

Case Study HEA01¹

Company Information

Industry:	<i>Health Care</i>	Number of Locations:	<i>1</i>
Type:	<i>Hospital</i>	Number of Employees:	<i>370</i>

Basis for Case Study:	<i>High Turnover</i>
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Department:	<i>Mental Health</i>	Number of People Assessed:	<i>25</i>
No. of Employees in Dept:	<i>275</i>	Number of Top Performers:	<i>17</i>
Assessment Used:	<i>The Profile</i>	Number of Bottom Performers:	<i>8</i>

Basis for Study Details

- Overall turnover greater than 40% in 2000 and 2001
- Turnover for Mental Health Workers (MHW) was 59% in 2000 and 68.7% in early 2001
- Involuntary terminations were highest single reason for turnover

Course of Action

- Beginning in mid-2001, every MHW applicant who met minimum job qualifications took The Profile.
- After six months, the Job Match Pattern was readjusted based on top performers.

Results

- This process has *reduced the length of weekly hiring boards* to less than half a day from all day. Now interviewing 8 to 10 MHWs weekly versus 15 to 20 before the application of The Profile.
- *There has been a 52% reduction in MHW turnover* when comparing time periods of FY2002 through May to the same period in FY2001. Turnover of MHWs during FY2001 was 47.6%. Turnover of MHWs during FY2002 was 22.9%.
- Another indicator of the positive effect of The Profile is a *70% improvement in the number of involuntary terminations of MHWs during probation*. During the first nine months of FY2002, 91 MHWs were hired. Nine of these (approximately 10%) had to be involuntarily terminated during probation. During the same period in FY2001, 159 MHWs were hired, and 56 (approximately 35%) were involuntarily terminated.

Benefits

- Four RN's are used for each hiring board. Since beginning the use of The Profile results in the screening process, the length of weekly hiring boards has been reduced by up to four hours per week, saving the time of the Nurse Managers. *This represents an additional salary savings of \$10K to \$20K annually.*
- With a 52% reduction in turnover (131 down to 63), some 68 employees will NOT have to be replaced. This means that 68 New employees will NOT have to be recruited, interviewed, trained, etc. This represents a very large savings in actual cash outlay (in excess of \$300,000.00) as well as staff time. Also, our clients (patients/residents) will have to deal with 68 fewer instances of saying goodbye to a helper and adjusting to a new individual.
- *Savings in time spent training new employees* in pre-service training and on units.
- *Increase in quality of care on the units* because of reduced turnover and a better trained staff.
- *Reduction of vacancy rate on units* and corresponding *lower expenditures for overtime* and/or agency nursing series personnel.

Recommendations

- Currently, the Profile is being used in the latter part of the screening process. Recommend moving The Profile to an earlier point in the screening process, prior to interviewing the candidate.
- Utilize the Coaching report once a candidate has been hired.
- Introduce Profiles International, Inc. to other departments and facilities for a potentially similar impact.