CASE STUDY

RECRUITMENT, COACHING, & RETENTION WITH PROFILEXT®, STEP ONE SURVEY II®, & CUSTOMER SERVICE PROFILE™

Senior Healthcare Industry

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Recruitment, Coaching, & Retention

Driving Home Success with PXT, SOSII, & CSP

AT A GLANCE

CHALLENGES:

- Reducing turnover
- Recruiting good support staff
- Increasing retention

SOLUTION:

The organization relies on several assessments to help recruit support staff. Executives began with Profiles' Step One Survey II® and Customer Service Perspective™, and later incorporated ProfileXT® to help develop leaders.

RESULTS:

Since 2005, Profiles' assessments have helped the organization attain its goals through recruitment, coaching, and retention of the right employees.

In 2010, a health care organization in Kentucky won the designation of a "Best Place to Work"—no small feat for a company that more than tripled its size only four years earlier. Company leaders maintain steady operations by empowering workers through a philosophy of customer service that emphasizes respect for both employees and customers.

Since 2005, Profiles' assessments have helped the organization attain its goals through recruitment, coaching, and retention of the right employees. The results include a 41.2 percent drop in turnover during three years of matching workers to job roles, saving the organization more than $2 million in hiring expenses.

Background & company culture

The organization's ultimate mission is to provide high-quality senior housing and care services to residents. It operates in 15 states, and services range from assisted and independent living to skilled nursing, inpatient rehabilitation, and memory care.

The company embraces its roots in the assisted living area, and its history demonstrates leaders' steady approach to operations even during a period of rapid growth. In November 2006, its facilities multiplied almost overnight when four companies merged. "It happened quickly, but we absorbed and adjusted," the human resources manager for the assisted living division said.

The Louisville, Kentucky-based organization grew from 12 senior care facilities to 74, a number that encompasses 46 assisted living communities, 19 skilled nursing facilities, five multilevel retirement communities, and four rehabilitation hospitals.

When the companies blended, "there were opportunities for us to explore ways of merging," the assisted living executive, a 10-year veteran of the human resources field, said. "We tried to embrace the philosophy from each of the companies. At our very first annual meeting, we all came together and created the mission and values statements. We allowed each of the companies to share what was important to them, and then took those philosophies and made that one."

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The mission statement vows to enrich "the lives of the individuals who live and work with us by responding to their unique needs and universal desire for dignity and respect."

Additionally, the organization committed to these values and stated them openly for all to see:

- Enriching the lives of each resident, patient and employee through teamwork
- Respecting each individual
- Promoting creative thinking and learning
- Leading and serving with humility
- Accepting and expecting accountability
- Providing compassion and kindness to our residents, patients and fellow employees
- Building trust by acting with integrity
- The passionate pursuit of excellent care and service.

This embodies the company's culture, said the human resources executive. "It gives a good sense of who we are and what we hope to achieve through our associates and for our residents and customers."

The organization's facilities can be found in 15 states—Alabama, Arkansas, Florida, California, Georgia, Indiana, Kentucky, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Texas, Virginia and West Virginia. Leaders maintain high standards of operation across a wide range of the country with strong regional support staff. For example, the assisted living division has four regions and includes a regional director of operations, a regional director of sales, and a regional director of marketing. "We rely heavily on our profile to select our support staff," the HR executive said. "They travel on a weekly basis, and they are the ears and eyes of the support center."

The practices of the company were recognized in 2010, when it was one of a handful of organizations in the state to earn the honor of "Best Place to Work in Kentucky" from the Best Companies Group. The judges based their decision on a review of employee policies and procedures and the results of an internal employee survey.

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CASE STUDY
REDUCING TURNOVER & INCREASING PRODUCTIVITY

QUICK FACTS

41.2%
drop in turnover during three years of matching workers to job roles

$2 million
saved in hiring expenses as a result of reduced turnover

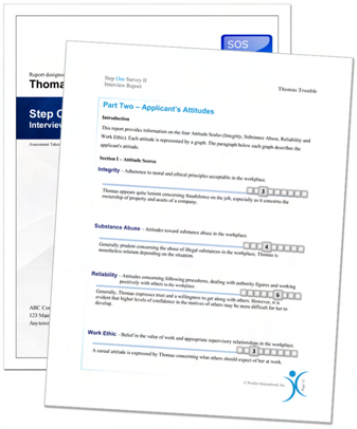
Assessments used

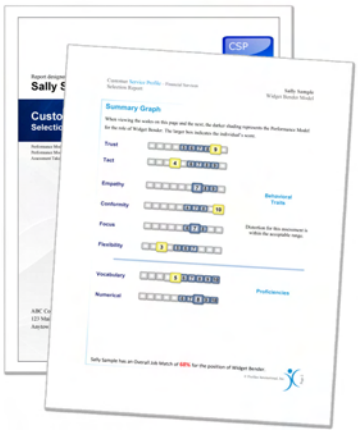
The company relies on several assessments to help recruit support staff. Executives began with Profiles' Step One Survey II® and Customer Service Perspective™, using them with workers in the original 12 communities. Once the merger took place, leaders expanded the assessments to the whole company. Since 2006, hiring executives have assessed 24,000 applicants. "The recruiting manager is diligent in requiring that any candidates for selection are profiled, and that the profile meets our standards," the HR executive said. Once a candidate meets the standards, he or she is referred to a hiring manager for an in-person interview.

Used correctly, the assessments steered both turnover and retention in the right directions—down and up, respectively, the HR executive said.

Step One Survey II®

Appropriately nicknamed "SOS," this assessment gives insight into an applicant's work ethic, honesty, integrity, likelihood for substance abuse, and attitudes on theft—including the theft of company time. It also provides a type of forecast of how well the candidate would blend in with office culture and climate. The assessment does this by measuring promptness, dependability, loyalty, and productivity, as well as conscientious use of company time, resources, and attitudes toward confidentiality of proprietary data and other information.





Customer Service Perspective™

Communicating what good customer service looks like is easier when employees have the right attitudes. This is where the CSP helps. It assesses beliefs and customer service proficiency by measuring characteristics such as tact, trust, empathy, conformity, focus and flexibility. It also assesses skill level in vocabulary and mathematics and measures how each person's perspective on serving customers aligns with the organization's policies and attitudes.

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KEY TAKEAWAY

The assessments are helping the organization determine each job candidate's fit within the culture and alongside the position they are interested in. The job interview provides a subjective tool while the assessments provide an analytical, objective piece.

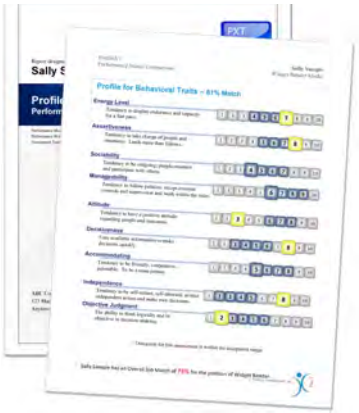
The CSP provides these reports:

- **Placement Report**— The Job Match Percentage tells how well job candidates match an organization's standards and the degree of alignment between a candidate's perspective and the company's perspective.
- **Coaching Report**— This reveals the areas in which individualized training/coaching will instill the attitudes an organization wants in all employees.
- **Individual Report**—Through heightened awareness, each employee gets the opportunity to improve his skills.

The health care organization's leaders encourage the management teams in each community to use reports from the assessments in the interview process. "The report provides us with questions to be asked," the HR representative said. "At the support center level, we use the reports to coach if we have management issues."

Customer service takes on an enhanced role in the organization's assisted living communities because employees play a unique role as "guests" in the residents' homes, the HR executive said. "We are ensuring that they have the proper care, the proper services, and their needs are met. We approach it more from a hospitality standpoint. It's very different from the skilled nursing world because most of our residents are fairly independent. They might need help with bathing or taking medications, but we are not a hospital setting. It's very important to us that we consider the fact that this is the resident's home, and we must provide a level of service that someone would provide when they come into our home."

Leaders are looking for ways of expanding the customer service conversation and ensuring that their customer service philosophy is projected through the CSP so that everyone hired shares the philosophy.



ProfileXT®

After using the first two assessments to quell turnover issues, leaders of the company added ProfileXT® to its toolkit to help develop leaders. Some of the applications include:

- Conducting ongoing training to ensure compliance
- Conducting quarterly training for all new managers
- Reporting monthly on compliance and attrition
- Using the assessment for succession planning and coaching strategy
- Increasing resident satisfaction by addressing turnover

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KEY TAKEAWAY

Summary

Since 2005, Profiles' assessments have helped the company attain its goals through recruitment, coaching, and retention of the right employees.

The results include a 41.2 percent drop in turnover during three years of matching workers to job roles, saving the organization more than $2 million in hiring expenses.

Summary

The assessments are helping the organization successfully determine each job candidate's fit within the culture and alongside the position they are interested in, the HR executive said. "Each position that we have at our company, we build a job pattern. The patterns are based on requirements and duties for that particular position on a daily basis. It's a huge benefit for us to see the results, because you can gather only so much data from an interview alone."

The job interview provides a subjective tool while the assessments provide an analytical, objective piece. "It's one of the many tools we have in our recruiting toolbox—a very valid tool," she added. "We have seen a difference in performance. It's a positive thing to see that, regardless of change, we have consistently had a decrease in turnover and increase in retention across the board."

Assessments and a dynamic management team that is open to embracing and sharing ideas each play a role in those positive changes, she said. "The philosophy and the culture that we are building are based on our mission and values. We have a very dynamic executive team, and that filters down to our community overall. This is not a dictatorship—our leadership team is very refreshing, open, and dynamic."

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Drew Stewart
CrossRoads-Workforce Dynamics, Inc.
501.223.2862
drew@crossroads-wd.com

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