

# Business Outcomes



INDUSTRY: Healthcare

SOLUTION: EZ App® Pre-Screening



## Curing an Epidemic: Reducing Turnover in Health Care

### The Situation

Second only to the hospitality industry, turnover within healthcare is higher than any other industry. There are many reasons for this: The jobs are difficult and often stressful. The hours can be grueling. Clearly, being a healthcare worker isn't for everyone.

This particular organization, Community Services Group (CSG), provides quality residential healthcare services. Founded in 1972, CSG has developed a spectrum of specialized programs to meet the needs of the individuals it serves. Their programs and services include adult mental health and intellectual and developmental disability (IDD), children and eldercare services.

CSG was not satisfied with the level of turnover, especially early tenure turnover (turnover within the first six months on the job). It was creating higher than acceptable on-boarding fees as well as adversely affecting patient care. They decided that they needed to improve the screening process for new employees. This was made more challenging due to the difficulty of recruiting candidates into direct care positions. Using a selection process that is too intensive and long could potentially screen out too many candidates or compel candidates to simply apply elsewhere.

### The Solution

To balance the need for a quick, straightforward and easy-to-administer system that would improve fit and reduce turnover, CSG used Select International's EZ App process. The EZ App process was customized to fit the specific profile of the direct care positions and adapted to quickly screen out high-risk candidates, while also making it easy for high potential candidates to move through the process.

### Outcomes

To evaluate the success of the EZ App process, CSG evaluated turnover and termination rates for:

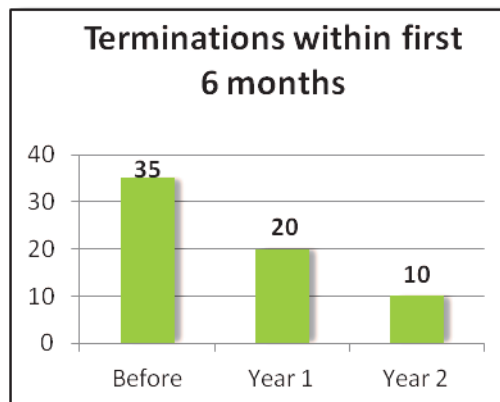
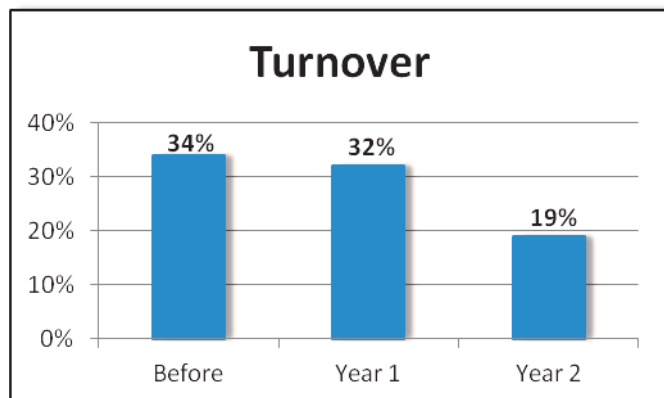
- (a) 12 months prior to using EZ App
- (b) the first year of using EZ App, and
- (c) the second year of using EZ App

***In the second year of using EZ App to screen candidates, the cost of on-boarding direct care employees is \$57,600 less than before they started using it.***

To maintain consistency, they began their analysis in November of each year. The results were both positive and consistent. Turnover began decreasing in the first year and dropped to almost half of its original level in the second year. Perhaps even more dramatic were terminations within the first six months on the job (a clear sign of a bad hire). They dropped by almost half in the first year and were less than 1/3 of their original amount in the second year.

When you consider that terminations resulted from actions such as willful misconduct, abuse or neglect of patients and non-compliance with policy, you can see why these significant reductions are so important. By screening out high-risk candidates early in the process, CSG is able to improve the quality of care for all of its customers.

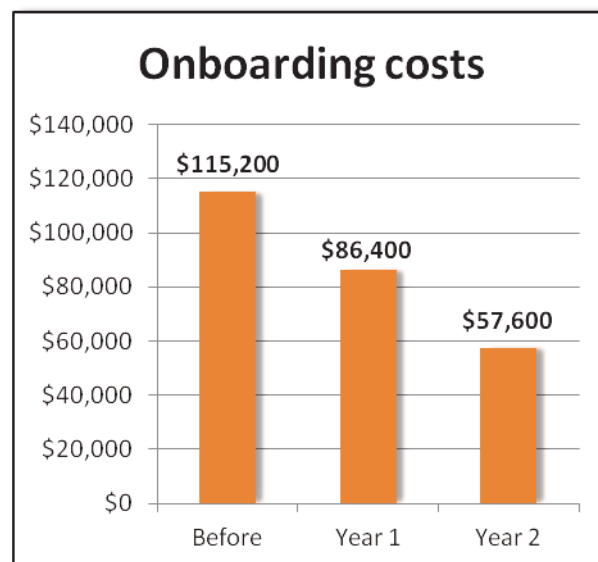
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CSG estimated that their first year on-boarding costs were approximately \$2,400 for a direct care employee. Using this as an estimate, CSG saw a similar pattern in cost savings to the turnover and termination results.

These on-boarding figures are dramatic. **In the second year of using EZ App to screen candidates, the cost of on-boarding direct care employees was \$57,600 less than before they started using it.** And that's only part of the story: On-boarding costs only take into account direct costs associated with training, recruiting, interviewing, and other administrative functions. They don't even take into account less tangible - although arguably more important things - such as patient care and satisfaction, employee morale and the reputation of the facility. These clearly are all impacted by hiring better employees who stay with the organization.

In the end, the results clearly indicate that EZ App, which was customized to meet the specific needs of CSG, was able to significantly improve the screening and hiring of direct care employees at Community Services Group. Sometimes a simple solution is the one that works best. In this particular situation, that was certainly the case.



***Recruiters and managers continue to be amazed at the overwhelming success we have experienced. Working with the team at Select International was easy because they were committed to deadlines, listened to CSG needs and most of all, demonstrated considerable knowledge of today's recruitment issues.***

*- Emily A. Hertzler*

*Director of Human Resources, Community Services Group*



COMMUNITY  
SERVICES GROUP

Select International has been an expert in the area of employee selection and development for more than two decades. Our Healthcare Solutions combine that experience with an in-depth understanding of the unique challenges faced by healthcare organizations. We create the workforce you need through tailored selection and development solutions. These include **organization-wide competency models, healthcare-specific behavioral assessments, interview training tools and selection process design.**

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