

Business Outcomes



INDUSTRY: Healthcare
SOLUTION: Multi-Level Assessment for Healthcare



Reducing Turnover through a Comprehensive Assessment Solution

The Situation

Every hospital wants to deliver patient-centered care, and every hospital wants to reduce turnover. The mission of this prominent children's hospital was to create a healing environment for its patients and their families that matched the hospital's new state-of-the-art facility. The challenge was building a workforce that had cutting edge clinical and technical abilities but also the requisite level of compassion, empathy, patient focus, communication and collaboration skills.

In a very competitive staffing market, the hospital had short-term turnover of 24%. At a projected cost of one-to-two times annual salary, this was placing a financial burden on an already strained bottom line. So the challenge was not only hiring the right talent, but also retaining them.

The Solution

The hospital applied Select International's innovative Multi-Level Assessment for Healthcare (MLA) solution. Key functional competencies were identified for each job level. The recruiting and selection process was re-designed to ensure maximum efficiency, legal defensibility and a positive candidate experience.

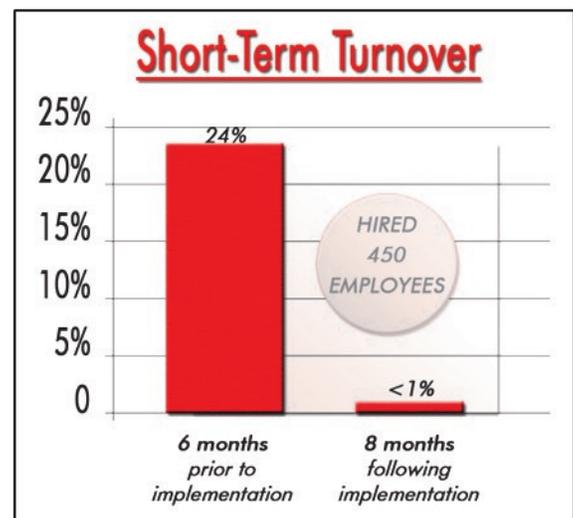
Key to success was the implementation of healthcare-specific assessment tools designed to reduce turnover and select better people. These included Select International's healthcare interview and online assessments, including **ServiceFit® for Healthcare**, **NurseFit®** and **Select Assessment® for Leader Development**.

The Results

Prior to the intervention, short-term turnover was 24%. Since the implementation, 450 new employees have been selected, and

only two have left the organization. Certainly, short-term turnover won't remain at 1%, but the hospital has made a drastic change in its workforce by clearly defining the type of employee it is looking for and using the right assessment tools to select candidates who fit that profile. There is early evidence that patient satisfaction scores are improving, and the turnover cost savings is estimated at more than \$750,000.

The system enabled the hospital to focus on what it does best – provide superior care – while improving the healing environment and benefiting the bottom line. By setting out to influence the organization's culture, the hospital is now attracting higher quality candidates, selecting candidates more effectively and creating an environment where top-performing employees can thrive.



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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