

Meeting Healthcare Challenges with the Science of the Predictive Index®

PI Worldwide 

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Healthcare Challenges in 2010 and Beyond

It is projected that overall healthcare spending as a percentage of the gross domestic product in the U.S. could exceed 20% in the next 10 years. While the baby-boomer generation is poised to consume more healthcare services than any other in history, one of the biggest challenges facing the healthcare industry today is the need for quality, high-skilled talent, especially physicians and nurses. Another challenge is the lack of advancement opportunities and excessive job stress which have led to high turnover in the field. A recent study by VHA, the national healthcare network, cited that hospitals with lower turnover experienced a lower adjusted mortality index than those with turnover rates of more than 12%. The same research indicated that length of stay coincided with employee turnover. The lower the turnover, the lower the hospital stay-yielding many benefits in clinical quality and financial results. In a 2010 HealthLeaders Media Survey, CEOs listed quality/patient safety, physician/nurse recruitment and retention, and employee satisfaction/development as their top organizational priorities for the next three years.

	Priority 1	Priority 2	Priority 3	Total Selected	2010 Percent Selected	2010 Rank	2009 Percent Selected	2009 Rank
Quality/patient safety	65	44	34	143	39.50%	1	69%	1
Physician recruitment and retention	49	51	28	128	35.36%	2	43%	2
Nurse/staff recruitment and retention	1	10	8	19	5.25%	17	12%	9
Employee satisfaction	5	13	28	46	12.71%	9	10%	12

It is critical for healthcare organizations to create a work environment focused on strong job/department fit, as well as improved retention and employee satisfaction in order to deliver the highest quality patient care.

Behavioral or personality assessments help companies realize the full potential of their staff by offering an understanding of what motivates their people. As practical, reliable indicators of workplace behavior, validated assessments are regularly used to:

- Improve hiring/selection
- Enable more successful job placement
- Further develop existing employees
- Reduce turnover
- Enhance listening and communication skills

The information provided by assessments is used to create strong job alignment, understand how to overcome differences in work styles and enhance team performance by having people in place who complement each other. Assessments help identify employees work and learning styles, giving managers the data to understand the drives and behaviors of their key employees and how to capitalize on their individual strengths for top productivity and morale. Used in a healthcare setting, behavioral assessments can

help with the strategic alignment of the business – by placing administrators, professionals, technicians and aides into positions that naturally reward their needs, both the organization and its patients will benefit.

The Predictive Index® (PI®), a behavioral assessment tool developed by PI Worldwide®, offers a unique understanding of the individual needs and drives that impact people's performance. The Predictive Index is supported by more than 400 validity studies.

Predictive Index in Practice

Three PI Worldwide healthcare client case studies are highlighted below. The clients utilize the insight provided by PI to: identify high potential talent for strong job fit, improve team performance, retain their most- skilled talent and foster better communication within their organizations.

MBK Senior Living – Job Alignment and Team Performance

A leader in the assisted living industry, MBK Senior Living has been named one of the “Best Places to Work in Healthcare in 2009” by Modern Healthcare Magazine. This designation validates their progress in creating a workplace of truly committed employees dedicated to serving their clients.

Terry Howard, CEO, explains the role of the Predictive Index (PI) in their workplace: **“It’s imperative for my organization to have the right people in the right jobs. Using PI, we can ensure that employees are aligned with a job that best fits their behavioral style. Our company’s turnover, since implementing PI, has gone from 70% to 39%, which is exceptional for our industry.”**

PI is a critical tool in understanding individual work styles, as well as building and coaching teams to work effectively with each other. Managers at MBK use PI to examine their team's PI profiles to identify the different communication styles that may complement or conflict with each other. This insight builds more effective teams and leads to greater job satisfaction and retention.

To read the full testimonial visit www.piworldwide.com.

Genesis Rehabilitation Services – Creating Strong Job Fit to Leverage Critical Roles

Genesis Rehabilitation Services, a division of Genesis Healthcare, is one of the largest long-term care rehabilitation organizations in the United States. With \$500 million in revenue, Genesis Rehab employs 8,000 therapists and serves more than 850 locations in 23 states, including nursing centers, assisted living facilities, hospitals, home health companies and outpatient clinics. Genesis is both patient-centered and employee-focused, with a commitment to clinical excellence and staff development.

The company knew the impact that having the right people in the right jobs would have on their productivity and team performance. To stabilize its workforce, Genesis Rehab applied the insight it gained from the Predictive Index (PI) to ensure employees were aligned with job opportunities that best fit their behavioral style. For example, the role

of therapist is the most critical for client care and one of the most difficult to staff and retain properly. Genesis implemented PI to develop a more selective screening process by profiling their top performers and using that insight for better selection, identifying high potential talent and uncovering those candidates who would be a good fit for the work culture. Managers were able to gain a better understanding of the motivations and drives of the therapist and used the information for growing and retaining the company's workforce as well as developing cohesive and effective work teams.

“The company’s turnover rate is lower than ever, having dropped from 32% to 8% since PI’s implementation. “We want to do the utmost to keep our employees engaged and motivated in their roles by creating a strong corporate culture that emphasizes mutual respect and open communication.” Dan Hirschfeld, CEO

To read the full case study visit www.piworldwide.com.

Bloomington Hospital – Effective Communication Improves Performance and Motivation

Bloomington Hospital provides comprehensive, high quality, cost—effective and caring services to the people of south central Indiana. With over 3,000 employees supporting dozens of outpatient locations, two hospitals and five physician practices- the foundation of their success is their people.

The hospital implemented the Predictive Index (PI) to help with several initiatives including job fit, team building and performance. Bruce Wade, Director of HR shares an example of PI’s impact on the hospital’s management team:

“The biggest paradigm shift that I’ve found in using the Predictive Index with managers is they have to adjust their management style to motivate their staff. The adjustment is especially difficult for new managers. They realize that they can’t motivate their people by having one mode in which to operate on a daily basis. They have to adjust their behavior given the different individual work styles.”

PI is also the foundation to resolve conflicts with team members. Managers share the PIs of co-workers who may develop a conflict due to their communication or work style. The insight from the PIs helps the individuals better understand and respect their differences, allowing for effective dialog and strategies to adjust their behavior to create a positive work environment.

To read the full case study www.piworldwide.com.

The Science of the Predictive Index

PI Worldwide remains dedicated to conducting research that ensures that the Predictive Index (PI) is work-related, free of bias, valid and reliable. Clients around the world have confidence in the Predictive Index not only because of its repeatable accuracy, but also for its scientific and research-based foundation:

PI Worldwide has an extensive library of over 450 job validity studies covering multiple jobs, industries and countries which document the instrument's validity and usefulness in the business world. The objectives of the studies are:

1. To determine the Factors (personality traits) measured by the Predictive Index that relate most significantly to higher and lower levels of job performance.
2. To develop evidence of the validity of the Predictive Index in this job classification using the criterion-related validation procedures prescribed for this purpose by the Equal Employment Opportunity Commission (EEOC) guidelines.

The Predictive Index is made up of four primary and two resultant factors:

1. **Factor A - DOMINANCE:** The degree to which an individual seeks to control his or her environment. Individuals who score high on this dimension are independent, assertive and self-confident. Individuals who score low on this dimension are agreeable, cooperative and accommodating.
2. **Factor B - EXTRAVERSION:** The degree to which an individual seeks social interaction with other people. Individuals who score high on this dimension are outgoing, persuasive and socially-poised. Individuals who score low on this dimension are serious, introspective and task-oriented.
3. **Factor C - PATIENCE:** The degree to which an individual seeks consistency and stability in his or her environment. Individuals who score high on this dimension are patient, consistent and deliberate. Individuals who score low on this dimension are fast-paced, urgent and intense.
4. **Factor D - FORMALITY:** The degree to which an individual seeks to conform to formal rules and structure. Individuals who score high on this dimension are organized, precise and self-disciplined. Individuals who score low on this dimension are informal, casual and uninhibited.
5. **Factor M** is a measure of a person's **stamina**.
6. **Factor E** measures the extent to which the individual is either subjective or objective in his or her **judgments and decision-making**.

These factors are investigated within the context of three elements: the Self, the Self-Concept, and the Synthesis.

The **Self** is a measure of an individual's basic pattern of drives and behavior—a measure of those drives that are most motivating and those behaviors that are most natural for that individual.

The **Self-Concept** measures the environmental expectations or demands that a person feels, which may or may not fit with his or her natural tendencies.

The **Synthesis**, a mathematical combination of the Self and Self-Concept scores, is designed to measure how that person is actually behaving in the current environment.

The Predictive Index was developed and validated in compliance with Equal Employment Opportunity Commission (EEOC) Guidelines, as well as the professional standards established by the American Psychological Association (APA) and the Society of Industrial & Organizational Psychology (SIOP).

Predictive Index in Practice for Healthcare

Below are the findings of two recent healthcare validity studies conducted by Todd Harris, Ph.D., Director of Research for PI Worldwide.

This Healthcare client is a leading provider of home health nursing, rehabilitation and personal care services. This statistical analysis is based upon Predictive Index patterns and performance information supplied by the client company for 66 sales representatives.

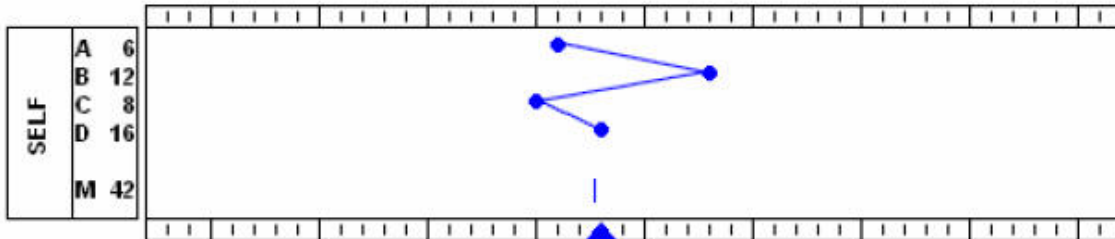
Findings:

Statistically significant connections between the Predictive Index and each of the four sales representative job performance metrics were observed:

- *PI and Retention:* Longer tenure in the sales representative position for this company was associated with comparably higher D Factors (more precision, caution and attention to detail), comparably lower M Factors and comparably higher E Factors (a more objective approach to information-processing/decision making). This study indicated that longer-tenured sales representatives actually had comparably lower M Scores.
- *PI and Admissions Percentage:* Sales representatives with superior admissions percentage performance had higher Self D Factors and higher Self C Factors, although these C Factors tended to still be somewhat lower than the Norm.
- *PI and Percentage of Months Meeting Sales Budget Expectations:* Top-performers as measured by this particular metric primarily had lower Self B Factors, (a more analytical, task-oriented and matter-of-fact style). A comparably higher Self C Factor was also beneficial for performance on this metric.
- *PI and Percentage of Months Meeting Sales Budget Targets:* The PI-job performance trends observed for this metric were lower B and higher D Factors. In addition to these findings, a comparably higher E Factor (more objective) and comparably lower A Factor (more team-oriented) were also critical drivers of better job performance.

Recommended PI Pattern:

The following pattern illustrates the Factors likely to be associated with the highest levels of performance, based on data provided by the client.



Behavioral Summary:

- Proactively connects quickly to others, open and sharing of him/herself
- Comfortably fluent and fast talk, motivates others by considering their point of view
- Socially-focused, empathizes with people
- Teaches and shares; often working collaboratively with others, accommodating

Selling Approach:

- Convivial and persuasive
- Composed and thorough when representing products where he/she is an expert
- Warm and sincere with customers
- Reluctant to push or pressure a prospect
- Generally liked and trusted by clients

Coaching Strategies:

To maximize effectiveness, consider providing him or her with the following:

- Clear, specific description of the job, with duties and responsibilities clearly defined.
- Opportunities to learn everything needed to know about his/her job
- The support and help of management, when working outside his/her area of expertise
- General assurance of security, respect and appreciation of his/her work
- Opportunities for interaction with people

For more information on this validity study, contact info@PIWorldwide.com.

This healthcare client is a cooperative whose members are community blood centers across the U.S. The statistical analysis is based upon Predictive Index patterns and performance information supplied by the client company for 420 Phlebotomists.

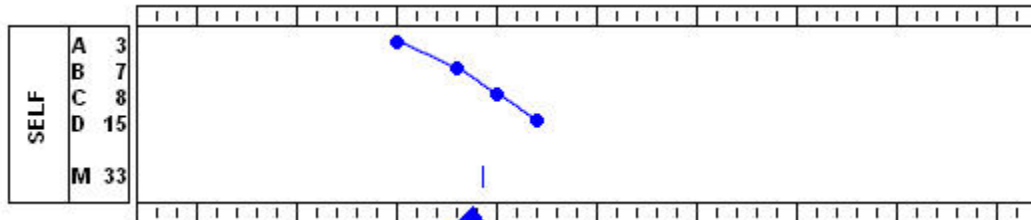
Research question: Do phlebotomists with certain Predictive Index patterns experience fewer donor reactions? **Answer:** Yes

Findings:

In a sample of 420 Phlebotomists taken from various locations, statistical testing indicated that compared to their peers, phlebotomists with fewer donor reactions had:

- Lower C Factors: Comparably faster work-pace, more comfortable with multi-tasking.
- Narrower C>A Factor Spreads: Comparably more pro-active.
- Lower D Factors: Comparably less formal and more flexible.
- Higher B Factors: Comparably more extroverted and socially-oriented.
- Note that of these PI Factors, the C Factor had the single largest impact on donor reaction rates.
- This testing revealed that approximately 20% of the variability in phlebotomist job performance as measured by donor reactions is attributable to his or her Predictive Index pattern.

Average PI Pattern: Top 50 Venipunctures



For more information on this validity study, contact info@piworldwide.com.

In summary, the Predictive Index is a proven scientific instrument to predict performance levels based on natural behavioral drives and motivations of an individual in relation to a specific job. It has proven to be a valuable tool in healthcare organizations around the world, ranging from hospitals, long-term care, and assisted living facilities to hospice and rehabilitative services.