

Profiles International Assessments Healthcare Case Studies

Case Study: ProfileXT™ Helps Healthcare Organization Improve Selection Practices

Leaders of a healthcare organization faced with low employee productivity wanted to hire more employees who excelled in their jobs. The current study was conducted to examine the relationship between employee productivity and job match to ProfileXT™.

Participants - Sixty enrollment specialists had taken the ProfileXT™ and received a performance evaluation by a supervisor on a five-point rating scale. These evaluations showed 13 employees exceeded expectations (4-5 rating) and six failed to meet expectations (1-2 rating). The remaining 41 people met performance expectations (3 rating).

Job Match Pattern - In a concurrent study format, a job match pattern was developed for the enrollment specialist position using the PXT. A sample of 13 top-performing enrollment specialists formed the job match pattern. This pattern now serves as a benchmark to which other employees can be matched.

Performance Grouping - All participants were compared to the job match pattern. After a review of the sample's PXT percent matches, an overall job match of 78 percent or better identified top-performers and was selected as a break point to represent a good pattern match. The study showed that the pattern efficiently identifies top performers. Of 60 employees in the study, 34 met or exceeded the benchmark. Nine of the 13 (69 percent) top performers were included in this group, while only two of the six (33 percent) bottom performers displayed the same match. Thus, the pattern differentiates top and bottom performers as shown by the company's own performance evaluations.

Details - The company's hiring practices are more consistent after using the PXT. Organization leaders are more confident in their hiring decisions knowing the PXT is based on firm employee attributes.

Summary - Using the PXT to benchmark employees, the organization has shown the ability to successfully screen enrollment specialist candidates. Of the 34 who met or exceeded the job match pattern, only 5.8 percent (2) were bottom performers. Seventy percent of the top performers (9 of 13) were included in this group. Clearly, selection practices can be improved using job match patterns created by the PXT.

Case Study: ProfileXT™ in a Psychiatric Hospital

Administrators at a mental health facility found they were devoting a great deal of time to a weekly hiring board established to determine the effectiveness of mental health workers and decide which workers to retain.

During these weekly meetings, the attendees concluded that the facility let a large number of workers go on a consistent basis. The hospital was facing an overwhelming 68.7 percent turnover rate, and administrators realized they had to take steps to control this issue. In their first move, hospital executives turned to ProfileXT™ to help identify top performers and decrease their turnover as well as the time spent in hiring meetings.

Participants

The number one reason for turnover was involuntary terminations — where the employee was let go as opposed to quitting. The ProfileXT™ assessment was used to evaluate 25 mental health workers over a 10-month period of time and was then established as a part of each new applicant's review. Throughout this process, turnover rates were calculated.

Job Match Pattern

A Job Match Pattern was created using ProfileXT™ results from workers already in place at the hospital. The pattern identified 17 top performers and eight bottom performers. New applicants were matched against this pattern, and the resulting Overall Job Match Percent to the pattern was used in the employee selection process.

Measuring Turnover After Pattern Update

Administrators selected an Overall Job Match Percent of 75 percent or greater to represent a good match to each position. This allowed the hospital to hire only those applicants who scored an Overall Job Match Percent of 75 percent or greater and were a better fit to the job.

Summary

With the addition of ProfileXT™ results to the hiring process, turnover dropped to 16 percent, reducing it by more than half from one fiscal year to the next. Hospital executives also found that they spent a lot less time in hiring meetings.

CASE STUDY: Hospital Finds Job Pattern Success with ProfileXT™

Facing predictions of a shortage of one million nurses by 2020, the health care profession is looking at solutions for recruiting, hiring, training and retaining these critical workers. With their numbers at almost two million, registered nurses comprise the largest number of health care professionals.

This case study provides an examination of how one hospital used 22 registered nurses and the ProfileXT to develop a Job Match Pattern to find nurses performing at the highest level. Experts conducted the study to investigate the use of the ProfileXT Job Match Pattern program to further refine their selection process and identify those with the potential to become top performers.

This is critical to each health care entity. As nurses and nursing faculty age and health care delivery methods change, nurses are more and more in demand, both in the United States and abroad. In this country, the number of nurses taking the NCLEX exam required for licensing has declined since 1994.

The question becomes how to find the best registered nurses? What kind of person is considered a top nursing performer? Most health care professionals agree that good nurses think logically and on their feet; solve problems and readily accept the responsibility to do so; possess solid math and science skills; are organized and effective managers of their own time; anticipate what might happen to avert crises; and are emotionally stable and have excellent interpersonal skills. Other specific qualities will depend on the demands of the work environment. This is where the Job Match Pattern of the ProfileXT comes in.

To determine what kinds of nurses were right for its hospital, managers developed a recruitment and selection sub-team led by a cultural diversity executive and the human resources director. They focused on creating a recruitment/selection strategy and implementation plan in order to hire and retain the best candidates. In short, they looked at how the best candidates would perform on the job.

Method

The hospital team selected and ranked 22 of its registered nurses. They identified 12 of them as top performers, seven as moderate performers, and three as bottom performers.

Next the team developed a Job Match Pattern using the ProfileXT. They created the Pattern with a concurrent study format using ProfileXT software and the group of top performers. Then they compared the total group of 22 against the resulting Job Match Pattern.

Results

They selected an overall Job Match percent of 83 to represent a good match. This means that a match of 83 percent or greater should identify a top performer. Here are the results:

- a. 10 of 12 top performers scored 83 percent or higher on the job match.
- b. 5 of 7 moderate performers scored 83 percent or higher on the job match.
- c. 0 of 3 bottom performers scored 83 percent or greater on the job match.

If the hospital had used an overall Job Match of 83 percent to select the registered nurses into two groups (top performers and bottom performers), managers would have selected 83 percent of the top performers and 71 percent of the moderate performers for the top group, and none of the bottom performers.