The Benefits of Pre-employment Testing in Ambulatory Care

Paula Robinson MSN, RN, BC, RN  
*Lehigh Valley Health Network, Paula.Robinson@lvhn.org*

Beth Gagge RN  
*Lehigh Valley Health Network, beth_r_gagge@lvhn.org*

Follow this and additional works at: [http://scholarlyworks.lvhn.org/patient-care-services-nursing](http://scholarlyworks.lvhn.org/patient-care-services-nursing)

Part of the *Nursing Commons*

*Published In/Presented At*


This Poster is brought to you for free and open access by LVHN Scholarly Works. It has been accepted for inclusion in LVHN Scholarly Works by an authorized administrator. For more information, please contact LibraryServices@lvhn.org.
The Benefits of Pre-employment Testing in Ambulatory Care

Paula Robinson, MSN, RN, and Beth Gagge, RN
Lehigh Valley Health Network, Allentown, PA

Lehigh Valley Physician Group (LVPG):
LVPG was founded in 1993 as a not-for-profit subsidiary of Lehigh Valley Health Network, one of the largest health systems in eastern Pennsylvania. LVPG is among the largest medical groups in the United States with more than 700 physicians and more than 300 advanced practice clinicians representing 46 medical specialties in 141 practices across three counties. The combined total of clinical staff support in the practices is estimated at 600 with a combined skill mix of registered nurses, licensed practical nurses, and medical assistants. In 2014, LVPG provided ambulatory care services to 1,945,764 patients.

Background:
According to the experts, pre-employment testing can lead to higher productivity. Research has shown that cognitive baseline knowledge assessments provide a more accurate predictor of job performance than other traditional methods of employee selection techniques. Heneman, Judge, & Kammeyer-Mueller (2011) conducted a comprehensive review of peer-reviewed studies related to selection techniques and concluded that cognitive testing is twice as predictive as job interviews, three times as predictive as experience, and four times as predictive as education level. The researchers infer that cognitive tests are accurate predictors of job performance because this type of evaluation measures problem solving, the ability to learn and apply new information, critical thinking, and reasoning.

Analyzing Current State and Identifying Gaps:
People: The current testing process did not measure the capabilities or skills required by the candidate to work effectively in ambulatory practices. There was no direct correlation between test scores and the ability to forecast the candidate’s previous academic instruction or work experience. There were no standard operating procedures to improve communication and identify specific role responsibilities for each department involved in the employee pre hire selection process.

Planning a New Process for Pre Hire Employment Testing:
Goals/Targets/Desired Outcome
- Improve the quality of the pre hire testing process by confirming job relatedness of tests for ambulatory clinical staff in the physician office setting.
  - Created a new written examination to support the relevance and practicality of test content and the candidate’s previous academic instruction or work experience (Figures 1 and 2).
  - Revised the critical behavior skills portion of the testing and had each candidate perform specific psychomotor skills (including SQ and IM injections on low fidelity task trainers) (Figure 3).
  - Collaborated with network statisticians to review the structure of test questions and confirm face validity for the written assessment of the testing process.
- Implement focus groups to evaluate cognitive testing and critical behavior tools to determine content validity of re-structured assessment tools.
  - Conducted focus groups with RNs working in the float pool and Medical Assistants from various medical specialties to support content validity of the newly designed written exam.
- Develop a communication plan between the Human Resources Department and Practice Managers utilizing web-based request forms and standard operating procedures specifically created for pre-employment testing.
  - Developed and implemented a web-based form where Practice Managers could go to request a pre hire interview assessment. The owners of the form included LVPG Clinical Educators, the Director of Clinical Education, & Human Resource Recruiters. This improved transparency allowed all stakeholders to view job applications and potential candidates for open positions throughout 141 practices (Figure 4).

Reference:

© 2015 Lehigh Valley Health Network