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# Human Resources Management that Drives Growth and Success: **The Case of Reliable Respiratory**

MBA 720, Professor Jason Peterson, Spring 2018



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# About Reliable Respiratory



Supplies and delivers specialized home respiratory and medical equipment throughout the New England States.

Originally based in Norwood, MA with additional locations in Worcester, MA and White River Junction, VT.



**Founded:**  
1999



**Ownership:**  
Private



**Workforce:**  
Approximately 100



**Projected sales:**  
\$26 million (2018)



**Growth:**

- Expanding to additional states – NH, ME, CT
- Adding 80+ new employees

## **Bryan Vermes**

Sales software, cybersecurity, HR management

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## **Ellen Kinlin**

Executive search, recruitment, hiring, retention

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## **John Barbato**

Software sales, marketing, start-ups

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## **Richard Tannenbaum**

Medical services consulting, research

## **Angela DeMeo**

Anti-counterfeit cybersecurity, organizational behavior

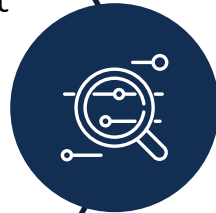
## **Jackie Diloyan**

Investment operations, employee development

## Analysis

Unprecedented, exponential growth = hiring, retention, performance management challenges

- Inadequate or no human resources and performance management policies
- Poorly coordinated and integrated HR practices
- No research or data to inform policies and practices



## Lack of:

- ❌ Employee surveys and input
- ❌ Professional development training
- ❌ Team building activities
- ❌ Employee creativity
- ❌ Incentive Programs

## Consequences:

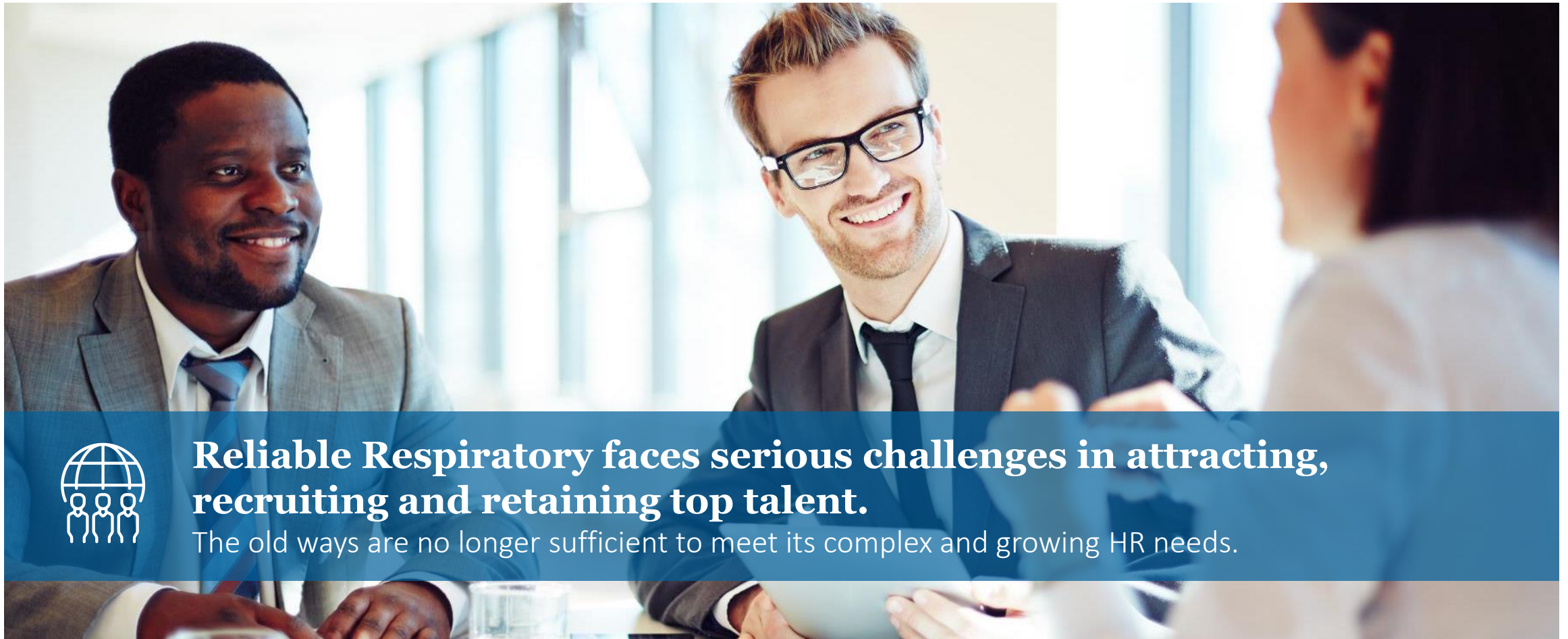
- Management disconnect with employees
- Diminished job satisfaction and retention
- Limited collaboration, feedback, innovative thinking
- Heavy-handed, rigid, undesired environment



## HR challenges also reveal:

Low level of transparency and consistency in administration of HR policies – undermines perception of equity and trust in management.

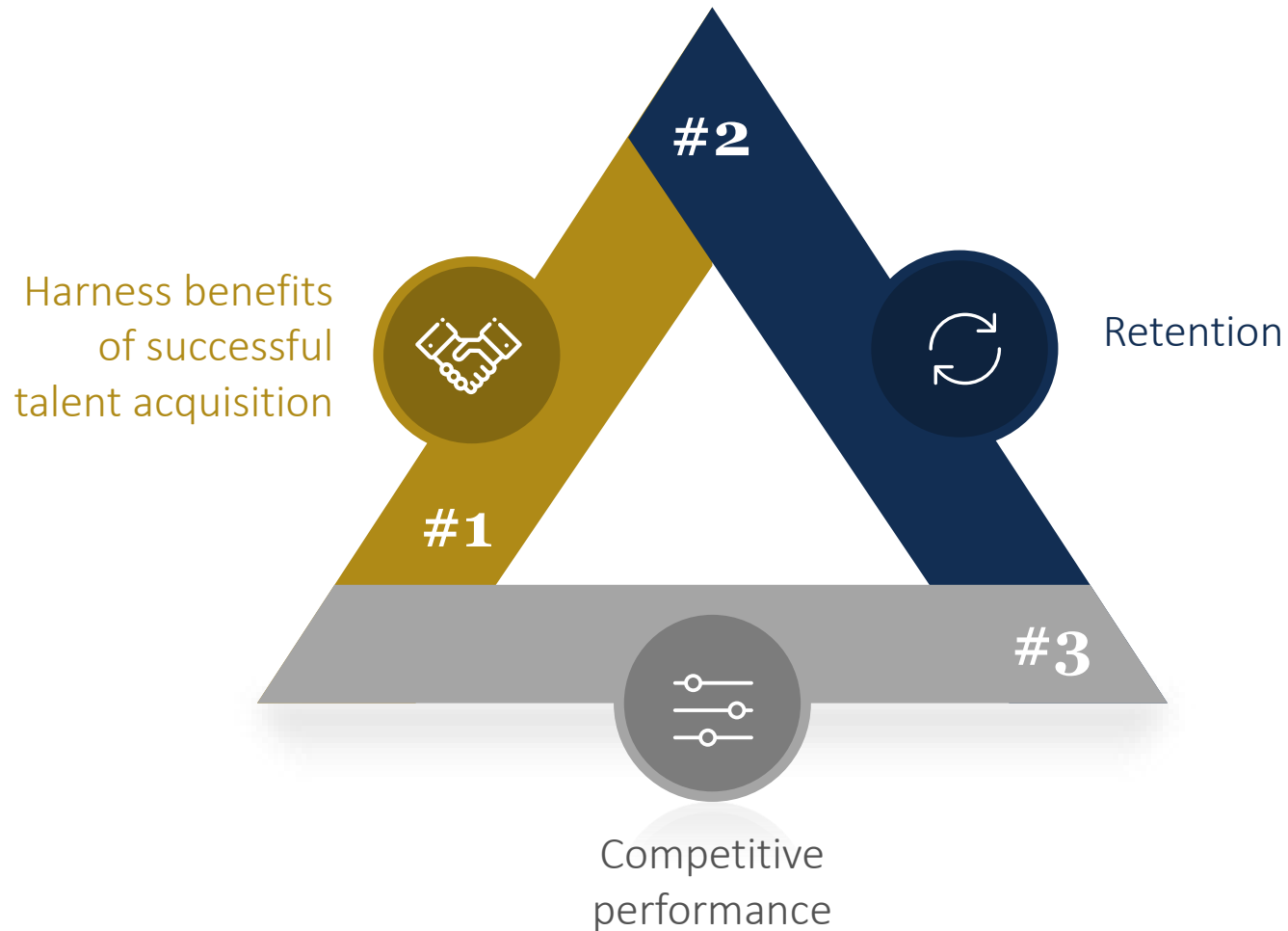
# Defining Problem



**Reliable Respiratory faces serious challenges in attracting, recruiting and retaining top talent.**

The old ways are no longer sufficient to meet its complex and growing HR needs.

# Importance of Effective HR Policies



**Hiring and retaining the best talent is a way to acquire competitiveness.**

Doing so helps achieve durable advantages that Reliable Respiratory needs to be successful in today's globalized marketplace.

# Our Approach



## Research:

- Structure
- Initial ideas



## Data Collection:

- Questions
- Class interview with management
- RR website



## Recommendations based on:

- Thorough literature review
- Best practices across industries

## Six Recommendations in Hiring, Retention and Performance Management

### Hiring



- Employer branding
- Employee referral program

### Retention



- Invest in employee welfare and be flexible
- Open communication and Mentoring/ Transparency

### Performance Management



- Create PODS-unlock value of teamwork and shared responsibility
- Measure performance – identify gaps in skills
- Set clear goals and allow employees to be creative



# Recommendations – Hiring



# Recommendations – Retention



## Invest in employee welfare and be flexible



- Generous benefits
- Scholarships, Skills/Professional Training Programs
- Appreciation events
- Commitment to flexible work environment



## Open communication and mentoring/transparency

- Take time to orient new employees
- Senior employees, managers as mentors
- Encouraging, empowering environment

# Recommendation – Performance Management = PODs



## Problem:

Metrics based on non-value added tasks

## Solution:

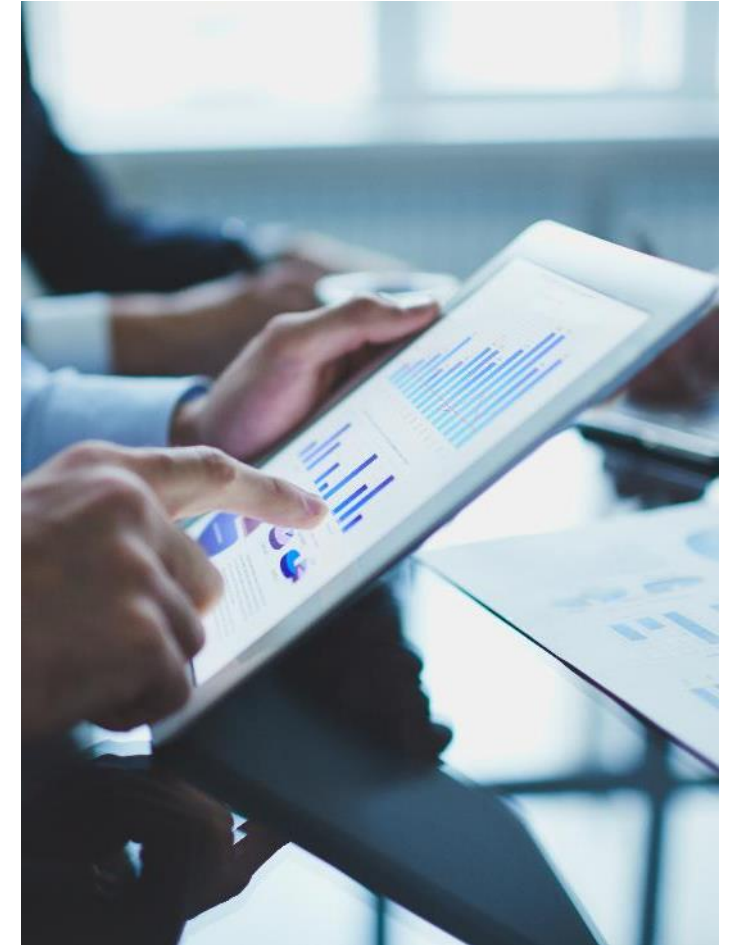
- Create 3-person PODS of intake, scheduling resupply coordinators, etc.
- Align incentives with metrics that drive revenue

## Benefits:

- Increased daily resupplies
- Improved daily communication and efficiency
- Integrated follow-up
- KPI measurement based on successful drops

## Outcomes:

- Pod members assess likelihood and reliability of orders and requests
- Align with mission of service to the customer
- Unlock value of teamwork and shared responsibility

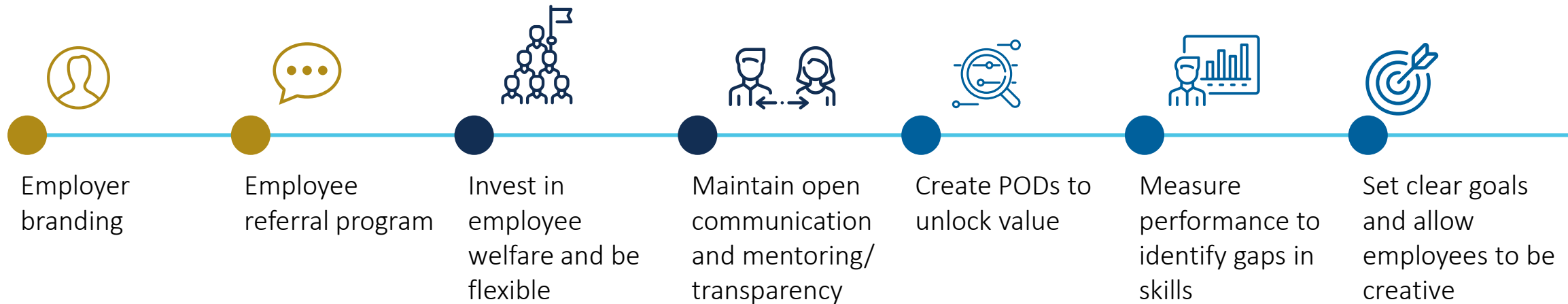


# Recommendation – Performance Management - PODs



Key Performance Indicators (KPIs) Per Personel	Old KPIs (orders/day/ coordinator or therapist)	Personel Types	Old KPIs (orders/ day/ coordinator or therapist)	New Personnel Types	Suggested New KPIs	Marginal Increase in Unit Placement per orders/day/ coordinator or therapist
Intake Coordinators	10	Intake Coordinators	10		null	
Scheduling Coordinators	25	Scheduling Coordinators	25	Intake, Scheduling, and Resupply Coordinators	null	3
Resupply Coordinator	20	Resupply Coordinator	20		8	
Respiratory Therapists	4.5	Respiratory Therapists	4.5	Respiratory Therapists	8	3.5

# Recommendations – In Summary.....



**Effective HR management policies ensure Reliable Respiratory's position for long-term success.**

# Thank You!



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