

New Employee Orientation and Onboarding Process Improvement

QI Storyboard

2016 Workforce Development Project: New Employee Orientation Process Improvement, Background and Results



Background

The Deschutes County Health Services (DCHS) orientation and on-boarding process failed to engage new employees or promote positive agency culture. This lack of positive agency culture and the poorly designed New Employee Orientation process was identified through surveys to all health services staff as well as staff reports to leadership.

To remedy this and other workforce development priorities within DCHS, the workforce development committee was created. Revising and implementing an improved orientation and on-boarding process was among priority projects for the workforce development committee to implement.

Aim Statement

- TO** Create a meaningful and educational new employee orientation and on-boarding process, and raise new employee satisfaction with the orientation and on-boarding process to 85%
- FOR** Employees at DCHS
- SO THAT** There is improved agency culture, staff perception of DCHS improves, there is less staff turnover, agency investment in staff is more apparent, and new employees are provided with the tools and resources needed

What Occurred

QI Methods Used: Process Mapping & Plan, Do, Study, Act (PDSA)

- 1) An email was sent to all staff to gather feedback around the DCHS orientation and on-boarding process in January, 2016
- 2) The survey results and the current state process were reviewed by the workforce development committee
- 3) The committee identified needs and problems and brainstormed solutions
- 5) Work-groups began developing solutions, the "new state" process was mapped, and an action plan was developed
- 6) Work-groups continued to create solutions which were reviewed and tested by the committee
- 7) The new process was piloted in September, 2016
- 8) Additional areas for improvement were identified and solutions implemented
- 9) The new orientation and on-boarding process was implemented in October, 2016

What Occurred

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







Needs

- Have the orientation soon after hire
- Have orientation over a longer period of time and break up the training
- Make the orientation more interactive
- Better planning and organization
- Hear from leadership
- A checklist for orientation/ on-boarding
- Information about programs/ resources
- A more clear description of job duties and responsibilities
- Information on the big picture
- Optional retraining/ refresher courses

Solutions ✓

- The new employee start dates now align with orientation
- Switched from two days to a full week, and include time for breaks between trainings
- Created a volunteer staff ambassador, included tours of DCHS buildings and facilities, time for new employees to discuss orientation, and interactive digital scavenger hunts
- Created a spiral-bound notebook to outline activities and agenda, a binder with training material, a new employee page on the internal website (InsideDC), and now also have an ambassador to guide new employees through the week
- Included time in the management meeting to meet new employees
- Created the supervisor road-map and new employee checklist with links to relevant forms and resources
- Reviewed services directory and included a resource page in the new employee packet
- In the supervisor roadmap, included time to discuss this during the first week and during supervisor check-ins
- Included the DCHS organization chart with images of staff in the binder, provide an introduction of the performance management system, and a video outlining the culture/ purpose of the agency
- Revised and improved online "Relias" training. Training will be further addressed by the core competency workgroup

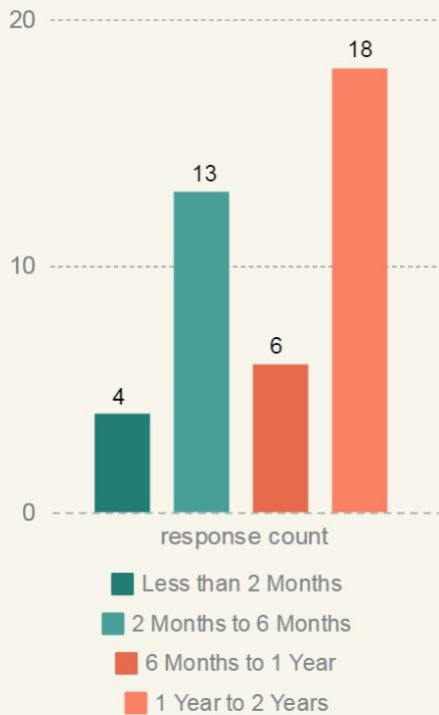
Future State Map/ Welcome Week Schedule

 Deschutes County Health Services WELCOME WEEK		 Indicates location change or commute required.					November 2016	
	TUESDAY 11/1	WEDNESDAY 11/2	THURSDAY 11/3	FRIDAY 11/4	MONDAY 11/7			
	Kick-off/Soco Day	Downtown Day	County Day	Redmond Day	Main Building Day			
8:00am	BEGIN DAY @ HUMAN RESOURCES  <ul style="list-style-type: none"> Ambassador Meet & Greet Employee Badge & Paperwork 	BEGIN DAY @ DCDC BUILDING  WELCOME BACK, WITH AMBASSADOR SADDLEBACK LOCATION TOUR NEW HIRE TRAININGS	BEGIN DAY @ COUNTY ADMIN  COUNTY ORIENTATION -EXCLUDES INTERNS INTERN ORIENTATION -INTERNS ONLY	BEGIN DAY @ BECKY JOHNSON CENTER  WELCOME BACK, WITH AMBASSADOR FOREST ROOM—NOCO HUB LOCATION TOUR NEW HIRE TRAININGS	BEGIN DAY @ MAIN LOCATION  WELCOME BACK, WITH AMBASSADOR MT. BACHELOR LOCATION TOUR NEW HIRE TRAININGS			
10:00am	GO TO HOME LOCATION  <ul style="list-style-type: none"> Supervisor Meet & Greet 1:1 Time with Supervisor DESK TIME <ul style="list-style-type: none"> Getting Settled in Workspace 	INTERNAL REFERRAL OVERVIEW (30) DIVERSITY TRAINING (60) EMERGENCY PREPAREDNESS (30)		HIPAA TRAINING (30) POLICIES & PROCEDURES (60) SAFETY (30)	CRISIS (30) FISCAL TEAM INTRO (30) SYSTEMS PERFORMANCE (90)			
12:00pm	LUNCH BREAK VIRTUAL SCAVENGER HUNT	LUNCH BREAK GO TO HOME LOCATION  DESK TIME/ INDEPENDENT TRAINING	LUNCH BREAK RISK MANAGEMENT TRAINING	LUNCH BREAK GO TO HOME LOCATION  DESK TIME/ INDEPENDENT TRAINING	LUNCH BREAK GO TO HOME LOCATION  DESK TIME/ INDEPENDENT TRAINING			
2:30pm	GO TO LA PINE, ARRIVE BY 300PM  WELCOME DISCUSSION WITH AMBASSADOR PONDEROSA ROOM		GO TO MAIN BUILDING  CRATER LAKE ROOM DEBRIEF, WITH AMBASSADOR MANAGEMENT TEAM MEET & GREET CRATER LAKE ROOM					
5:00pm								

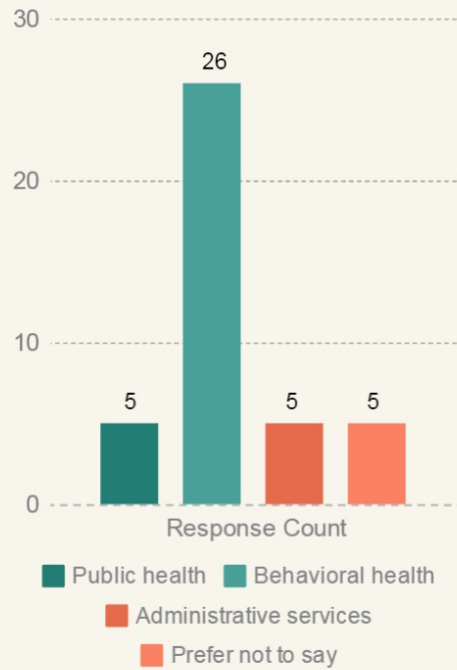
Pre-process improvement survey results

Pre-project Survey: 41 employees responded to the pre-project survey

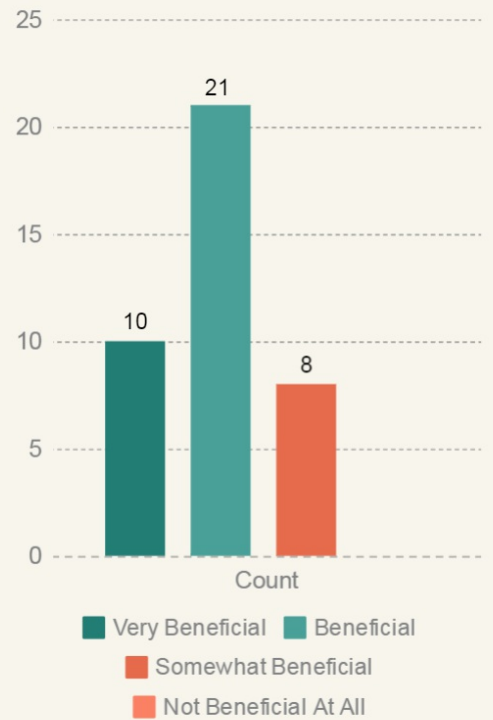
Length of employment



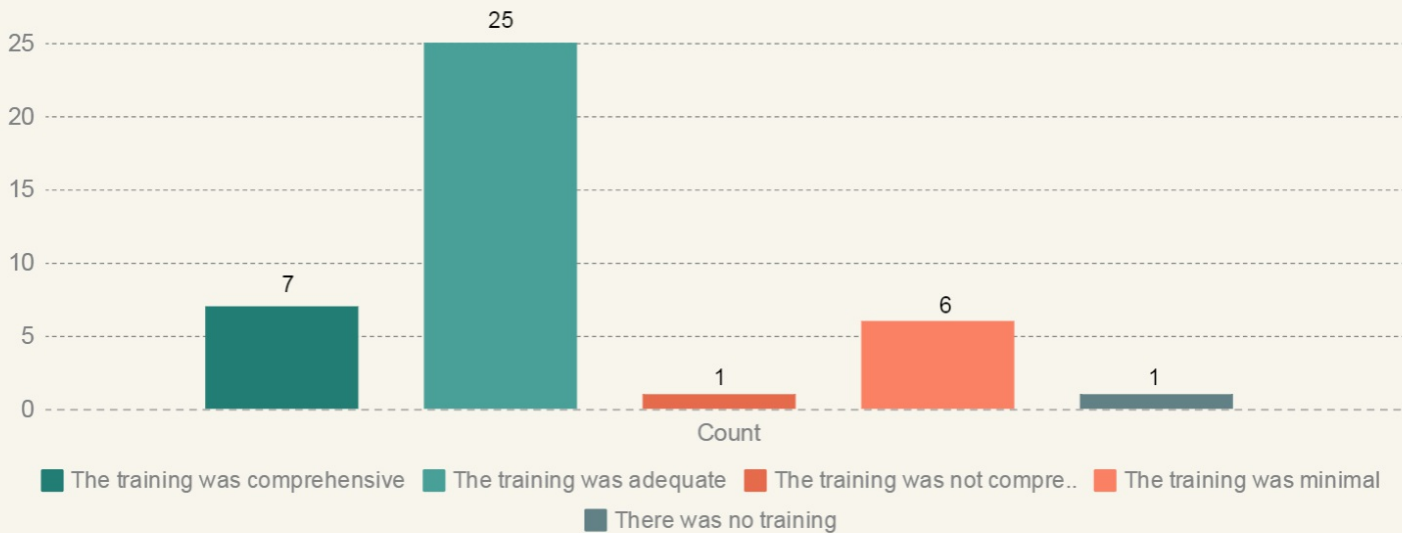
Division where employed



Benefit of information



Overall value of training



What would you change about orientation? (Themes)

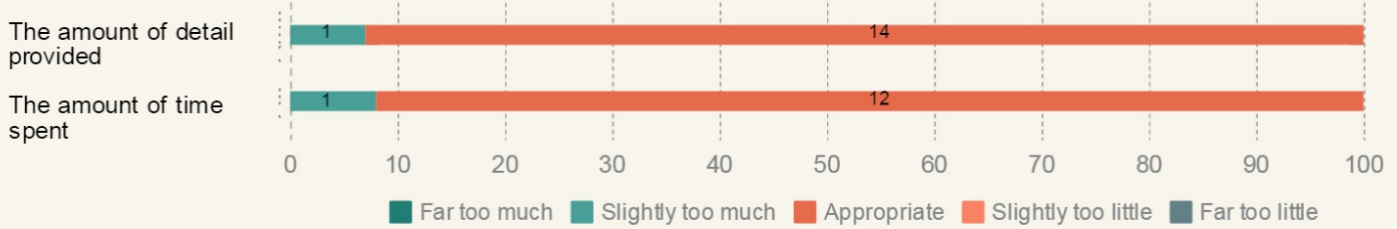
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Post-process improvement survey results

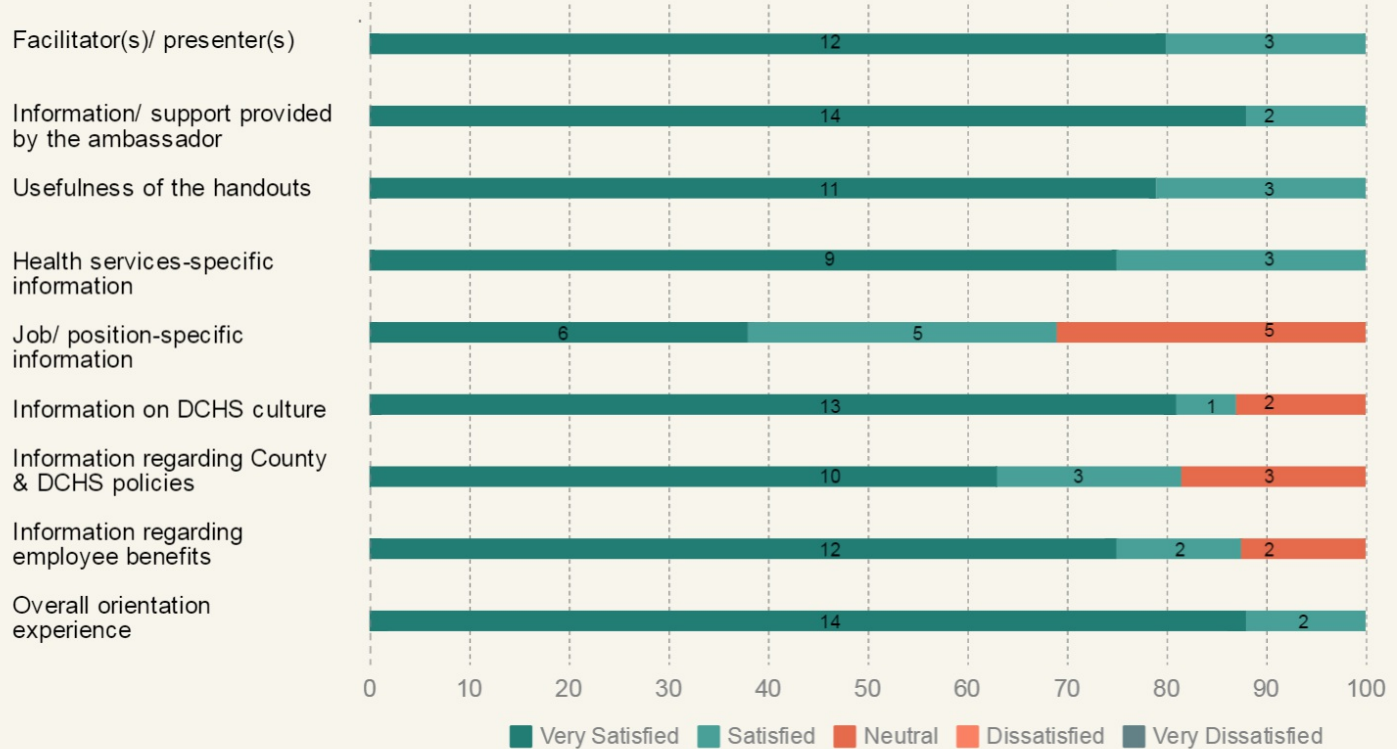
This survey was provided to all individuals who attended Welcome Week during the first 90 days since implementation.

We received responses from 16 out of the 19 invited to take the survey.

Welcome Week Feedback



Overall value of training



Continual Improvement Tracking

Feedback:	Received from:	Plan for Improvement:
Some lack of support/info provided to supervisor(s) prior to Welcome Week	Supervisors	1. Enhance the Supervisor Prep Training including a "Role of the Supervisor" document that outlines their responsibilities.
Some lack of communication to supervisor throughout Welcome Week	Supervisors	Build in 4 emails or "check-points" in which the ambassador will communicate with the supervisors
Supervisors unclear on their roles & responsibilities throughout the week	Supervisors	1. Provide document in training that outlines their role during week one. 2. Send meeting invitations through Outlook to help supervisors know when they need to block out the 2 hours for 1:1 time with their new employee.
Concerns around the timeline for onboarding in order to have logins, credentialing, etc. completed on time	Supervisors	Provide a timeline cycle that will show when recruitment & selection as well as the credentialing info should be completed in order to support the process.
Lack of prep/training/time to review role & materials prior to welcome week	Ambassador	1. Enhance quarterly ambassador training. Add "refreshers" for the 2nd & 3rd months of the quarter to ensure they are fully prepared.
Support the Ambassador in facilitating more of the week	Ambassador	1. Enhanced Training 2. Ask ambassadors to arrive earlier to allow time to prep with leads prior to that day's segment.
Provide misc. info (parking, office supplies, fleet, etc.)	New Employees	Build reference tools into binders
Coffee	New Employees	Advise them of where they can get coffee at each location
Condense Policy Training/ Offer it in an electronic format	New Employees	Upload the P&P to LMS system to allow it to be reviewed electronically by staff