

## HERE'S WHAT OUR CUSTOMERS SAY:

"We make better hiring decisions with Staff Assessment and expect to retain 28 people within two communities next quarter for a savings of over \$70,000 and over \$300,000 annually. That's a tremendous return on investment."

**Jarene Fluker**

Presbyterian Manors of Mid-America

"Everything that you need for a manager to go in and look at an assessment, be able to have those customized questions based upon the results of the assessment, and having the matrix built into one packet. We really enjoy this product. It's great."

**Greg Maras**

Meadville Medical Center

# Using Behavioral Science to Select and Develop World-Class Talent

It's no longer good enough to have the best technical or clinical skills. To remain competitive, healthcare organizations across the country are applying behavioral science to measure and develop key behavioral competencies like compassion, teamwork, and flexibility.

**HealthcareSource® behavioral assessments are exclusively endorsed by the American Hospital Association (AHA) and have helped organizations reach success for three main reasons:**

- First, they are designed specifically for the healthcare workforce, with validation-based on thousands of participants across key healthcare job families.
- Second, they provide a simplified scientific approach that makes it easy for human resources (HR) to administer and for managers to interpret.
- And third, they are delivered using the proven "cloud" technology, which means a fast rollout and no need to burden your IT organization.

By using HealthcareSource behavioral assessments to hire staff that are well-aligned to their mission and values, organizations are seeing significant gains in staff retention and patient satisfaction.

Staff Assessment provides a "Retention Index" which evaluates an applicant's commitment to the organization longer term. The Retention Index was recently revised and revalidated by Dr. Fred Morgeson, Scientific Advisor to HealthcareSource, based on actual turnover data collected across multiple healthcare organizations and thousands of termed employees. Recent follow up studies with two large clients have confirmed a strong correlation of the Retention Index scores to predict 1st year turnover. Custom interview questions are provided for low scores on the Retention Index.

## Measure Behavioral Competencies

HealthcareSource Staff Assessment<sup>SM</sup> provides a complete approach for engaging a participant with a behavioral survey and interpreting, as well as acting on, the results. The assessment begins with a survey that can be administered in-house, through your on-line application, or through an email invitation.

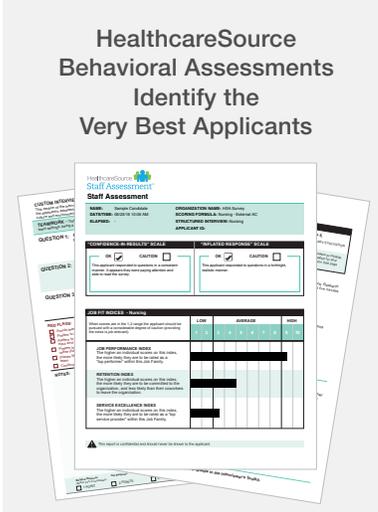
## Recruit Top Candidates

The Staff Assessment Dashboard has been developed to help HR professionals more efficiently manage large numbers of applicants by providing them with the ability to prioritize applicants for further consideration.

The dashboard is simple to use and will allow you to focus your time recruiting those individuals who are likely to possess the behavioral competencies required for successful job performance.

**The dashboard provides the following features:**

- An easy to use view of Job Fit Index scores for all applicants (within a specific requisition or date range).



## Assessments to Fit Your Organization

In continuing care, turnover is an issue that wastes countless resources, including the time of hiring managers. In addition, HR teams often perform multiple job roles, so when an employee needs to be replaced, it takes time for HR to make that happen. According to Dr. Frederick Morgeson, Michigan State University, Scientific Advisor, HealthcareSource, "Hiring managers are not HR professionals by trade. They know it takes a special type of person to work in continuing care, but they may not know how to best evaluate those individuals during the hiring process." With norms developed specifically for continuing care, assessments help your organization identify individuals with higher compassion and customer focus, who are most likely to be successful in your environment.

- The ability to quickly and efficiently sort a requisition by applicant name, survey date, or Job Fit Index scores. This allows a user to list applicants according to the relative importance of the various Job Fit Indices to the selection process for a specific position.
- Quick links for generating assessment Feedback Reports from the dashboard in order to provide more specific information on an applicant's scores relative to the norm of applicants for a specific Job Family.

### Conduct Effective Interviews

Another valuable component of Staff Assessment is the structured interview guide. The guides help managers use a consistent interview methodology while helping the manager adapt the conversation for each individual candidate. Based on the candidate's scores, Staff Assessment provides follow-up behavioral questions to probe any low scores. Interviewers are encouraged to probe these areas to ensure the applicant aligns with the job requirements and will "fit" the organization's culture.

Conducting structured, behavioral-based interviews increases the reliability and consistency of the interview. Behavioral interviews more accurately predict an applicant's potential for success than traditional or situational interviews. Questions are designed to reveal examples of past performance to assess the applicant's proficiency in job-related situations. In addition to helping the hiring manager perform a more thorough interview, using the guides to interview candidates "by the book" helps an organization reduce liability by steering clear of inappropriate interview questions.

### Identify Developmental Opportunities

Each individual's scores are compared to top-performing peers for one of the five Staff Assessment job families. Results can then be used to identify high-potential candidates, or for providing development plans to improve identified competencies of incumbent employees. When used as a development tool, Staff Assessment provides development reports with suggested activities, resources, and development plan worksheets.

### Evaluate Critical Thinking for Nurses

Included with Staff Assessment is the Nurse Critical Thinking Assessment<sup>SM</sup> feature. This assessment is intended as a tool for evaluating critical thinking skills among incumbent nursing staff and provides prescriptive suggestions and worksheets for development.

The Feedback Report provides a graphic score of how each individual compares to others, by licensure. Worksheets guide the nurse through an individual development plan that suggests on-the-job activities, as well as online resources and other training resources.

### Select and Develop Leaders

With the exclusive endorsement of the AHA, HealthcareSource Leadership Assessment<sup>SM</sup> uses behavioral science for leader selection, development, and succession planning.

Similar to Staff Assessment, Leadership Assessment provides behavior-based interview guides for selecting leaders, as well as development reports to address a leader's greatest areas of developmental opportunity.

The Development Report provides prescriptive suggestions for creating an individual developmental action plan. Group Reports are also available for Leadership Assessment,

which include a composite review of your organization's leadership strengths and the critical developmental opportunities for a specific group of leaders. This report assists in directing training resources where they will have the biggest impact on overall performance of your leaders.

### Increase Efficiency

The assessments also work in conjunction with other HealthcareSource solutions. Staff Assessment integrates with HealthcareSource Position Manager®, the leading healthcare applicant tracking software solution. Staff Assessment can also be integrated with other applicant tracking systems. Staff and Leadership Assessment integrates with HealthcareSource Performance Manager®, our performance management software solution.

**By integrating validated healthcare behavioral competencies into your selection process, HealthcareSource behavioral science-based assessments have proven to improve your new hire retention by allowing you to make predictive hiring decisions.**

#### Key Benefits

- Improve first-year retention
- Measure key competencies that correlate to positive patient outcomes (HCAHPS)
- Identify and develop top leaders
- Measure and develop nursing staff critical thinking
- Build a structured interview process across your organization

#### Key Features

- Multiple survey methods; online, email link, hard copy
- Dashboard to assist HR in identifying high-potential candidates
- Structured interview guide tailored to candidate results and job family applied
- Healthcare-specific behavioral competencies and job families
- Development reports and development plan worksheets
- Nurse Critical Thinking Assessment



\*HealthcareSource Staff Assessment, HealthcareSource Leadership Assessment, and the Nurse Critical Thinking Assessment have earned the exclusive endorsement of the American Hospital Association (AHA).