Case Study:
Wallowa Memorial Hospital

Hospital Dramatically Reduces Voluntary Turnover and Upgrades Hiring Process

HDQ: Enterprise, OR

Industry: Healthcare

As a part of the Wallowa County Health Care District, Wallowa Memorial Hospital is a 25-bed critical access hospital and a Level IV trauma center. Built in 2007, Wallowa Memorial Hospital serves the residents and visitors of Wallowa County. Wallowa Memorial has made the Top 100 Critical Access Hospital list (iVantage Analytics) every year since 2013. Healthgrades has honored Wallowa Memorial with a Patient Safety Excellence Award, and Women's Choice Awards named Wallowa Memorial a winner in "Overall Patient Experience" for small hospitals nationwide.

The Challenge

When Wallowa Memorial first contacted DeGarmo, they were facing multiple challenges. First, their turnover rate had been increasing, ranging between 15 – 20% in certain departments. Second, they had recently implemented a new cultural initiative to establish standards of behavior and performance expectations.

Wallowa was looking for a tool to help them improve turnover, and ensure they were hiring people that aligned with the new standards. As Anna Hayter, Director of Human Resources, stated, "Our voluntary attrition was at an all-time high; we weren't hiring the right people, so we knew we needed to incorporate some additional tools to help us hire better." Anna and the team decided to engage DeGarmo for the creation of a custom configured assessment solution.

Assessment Strategy

To help Wallowa Memorial tackle both of these challenges, DeGarmo suggested using a Culture Fit Index® assessment that targeted the behaviors most aligned with Wallowa's cultural values. Our Fit Index® assessment measures an applicant's compatibility with profile requirements by comparing their individual behaviors to the behaviors associated with the values of the organization.

WALLOWA COUNTY HEALTH CARE DISTRICT

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> -Anna Hayter, Director of Human Resources, Wallowa Memorial

Research has demonstrated that person-organization profile alignment is instrumental in reducing short and long-term turnover, increasing employee engagement and organizational commitment, and improving performance levels across a variety of different roles and industries.

DeGarmo gathered data from several leaders at Wallowa who served as “ambassadors” for the newly defined cultural values at the hospital. Their data was analyzed, and the ideal culture profile was established for the assessment. The HR team easily inserted the assessment into their existing hiring process, and also utilized the DeGarmo Interview Guide, which provides behavior-based, structured interview questions relevant for their unique culture profile. The HR team immediately saw an upgrade in their hiring process. As Anna Hayter described, “DeGarmo offered the candidate insight that was missing from our current screening process.”

“With DeGarmo’s help, we have elevated our interview process and developed a deeper level of understanding with our current team. I can’t say enough good about their team and the services they offer.

Impact

In the first year of implementing this new assessment and interview guide, the Wallowa team began to see significant results. “Our turnover dropped dramatically. We are now at 7.6% voluntary attrition”, stated Anna Hayter. For some departments, this represents a 50% turnover reduction or more. The HR team saw also felt that the DeGarmo tools dramatically improved their hiring process. Anna went on to say, “With DeGarmo’s help, we have elevated our interview process and developed a deeper level of understanding with our current team. I can’t say enough good about their team and the services they offer.”

What is DeGarmo?

DeGarmo is a recruitment, assessment and consulting organization that has provided services globally for more than 20 years. DeGarmo helps organizations identify the best talent in less time through recruitment optimization, superior assessments, and predictive analytics. Our solutions provide the talent intelligence you need to make better selection decisions, support effective coaching, and drive the development of your people.

With talent insights from DeGarmo, you can more effectively build talent pipelines and support the long-term growth of your business.