ELESERV CASE STUDY

HCA HEALTHCARE DECREASED ATTRITION AND REDUCED HIRING COSTS BY $535K BY USING BEHAVIORAL ASSESSMENTS TO RECRUIT & HIRE NURSES

THE SITUATION

HCA Healthcare (HCA) is one of the nation's leading healthcare service providers with a network that includes 185 locally-managed hospitals and 119 freestanding surgery centers in 21 U.S. states and the United Kingdom. HR managers needed to recruit and hire nurses for three training programs in six different facilities and needed a way to ensure they were recruiting candidates who had a high probability of succeeding in the following environments.

- Labor & Delivery
- Emergency Room
- Operating Room

THE SOLUTION

They knew from experience and by collaborating with hiring managers that different aptitudes, strengths and interests were required for nurses to be successful in each area. So, they decided to use behavioral assessments to determine which of the three programs was the best fit for each newly-hired nurse.

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IMPLEMENTATION

All nursing applicants were evaluated using a behavioral assessment to determine their cognitive behaviors and interests. An initial profile compared the candidates with the requirements for each of the training programs. Once top candidates were identified and interviewed, they were compared to the requirements for each location and assigned based on need and best fit.

The successful candidates who completed the 12-week training for each of the programs were rated on their performance after entering the training programs. Measurement criteria included the ability to keep up with the demands of the position, ability to assimilate into the facility culture and environment, patient reviews and management feedback on quality of work.

Each Nurse was rated as exceeding performance, good performance and low performance. By correlating this information with the candidates' assessment data, HCA management was able to identify the following attributes for each type of nurse and develop a profile that would help them recruit candidates who had a good chance to succeed in each program.

EMERGENCY ROOM NURSE	OPERATING ROOM NURSE	LABOR & DELIVERY NURSE
Verbal reasoning	Verbal skill	Learning agility
Conformity	Pace	Verbal skill
Accommodation	People service	Pace
Independence	Creative	Socialbility
People service		Conformity
Financial / Admin		Accommodation

RESULTS

During the two-year study, HCA conducted behavioral assessments on 200 nursing candidates and hired 69 nurses for three training programs. Of that total, 53 new nurses were hired and 16 left the program - 5 fewer than the previous year. This reduction in attrition represented a cost savings of $535,000.

After evaluating the data, HCA Management found a high degree of correlation in key areas that led to candidates' inability to perform according to expectations and resulted in them leaving the program in less than a year.

During the two-year period, 16 of the 69 nurses left the program — 5 less than the same period during prior years.

The hospital reduced recruiting and hiring costs by $535,000.

These attributes were overshadowed by other behaviors during the selection process but were prevalent when performing their daily activities. It was noted that unsuccessful candidates could not keep up with the demands of the job, be decisive when needed and perform independently.

They used this data to develop profiles for the three training programs so they could recruit and hire candidates who had a high probability of completing training successfully and becoming top-performing employees.

ABOUT ELESERV

Based in Waco, TX, eleserv is a group of talented management and service professionals that help organizations maximize growth by helping them hire the right people and developing them to their full potential. They have assembled a wide variety of assessment tools that help organizations with hiring, employee development, leadership development, and customer service training. Our goal at eleserv is to help our clients achieve a strong ROI from their people assets all while providing a world class customer service experience.

With over 100 years of cumulative experience in the Talent Management industry, eleserv has worked with clients of all sizes including Elkay Manufacturing, Sitel, Home Instead Senior Care, Techtonic Group, Kiwi Partners, and Morgan, Lewis & Bockius among others. With a laser focus on customer service and a wide variety of skills test and behavioral assessment solutions, combined with a wealth of knowledge, eleserve can help you with most of your Talent Management needs.

WHY OUR CLIENTS CHOSE ELESERV OVER OTHER VENDORS?

- World Class Customer Service
- Dedicated Account Managers that will help your organization through every phase of implementation but also stays with your organization even after implementation is over.
- Simulation tests for the most common software packages including all the MS Office titles.
- Solid Science
- Multiple pricing options for any budget
- Updated content
- Perfect track record of legal compliance.

Phone: 254.275.4205
Website: eleserv.com
Email: info@eleserv.com

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