Starting Str Onboard Ing Engagenee Retention

Creating a great onboarding experience.

Presented By : Sentara Development Institute



Agenda



- Orientation vs. Onboarding
- The Cost of Turnover
- The New Hire's Experience
 - Starting Strong
 - Day 1 System Orientation
 - Day 2 and Beyond
 - Keeping Them Engaged
- The New Leader's Experience
- Resources

The Difference Between Orientation and Onboarding

ORIENTATION - Brief, one-time event aimed at quickly introducing new employees to the company and their position.

ONBOARDING - Longer process of integrating new hires into the workplace. Onboarding starts as soon as a new employee accepts a job offer. It involves a series of events such as new hire orientation, and helps him or her learn more about the company and their role.

indeed.com





The Cost of Turnover





Did You Know?

- The average cost of turnover for a
- ROAR

Sentara 2022 1st Year Turn Over ALL - 26% **RN - 25%**



regular position is between one-half to two times their annual salary - Gallup

 Average cost of turnover for a bedside RN ranges from \$28,400 to \$51,700 -

National Average 1st year Turnover for All Staff - 25% - Mercer



Estimating the **Cost of Turnover**

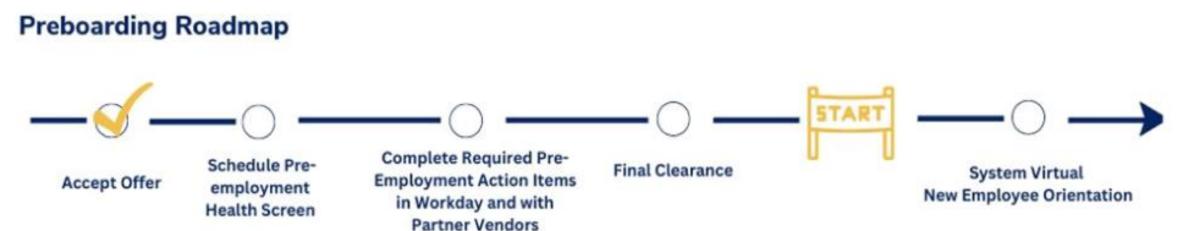
- Hiring costs including advertising
- Sign on bonuses
- Onboarding and training costs Costs of lost productivity Cost of errors made by new inexperienced
- employees
- or supervisors to work extra shifts
- Cost of wages and overtime for employees Time spent to interview and screen Cost for pre-employment requirements Loss of organizational knowledge

The New Hire Experience



Pre-Hire Steps





Leader Responsibility





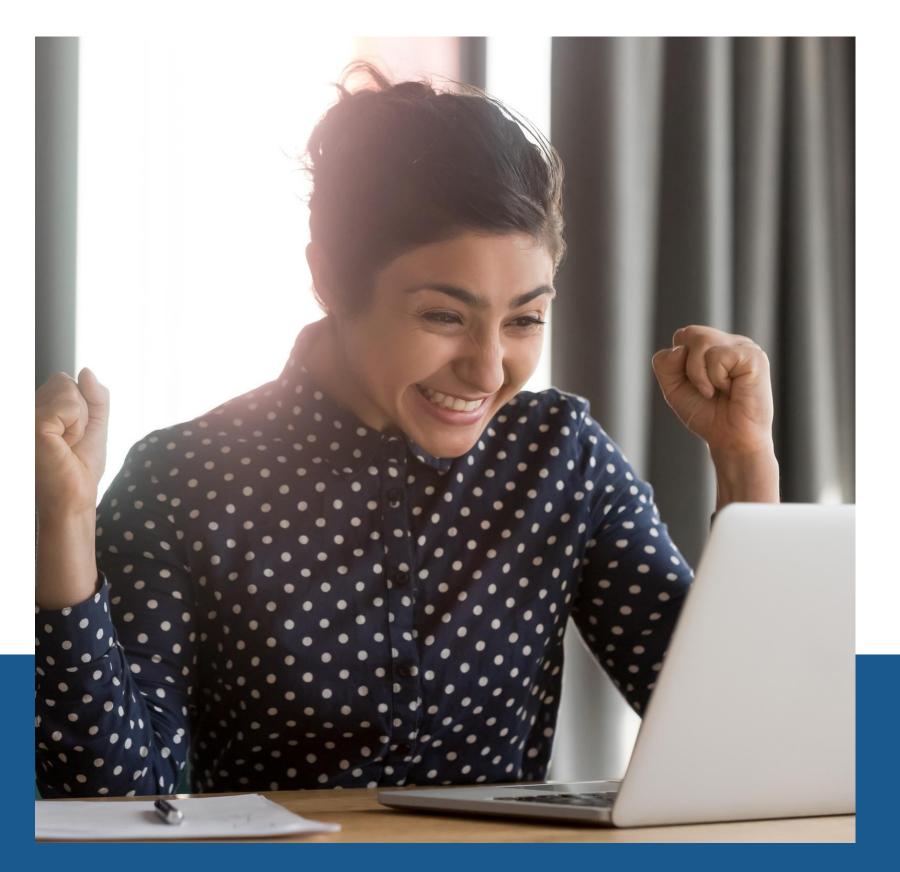
Prepare for their arrival and **START OFF STRONG!**











"

Onboarding is an art. Each new employee brings with them a potential to achieve and succeed. To lose the energy of a new hire through poor onboarding is an opportunity lost.

~ Sarah Wetzel, HR Director at engage:BDR



Setting The Stage



STAY CONNECTED!

- - Ambassador Program



 Check out the <u>Onboarding Hub</u> under the **LEARNING CHANNEL on Wavenet** New Employee Onboarding Onboarding Your New Leader

Setting The Stage Con't



- Complete onboarding tasks in Workday Assign an Ambassador/Buddy/Mentor
- Prepare their workspace • Order equipment and supplies **IT Onboarding Checklist**
- Organize personalized onboarding and department content and checklists
 - Possible items to cover include:
 - Department policies and practices
 - Clocking in and out expectations
 - PAL request process
 - Department checklist
 - Identify important stakeholders to meet with
 - Current department initiatives and projects

Setting The Stage Con't



first couple of days

- Schedule a team breakfast, lunch or welcome celebration
- Include your Ambassador(s)/Mentor/Preceptor in the welcome event as well as other team members
- Smaller team? Schedule to take them to lunch or out for coffee
- Remote Team member? Send them a Doordash gift certificate to order lunch Order Sentara Swag – Place on their workstation or send to their home if remote Handwritten welcome card Handwritten welcome card addressed to their

- family
- Flowers/plant on their workstation or send to their home if remote Schedule to greet them personally, even if
- virtually
- Schedule 1:1 time their first day

Utilize the <u>Hiring Leader Onboarding</u> Guide

- Prepare for an exciting and engaging

Hiring Leader Onboarding Guide

Guide for leaders to walk through creating a great onboarding experience:

- Steps to take post acceptance
- Preparing for their arrival
- What a new hire will experience on their first day
- Recommended items to be completed through the new hires first 180 days
- Links to helpful resources to include an onboarding checklist



24-HR POST ACCEPTANCE

 Hiring Leader calls new Team Member welcoming them to the team.

POST ACCEPTANCE -PRIOR TO START

- Send Welcome Email Announcement to Dept/Unit. Review Onboarding Checklist and plan accordingly.
- Arrange Welcome Activity on first day.
- Match new Team Member with Ambassador.
- area if applicable.

START DATE -VIRTUAL ORIENTATION

- am to noon.
- Learning assignments. their designated due dates.



SENTARA NEW EMPLOYEE ORIENTATION

HIRING LEADER ONBOARDING GUIDE

A great onboarding experience is the key to the engagement and retention of our newest Team Members.

LEADER EDITION

Order any IT equipment and applications ASAP. Click HERE for a helpful IT Onboarding Checklist for both onsite, hybrid or remote team members.

Set up and stock new Team Member's desk or work

 Provide new Team Member with work and orientation schedule as soon as possible prior to their start date.



 New Team Member participates in a virtually facilitated New Employee Orientation Webex session from 9:00

 After the Webex session, new Team Members will be directed to continue working through items in their Onboarding Journey in Workday, which includes setting up their WaveNet access, completing a Division Specific Orientation assignment, and working on other required

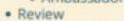
All required assignments must be completed by

 Leader ensures that 8 hours is accounted for new hires first day of orientation via the Time and Attendance system unless otherwise determined.

SENTARA[®]

FIRST WEEK

- New Team Member reports to their work location on Tuesday as directed by their leader.
- Ensure New Team Member understands how to enter time through the Time and Attendance system/or time clock if they will be required to clock in.
- Hospital clinical staff are generally asked to complete clinical assignments remotely in Workday on Tuesday and then begin their clinical orientation on Wednesday, unless otherwise directed.
- Introduce new Team Member to:
- Peers and colleagues
- Ambassador(s)



- Onboarding and orientation plan
- Pay cycle
- Policies and Procedures (Compliance 360)
- PAL/Sick request process
- Parking/badges/additional housekeeping items.
- Instruct new Team Member to continue working on items in their Onboarding Journey in Workday.

DAY 30 - 90

- Let new Team Member know to keep an eye out for an invitation to complete both a 30 and 90 day onboarding survey sent by Press Ganey.
- Encourage new Team Member to review the New Employee Resource Center on WaveNet.
- Ensure new Team Member has the tools and resources needed to be successful in their position.
- Instruct new Team Member to complete all required assignments in Workday by designated due dates.

DAY 90 - 180

- Schedule a Career Development conversation with new Team Member to ascertain career aspirations and growth.
- Ensure all activities have been completed in their Onboarding Journey in Workday.
- Continue to encourage completion of any outstanding learning assignments in Workday.

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- Ask the new team member to swap their yellow new hire badge holder for a badge holder of their choice.
- Celebrate completion of their first 6 months!

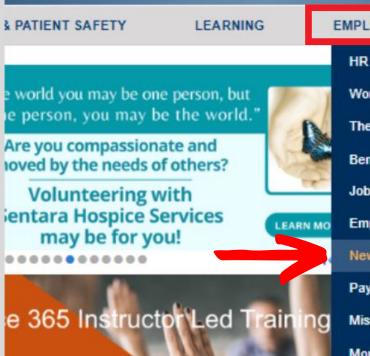
Hiring Leader Onboarding Guide, Con't



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Other Ways To Access the <u>Hiring Leader Onboarding</u> Guide:

- New Employee Resources page on Wavenet
- Attached to the Talent **Acquisition Acceptance email**
- Link embedded in Workday onboarding steps



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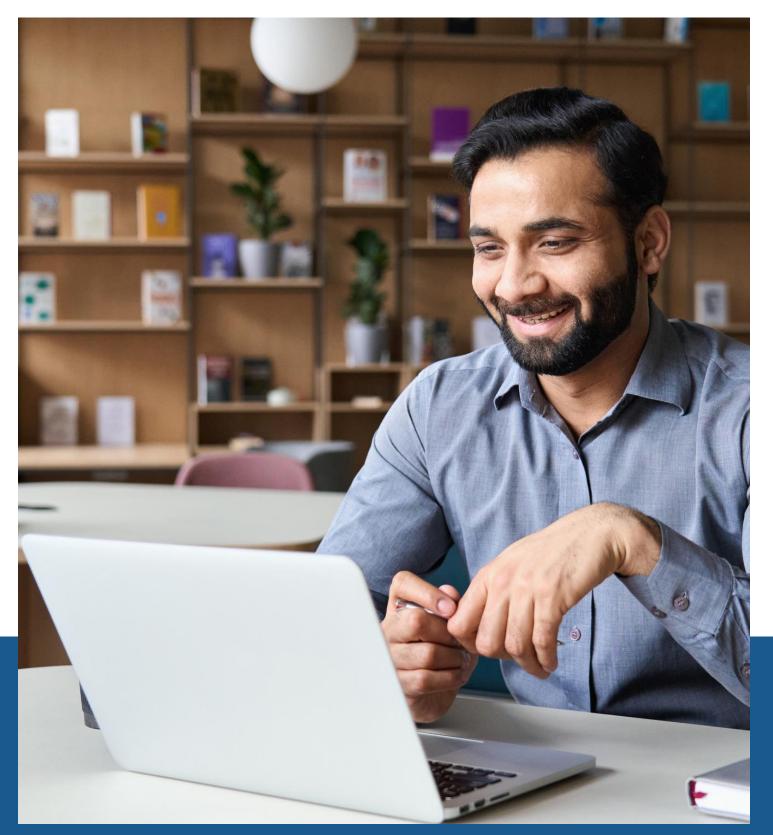


Workday Knowledge Articles also available Orientation assig Learning assignm All required ass their designate

 Leader ensures t hires first day of Attendance syste



| TARA | 2 | HIRING LEADER ONBOARDING GUIDE |
|--|----------------|--|
| MPLOYE ITATION | E | A great onboarding experience is the key to the engagement and retention of our newest Team Members. |
| POST ACCEPTANCE | | FIRST WEEK • New Team Member reports to their work location on Tuesday as directed by their leader. • Ensure New Team Member understands how to enter time through the Time and Attendance system/or time clock if they will be required to clock in. |
| GO | QUI | Welcome, JENNIFER M MUFFLER Welcome, JENNIFER M MUFFLER CK LINKS • MY WAVENET • Set Complete Welcome, JENNIFER M MUFFLER Welcome, JENNIFER M MUFFLER Set Complete Set Comple |
| OYEE RESOURCES | nt e o. | PPORT SERVICES NEWS Directories ation plan > Business Unit Directory (Compliance 360) > Spők Paging busekeeping items. > Physician Search to continue working on ourney in Workday. Resources - 90 |
| w Employee Resource Center yroll ssion: Health are access, completing a Unitso ment, and working on othe ents. ignments must be completed d due dates. hat 8 hours is accounted forientation via the Time a em unless otherwise deter S E N T A R | by for near | **Hiring Leader IT Onboarding Checklist for CONTRACT Team Members - Time Sensitive NEO Agenda LUL Course = Onboarding New Hires |



Day 1 - System New Employee Orientation

Day 1 - System New **Employee Orientation**

- Completed virtually via Teams
- 9:00 am 12:00 pm
- Every Monday (Occasional Tuesdays due to a holiday)
- Link to join in new hire's Welcome email from HR Solutions

- Afternoons are asynchronous (unless otherwise communicated)
- New Hire to log into Wavenet and access Workday
- Begin working on Onboarding Journey and Learning assignments





Leaders Responsibility

- Make sure you or your designee have connected with your new hire on next steps
- For hourly employees, ensure that you or your designee have entered 8 hours into API for your new hire unless otherwise discussed

System New Employee Orientation Agenda

WHAT TO EXPECT IN YOUR FIRST 180 DAYS

WHO WE ARE

SENTARA'S MISSION, PURPOSE & VALUES

SENTARA'S NEW STRATEGIC PLAN

DIVERSITY AND INCLUSION AT SENTARA

SENTARA'S LABOR PHILOSOPHY

BREAK

"BECAUSE WE CARE" - CARING FOR OUR CUSTOMERS AND EACH OTHER

INTRODUCTION TO EMPLOYEE HEALTH SERVICES AND OUR HR SOLUTIONS TEAM

BREAK

NEED TO KNOW INFORMATION AND RESOURCES

INTRODUCTION TO WAVENET

INTRO TO YOUR ONBOARDING JOURNEY

ACCESSING LEARNING IN WORKDAY

RECOGNIZING OUR COLLEAGUES

RESILIENCY AND SELF-CARE IN HEALTHCARE

DEVELOPMENT AT SENTARA

STAYING CONNECTED AT SENTARA

NEXT STEPS

New Employee **Resources** Page

| Search People Search for people | rch Content | QUIC | Welcome, JENNIFER M MUFFLER |
|--|---|---------------|--|
| PATIENT SAFETY LEARNING E | EMPLOYEE RESOURCES | SU | PPORT SERVICES NEWS |
| world you may be one person, but the person, you may be the world." Are you compassionate and oved by the needs of others? Volunteering with entara Hospice Services may be for you! | HR Solutions Workday The Sentara Store Benefits Job Postings Employee Health New Employee Resource Center | nt e o. | Directories Business Unit Directory Spök Paging Physician Search Resources Infection Prevention/Control Office 365 Self Help Control Number |
| e 365 Instructor Led Training | Payroll Mission: Health More | IĐ | > Sentara Nursing > Sentara MyChart > Sentara Telehealth > Traffic Map > The Sentara Store > MSDSonline User App > STARS Incident Reporting |

 A new hires one stop shop for all things onboarding

| WAVENET | |
|---|---|
| We improve health every day. | |
| BUSINESS & FINANCE | CLINICAL & PA |
| • My WaveNet | <u>WaveNet</u> > <u>Channel</u> New Employ |
| Lines of Business | |
| New Employee Resources Team Member Development Career Development Sentara Leadership Institute Clinical Education & Simulation Sentara Library Sentara@Home Resilience Resources LinkedIn Learning | |
| WaveNet / Sharepoint | We ar join organiza |
| WOW! moments | a little e |

Pay

- Workday
- General Payroll
- 2023 Payroll Calendar
- Direct Deposit
- Setting Up Tax Withholdings
- Viewing Pay Slips in Workday
- API Employee Training

Expectations

- **New Employee Orientation Presentation
- Presentation
 - Sentara Division Orientation



els > Employee Resources > New Employee Resources

vee Resource Center



Welcome to the Sentara Healthcare Team!

re so excited to have you as a new member of the team. We know that ing a new organization can be overwhelming, especially when it is an ation as large and complex as Sentara Healthcare. To make your transition easier, we have created the New Employee Resource Center. This is your one stop shop for information important to know during your first 30 days at Sentara.

- Recorded New Employee Orientation

Benefits

- New Employee Orientation Benefits Video
- New Employee Benefits Guide Video Module
- How To Enroll In Benefits Video Module
- Benefit Page
- Dental Benefits
- You Matter
- Mission Health/WebMD Health Services
- Sentara Mobile App
- Fidelity

IT Support Services

- Important Onboarding IT Security "To Do's"
- IT Help Desk

Directories

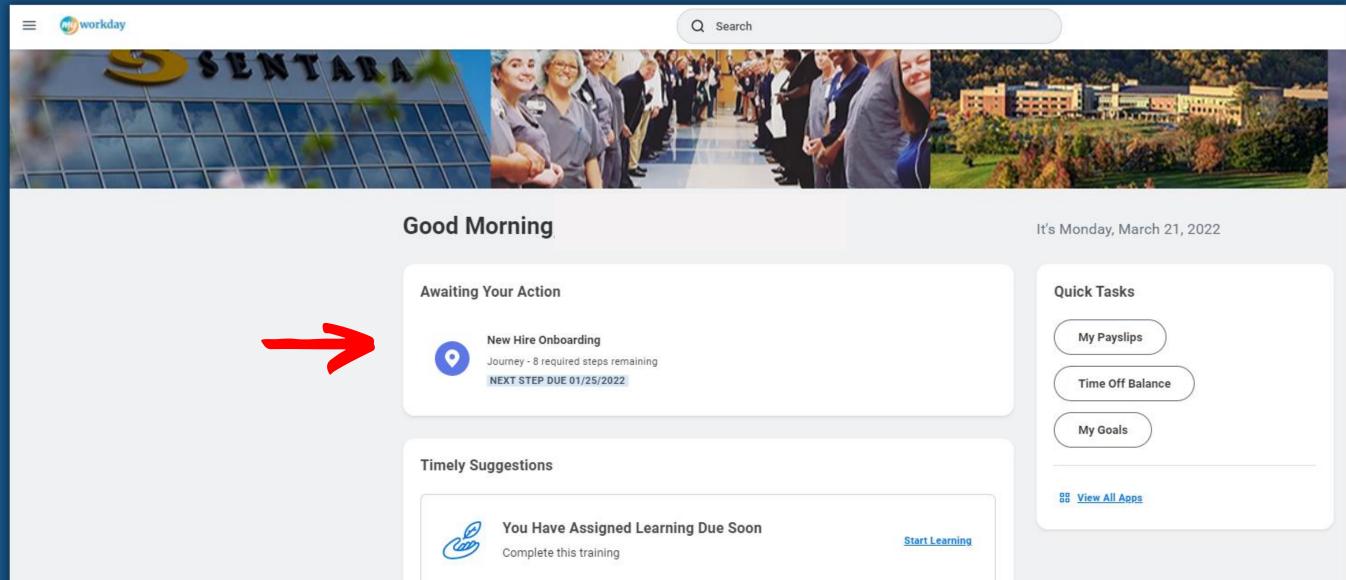
- > Business Unit Directory
- > Spök Paging
- > Physician Search

Resources

- > Infection Prevention/Control
- > Office 365 Self Help
- > Sentara Nursing
- > Sentara MyChart
- > Sentara Telehealth
- > Traffic Map
- > The Sentara Store
- > MSDSonline User App
- > STARS Incident Reporting
- > Employee Injury Reporting
- > Practitioner Profile DB
- > Practitioner Privileges DB
- > Policies and Procedures
- > Forms Library
- > Media Library
- > Workplace

Workday Onboarding Journey





First Day

| | Quick Tasks |
|---------------|------------------------|
| | My Payslips |
| | Time Off Balance |
| | My Goals |
| | 器 <u>View All Apps</u> |
| ning Due Soon | |
| | |

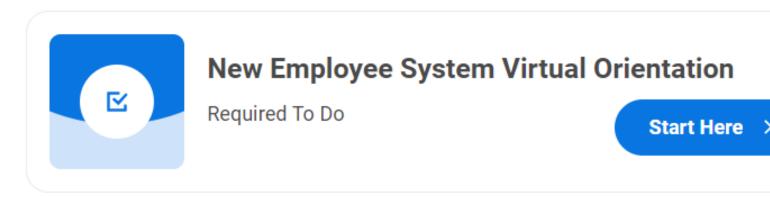
Workday Onboarding Journey



New Hire Onboarding - First Day

4 Required Steps remaining

Up Next:



New Hire Onboarding

0/7 Required Steps Complete

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New Hire Onboarding - First Day

4 Required Steps remaining

New Hire Onboarding - Second Day

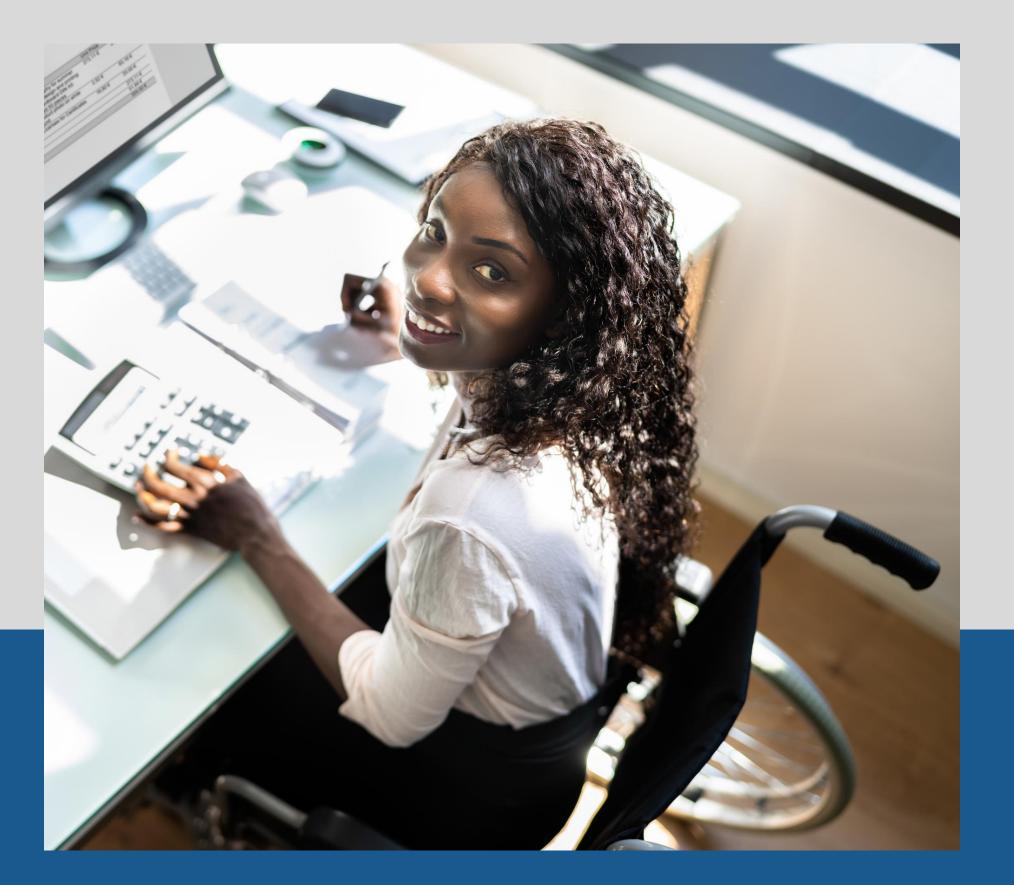
1 Required Step remaining

New Hire Onboarding - Week 1

1 Required Step remaining

New Hire Onboarding - Day 1-30

1 Required Step remaining



Day - 2 and Beyond

Keep Them Engaged



- Provide a robust de experience
- Involve other team proccess
- Incorporate job shadowing
- Introduce work gradually
- Share your definition of success
- Stay true to your culture
- Check in regularly 30/90/180 days
- Remove any barriers identified
- Be flexible
- Schedule career development conversations
- Utilize the Hiring Leader Onboarding Guide for ongoing next steps

Provide a robust department and role orientation

Involve other team members in the onboarding



The New Leader Experience

The New Leader Experience

Workday Journey

Includes a Welcome to Sentara Leadership video and onboarding checklists.

People-Centered Management

Follows NLO and should be completed within the first 12 months. Topics covered include Leadership Foundations, Leading for Reliability, EAP, Developing Others, HR & the Law, Labor Relations, Finance essentials and so much. more. New Leaders register for upcoming offerings through Workday.

New Leader Orientation

Virtual, synchronous learning experience with topics related to Sentara's history, a strategic overview, what it means to be a leader at Sentara and the many resources available to them under Talent Management. New Leader receives an email from SDI with a link to register for an upcoming session.

Department or role based learning experiences. Varies across the enterprise.

Department/Role Onboarding

Resources



HR Solutions 757-455-7744

- Preboarding questions
- Workday access
- Question about
 Learning assignments

New Leader Onboarding Resources

- <u>Onboarding Page in</u> <u>Wavenet</u>
- SDI @Sentara.com

RESOURCES

IT Helpdesk 757-857-8190 -Option 5 > Option 2

- Issues logging into Wavenet
- DUO set up
- Technical issues

Wavenet Resources

- <u>New Employee</u>
 - Resources page
- <u>Leader Onboarding</u>
 <u>Guide</u>

Thank you for joining us today.