


# WHAT'S *Right* IN HEALTH CARE



WHAT'S *Right* IN HEALTH CARE™

## Get On-Board with New Employee On-Boarding

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**SAINT JOSEPH**  
Regional Medical Center  
125 Years of Faith Based Healthcare in Michiana



## Presentation Objectives

- Identify & Assess Your Current On-Boarding Process
- Create a Team to Lead the Orientation Process
- Design an On-Boarding Process
- Obtain Senior Leadership Support
- Measure Outcomes – ROI

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# WHAT'S *Right* IN HEALTH CARE

## Our Story

- Where We Were
- How We Got There
- Organization's Commitment to Excellence
- Importance of On-Boarding

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## Our Story

### Our Future



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## Collect & Assess The Data

- 90-day Turnover
- Exit Interviews
- Termination Reasons
- Employee Engagement
- Recruitment Process
- Management & HR Input

## Collect & Assess The Data

### Current On-Boarding Process

- **Who** is involved?
- **What** is being done?
- **When** is it being done?
- **Where** is it being done?
- **Why** is it being done?
- What's working well?
- Where can we improve?
- Ask a new hire!

## Create a Team & On-Boarding Process

### Create a Team

- **Who should be involved?**
  - Mix of management & non-management
  - Represent patient care & non-patient care
  - Start with High Performers – never low
  - Not just an HR program!
- **How often should we meet?**
  - Begin weekly to keep momentum
  - Once process is implemented meet every 3-4 weeks to track progress

## Create a Team & On-Boarding Process

### Create a Team

- **Select a team leader**
- **Set team expectations**
  - Active participation, meeting attendance, idea sharing
- **Develop a Team Charter**
  - Team purpose & mission statement
    - What are we trying to achieve? What does the end result look like?
  - Goals & Objectives
    - 1<sup>st</sup> 90-days & 1 year
  - Team Boundaries & Ground Rules
    - Be present, begin & end on time, respect confidentiality, etc.

## Create a Team & On-Boarding Process

### Develop On-Boarding Process

- **Review Data**
  - Team review & comment
- **Begin Brainstorming**
- **Develop Process**
- **Present to Senior Leadership**
  - Support is crucial
  - Show current & future state
  - ROI – present potential savings
- **Implement Program**
  - Start with small pilot group if possible

## Measure Outcomes - ROI

### Analyze the Data

- **Analyze data after 6 months & 1 year**
- **90-Day Turnover**
  - Percent reduction from start of program
  - Cost of turnover
    - RN & all
    - Industry avg cost to hire or your avg cost to hire

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## Measure Outcomes - ROI

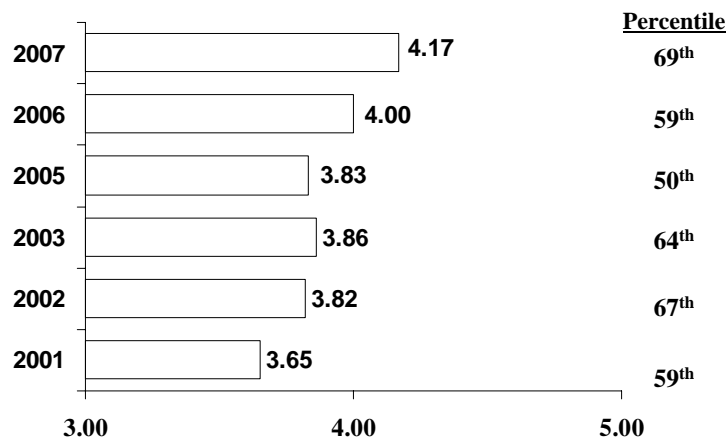
### Analyze the Data

- **Exit Interviews**
- **Employee Engagement**
  - Hire the right people & your workforce will be more engaged.
  - Involve your workforce in the on-boarding of new associates
    - Peer interviewing
    - Mentor/buddy system

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## Saint Joseph Regional Medical Center GrandMean Scores Over Time



Note: Percentiles based on the Gallup Q12 Healthcare Database from survey year  
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## Measure Outcomes - ROI

### Analyze the Data

- **Termination Reasons**
  - Did voluntary terms reduce?
- **Recruitment Process**
  - Are we hiring the right people?
  - No warm bodies!
- **Management Input**
  - Survey managers regarding process
  - Create management ownership
  - This is their tool!

## Measure Outcomes - ROI

### Present the Data – Did It Work?

- Present data to senior leaders & entire management group
- Celebrate success!
- Thank managers – they are the ones who will make or break your on-boarding program
- Recognize your team
- Keep everyone informed

## SJRMCM On-Boarding Program Review

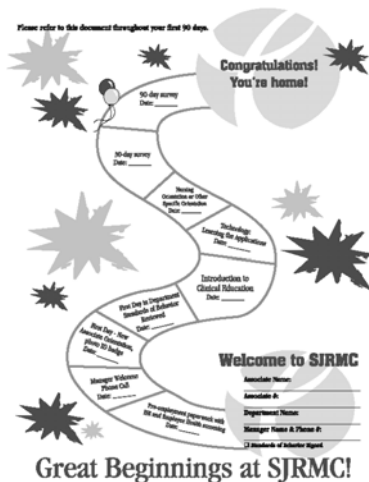
### SJRMCM Program Goals

- Ease anxiety when starting new job
- Provide professional & organized orientation
- Eliminate confusion in 1<sup>st</sup> 90-days
- Assist & support management
- Provide communication tools
- Reduce turnover
- Become Employer of Choice

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## SJRMCM New Hire Road Map



Provided to New Hires prior to first day

- Employee ID #
- Manager Name & Phone #
- Dates for:
  - New hire appt
  - Manager welcome phone call
  - NEO date
  - Dept 1<sup>st</sup> day date
  - Orientation Dates
  - 30 & 90 day survey dates

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## SJRM C On-Boarding Program Review

### Outcomes

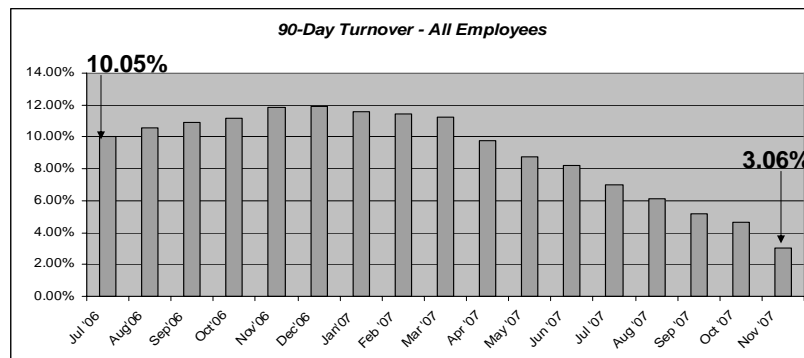
- **Reduced 90-day turnover**
  - RNs
    - Jul06 7.69% to Nov07 5.00%
    - Since Jan07 only 4 RNs termed in 1<sup>st</sup> 90-days
  - All
    - Jul06 10.05% to Nov07 3.06%
    - 67 terms in 2006 & only 11 in 2007
- **Total savings in hiring costs**
  - **\$1.4M!!!**

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## SJRM C 90-Day Turnover Data

**Savings = \$1.4M in Hiring Costs!**



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## **SJRMC On-Boarding Program Review**

### **Next Steps**

- **Improve New Employee Orientation**
  - ½ day to 1.5 days
  - Expanded diversity, mission, Joseph on the Journey, Standards of Behavior
- **90-Day Celebration**
  - Celebrate success
  - Getting involved in SJRMC
    - Committees, activities, outreach
  - What to expect after 90-days
    - Annual education, annual PE, rounding, Town Hall

## **SJRMC – Future Hospital Opening Fall 2009**



## Contact Information

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# Questions?

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# WHAT'S *Right* IN HEALTH CARE



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## Thank You!

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