



## CLIENT PROFILE

# A more strategic approach to hiring for Silverado Senior Living with behavioral assessments

Specializing in dementia, Silverado Senior Living offers a full continuum of care through Home Care, Assisted Living, and Hospice service lines. The nature of this work requires employees to be flexible and willing to work non-standard schedules, if necessary. Silverado discovered that adding behavioral assessments to their recruiting toolbox resulted in new hires that better fit the organization's culture of quality, patient and resident-centered care.

### Traditional recruiting practices contributed to increased turnover

When Nathan Levoit, Senior Director of Employee Relations and Recruiting, joined Silverado in 2010, he wanted to take a deeper look into the organization's employee relations issues and turnover rates. "We had caregivers who were reluctant to work night and weekend shifts. This led to employee dissatisfaction and some staff left," said Levoit. The Human Resources team analyzed the situation to find the root causes of the problem. One clear contributor was Silverado's recruiting process.

Most hiring managers conducted traditional interviews. These conversations didn't adequately convey Silverado's expectations and they didn't delve enough into candidates' willingness to work nights and weekends. Although Silverado had purchased Staff Assessment

before Levoit was hired, it was used haphazardly. "Better hiring practices were our number one goal," said Levoit. "As a result, we decided to relaunch Staff Assessment and use it consistently for all our non-exempt positions. Managers were trained on what the tool is for, why we use it, and how to interpret the assessment results."

### A better picture of candidates means better interviews

Candidates who are interested in employment are asked to come to a Silverado community or office to complete an application. As part of this process, they complete the Staff Assessment and also an integrity screening test. "The Staff Assessment reports paint a broader picture of who candidates are than just an application," said Levoit. The assessment results help identify candidates who are likely to be a good fit and they also flag areas that hiring managers should probe more during the interview process.

Hiring managers have found the system easy to use. They appreciate the Staff Assessment interview guides which are used in conjunction with Silverado's own behavioral interview questions. "Most hiring managers don't have a lot of time to prepare for interviews. Questions provided by Staff Assessment help them determine a candidate's cultural fit and degree of flexibility. The guidance about



### About Silverado Senior Living

**Overview:** Silverado strives to provide the highest quality of care and support to those with Alzheimer's disease or any other memory impairment, as well as to their families. Silverado has three divisions:

- Silverado At Home offers care management and home care services in California and Texas
- Silverado Senior Living provides memory care and assisted living through 24 communities in Arizona, California, Colorado, Illinois, Texas, Utah, Washington, and Wisconsin
- Silverado Hospice offers end of life care in California, Texas, and Utah

**Employees:** 2800 across all divisions

**Hires:** 1200 to 1500 new hires annually

**HealthcareSource Solutions:** Staff Assessment<sup>SM</sup>



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what areas to delve into during meetings with candidates is also helpful for managers," noted Levoit.

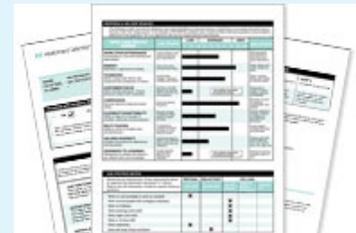
Silverado makes it clear to candidates that assessments are not the only factor in the hiring decision. "We explain to applicants that our hiring process may be a bit longer than other long-term care organizations, but the assessment is only one part of the process. It's simply a guide," said Levoit.

### Behavioral assessments support a new organizational culture

One of the major benefits of the Staff Assessment relaunch at Silverado has been a more strategic approach to hiring. "We want to instill a culture that recruiting is not just about filling positions that are open today. When we find candidates that are a good fit culturally, we may refer them to other business lines if they aren't well suited for the specific position they interviewed for," said Levoit.

Staff Assessment also helps the organization identify people early in the application process who may not be a good fit for Silverado. The assessment results, for example, clearly show which candidates have a strong preference for working day shifts. "With that information, we can have a more focused discussion with the candidate in an interview," said Levoit. Since revising its recruiting practices and using Staff Assessment consistently, Silverado has seen a decrease in turnover.

As Silverado has relaunched Staff Assessment, the organization has appreciated the support that HealthcareSource has provided. "When we purchase a product, we want a vendor who takes the time to learn about us, conduct site visits, and develop a relationship," said Levoit. "When I had questions about Staff Assessment, our rep at HealthcareSource immediately set up a webinar and made sure we got the training we needed to make this initiative a success."



HealthcareSource Staff Assessment™ is a behavioral-based, pre-employment assessment for healthcare.

- Increase new-hire retention
- Identify service-oriented applicants
- Provide interviewers with a structured, behavioral-based interview process

HealthcareSource Staff Assessment has been designed and validated to identify top performers for five Job Families: Nursing, Patient Care, Entry-Level Service, Administrative/Clerical, Technical/Professional.

#### Key Features

- Structured Interview Guide
- Custom written interview questions
- Performance Benchmark Scores

With more than 2,000 healthcare clients, HealthcareSource is the leading provider of talent management software for the healthcare industry. The HealthcareSource Suite helps healthcare organizations source, hire, assess, develop and retain the best workforce possible in order to reduce costs and improve patient satisfaction and safety. The company's talent management solutions include candidate sourcing, applicant tracking, reference checking, behavioral assessments, onboarding, performance management and learning management. Focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. In 2012, KLAS Research named HealthcareSource a category leader for Talent Management for the second consecutive year, in addition to being recognized in the Healthcare Informatics Top 100 and Deloitte Technology Fast 500.

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