the Next Step? Here's Where to Start

The road to transforming your contingent labor strategy doesn't require a massive overhaul on day one. The most important thing is to begin. Start small. Start somewhere. Whether it's auditing your current labor spend, piloting an Internal Float Pool in one unit, or restructuring your agency panel—momentum starts with a single step. And when you're ready to move forward, Hallmark is here to help.

With over 15 years of experience, industry-leading tools, and a hands-on approach to partnership, we provide more than just a platform—we bring proven frameworks, real-time data, and a team of experts who understand the complexities of healthcare staffing. If you're looking for strategic guidance, operational support, or a comprehensive partner to help design and implement a program that actually works, we'd love to talk.

**Let's build a smarter, stronger, more sustainable workforce—together.
<u>Contact us today</u> to get started.**

Appendix

1. We help grow your own float pool, in some cases by up to 10X

    Case Study: From Travelers to Team: 10x Growth in Internal Staffing

2. Improve retention, for some up to 52%

    From Outsourcing to Insourcing: AONL 2025 Reveals the Future of Nurse Staffing

3. A recent survey of more than 1,200 senior healthcare workforce leaders revealed key insights

    2025 Emerging Healthcare Workforce Trends Survey Results

4. More than 10x growth in internal float pools within months.

    Case Study: From Travelers to Team: 10x Growth in Internal Staffing

5. More than 65,000 recent contingent labor starts and relationships with over 900 agency partners

    Based on Hallmark's book of business and customer results as of 2025

*Based on average Hallmark customer results for select customers, 2023