

Business Outcomes



INDUSTRY: Healthcare

SOLUTION: Select Interviewing® for Healthcare , ServiceFit® for Healthcare



Reduce Involuntary Terminations with a Selection System Focused on the Right Behavioral Competencies

The Challenge

This regional community hospital system is representative of the challenges facing most smaller health systems. It is moving to a high performance, integrated system, from two very different hospitals – all under relatively new leadership. The system is reinventing itself to meet the needs of its community. They want to attract and retain people who are adaptable and suited to this culture.

An in-depth cultural assessment by the Select team revealed that employees were struggling with new high-performance expectations, including adapting to a lean process program. The organization reached the conclusion that some employees aren't suited to a high performance culture. Analysis also revealed that many nurses, rather than taking a "patient-centric" approach to their work, were more "nursing-centric" – i.e., their day and approach were built around what they believed were their specific nursing duties – not the patients' needs.

Senior leadership realized that all of their process improvements and patient-satisfaction programs would be futile if they didn't take a more deliberate approach to who they hire. They also realized that managers were not ideally suited to make selection decisions, as evidenced by exceptionally high early "for cause" termination rates. It was not uncommon for a hiring manager to choose, for instance, patient care technician or nursing assistant based on the resume and interview, only to find out soon after starting that the employee had serious behavioral and performance issues or simply didn't fit the new culture.

The Solution

Leadership tasked Human Resources with finding an approach that would identify people better suited to the culture they envisioned, and in the short term, reduce the early "for-cause" terminations. The Select Healthcare Consulting team built a comprehensive selection system by defining key behavioral competencies, implementing Select Interviewing and pre-employment behavioral screening integrated with the applicant tracking system.

What does a comprehensive selection system: look like?

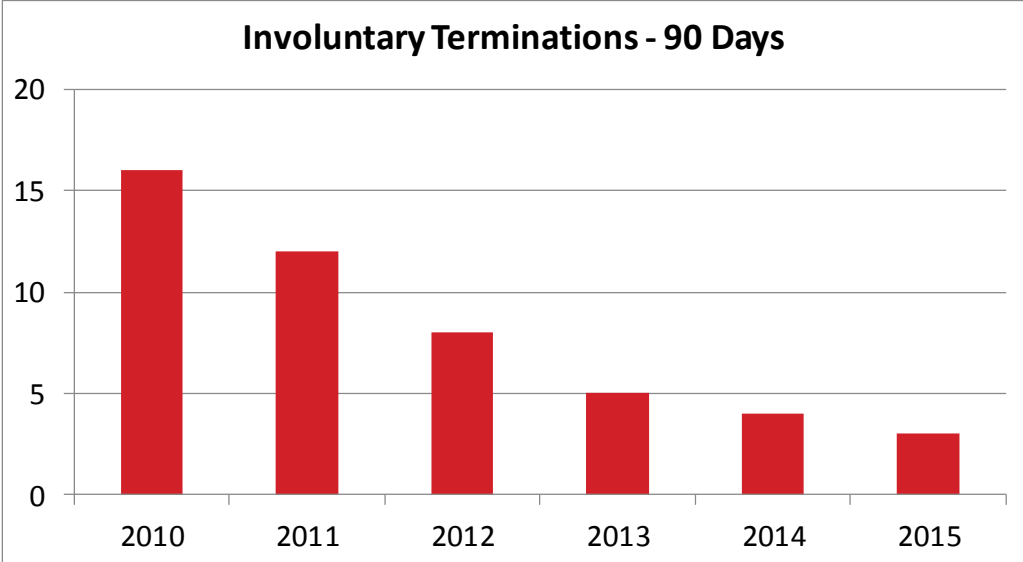
- Define the important and predictive behavioral competencies you need to target (i.e., dependability, attention to detail, collaboration, adaptability, patient focus)
- Build these competencies into the selection system, including:
 - The application process
 - The resume review process
 - Select Interviewing for Healthcare (custom designed job family level interview guides and hiring-manager training)
 - Select's pre-employment behavioral assessments – including ServiceFit for Healthcare

The same behavioral competencies were then built into the performance management system so that staff are evaluated on the same behavioral skills that are the focus on the selection process.

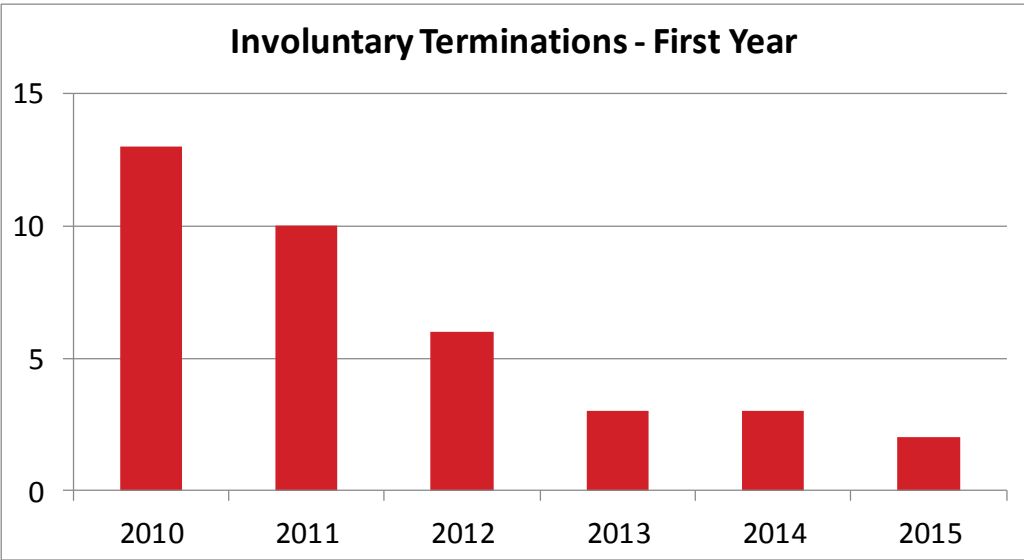
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There was an over 80% reduction in early (90 day) involuntary terminations.



And a similar reduction when looking at terminations after a full year:



Conclusion

You can't build a new culture with the wrong people. This system was struggling to build the right team for a high-performance culture, but as many as 15% of new hires were quickly revealed as not having what it takes. This means that human resources' time and energy were constantly finding candidates to fill the same positions. The new selection system and tools gives hiring managers the tools to do a better job identifying candidates who are suited to the new culture. With the right people on board, the system can now focus on making the other important changes that drive a high performance culture.

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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