Welcome Aboard the Good to Great Journey

Decrease going “over-board” with a new & improved “on-board”
Enhancing the On-boarding Process by Creating a “Best in Class” Experience

“Best in Class” On-boarding Practices (Aberdeen Group)

- 74% assign a mentor/coach to new hires during their on-boarding process
- Realize significance to starting the on-boarding process before the new hire begins employment and extend the orientation process up to or beyond six months
- 80% have managers set clear expectations and/or goals for new hires
- 89% pre-assign office space, supplies, and equipment
- Make “socialization” a component of on-boarding
Our Response

Just as Good Samaritan Hospital offers “Personalized Care for our Patients”, we have decided to include a more personalized approach to the on-boarding of new associates.

By engaging with associates early in the on-boarding process and offering them multiple opportunities to “connect” with others in the organization, we are more likely to meet their individual needs.
On-boarding Goals

1. Provide a positive and memorable first impression
2. Provide an understanding and experience our culture and values
3. Provide key outcomes showing our commitment to quality
4. Provide associates with the tools and information needed for their jobs
5. Introduce new associates to key leadership
6. Reaffirm their decision to join us in our Good to Great journey
7. Begin the recognition of new associate’s work
“Personalized on-boarding package”

<table>
<thead>
<tr>
<th>Pre-Orientation</th>
<th>Hospital Orientation</th>
<th>Post Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome Letter from President</td>
<td>Greeters on Day 1</td>
<td>Standardized tools for Managers</td>
</tr>
<tr>
<td>Welcome Kit including directions for orientation (what to bring, what to wear, where to go, etc.)</td>
<td>Activities to create interactions with key associates/departments</td>
<td>Departmental Advisor assigned</td>
</tr>
<tr>
<td>Manager call to new associate</td>
<td>Lunch w/ manager on day 2</td>
<td>30 &amp; 90 day conversations</td>
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<td></td>
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<td>Thank you from Director or VP</td>
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<td>90-120 day - All Aboard Training</td>
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</tbody>
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Personalized On-boarding Process

Pre-site Orientation

New Hire receives orientation information and offer letter from recruiter

New hire brings I-9 to site HR and receives Letter from President Welcome Packet

Department begins standard preparation for new hire (tip sheet provided)

Orientation Process

Hospital Orientation

Does associate have patient care?

Yes

Associate attends one or more of the following: Clinical orientation RN, PCA, UIC orientation Care Connection

No

Associate begins departmental orientation using standardized Manager’s toolkit (Mgr Must has, best practices & departmental advisor assigned)

30 day meeting

90 day meeting

90-120 day check in Includes: KWKT, PDSA, Service Recovery, Next generation of AIDET, Case based learning

Post Orientation

*Font color indicates new/changed process
Personalized On-Boarding Process

<table>
<thead>
<tr>
<th>Pre-Hire</th>
<th>Hospital Orientations</th>
<th>Department Orientation</th>
<th>30 days</th>
<th>90 days</th>
<th>6 months</th>
<th>1 year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome Packet</td>
<td>Welcome Call</td>
<td>Offer accepted</td>
<td>Day 1 Orientation</td>
<td>Day 2 Orientation: Manager Lunch</td>
<td>Nursing Assessment</td>
<td>Clinical Orientations</td>
</tr>
</tbody>
</table>

Managing the process through “In-Process Measures”
Hospital Orientation:

Your Good to Great Journey Begins...
Format of Site Orientation

- 2 full days in length (offered twice a month)
- 2 facilitators vs. multiple departments to come and go
- Organized using criteria from the Malcolm Baldrige National Quality Award
- Information limited to items necessary to beginning work at Good Samaritan Hospital
  - Other items included in clinical orientation, department orientation, 90 day check-in or available through handouts and/or online resources
## Format of Hospital Orientation

<table>
<thead>
<tr>
<th><strong>Your Travel Advisors</strong> (Category 1)</th>
<th>Who is our Leadership? What to expect re: communication w/ Leadership? How do we develop our Leaders?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our Plan for the Journey</strong> (Category 2 &amp; 7)</td>
<td>Overview of our G2G journey and plan for the future. Pillar results</td>
</tr>
<tr>
<td><strong>On-board Services for Patients &amp; Customers</strong> (Category 3)</td>
<td>What’s my role in servicing our patients? What tools do we have to provide great service? What should they expect from us (i.e. Standards of Behavior, AIDET, etc.)?</td>
</tr>
<tr>
<td><strong>Measuring the Success of our Journey</strong> (Category 4)</td>
<td>How are we rated (PG &amp; HCAHPS)? How do we get feedback from our customers?</td>
</tr>
<tr>
<td><strong>Amenities for your Travel</strong> (Category 5)</td>
<td>Available benefits &amp; services for associates. How to have your voice heard? Owner vs. Renter. Reward &amp; Recognition</td>
</tr>
<tr>
<td><strong>Ensuring a Safe &amp; Successful Journey</strong> (Category 6)</td>
<td>Culture of Safety, Emergency readiness</td>
</tr>
</tbody>
</table>
Key Features of Hospital Orientation

- Blended classroom format including visual, auditory, interactive and practice components
- Resource tables during lunch on Day 1 for new employee
- Day 1 new associates eat lunch together and Day 2 they eat lunch with the manager of their department
- New hire feedback Re: Desired Leadership & Organization characteristics - communicated to Leadership Team
- Additional Excursions
  - Scavenger Hunt
  - Computer Navigation
Metrics of Success

- **Outcome Measures:**
  - Short term turnover (< 1 year)
  - Measures from survey re: key factors of engagement/satisfaction (< 1 year)

- **In-process Measures:**
  - % of Associate/Manager lunches
  - % of 30/90 day discussions
  - % of Thank you notes from Director/VP
  - % of department mentor/coaches assigned

- Evaluations for orientation and on-boarding process
Manager Role: Prior to Orientation

- Peer Interviews
  - Select your top performers for the peer interview team, keep the same team to interview candidates for positions to assure consistency, and update questions as needed

- Call new Associate at home
  - Welcome them to GSAM
  - Set schedule, including instructions for 1st day in the department
  - Remind Associate about Orientation basics (Start time, where to report to, contact person for questions prior to start date, etc.)

- Obtain tools needed for the job
  - Begin requests for phone/computer access
  - Order office supplies, business cards, other tools as applicable
Manager Role: During Orientation

- Attend Lunch on Day 2 with your new Associate
  - This gives you the opportunity to connect with them 1:1 and answer any questions
What our new associates are saying?

“I felt welcomed and excited to be joining such a wonderful organization/team.”

“I really enjoyed having lunch with your manager. I thought it was a great way to have your first meeting and to figure out where to go after hospital orientation was complete.”

“Loved lunch with manager!”
Manager Role: Post Orientation

- Assign a department mentor/coach/’buddy’ to your new associate
- Acknowledge and respond to New Associate Feedback from orientation activity
- Make yourself available -- set up regular 1:1 sessions with your new hire to give feedback and ask for their suggestions
- Timely 30 & 90 day conversations
- Request a “Thank you” from your Director or VP to be sent to your new associate’s home within the first 90 days
  - Provide new Associate’s name, address, title, hire date, and specific about why we hired them
- Schedule your new associate for their 90-120 day All Aboard Training (offered quarterly)
- Complete NAO Checklist within the first 30 days
Memo

To: Managers of New Associates (with a start date of February 2009)
From: Human Resources and Lipinski Center for Learning and Innovation
CC: Leaders of New Associates
Date: March 30, 2011
Re: New Associate Feedback

During new associate orientation we have asked our new hires to identify:
1. What are the characteristics of an Organization you would like to work for?
2. What are the characteristics of Leader you would like to work for/with?

We feel that it is important to be cognizant of what new associates are looking for from us as an organization. Below are the top responses from new associates in February 2009.

Characteristics of an organization you would like to work for:
1. Good benefits
2. Friendly Environment
3. Supportive, caring and effective
4. Active in the community
5. Recognized – good reputation
6. Allows for growth and advancement
7. Stable
8. Cares for their employees
9. Provides quality care to their patients

Characteristics of a leader you would like to work for/with:
1. Compassionate & understanding
2. Is accessible to all employees
3. Has a vision for the organization and it’s employees
4. Wants the best for everyone; patient & employee advocate
5. Sense of responsibility and accountability
6. Open door policy, approachable and friendly
7. Empowers employees
8. Leads by example
9. Values employees
10. Respectful

The new associate job classes: RNs (8), PCAs (11), EVS Tech (3), Access Specialist (2), Fitness Instructor (1), Occupational Therapist (1), Patient Account Rep (1), Secretary (1)
90-120 Day All Aboard Training

- Occurs for new associates 90-120 days after start date
- Offered quarterly: June, September, December, and March
- 2 hours (RN and PCAs) and 3 hours (all others)

Topics covered
- New information: PDSA, Service Recovery
- Connecting back to purpose
- Test knowledge
- Q & A
- Nursing Professional Resources
  * Executive Team involvement