

Strategic Onboarding: Maximize Employee Retention from Day One



Felicia Sadler MJ BSN RN CPHQ LSSBB

VP Quality, Relias

Learning Outcomes

1. Explore existing workforce challenges and trends relative to today's healthcare workforce
2. Identify four actionable insights to building and sustaining a culture of retention for your organization
3. Identify three meaningful strategies for outcome-focused methodologies, including KPI's and visible metrics to drive improvements in retention and overall organizational excellence

Goodness is the only investment which
never fails – Henry David Thoreau

Healthcare Workforce Challenges Are a National Emergency

Addressing retention in today's landscape is critical

55%

Frontline Workers
report Covid
Burnout

66%

Of acute and critical care
nurses are considering
leaving the profession
entirely

75%

Of clinicians report being
overwhelmed

Current State Analysis of Impact on Nursing Workforce

51%

Feel Drained

45%

Burned out

56%

Feel Used Up

29%

At the “end of their rope”
a few times a week
or every day



2023 NCSBN Study: Examining the Impact of the COVID-19 Pandemic on Burnout & Stress Among U.S. Nurses



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NCSBN Key Findings Include:

- Approximately 100,000 registered nurses (RNs) left the workforce during the pandemic in the past two years
 - Reasons: stress, burnout and retirements.
- >800,000 nurses reported an “intent to leave” the workforce by 2027 due to stress, burnout and retirement.
- 188,962 additional RNs younger than 40 years old reported similar intentions.
- One-fifth of RNs nationally are projected to leave the health care workforce.
- 62% of the sample reported an increase in their workload during the pandemic.
- A quarter to half of nurses reported feeling emotionally drained (50.8%), used up (56.4%), fatigued (49.7%), burned out (45.1%), or at the end of the rope (29.4%) “a few times a week” or “every day.”
- Most pronounced with nurses with 10 or fewer years of experience, driving an overall 3.3% decline in the U.S. nursing workforce in the past two years.
- Licensed practical/vocational nurses, who generally work in long-term care settings caring for the most vulnerable populations, have seen their ranks decline by 33,811 since the beginning of the pandemic. This trend continues.

The Cost of Turnover

For every **20 travel RNs** eliminated, a hospital can save **\$3,140,000** on average. Every RN hired saves **\$157,000**. Each percent change in RN turnover will cost or save the average hospital **\$380,600** per year.

Over the past five years, RNs in step down, emergency services, behavioral health and telemetry were most mobile with a cumulative turnover rate between **108.7%** and **115.2%**.

Retention Matters

Higher nurse staffing ratios were tied to decreased survival likelihood. **95%** more patients likely to survive when nurses followed a hospital-mandated patient-nurse ratio(N=845) (Annals of Intensive Care, 2017).

Disruptions in hospitals with low turnover rates, ranging between **4%** and **12%**, had lower risk-adjusted mortality and lower patient lengths of stay than organizations with moderate (12% to 22%) or high (22% to 44%) turnover rates (OJIN)



Real People...Real Moments



- Emotional Distress
- Compassion Fatigue
- COVID Impact on Workforce
- Nurses leaving Organization
- Nurses leaving Workforce
- External Contract Staff
- Upskilling/Cross-Training

Desired Future State

- Reduction in recruitment costs
- Reduction in vacancy costs
- Reduction in hiring, onboarding/training costs
- Better use of resources/increased productivity
- Reduction in termination costs
- Reduction in patient errors and increased quality of care
- Improved work environment and culture, increased satisfaction, increased trust and accountability
- Preserve organizational knowledge
- Opportunities to optimize nurse recruitment

Key Themes

Reconnecting
the "Why"

Recruitment
with a
Purpose

Re-Design
Workflows

Resilience as
a Strategy



Reconnect to Purpose

- Health care workers are passionate about helping people.
- Feeding their “why” improves retention.
- Create inclusive, empowering, trust-inspiring culture.
- Ask about core needs and acknowledge the pressure and stress.
- Strengthen satisfaction through flexible scheduling, safe reporting structures and other best practices.

*2023 AHA Health Care Workforce Scan
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Sample Key Strategies:

- Bring back the joy, satisfaction and meaning health care workers value.
- Sharing stories, successes
- Feedback from physicians, colleagues, patients/families
- Reflection activities
- Professional growth
- Provide opportunities for them to give back



Promoting a Culture of Belonging for Your New Hire

- Provide new hires with a sense of organizational norms
 - Include formal and informal
- Ensure an inclusive work environment
- Create a sense of belonging for new hires
- Position new hires to thrive in their new work environment

Work Re-Design Considerations

Provide Support, Training, & Technology needed to thrive in multiple care delivery environments:

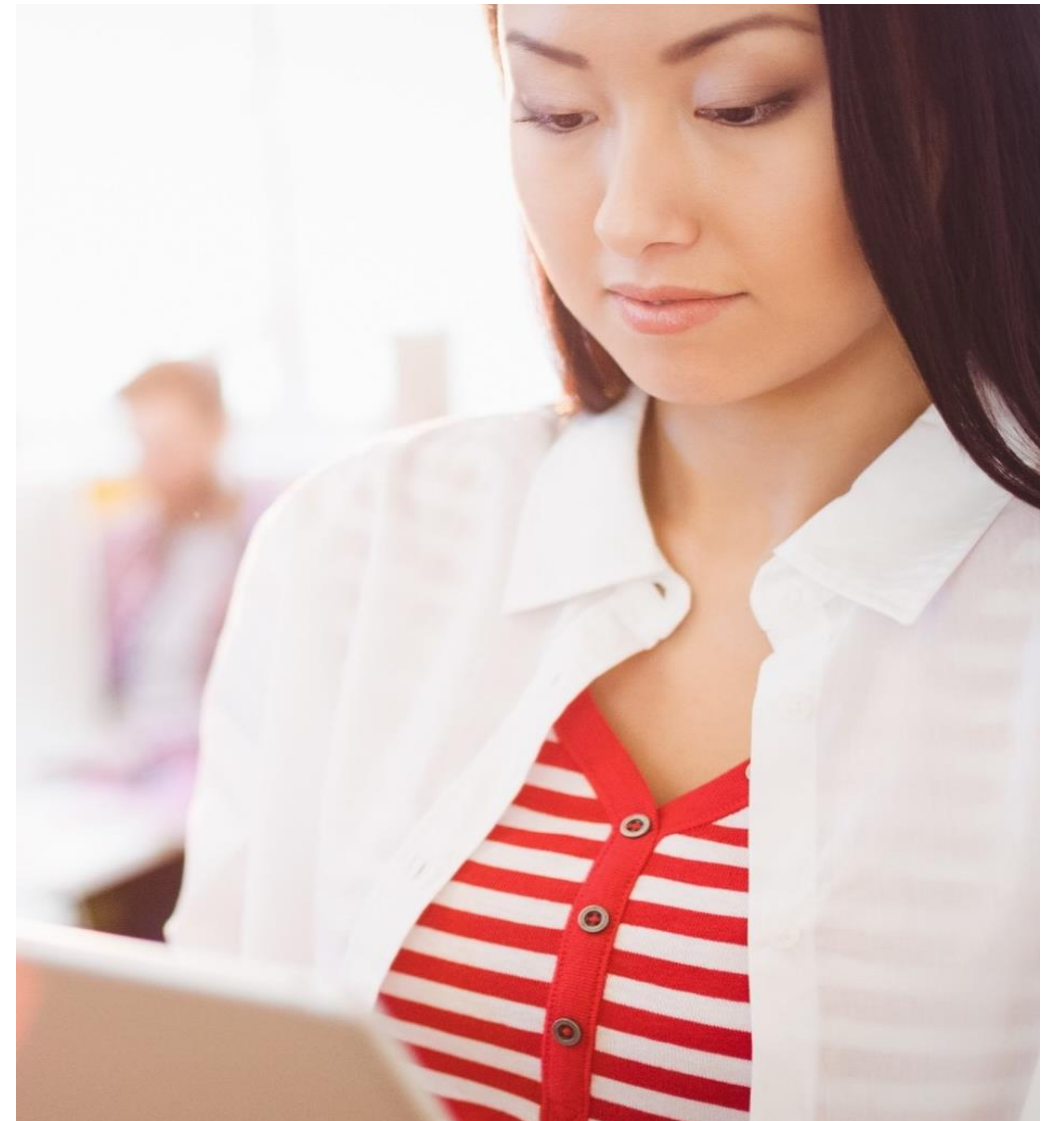
- Expansion of Virtual Care Models require new skills
- Agility in care teams require new skill sets
- Interdisciplinary/Cross-functional team training
- User-friendly technology aligned to clinical workflows



Investment & Innovation

Innovative recruitment, Invest in Retention, & Build a robust pipeline

- Identify & highlight org. core competencies
 - *increased competitive landscape
- Form Collaborative partnerships in community
- Offer job flexibility & autonomy in scheduling
- Offer clear & visible career growth tracks, upskilling
- Offer nontraditional support & innovative benefits



Prioritize:

- Safe work environments
- Safe reporting structures
- Competitive compensation
- Better career guidance
- Appropriate staffing levels
- Confidence that supervisors and leaders have their backs
- Healthy work/life synergy
- Flexible scheduling
- Relevant upskilling/professional development
- Shared decision-making



Sample Key Strategies:

- Collaborate to expand training options
- Launch nursing programs
- Up investment in upskilling
- The more flexible, the better
- Turn to in-house staffing agencies
- Engage in smart onboarding
 - Robust content
 - Career pathways
 - Mentoring



First Impressions Matter



Roll out the “Welcome” mat before their day one



Establish “Welcome” committee before they begin



Use of virtual technology to “Welcome”



Engagement with key stakeholders prior to beginning



Introduce to new manager/have welcome kit personalized & ready

How Can Middle Managers Best Support Retention Efforts?

- Promoting an inclusive culture
- Authentic Listening
- Turn feedback into action
- Encourage participation in shared governance councils
- Include in Quality Improvement Initiatives
- Innovation i.e.: Staffing Model considerations
- Team-based activities
- Recognition/Reward
- Rewiring for Intent to Stay
- Emotional Health Check-ins





Promoting Retention: Benefit Considerations

- Sign-on Bonuses
- Tuition Reimbursement incentives
- Team Performance-Based Bonuses
- Flexible Scheduling
- Relocation package
- Professional Development
 - tuition, certification, etc.



How do I fit into Your Vision... Your Culture?

- "Help me to see my future here"
- "Help me to plan my future here"
- "Help me to get there from here"
- "I will show others the way"



Career Advancement
Tracks



Evaluate skill sets,
create flexibility &
meaningful career
pathways



Provide cross-functional
training



Mentorship Programs



Leadership
development
tracks/training



Employee Well-being
(Physical &
Psychological Training)

Planning for the Future Today



(Gallup, 2019)

Design Your Strategic Approach



Focusing on the Big Picture

MVV

Clear Focus

Outcome-Driven

Shared Sense of Purpose

Serve as Role Models



Framework Considerations

- Define
- Data Collection
- Measure/Analyze
 - Recommendations/Feedback
- Improve
- Program Evaluation



Organizational Self-Assessment

- How do you recruit, hire, and onboard and stay connected?
- How do you ensure the workforce you hire will fit within your organizational culture?
- What is your process for recruiting and identifying top talent?
- Represents diversity in ideas cultures thinking your hiring and patient communities?
- How do you capitalize on your org core competencies?
- How does your org and manage your work to reinforce org resiliency agility?
- How do you ensure workplace health, well-being, security, services, benefits & policies?

(Baldrige, 2022)

Key Attributes of High-Performing Organizations

- Shared sense of purpose regarding the mission and vision to advance quality and safety in patient care
- Authentic leadership style (“walking the walk”)
- Presence of accountability system for quality, safety and service
- A clear focus on results, providing clarity regarding expectations and transparency
- Collaborative culture that fosters open communication and teamwork; limited hierarchy

Reference: Youngberg, B.J. , Principles of Risk Management & Patient Safety

High-Performing Practices

- Focus on identifying career opportunities and pathways for current employees, as well as providing training to support those opportunities.
- Career development also include an emphasis on internal labor pools for filling open positions.
- Ensuring that open positions are filled with the highest quality candidates available from the applicant pool.
- Activities involving a more-than-mandated, more-than-typical investment in developing staff in order to achieve greater organizational effectiveness.
- Identifying career opportunities and pathways for current employees, as well as providing training to support those opportunities.
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(AHRQ HPWP, 2010)

Sample Key Strategies:

- Engage in smart onboarding
 - Robust content
 - Career pathways
 - Mentoring



Best Practices for Onboarding

Implement the basics prior to the first day on the job.

Make the first day on the job special.

Develop a written onboarding plan, individualize to needs of new hire

Facilitate engagement & provide participatory opportunities

Build in accountability to program implementation- ensure consistency

Establish KPI's & Program Evaluation Tools to measure success & improvement opportunities

Use milestones, such as 30, 60, 90 and 120 days on the job—and up to one year

Check-Back opportunities

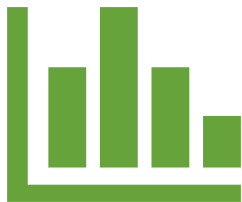
Engage stakeholders in planning- Include key stakeholder meetings as part of the program.

Be clear with new employees in terms of: Objectives, Timelines, Roles, Responsibilities

Hardwire Intent to Stay Support Structure



KPI's/Key
Metrics



Transparency
in Data



Quarterly
Feedback
Opportunities



Action
Steps



Resolutio
n

Sample KPI's of Effective Program



Engagement



Turnover
(Voluntary &
Involuntary)



Time-to-Productivity



Completion of
Onboarding Plans



Completion of Learning



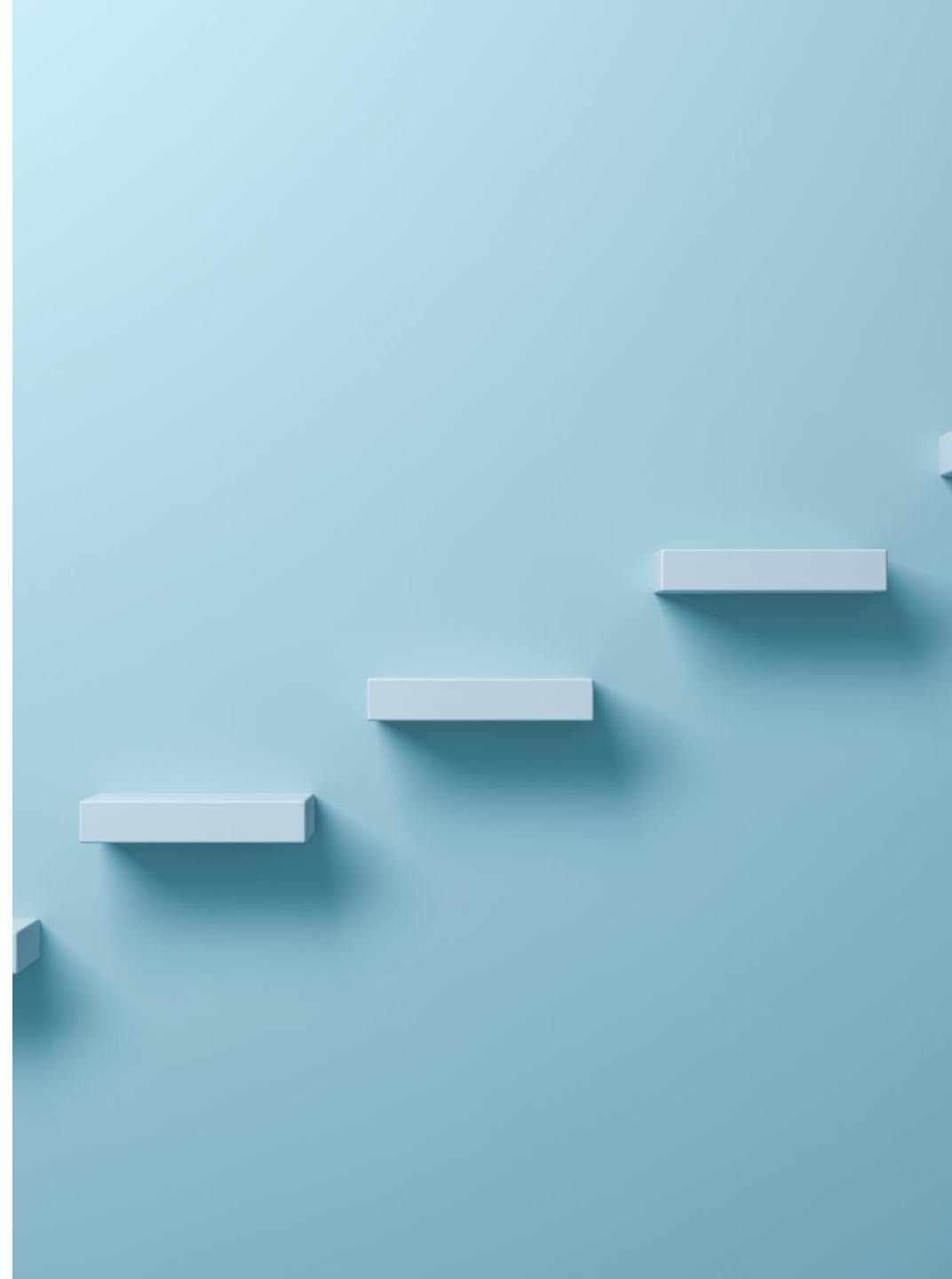
Employee Satisfaction



Program Evaluation

Additional Considerations:

- Formalize processes
- Identify your organizations strengths & opportunities
- Learning needs assessment of your staff/preferences Recognize & Motivate your staff
- Establish modes of exchanging new ideas
- Align to common values and goals
- What is the path for your staff to get there?
- Cultivate a Culture of Safety & Learning



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If you are working on something exciting that you really care about,
you don't have to be pushed. The vision pulls you.

-Steve Jobs



Felicia Sadler MJ BSN RN CPHQ LSSBB

VP Quality, Relias

Contact Information:

fsadler@relias.com

Questions?

TYPE THEM IN THE CHAT

Thank You