Industry Spotlight
Healthcare

HOGAN
▶ **Talent Analytics**

Introduction

This is a pivotal moment for the healthcare industry. The global population of people aged 65 and older has grown faster than any other age group, leading to an increased demand for healthcare services.[1,2] Meanwhile, as physicians and nurses age and enter retirement, medical and nursing schools aren't producing enough new graduates.[2] The worldwide shortage of 7.2 million healthcare workers is projected to more than double by 2030, reaching 15 million.[2,3]

What was already a worrisome trend has been exacerbated by the COVID-19 pandemic. Disproportionate rates of infection and fatality among healthcare workers, coupled with overwhelming patient loads, have strained medical systems everywhere, magnifying the existing worker shortage. For organizations seeking to hire, the pool of qualified healthcare workers is small,

making an accurate selection process and retention of existing employees even more critical.

The pandemic has also disrupted supply chains and created a deficit of personal protective equipment, leading the World Health Organization to call for manufacturing to be increased by 40%.[4] With the need for increased production comes the risk of worker fatigue and burnout and the imperative for organizations to identify safety-conscious employees with strong morale.

In other words, organizations in every corner of the healthcare industry are facing complex challenges related to staffing, production, and more — both now and looking to the future. To make matters more complicated, many of these challenges must be resolved remotely and urgently.

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Having effective talent acquisition and development strategies is no longer optional for organizations to survive — it's vital. As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, reduce turnover, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

Grounded in more than 40 years of psychological research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**
A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**
A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**
A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless HR and IO professionals ensure that the right people are in the right roles. Check out the following five case studies to learn more about how our solutions have helped organizations in the healthcare industry resolve the challenges their businesses face and achieve their objectives.

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Hiring Better Registered Nurses

A nationwide healthcare provider wanted to improve its selection process for screening registered nurses, including acute care nurses, advanced practice nurses, critical care nurses, and clinical nurse specialists.

Working with the healthcare provider, Hogan created a custom selection profile measuring competencies most predictive for registered nurses, including a strong drive to help people, the ability to stay calm and composed under pressure, willingness to take initiative, good social skills, and dependability.

Hogan's extensive research on the relationship between personality and performance indicates that the healthcare provider will see a **27% improvement in selection accuracy** by using the profile when hiring new registered nurses.

▸ **Improved Selection Accuracy**

WITHOUT HOGAN PROFILE	WITH HOGAN PROFILE
50% / 50%	36.5% / 63.5%

■ BAD HIRE SELECTION   ■ GOOD HIRE SELECTION


Photo by Pranidchakan Boonromon pexels.com

Identifying Effective Medical Device Product Managers

Hogan collaborated with a medical device manufacturer and distributor to improve its selection process for product managers.

Successful product managers are passionate and act with a sense of urgency. They also balance competition and collaboration, cooperating with others to support the sales force. Detail oriented, they focus on high-quality results and value established ways of accomplishing tasks.

Product managers who met the Hogan profile were **eight times more likely to receive favorable ratings from supervisors** — based on overall performance, alignment with organizational values, and critical work behaviors — compared to those not meeting the profile.

▶ **Overall Job Performance**

8x more likely

JOB PERFORMANCE

■ LOW HOGAN SCORES   ■ HIGH HOGAN SCORES

Photo by Pixabay on pexels.com
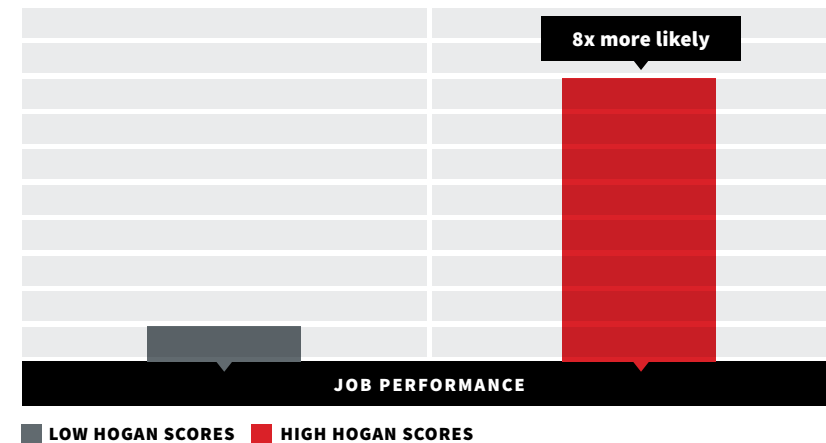
Retaining Healthcare Marketing Consultants

A healthcare staffing company wanted to build a personality profile for selecting and retaining marketing consultants in core, high-impact roles across the organization.

Focus groups revealed that high-performing marketing consultants are dependable, confident, and detail oriented. They should be calm under pressure, decisive, and adept at building and maintaining relationships. We recommended a targeted approach to improve the company's assessment process, combining custom Hogan assessment and behavioral interview questions driven by Hogan's Sales Basis report.

By hiring competitive, high-energy candidates who seek out challenging projects, the healthcare company **reduced turnover by 61%** one year after implementation. Prior to Hogan, turnover was high at 82%. After Hogan's solutions were implemented, turnover dropped to 21%.

▶ **Turnover Before and After Hogan**

82%

21%

BEFORE HOGAN

AFTER HOGAN

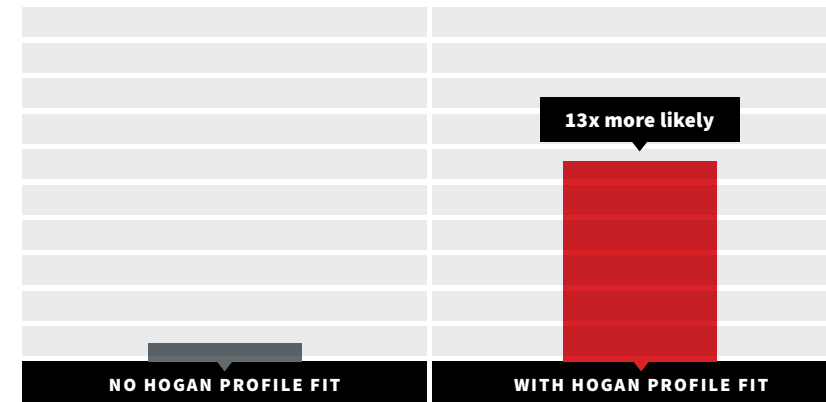Photo by Martha Dominguez on unsplash.com
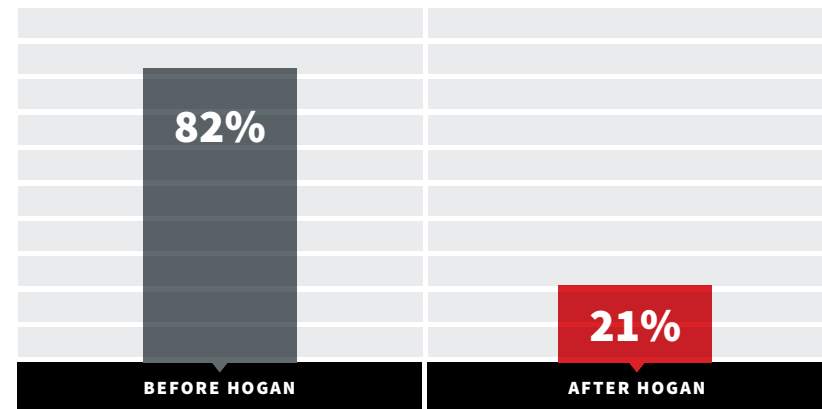
Reducing Turnover Among Health Assistants

Hogan partnered with a business services company that assists other companies in reducing medical insurance premiums. We built a selection profile to address the company's ongoing challenges with high turnover among health assistants.

The Hogan profile used a combination of assessment scales to improve on-the-job performance and decrease health assistant turnover. Hogan found that customer-focused health assistants who stay on task and translate ideas into working solutions were more likely to stay and be successful at the company.

Health assistants who fit the Hogan profile received higher overall performance ratings and were **three times more likely to be rated as strong performers** compared to those not fitting the profile. They were also nearly **13 times more likely to remain with the company** compared to those not fitting the profile.

▶ **Reduced Turnover**

13x more likely

| NO HOGAN PROFILE FIT | WITH HOGAN PROFILE FIT |

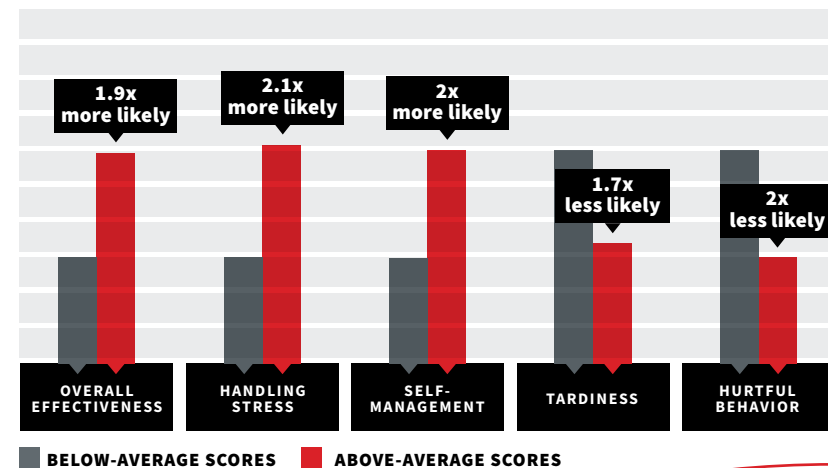Photo by National Cancer Institute on unsplash.com

Identifying Effective Medical Service Leaders

Hogan worked with a regional hospital system to improve its practices for identifying medical service leaders across the healthcare system.

Effective medical service leaders are good communicators who provide development opportunities to their colleagues and thrive in high-pressure work environments. Successful leaders must minimize the influence of their personality derailers, or counterproductive behaviors. Hogan's Leader Basis profile screens out supervisors who are overcritical, are unable to maintain positive attitudes, and treat employees poorly when stressed.

When Hogan applied the Leader Basis profile to the medical service leader sample, those who scored high were nearly **two times more likely to be rated as effective job performers** — likely to handle stress well, self-manage skillfully, and bring discipline to their work. They also show **fewer counterproductive behaviors**, such as showing up late for work (1.7 times less likely) or acting in an offensive or hurtful manner to other employees (two times less likely).

▶ **Effective Job Performance**

	Below-average scores	Above-average scores
OVERALL EFFECTIVENESS		1.9x more likely
HANDLING STRESS		2.1x more likely
SELF-MANAGEMENT		2x more likely
TARDINESS		1.7x less likely
HURTFUL BEHAVIOR		2x less likely

■ BELOW-AVERAGE SCORES   ■ ABOVE-AVERAGE SCORES

Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover, vacant positions, or safety-related issues, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with organizations in the healthcare industry for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit hoganassessments.com or call us at +1.918.749.0632

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