

## JUDGMENT INDEX™ IMPACT STUDY

# Memorial Hermann Healthcare System

**Impact:** Memorial Hermann Healthcare System significantly reduces turnover and training costs

**Industry:** Healthcare



JUDGMENT INDEX

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## **Client: Memorial Hermann Healthcare System**

Memorial Hermann is the largest not-for-profit healthcare system in Texas. With nearly 20,000 employees, it serves the greater Houston community through 11 hospitals, a vast network of affiliated physicians and numerous specialty programs.

### **Problem**

Hospitals continuously face the staffing battle of having enough nurses and qualified personnel to care for their patient population. Without adequate staffing, patient care and patient outcomes can suffer greatly. Shortages and turnover are constant and expensive battles in healthcare systems. Anything that can be done to improve these areas will have a direct and significant impact both to the patient and the bottom line.

### **Procedure**

To mirror the character traits that motivate, guide, and direct the best performing healthcare professionals, studies were undertaken to measure the values and judgment of the top performing individuals in the hospitals key positions. Analysis of data gathered in this process enables the construction of Best Performer models and reports - used by Human Resources in the hiring process.

### **Process**

During the recruitment and interview process, applicants complete the assessment, a process that takes 10 to 15 minutes. Hiring managers receive scoring feedback within minutes of the finished assessment. The report provides valuable information of predictive performance, benchmarked against the customized Best Performer model.

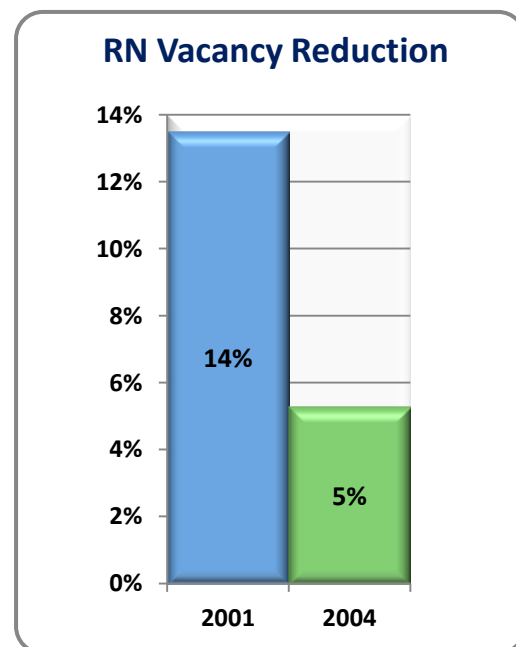
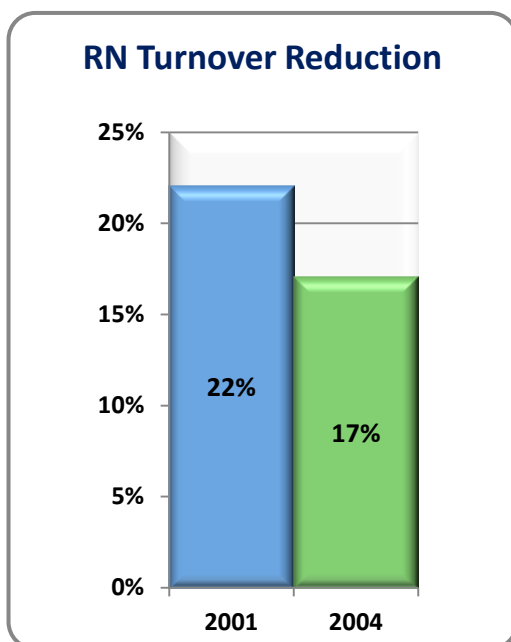
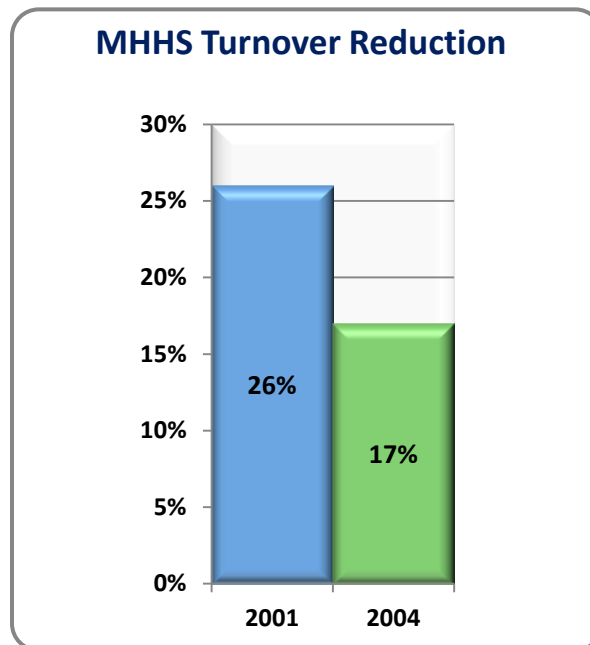
### **Results**

Using the Judgment Index™ processes and reports, Memorial Hermann substantially reduced turnover and vacancy rates. Recruiting to best performance template allowed new employee training time to be reduced from eighteen (18) weeks to eight (8) weeks.

**Hiring the RIGHT people reduced turnover, improved performance, and in 2004 alone saved MHHS \$4,250,000.**

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Hiring the RIGHT health care professionals improves patient care and the bottom line.



**\$4,250,000 saved in 2004.**

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***What they are saying at Memorial Herman Healthcare System:***

***“The Memorial Herman Healthcare System is using the Judgment Index™ extensively. We are constantly measuring and improving the values of our organization. Value-based staff helps us achieve our goals of quality service throughout our organization.”***

■ Dan Wilford, CEO, Memorial Hermann Healthcare System

***“Lowering the high cost of turnover and avoiding the expense of “bad” hiring decisions clearly make the use of this tool very financially attractive, not to mention the benefits our patients receive by our doing a better job of having the right people in the right jobs.”***

■ Doug Beckstett, VP, Chief Human Resources Officer, Memorial Hermann Healthcare System