



# FACTS

## PATIENT SERVICES CAREER BATTERY

### A TOOL FOR QUICKLY AND EFFICIENTLY IDENTIFYING THE BEST PATIENT SERVICES CANDIDATES

From receptionists to patient account representatives to unit clerks, Patient Services employees are often the first contact a patient has with a hospital facility. Their effectiveness and customer orientation can play a major role in impacting patient satisfaction.

On the other hand, these positions attract high volumes of applicants who bring with them a wide variety of backgrounds and experiences. As a result, staffing and recruiting personnel spend a great deal of time sifting through candidates to quickly fill these important patient-facing positions.

There's a fine balance between quality and speed of hire that can be better managed with a good selection system, particularly one that includes a fair and legally defensible screening tool that can identify high-potential candidates for these critical positions.

DDI developed, tested, and validated the Patient Services Career Battery in partnership with members of a large group of teaching hospitals. As a result of the validation process, the inventory has been proven to:

- > Accurately predict patient-services employee overall job performance, as

employees who scored high on their inventory got higher performance ratings from their supervisors.

- > Accurately predict candidates' on-the-job competencies such as Communication, Building Patient Loyalty, Adaptability, Applied Learning, and Work Standards—five key competencies required in the Patient Services job family.
- > Clearly indicate Patient Services employee job satisfaction, as employees who scored high on their inventory were generally more satisfied with their jobs.

These results indicate that the Patient Services Career Battery is an effective tool in identifying candidates who have the potential to perform better, be more satisfied with their jobs, and relate better to patients.

### THE BENEFITS

The Patient Services Career Battery allows you to:

- > Quickly attract and identify the most qualified candidates early in the selection process, so that you interview fewer people and make faster job offers.
- > Match skills, interests, and potential to job requirements, so that you can retain top talent longer.
- > Ensure that individuals selected for patient services jobs have a strong orientation toward patients, learning and development, and taking accountability for their work—all of which, in the long term, help improve patient care.

- > Ensure that your hiring process is legally defensible.
- > Enhance applicant acceptance of your selection process and your organization, so that candidates view your organization as the employer of choice.

## THE DETAILS

The Patient Services Career Battery was developed as a tool for selecting applicants into Patient Services positions. This comprehensive tool includes three components: work-related judgment items, work style and dispositional items, and background experience items.

**Work-related Judgment items** predict job performance in ability-related competencies such as Applied Learning and Decision Making; interpersonal competencies such as Building Patient Loyalty, Communication, and Collaboration; and motivational competencies such as Initiating Action. Here are two sample questions:

1. You have just started working at the front desk and have noticed that the coworker who was assigned to train you is often impolite to you. You have also noticed that he has to stay longer to close the front desk, but then becomes resentful about it. What might you do in this situation?
  - A. Ignore the situation and continue to work as you have been doing.
  - B. Inform your supervisor about your coworker's behavior and ask your supervisor to speak with him.
  - C. Ask your supervisor if you can learn the closing duties and begin alternating your closing days with your coworker.
  - D. Tell your supervisor that you want to be scheduled with someone else because your current coworker is impolite with you.

SYSTEM ADMINISTRATORS CAN SET UP NEW CANDIDATES, GIVING THEM USER IDS AND PASSWORDS SO THEY CAN COMPLETE THE PATIENT SERVICES CAREER BATTERY.

The screenshot shows the 'TESTTRACK' web application interface. The main heading is 'Add A New Candidate'. The form is divided into three sections: 'General Information', 'Contact Information', and 'Login Information'. The 'General Information' section includes fields for ID (with a '(New)' button), SSN, Last (with 'UHC' entered), First (with '1' entered), MI, and Suffix. The 'Application Date' is '1/22/2003 8:50:57 AM'. The 'Contact Information' section includes 'Address #1' (with a dropdown menu), 'Primary Phone' (with '111-222-2222' entered), and 'Email Address'. The 'Login Information' section includes 'User Name', 'Password', and 'Confirm Password' fields. A 'SAVE CHANGES' button is located at the bottom right of the form. A sidebar on the left contains navigation links: Admin, Candidate, Search, Add New, Activity, Bulk Add, and Reports. The top right corner has a 'Log Off' link.

1	2	3	4	5
VERY INEFFECTIVE	SOMEWHAT INEFFECTIVE	NEITHER EFFECTIVE NOR INEFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE

Using the scale above, rate the effectiveness of each action in the following list for dealing with an angry patient who has come to you with a complaint.

1. Listening to the patient’s concerns and saying nothing.
2. Asking the patient questions about specific reasons that he or she is upset.
3. Empathizing with the patient’s feelings about the situation.
4. Agreeing with all the patient’s complaints.
5. Referring the patient to a more experienced coworker.

**Work Style and Dispositional items** ask candidates to indicate their agreement or disagreement with a series of statements about their typical behavioral style at work. Items are presented for each of three dispositions linked to effective Patient Services performance: adaptability, positive disposition, and work quality. An additional set of items is also presented to assess a candidate’s interest and motivation to work in an organization with high involvement, team-based attributes. Work style and disposition items predict effectiveness in core patient services competencies such as Building Patient Loyalty and Collaboration, as well as job satisfaction. Here are some sample questions:

A PROGRESS MAP (ON THE LEFT SIDE OF THE CANDIDATE SCREEN) AND POP-UP WARNINGS GIVE CANDIDATES VISUAL GUIDES TO THEIR PROGRESS THROUGH THE PATIENT SERVICES CAREER BATTERY. CANDIDATES COMPLETE THE BATTERY BY CLICKING ON THEIR RESPONSE. THEY NAVIGATE THROUGH THE SCREENS BY CLICKING ON “NEXT” BUTTONS.

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

Rate your level of agreement with each statement.

1. I acknowledge the concerns and contributions of others as often as I can.
2. Management's explanations are usually truthful.
3. I sometimes find myself not working as hard as I should.
4. It takes me a lot of time to get started when I sit down to work.
5. Changes in my work responsibilities have taught me a lot.
6. I tend to question coworkers' motives when they offer help.

**Background Experience items** ask candidates to answer questions about their past work-related behaviors. Candidates are scored based on the similarities between their experiences and Patient Services job responsibilities. Background experience items predict performance in competencies such as Work Standards, Collaboration, and Managing Work. Here are two sample questions:

1. When you have made potentially costly mistakes, you have:
  - A. asked your supervisor how to fix the mistake.
  - B. admitted the mistake and then worked to fix it.
  - C. worked to fix the mistake before others have found out about it.
  - D. ignored the mistake and turned your attention to more important matters.

The content for each of the items was developed in partnership with employees who serve in Patient Services positions, candidates for those positions, and HR and organizational leaders who hire and supervise these employees. As a result, the inventory items are a fair and accurate representation of situations, competencies, and experiences associated with Patient Services positions.

The scores from each of the four screening tool components are combined to determine the candidate's overall composite score.

## PROGRAM IMPLEMENTATION

DDI hosts the Patient Services Career Battery on our web servers, giving access to qualified facilities and their users.

**System Administration.** Each facility identifies a system administrator (usually a key contact in Human Resources) who is responsible for general system administration for the facility's users, who could include staffing and recruiting personnel as well as hiring managers and candidates.

**Candidate Screening.** When the facility is ready to screen candidates for Patient Services positions, the system administrator sets up a PC with "candidate access" to the Patient Services Career Battery and gives the candidate a log-on ID and password. The candidate then logs in to launch the Patient Services Career Battery system.

The system will present some explanatory screens followed by a Personal Information screen where the candidate enters personal information used to create their record in the inventory database. Next, the candidate receives some details about the questions, how to answer the questions, how to track

their progress, and how long they have to complete the inventory. The candidate then proceeds to complete the inventory.

As the candidate reaches the end of the inventory, they will be asked to provide some voluntary information that the facility can use for EEO tracking purposes. Next, the candidate will be asked to note their reactions and comments about their experience with the Patient Services Career Battery. Your facility can use this feedback to adjust or refine the screening process. The last screen gives the candidate an idea of the next steps in the selection process.

Once a candidate completes the inventory, the scores are compiled and combined to generate an overall score. This information is stored in a database that segments the candidates into bands based on their scores. The data can also be used to generate EEO reports and lists of candidates falling into each band. All this information is available in real time, so it is available for review as soon as a candidate completes the Patient Services Career Battery.

## TARGET AUDIENCE

DDI's Patient Services Career Battery is designed to quickly and efficiently identify the best candidates for patient-facing positions such as account representatives and unit clerks for your health care organization.

## RELATED SOLUTIONS

If you are interested in the Patient Services Career Battery, be sure to ask about DDI's other health care-specific tests for support services, nursing, and health care leader positions.

## TO LEARN MORE

Take an early step to smart and fast hiring decisions and make an impact on your nursing workforce. To learn more about enhancing your hiring system, please call your DDI Account Executive, our Client Relations Group at 1-800-933-4463, or visit [www.ddiworld.com/healthcare](http://www.ddiworld.com/healthcare).

## SYSTEM REQUIREMENTS

CPU: 486-100 minimum;  
P166 recommended

RAM: 32 MB minimum;  
64 MB recommended

Hard Drive: 200 MB free minimum;  
500 MB free recommended

Modem/Internet Connection: 28.8 KBPS  
minimum; 56 KBPS recommended

Browser: Internet Explorer 4.0 or Netscape  
4.01 minimum; Internet Explorer 5.0 or  
Netscape 4.5 recommended

Operating System: Windows 95 minimum;  
Windows 98 or NT recommended

## CONTACT INFORMATION

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