

Assessment at Children's Healthcare of Atlanta

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Children'sSM
Healthcare of Atlanta

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Healthcare Compared to Industry

Healthcare organizations employ a large number of specialized professionals.

Healthcare has not been on the cutting edge with respect to many Human Resource initiatives:

- Management and Leadership Training
- Talent Management/Succession Planning
- Assessment

Children's Healthcare of Atlanta

Formed in 1998 when Egleston Children's Health Care System and Scottish Rite Children's Medical Center merged.

One of the country's largest pediatric healthcare systems:

- Two hospitals -- 430 licensed beds
- 16 satellite locations
- Access to 1,287 physicians representing 32 pediatric specialties
- It is a private, nonprofit organization
- Over 5,000 employees



Children's Strategic Focus

People Strategy

Internal Branding

Focus on recruitment, selection, development, and retention

- Development of people
- Talent management



Assessment at Children's

Assessment as part of selection process

- conducted for Director level and above positions, includes:
 - personality tests
 - cognitive abilities
 - behavioral based interview

360-Degree Feedback for development

Introduction of Additional Assessment

What is driving testing and assessment?

- ROI of development programs
- Development of internal resources

Assessing for ROI

Development of Leadership Programs

- Front-line Management Curriculum
- Leadership Development Program

“HOW DO WE KNOW IF OUR PROGRAMS ARE MAKING A DIFFERENCE?”

Front-line Management Program

2-year curriculum

Assessment

- Pre-Test at entry of program
- 360-Degree Feedback at end of Year 1
- Post-Test at completion of Year 2

Development

- Feedback, coaching, and development planning after each assessment phase

Where Are We Now?

Evaluation of assessment tools

- Web-based assessment measures
- Video-based assessment measures
- Behavioral simulations
- Combination of above?

Will implement assessment in 4th Quarter 2003

Assessment at Children's

Part of Strategic Initiatives

Heavily Valued and Supported

- Senior Leadership
- Management
- Financial Support
- Human Resource Support

