Starting Strong: Onboarding for Engagement and 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.

The Cost of Turnover

Did You Know?

- The **average** cost of turnover for a 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** - *ROAR*

Sentara 2022 1st Year Turn Over

ALL - 26%

RN - 25%

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
- Cost of wages and overtime for employees or supervisors to work extra shifts
- Time spent to interview and screen
- Cost for pre-employment requirements
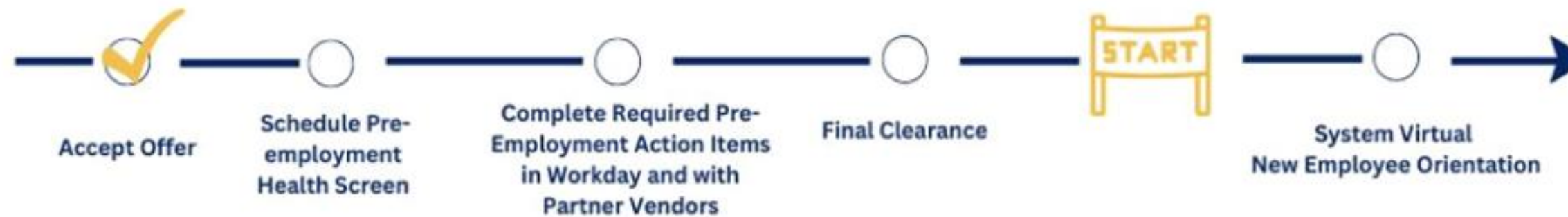- Loss of organizational knowledge
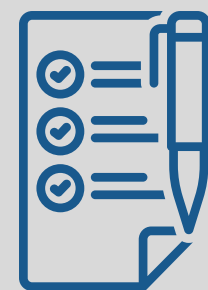
The New Hire Experience

Pre-Hire Steps

Preboarding Roadmap

Accept Offer | Schedule Pre-employment Health Screen | Complete Required Pre-Employment Action Items in Workday and with Partner Vendors | Final Clearance | START | System Virtual New Employee Orientation

Leader Responsibility

Prepare for their arrival and

START OFF STRONG!

Starting 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

- Check out the **Onboarding Hub** under the LEARNING CHANNEL on Wavenet
  - New Employee Onboarding
  - Onboarding Your New Leader
  - Ambassador Program

Welcome to the team!

ONBOARDING OUR NEW COLLEAGUES

Onboarding

ONBOARDING YOUR NEW LEADER

NEW EMPLOYEE ONBOARDING

RESOURCES FOR YOU, THE NEW LEADER

Ambassador
SENTARA HEALTHCARE

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

- **Prepare for an exciting and engaging 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 [Hiring Leader Onboarding Guide](#)**

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

SENTARA NEW EMPLOYEE ORIENTATION

LEADER EDITION

HIRING LEADER ONBOARDING GUIDE

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

24-HR POST ACCEPTANCE

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

POST ACCEPTANCE - PRIOR TO START

- **Order any IT equipment and applications ASAP. Click HERE for a helpful IT Onboarding Checklist for both onsite, hybrid or remote team members.**
- 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.
- Set up and stock new Team Member's desk or work area if applicable.
- Provide new Team Member with work and orientation schedule as soon as possible prior to their start date.

START DATE - VIRTUAL ORIENTATION

- New Team Member participates in a virtually facilitated New Employee Orientation Webex session from 9:00 am to noon.
- 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 Learning assignments.
  - *All required assignments must be completed by their designated due dates.*
- **Leader ensures that 8 hours is accounted for new hires first day of orientation via the Time and Attendance system unless otherwise determined.**

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)
- Review
  - 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.
- 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!**

SENTARA

3.1.2022

Hiring Leader Onboarding Guide, Con't

Other Ways To Access the Hiring Leader Onboarding Guide:

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

Workday Knowledge Articles also available

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

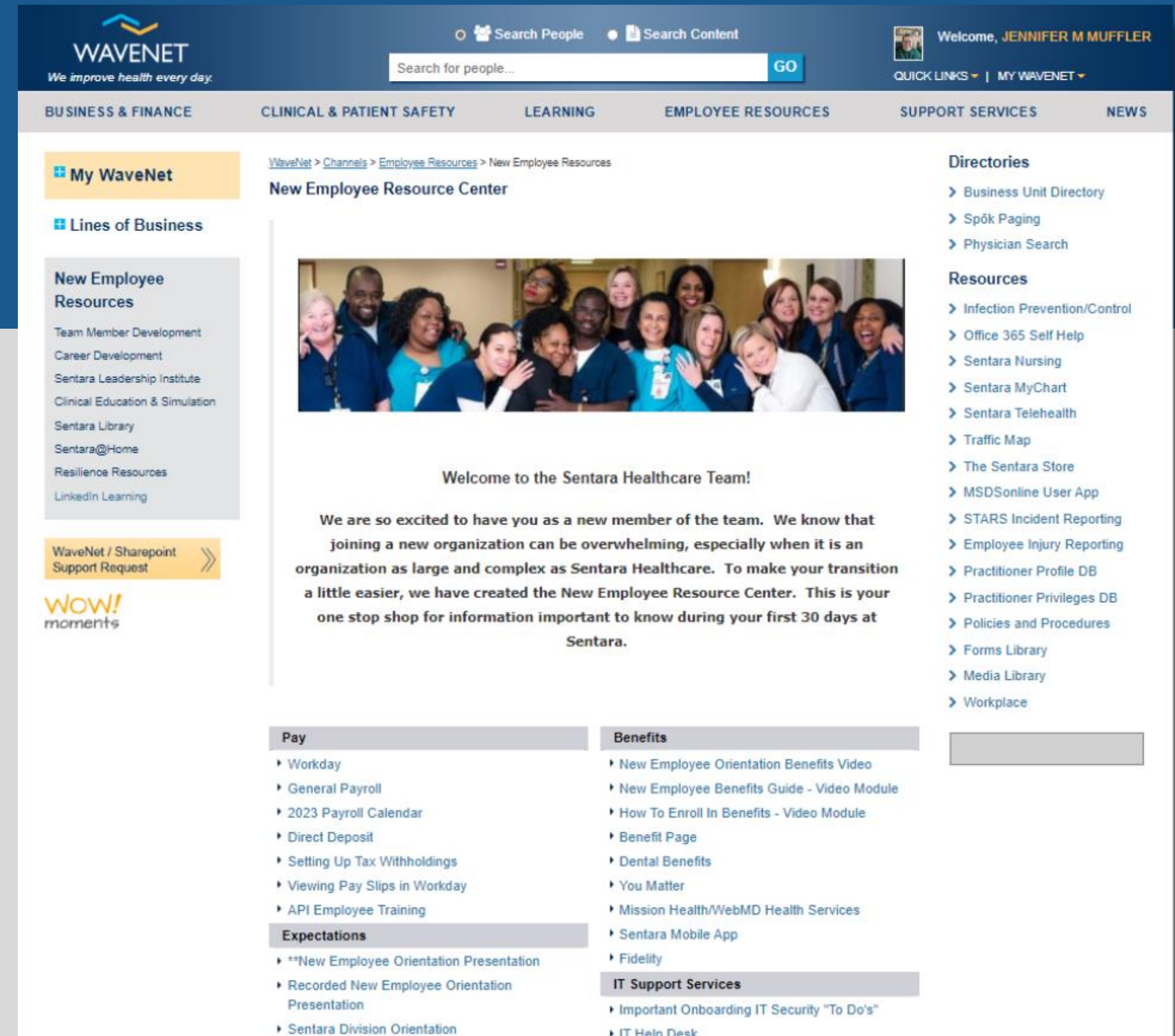RESILIENCY AND SELF-CARE IN HEALTHCARE

DEVELOPMENT AT SENTARA

STAYING CONNECTED AT SENTARA

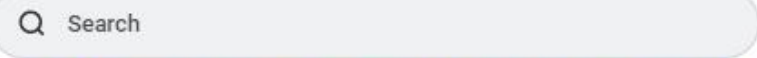NEXT STEPS

New Employee Resources Page
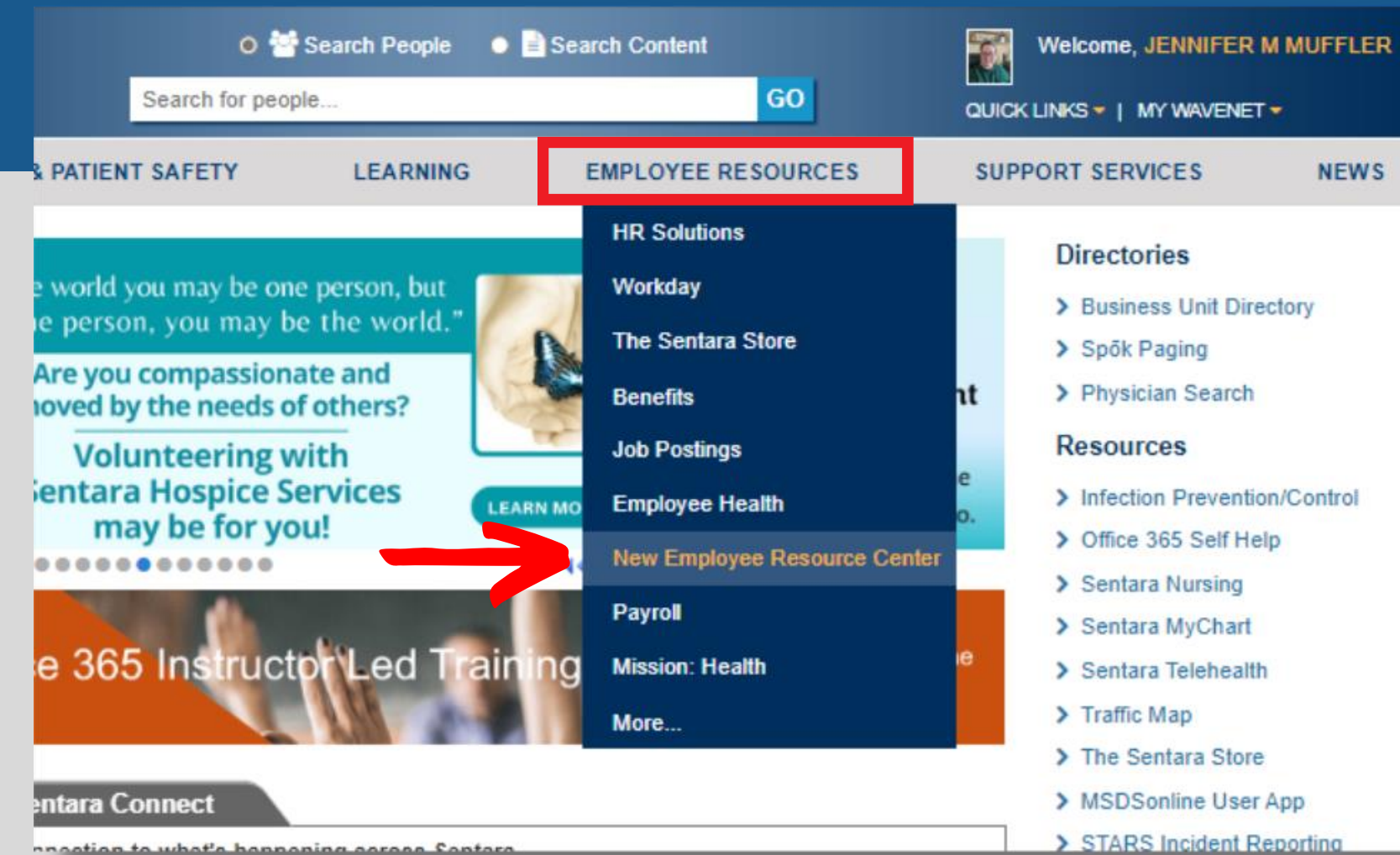
- A new hires one stop shop for all things onboarding

Workday Onboarding Journey

First Day

Workday Onboarding Journey

New Hire Onboarding

0/7 Required Steps Complete

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

New Hire Onboarding - First Day

4 Required Steps remaining

Up Next:

New Employee System Virtual Orientation

Required To Do

Start Here >

Day - 2 and Beyond

Keep Them Engaged

- Provide a robust department and role orientation experience

- Involve other team members in the onboarding 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

Reference: Forbes

The New Leader Experience

The New Leader Experience

Workday Journey

Includes a Welcome to Sentara Leadership video and onboarding checklists.

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.

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.

Department/Role Onboarding

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

Resources

RESOURCES

**HR Solutions
757-455-7744**
- Preboarding questions
- Workday access
- Question about Learning assignments

**IT Helpdesk
757-857-8190 -
Option 5 > Option 2**
- Issues logging into Wavenet
- DUO set up
- Technical issues

New Leader Onboarding Resources
- [Onboarding Page in Wavenet](#)
- SDI @Sentara.com

Wavenet Resources
- [New Employee Resources page](#)
- [Leader Onboarding Guide](#)

Thank you for joining us today.