

Selecting patient escorts



**ASSIGN
BUSTER**

Summary City Hospital is known for treating renowned patients such as pro football players, movie stars, top executives, etc. Thus the hospital wants to strive and maintain their image through outstanding customer service and conduct. City hospital offers individuals an employment position within the organization as a patient escort. Patient escorts are simply needed to move patients from one place to another.

Lately, the hospital has experienced an increase of patient escort complaints from its patients. While the job is a simple one the position is critical to the reputation of the hospital, since the escort is the last person patients see before they are discharged from the hospital. There are 40 patient escorts. However, turnover among patient escorts are high and some of the escorts typically transfer to other jobs within the hospital. Therefore, about fifty percent of the escorts need to be replaced annually.

The hospital follows a standard procedure when hiring patient escorts. The HR department reviews the files of the applicants, selects two or three for an interview and requires a physical exam upon hiring. Afterwards new escorts attend an orientation followed by on-the-job training from their immediate supervisor. The problem with the patient escorts is during the last two years there have been a lot of complaints from patients about escort behavior.

Some complained of being treated rudely and roughly. Patients couldn't remember the names of the escorts and administrators couldn't address them about their behaviors. The next step was to find a way to alter the hiring process in order to eliminate the hiring of rude, insulting, or careless patient escorts. Relevant laws, HR practices, issues, and alternatives Finding

a candidate that meets basic criteria's such as education background and wanted work experience is only half of what's needed to hire a productive employee, that's why today's organizations have created an gamut of ways to effectively weed out and prepare both perspective candidates and seasoned employees on their ideal core competencies. Whether providing detailed jobs descriptions, administering aptitude test or through rigorous training these companies seek to hire well rounded employees that not only perform well in some areas but in all.

As the first and most basic practice in finding great candidates, starting with a detailed jobs descriptions make the most sense. A job description consists of three important parts; a brief summary of duties and responsibilities, requirements for consideration for the position and befits provided, these give the applicant a basic idea of what this particular establishment is seeking in a new hire therefore filtering the first wave a potential applicants before any resumes are submitted. For example, a short job description of duties and daily tasks of a tax accountant will would read as such, " Job description: Detailed oriented diligent worker that who has a proficient degree of computer literacy, doest mind working over 40 hours during tax season and a passion for numbers. Requirements: bachelor's in business administration with a concentration in accountancy in addition to four continuous years in corporate tax accounting.

Benefits: starting salary-\$50, 000, three weeks paid vacation and full medical coverage within two weeks of employment. " This detailed and concise description does the job by informing interested applicants on what's expected. Secondly, aptitude and personality testing are great ways to

gauge possible employee's skills and temperaments while determining if existing worker have the right skill set and makeup to continue in their job path. As one of the first readily used corporate personality tests the Myers Briggs Type Indicator (MBTI), was developed during the 1920's by its namesake, Kathryn Briggs and Isabelle Myers to measure its participant's nature through a 93 forced answer questionnaire. Trimmed down to a 70 question survey many large corporations such as JP Morgan Chase and General Electric use this survey as a useful tool in both recruiting and instructing workers.

The MBTI separates its partakers into these subsets; (E) Extroversion vs. Introversion (I), (S) Sensing vs. Intuition (N), (T) Thinking vs. Feeling (F), (Q) and Judging vs. Perceiving (P) after this each personality type is tallied and grouped the test gives a descriptive summary of the participant's personality type such as ESFP (Extroversion-Sensing-Feeling-Perceiving) which is described as being " Outgoing, friendly, and accepting enjoys everything and makes things more fun for others by enjoying the moment. Likes action and making things happen, knows what's going on and joins in eagerly, finds remembering facts easier than mastering theories, is at best in situations that need sound common sense and practical ability with people.

Having detailed information of an employee's character is invaluable when deciding on who should be placed together team projects or as an additional tool when evaluating if an interviewee can handle escorting irritable patient. Explicit recommendations for future course of action As mentioned above, turnover rate among patient escorts is about twenty-five percent. What's more is that another twenty-five percent of the employees move to other

positions within the hospital. Therefore, the hospital replaces about fifty percent of the patient escort annually. As a result, City Hospital is spending much of their profits hiring, interviewing, recruiting, and training new employees.

It is much more cost effective to attract and retain the best patient escorts within the hospital. To decrease employee turnover rate we have suggested that the hospital should challenge the employees by adding responsibilities and increasing the variety of tasks and recognize exceptional employees by commending them and even giving bonuses for a job well done. Additionally, City Hospital may want to increase pay and benefits as they grow with the organization. Although there are opportunities for upward mobility in the hospital, many patients transfer to other jobs so we suggest that there be advancement by way of promoting them to various jobs within the patient escort field such as being a senior patient escort, supervisor, or even being involved in the hiring or training process because selecting patients escorts also serve as another problem within City Hospital. Often times when an escort is reported the patient cannot remember the escort's name although they are required to wear name tags. To fix this problem there should be a log sheet to keep track of escorts and their patients.

This log sheet will show who escorted which patient and at what time. If a patient escort is reported often then that escort will be reprimanded.

However, City Hospital is trying to come up with a new procedure for hiring that will eliminate the hiring of rude, insulting, or careless patient escorts.

During the meeting, there were a number of suggestions made such as, adding questions on the application that give insights into a person's

personality, submitting at least three letters of recommendation, asking stress producing questions during the interview, and having an attitude test.

These are all good suggestions but we have some recommendations to add in their selecting process such as having customer service training programs, using a behavioral style interviewing technique and administering personality tests. City Hospital should invest in a customer service training program. This program can involve role play scenarios, correct patient handling techniques as well as training employees in new customer service techniques. The role plays will show how an escort reacts with a patient and see how they will act in different situations. By implementing ongoing training programs you are constantly and consistently providing new techniques for improvement.

Additionally, they should get customer feedback and see where there is room for improvement by having surveys or suggestion boxes or even occasionally selecting any patient and asking him/her about their customer service experience. This customer feedback can then be addressed in its customer service programs. The behavioral style interview will produce questions that will give you an idea about past behavior and performance. According to the text, it is the most accurate predictor of future performance.

The interview will consist of looking for employees who possess aptitude in customer service skills, interpersonal skills, and their ability to interact well with various types of people, just to name a few. The personality test will identify the candidate's personality traits that are essential for the patient

escort job. Conclusion City Hospitals patient escort problem is one that can be solved by more in-depth selection tactics. Directing more attention towards individuals with great personalities, attitudes, and work habits could eliminate some of the issues. The recommendations we've suggested can be a part of City Hospital's new hire system. Taking more steps towards finding out who these individuals really are, keeping track of their encounters, and seeing how they would react in mock situations can help weed out the bad seeds.