

What is the quantifiable impact of workforce development?

A case study: Zwanger-Pesiri Radiology



At a Glance: Zwanger-Pesiri Radiology

- 23 offices throughout Long Island, NY
- More than 1,000 staff members
- Performs nearly one million exams per year
- Opened in 1953

Maximizing the impact of frontline managers on satisfaction and efficiency

In a recent Harvard Business Review study, 77% percent of respondents said frontline managers are important in helping their organizations reach their business goals. Yet, only 12% of respondents said their organization currently invests sufficiently in the development of frontline managers¹.

Managers are critically important to organizations but often lack development training and leadership skills. Take Zwanger-Pesiri Radiology, for example. The vast majority of its frontline managers worked their way up to leadership roles, yet as a result, they lack formal management training.

Decision-makers at Zwanger-Pesiri recognize, however, that a business needs to invest in frontline management training since these staff members serve as intermediaries between employees and executive leadership, while contributing to day-to-day operations and mission-driven noteworthy objectives.

To help maximize the impact of its frontline managers, Zwanger-Pesiri Radiology partnered with Siemens Healthineers for Healthcare Workforce Development.

77% of organizations identify frontline managers as key to achieving business goals¹

What is the Workforce Development Series?

The Healthcare Workforce Development Series (HWDS) is a customized approach to staff development that uses innovative, interactive formats to help staff implement new techniques to effectively thrive and drive the highest quality of patient care. The series includes workshop options for three different audiences: frontline staff, managers, and executives. Workshops are held at the customer location and begin with a series of pre-assessments so Siemens Healthineers can truly personalize the content to the staff's—and the organization's—exact needs.

As such, the HWDS is personally tailored to meet the goals of Zwanger-Pesiri Radiology by providing focused leadership training to better equip the frontline team. The development workshops included seven (7) modules: Workplace Communication, Understanding Change, Dealing with Conflict, Performance Management 1 & 2, Coaching, and From Ideas to Solutions.

How do you quantify the value of workforce development?

To identify the real return on investment that strategic leadership training provides, Zwanger-Pesiri staff members completed evaluations immediately following each workshop. In addition, six months after the completion of the first workshop, they received another online survey. Participants were also asked to volunteer "stories" related to implementation and successes directly related to the Siemens Healthineers leadership training.



Outcomes: Net Promoter Score

The industry standard for evaluating training is the Net Promoter Score (NPS), which is calculated as a number between -100 and +100. It is based solely on the response to this question: “How likely is it that you would recommend our company/product/service to a friend or colleague?”⁵ Respondents choose a number between 1 and 10; those who choose 9 or 10 are considered “promoters.” They are the most likely to repurchase or give a referral. Participants who are “passively satisfied” choose a 7 or 8 and “detractors” choose a number from 0 to 6.

A net promoter score is calculated by subtracting the percent of detractors from the percent of promoters. Therefore, if 60% of respondents were promoters (chose 9 or 10) and 20% of respondents were detractors (chose a number from 0 to 6) the net promoter score would be +40. According to KnowledgeAdvisors, the median NPS for all training types is +43, with +71 as the highest value seen for IT training.⁵ At Zwanger-Pesiri Radiology, the net promoter score for the HWDS series was +90.

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Outcomes: Impact on Participants (Personal ROI)

- Participants indicated that since attending the workshops, they are experiencing greater job satisfaction. This can have a direct impact on Zwanger-Pesiri Radiology as the research overwhelmingly supports that employees with higher job satisfaction are more committed to the organization. This has been documented as recently as 2017 in a cross-cultural comparative study that found “job satisfaction has a significant positive impact on affective organizational commitment.”⁶
- Participants indicated that since attending the workshops, their confidence as a leader has increased and their ability to lead their team effectively has improved.
- In addition, participants were asked if they have a specific leadership goal that they are working on and 87% responded “Yes.” This indicates a continued leadership development focus since attending the Siemens Healthineers workshops.

Outcomes: Customer Service & Efficiency

Customer Service: 87.5% of participants answered “yes” to the following question:

Do you believe customer service has improved as a result of your leadership training?

Office Efficiencies: 100% of participants answered “yes” to the following question:

Do you believe office efficiencies have improved as a result of your leadership training?

Leading Through and Acceptance of Change

“Throughout all of the Siemens workshops, I was able to obtain a better understanding about why change is necessary within the workforce and how, as managers, we should be the first to support it. With all of this knowledge, I was able to share with my staff and give them some insight. I was able to implement this when the front desk went through a major change [to] our work flow. [As a result,] they all embraced the change with an open mind.”

Talent Value ROI Estimate						
Participants	Initial Asset Value (a)	Leadership Comp, % addressed (b)	Percent Improvement (c)	Talent Value Benefit (a*b*c)	Cost of Development	Current Assets (a*b*c)+a
HC Office Managers	\$715,000 (\$65K average including overtime)	87%	71%	\$441,656	\$94,500	\$1,156,656

Outcomes: Talent Value ROI

Talent Value is one way to quantify the value (ROI) of employee training.

By partnering with Siemens Healthineers to develop the frontline managers, Zwanger-Pesiri Radiology hoped to increase the value (or worth) of this group by strengthening each participant’s leadership skills. Talent Value ROI is calculated by subtracting the Cost from Benefits and dividing it by Costs:

$$\frac{\text{Benefit} - \text{Cost of Program}}{\text{Cost}} = \% \text{ ROI}$$

Two questions have to be asked to determine the benefit to the organization:

1. Of all the leadership/management skills necessary for your success at Zwanger-Pesiri, what percentage was addressed in this development series? (Your answer should range between 0% and 100%.)
2. Overall, what percentage has your leadership/management skills improved during the course of this program? (Your answer should range between 0% and 100%.)

At Zwanger-Pesiri, it was determined that the Talent Value ROI estimate was 367%.

Outcomes: Attendee Feedback

While the ROI numbers are impressive, it is important to also obtain feedback regarding the changes in behavior as they directly relate to the skills learned.

At Zwanger-Pesiri Radiology, the participants noted a number of positive outcomes, including:

- A decrease in negativity.
- An acceptance of change for both the participants and their direct reports.
- Improvement in overall workflow.
- Improved communication between manager, direct reports and higher level administrators.
- Increase in efficiency of direct reports.
- Implementation of initiatives to increase throughput and decrease patient wait times.

Increase Throughput and Decrease Wait Times

“A specific example would be the recent implementation of checking in and checking out at the front desk. It was a dramatic change from our previous approach to patients walking into our office. At first, we had specific designations of checking in and checking out, which sometimes became too rigid. We were able to, as a team utilizing collective brain writing, work together toward a solution. [The new] designations [work] to help throughput and decrease wait times for the patients.”

Strategic leadership development can have a positive return on investment. A partnership with the right training expert can lead to knowledge transfer and application of skills that can have significant, positive impacts on the organization and its customers.

The outcomes achieved by the Siemens customer described herein were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, and level of IT adoption), there can be no guarantee that others will achieve the same results.

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