

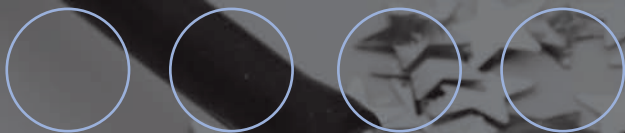


*Organizational Impact Summary*

# Better Hires, Better Outcomes

The Power of Employment Tests to Drive Business Results

*Written by  
Debra Walker  
Brad Schneider, Ph.D.*



**Improving patient satisfaction.**

**Ensuring patient safety.**

**Employee retention.**

**Delivering collaborative care.**

Recent research shows tests are highly predictive of a candidate's success in these four critical areas. Can your organization tap the same results? Read on to learn more.

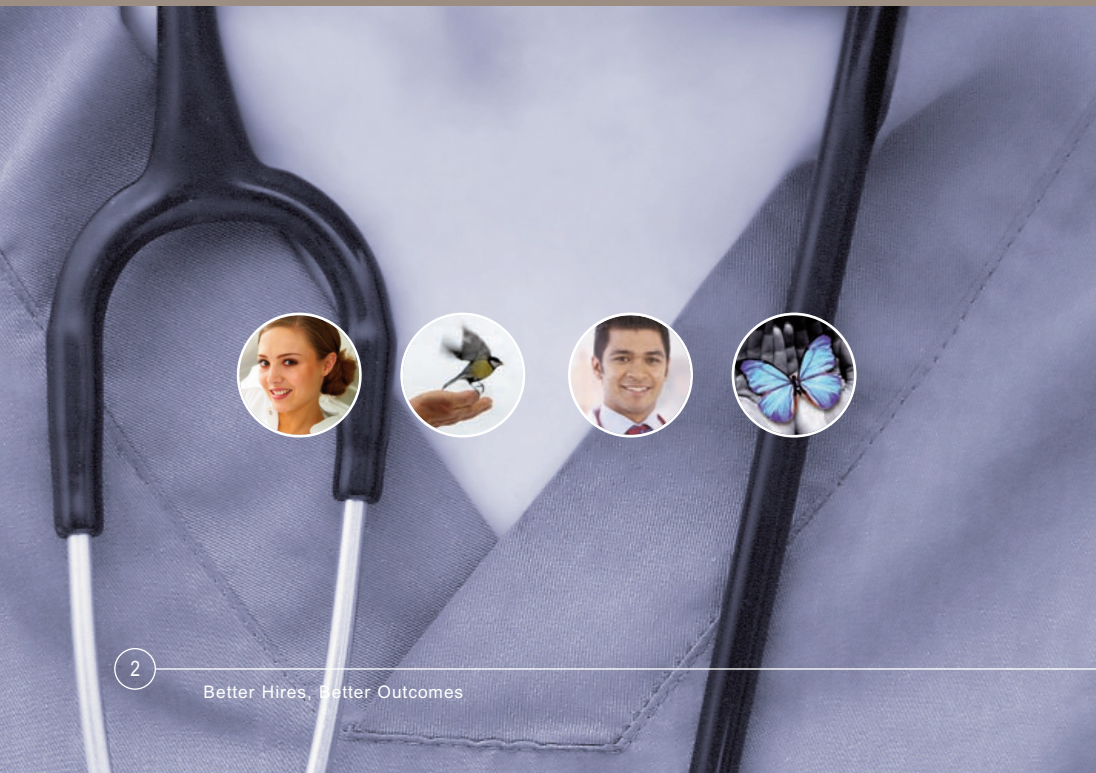
The Talent Management Expert



# Ever Changing

*It's an interesting time to work in health care.*

*Everything is changing, from how hospitals are reimbursed for the care provided to how care is delivered to patients. Every familiar process and procedure must be scrutinized to ensure that the quality of care that is provided is top-notch every time. For many hospitals, their future literally depends on it.*



## So how do health care organizations ensure that each patient receives the best care every time?

By having the best talent. Your staff is your only guarantee in a health care environment. Your people have to be your one constant to ensure that your organization delivers high quality care while constantly improving patient safety, patient satisfaction, and reducing errors—all in a cost effective manner.

Throughout this report, we will share how several organizations utilized DDI's health care-specific career batteries to ensure that the people they select have the ability to improve clinical outcomes. These hospitals strive to improve collaboration, communication, and teamwork—all of which directly impact patient satisfaction and patient safety. By ensuring that they are selecting the right talent, the hospitals represented here will continue to improve employee retention and satisfaction, which contributes to continuity of care and achievement of a 'best place to work' status.

*For more details on how DDI's Health Care Career Batteries can help your organization improve patient satisfaction, ensure patient safety, retain and engage employees, and deliver collaborative care, we invite you to email us at [testing@ddiworld.com](mailto:testing@ddiworld.com).*

## ABOUT DDI'S CAREER BATTERIES



DDI's career batteries are tests that help streamline the hiring process and increase the accuracy of hiring and promotion decisions. They are a valuable tool for identifying individuals who possess the profile critical for success in specific roles.

Career batteries measure candidates in three critical areas: decision making, work disposition, and personal competence. To do this, candidates might be asked to consider a situation and distinguish effective approaches from ineffective ones, or make a judgment that reveals their behavioral tendencies.

The results highlighted in this report were collected from organizations that have deployed DDI's health care-specific career batteries as part of their selection processes.

This report includes results from five types of career batteries:

### Support Services Career Battery

Positions in this job family are typically entry-level, involving minimal patient contact and requiring tasks that are operational (rather than clinical) in nature. Competencies for these roles include Decision Making, Communication, Safety Awareness, Quality Orientation, Adaptability, Managing Work, Applied Learning, and Collaboration. Examples of job categories falling in this bucket include: Laborers, housekeepers, cashiers, instrument techs, custodial or maintenance services, security officers, and drivers.

### Patient Services Career Battery

Positions in this job family are patient-facing with significant patient contact, but do not involve care-giving. Competencies for these roles include Building Patient Loyalty, Decision Making, Communication, Safety Awareness, Work Standards, Adaptability, Managing Work, Applied Learning, Collaboration and Technical Knowledge. Examples of job categories falling in this bucket include: Clerks, specialists, representatives, assistants, analysts, secretaries and coordinators in departments such as admissions, collections, billing, patient services, and data entry.

### **Nursing Career Battery**

Positions in this job family require RN licensure and involve constant patient care interaction. Competencies for these roles include Care Management, Patient Focus, Decision Making, Communication, Safety Intervention, Continuous Learning, Planning & Organization, Quality Orientation, Stress Tolerance, Building Strategic Working Relationships, and Technical Knowledge. Examples of job categories falling in this bucket include: Registered nurses in all departments, nurse practitioners, and clinical educators.

### **Clinical Professional Career Battery**

Positions in this job family are patient-facing professionals. Competencies for these roles include Decision Making, Continuous Learning, Adaptability, Patient Focus, Quality Orientation, Communication, Planning & Organizing, Delegation, and Technical Knowledge. Examples of job categories falling in this bucket include: Pharmacists, social workers, therapists, educators, dietitians, pathologists, and physicians.

### **Healthcare Leader Career Battery**

Positions in this job family include frontline, first-level supervisors with formal management duties and subordinate reporting duties. Competencies for these roles include Building Patient Loyalty, Decision Making, Planning & Organization, Work Standards, Adaptability, Building a Successful Team, Communication, Continuous Learning, Coaching, Developing Others and Building Trust. Examples of job categories falling in this bucket include: Supervisors or team leaders in any area, and charge nurses.



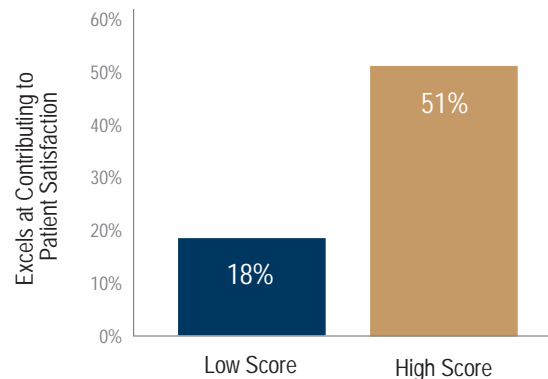
# IMPROVING PATIENT SATISFACTION

The days of a sick patient heading to the closest hospital for all of their needs are gone. In today's market, consumers choose where they want to go and proceed accordingly—even if it means they cross state lines. Competition is fierce for patients—especially patients who require more lucrative procedures. So how do patients choose where to go? People access reviews and ratings for you and your competitors with a quick internet search on your hospital. With HCAHPS data being publicly available and tied to reimbursements, patient satisfaction has never been more critical. What is your organization doing to ensure that you hire the people who will always have an eye on patient satisfaction?

Nurses, housekeepers, patient registration representatives, pharmacists, and food service workers, to name a few, all have the ability to impact patient satisfaction. For this reason, many organizations utilize DDI's health care career batteries to screen in candidates with the motivation and attributes that positively impact the patient experience. Through our research, we consistently find evidence that high scorers on DDI tests are more likely to take the steps necessary to ensure that their patients are receiving superior care. Among these findings:

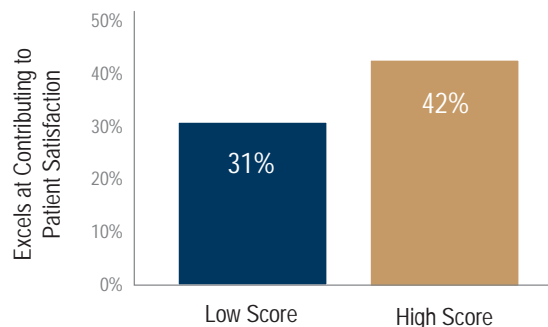
## *Nurse Career Battery*

**Nurses are 183 percent more likely to positively contribute to patient satisfaction.**



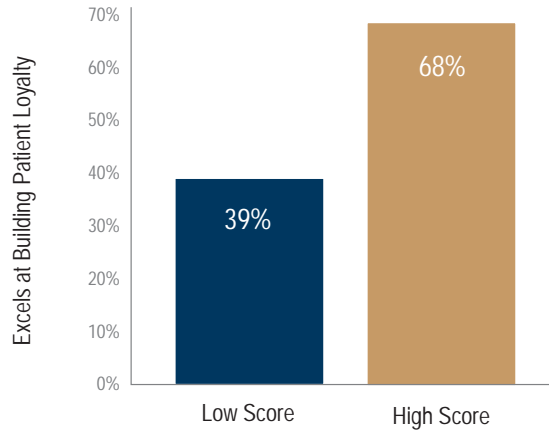
## *Support Services Career Battery*

**Support Services staff are 35 percent more likely to positively contribute to patient satisfaction.**



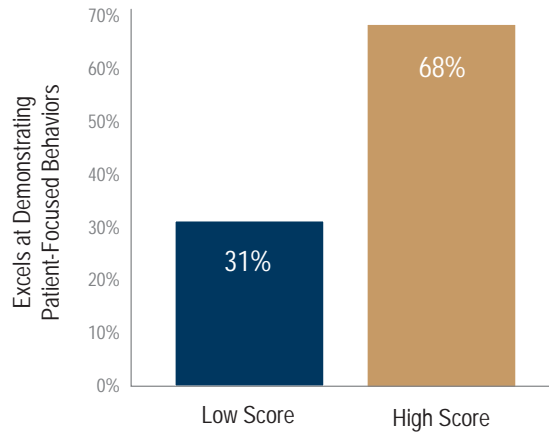
*Patient Services Career Battery*

Patient Services staff are **73 percent** more likely to build patient loyalty.



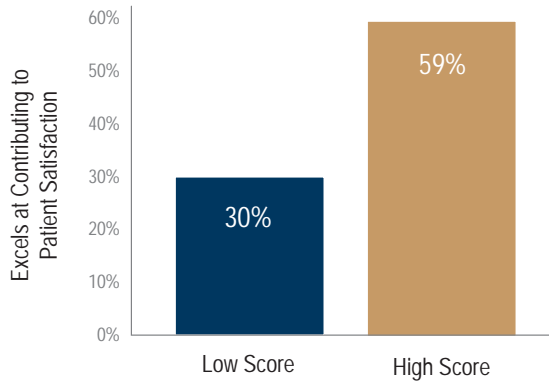
*Clinical Professional Career Battery*

Clinical Professionals are **119 percent** more likely to demonstrate patient-focused behaviors.



*Clinical Professional Career Battery*

Clinical Professionals are **97 percent** more likely to positively contribute to patient satisfaction.





## ENSURING PATIENT SAFETY

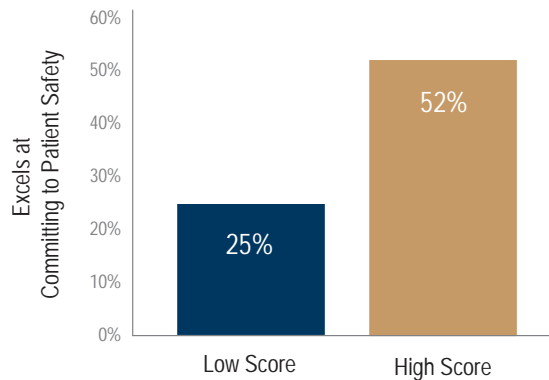
A hospital is no place for errors. Yet an alarming number of adverse events still occur every day. While health care organizations are making great strides in reducing the number of incidents year after year, many would argue that even one error is too many. Health care organizations must promote, support, and demand the highest standards for safety.

Similar to patient satisfaction, a number of people impact patient safety. Nurses, pharmacists, housekeeping personnel and others all have the ability to reduce the number of adverse events in your hospital by intervening to correct a situation where patient safety may become an issue. Are you screening potential employees for a predisposition toward safety awareness?

Following are a few examples of the kind of items that our clients screen for when selecting talent for patient safety orientation. What we discovered is that candidates who score in the highest brackets on the tests relevant to their jobs are the least likely to make errors in patient care.

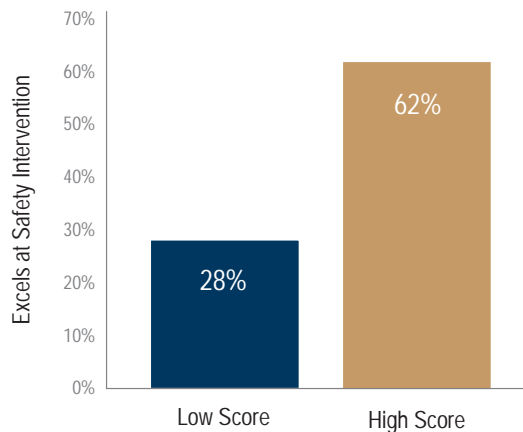
### *Health Care Leader Career Battery*

**Health Care Leaders are 108 percent more likely to excel at commitment to patient safety.**



### *Nurse Career Battery*

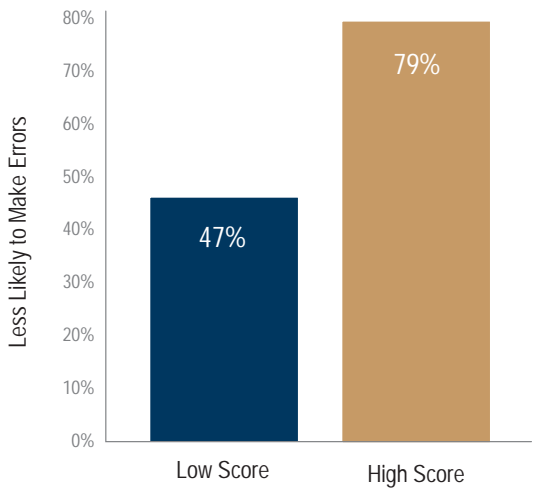
**Nurses are 121 percent more likely to excel at safety intervention.**





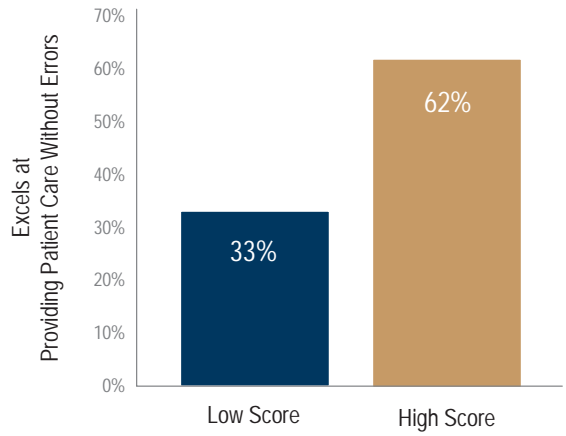
*Nurse Career Battery*

Nurses are **68 percent** less likely to make errors than their peers.



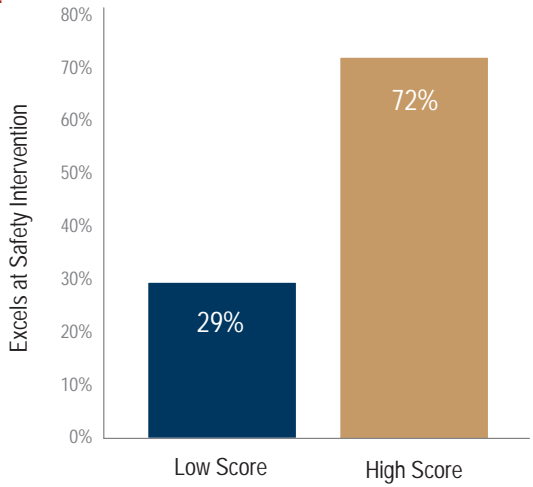
*Nurse Career Battery*

Nurses are **88 percent** more likely to provide patient care without errors.



*Clinical Professional Career Battery*

Clinical Professionals are **148 percent** more likely to excel at safety intervention.





## EMPLOYEE RETENTION

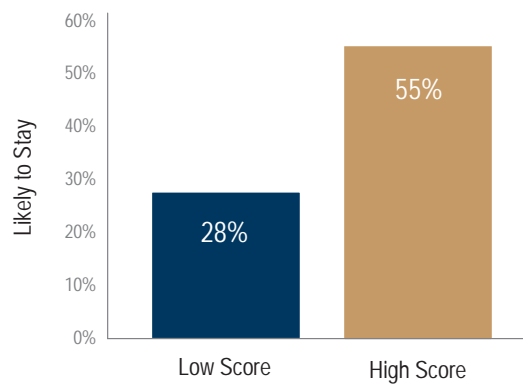
Retaining top talent has long been an issue in health care organizations. The current shortage—and expected increase in the shortage gap—of qualified nurses, doctors, and clinical staff puts considerable pressure on hospitals to retain existing staff and attract top talent. With health care practitioners in such high demand, it's important to find not only the best candidates, but those who will be engaged in their jobs and want to stay with your organization long-term.

Several factors can indicate an employee's likelihood to stay with an organization: Are they satisfied with their jobs? Do they actively seek to enhance their coworkers' satisfaction with their respective jobs? Are they motivated to excel?

Several of our clients find significant value in data that helps them decide if a candidate is likely to stay with the organization through good times and bad. The following examples demonstrate that candidates who score higher on our assessments are more likely to stay with their respective organizations long term and be engaged in their jobs.

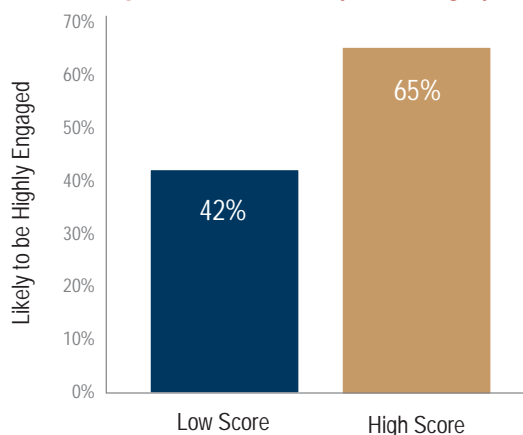
### *Nurse Career Battery*

**Nurses are 96 percent more likely to stay with the organization.**



### *Health Care Leader Career Battery*

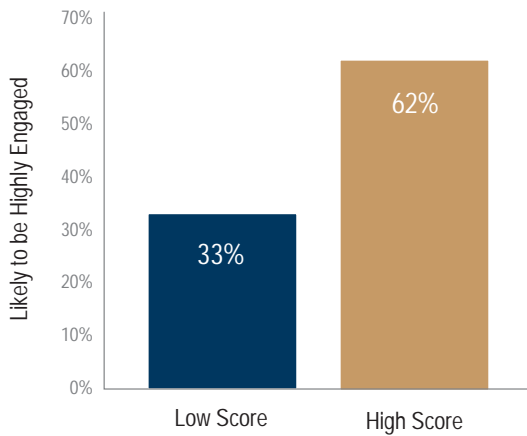
**Health Care Leaders are 55 percent more likely to be highly engaged.**



# Retaining Talent

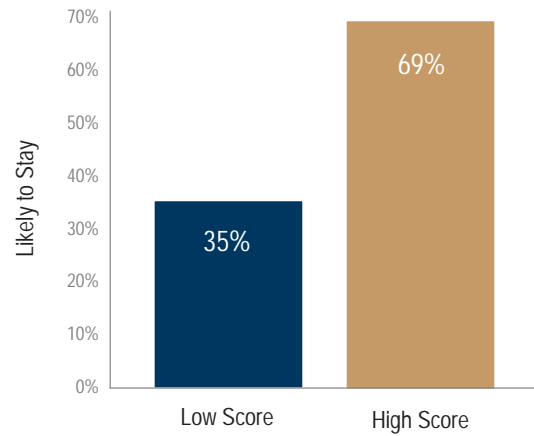
## Clinical Professional Career Battery

Clinical Professionals are **88 percent** more likely to be highly engaged.



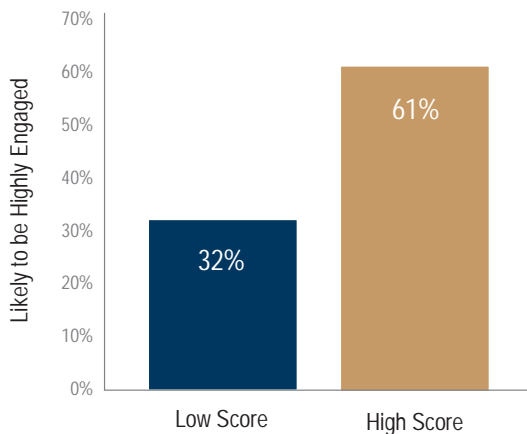
## Support Services Career Battery

Support Services staff are **97 percent** more likely to stay with the organization.



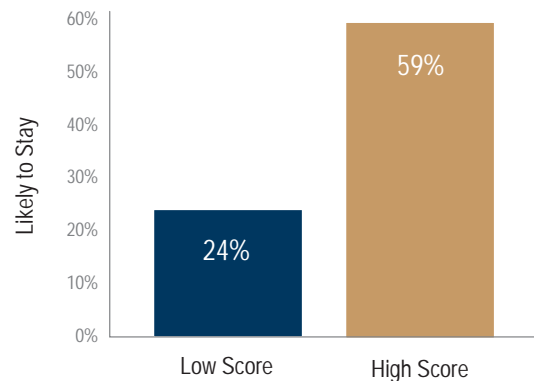
## Patient Services Career Battery

Patient Services staff are **89 percent** more likely to be highly engaged.



## Patient Services Career Battery

Patient Services staff are **143 percent** more likely to stay with the organization.





## DELIVERING COLLABORATIVE CARE

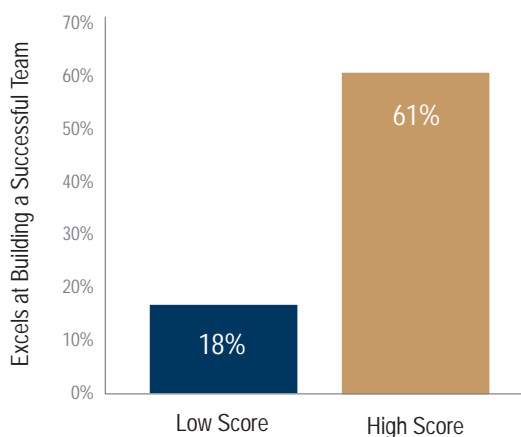
The health care delivery model is changing dramatically. Organizations will need to adapt in order to provide integrative, collaborative care. In order to adjust to outcome-based reimbursement models that reward prevention and wellness initiatives over chronic disease management, entities that previously worked in silos must now collaborate to effectively deliver patient care.

This means that health care organizations must consider not only a staff member's ability to work well with patients, but also with peers and leaders. Communication, creative or effective problem solving, and the ability to work in teams is paramount to success.

The organizations referenced below use DDI's career batteries as an integral part of their selection systems. Our research indicates that candidates who score high on DDI tests are more likely to excel in delivering collaborative care. Among these organizations:

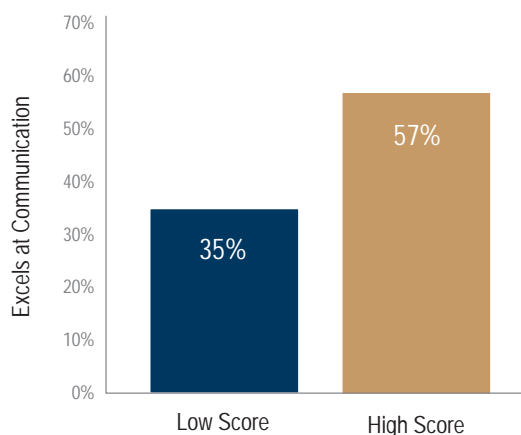
### *Health Care Leader Career Battery*

**Health Care Leaders are 238 percent more likely to excel at building a successful team.**



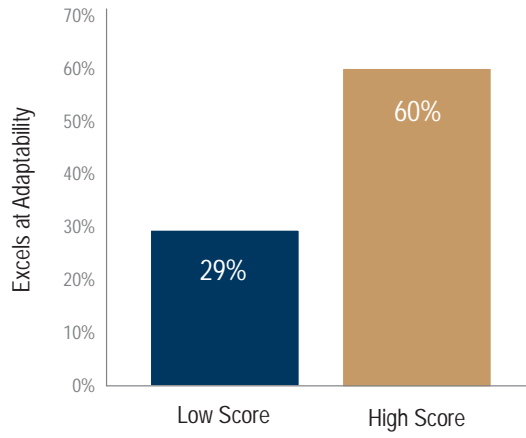
### *Clinical Professional Career Battery*

**Clinical Professionals are 63 percent more likely to excel at communication.**



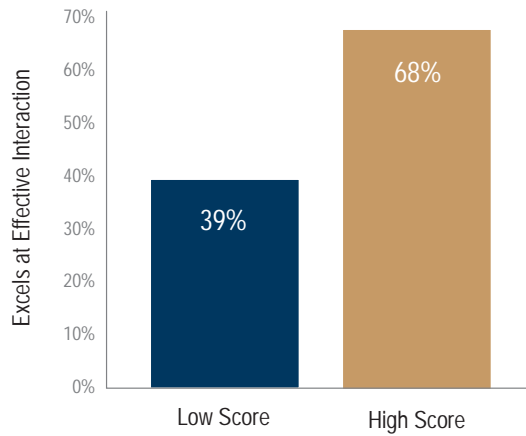
*Clinical Professional Career Battery*

Clinical Professionals are **107 percent** more likely to excel at adaptability.



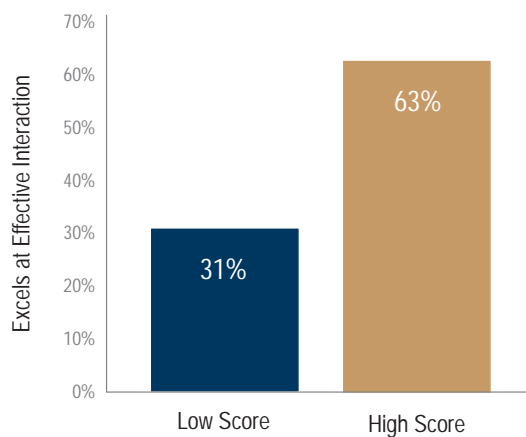
*Patient Services Career Battery*

Patient Services staff are **73 percent** more likely to be effective at interacting with others.



*Nurse Career Battery*

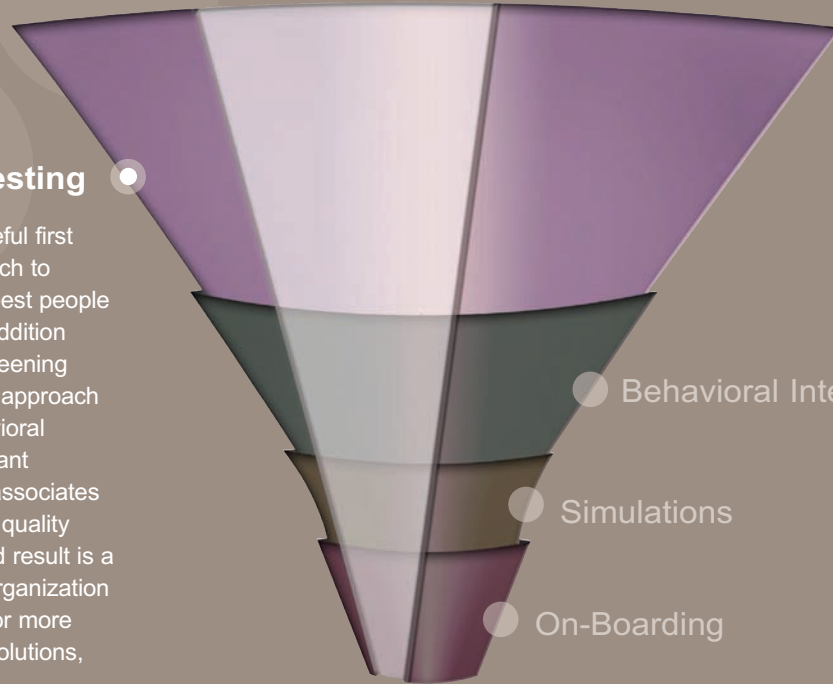
Nurses are **103 percent** more likely to be effective at interacting with others.



# A Holistic Approach to Hiring

## Screening and Testing

Career batteries are a useful first step in a thorough approach to hiring (or promoting) the best people for your organization. In addition to this—or any other—screening and testing tool, a holistic approach should also include behavioral interviewing and job-relevant simulations. Once hired, associates need a strong start with a quality on-boarding plan. The end result is a process that feeds your organization with high-caliber talent. For more information on selection solutions, log on to [ddiworld.com](http://ddiworld.com).



Behavioral Interviewing

Simulations

On-Boarding



## About the Authors

●●●● **Debra Walker, Vice President, Health Care Practice Group**

Debra is the leader of DDI's health care practice, working with leading health care organizations throughout North America. She ensures that DDI develops and delivers services and solutions that are relevant to the specific needs of the industry. A noted public speaker on the topics of leadership, selection, retention, and succession management, she is a member of the American Society for Training & Development and the American College of Healthcare Executives.

●●●● **Brad Schneider, Director, Global Testing Solutions**

Brad Schneider is accountable for driving value for clients through testing, across more than 100 countries. His strategic, yet pragmatic perspective stems from his 20 years of experience helping organizations in both the public and private sectors achieve their selection initiatives. Brad has worked with some of the world's largest and most respected organizations, including Target Corporation, Bristol-Myers Squibb, PepsiCo, and General Motors.



#### THE AMERICAS

WORLD  
HEADQUARTERS  
PITTSBURGH  
412.257.0600

MEXICO CITY  
52.55.1253.9000

TORONTO  
416.644.8370

#### ASIA-PACIFIC

SHANGHAI  
86.21.6113.2525  
SINGAPORE  
65.6226.5335

SYDNEY  
612.9466.0300

#### EUROPE/AFRICA

DÜSSELDORF  
49.2159.91680

LONDON  
44.1753.616000

PARIS  
33.1.41.96.86.86

#### ABOUT DEVELOPMENT DIMENSIONS INTERNATIONAL:

For over 40 years, DDI has helped the most successful companies around the world close the gap between where their businesses need to go and the talent required to take them there.

Our areas of expertise span every level, from individual contributors to the executive suite:

- Success Profile Management
- Selection & Assessment
- Leadership & Workforce Development
- Succession Management
- Performance Management

DDI's comprehensive, yet practical approach to talent management starts by ensuring a close connection of our solutions to your business strategies, and ends only when we produce the results you require.

You'll find that DDI is an essential partner wherever you are on your journey to building extraordinary talent.

#### CONTACT US

EMAIL: [INFO@DDIWORLD.COM](mailto:INFO@DDIWORLD.COM)  
WWW.DDIWORLD.COM



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