COMMUNITY HEALTH CARE ASSOCIATION of New York State

Recruitment & Retention Two-Part Webinar - Part 1

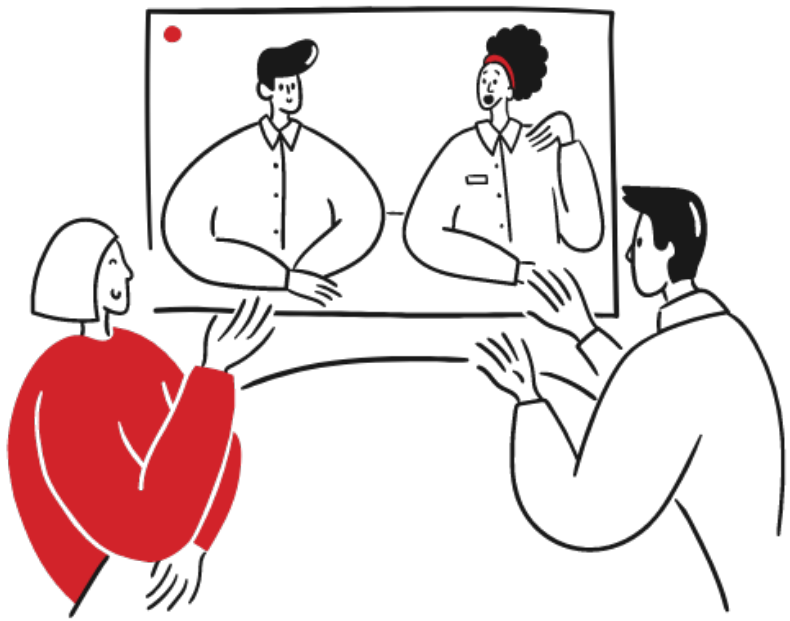
Wednesday, May 15th, 2024

Mastering Onboarding: Setting the Stage for Lasting Engagement

This learning series is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award to CHCANYS' New York State Health Center Controlled Network (NYS-HCCN) totaling $4,836,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov.

Housekeeping

- Participants have been muted to prevent background noise.
- Use the chat box to type questions during the webinar.
- This webinar is being recorded and will soon be available to all participants along with a copy of the slides.
- A webinar evaluation will be shared with participants after the session.



COMMUNITY HEALTH CARE ASSOCIATION of New York State

ACU ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

STAR²CENTER SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

Mastering Onboarding: Setting the Stage for Lasting Engagement

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YOUR SPEAKER

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Access to Care & Clinician Support

Recruitment & Retention

- National Health Service Corps
- Resources
- Training
- Networking

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- National Cooperative Agreement awarded in 2014
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LEARNING OBJECTIVES

- Understand the significance of strategic onboarding in fostering long-term retention within an organization.
- Learn the key components of effective onboarding processes, including integration into organizational culture and provision of necessary tools and resources.
- Apply the principles of Justice, Equity, Diversity, and Inclusion (JEDI) to enhance onboarding practices, ensuring inclusivity and equity for all new employees.

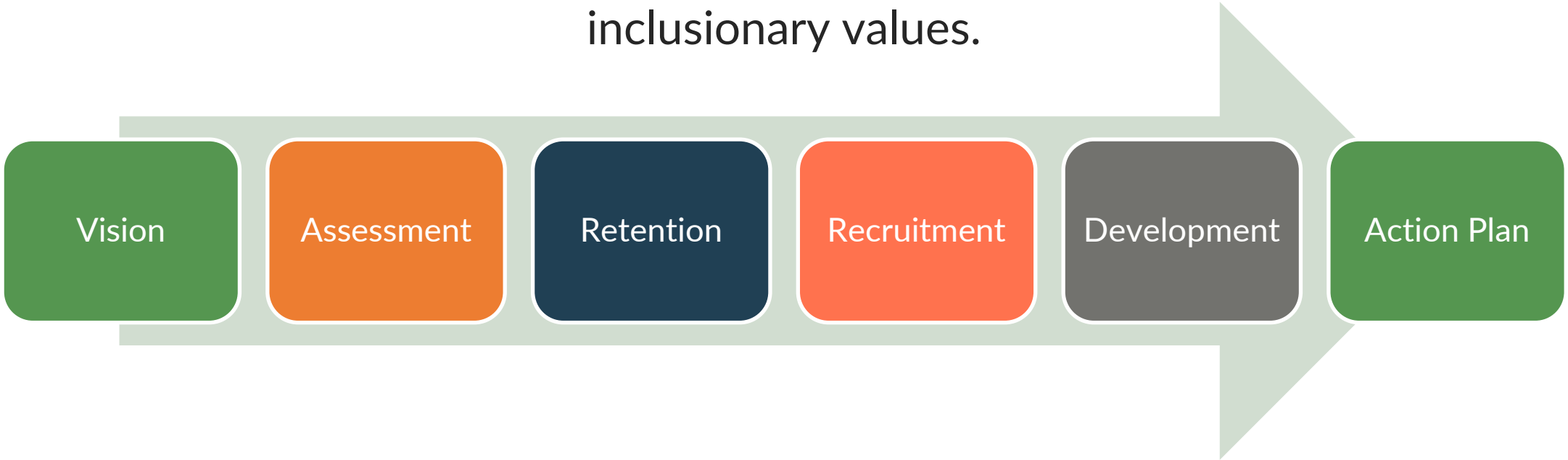
Core Components

Data-Informed Workforce Plan	Equitable & Effective Compensation Structure	Positive Culture Focused on Engagement	Tested Recruitment & Retention Strategies
Health Professions Training Program	Chief Workforce Officer	High-Functioning Managers	Policies that Support Diversity & Cultural Respect

COMPREHENSIVE WORKFORCE PLAN

Definition & Components

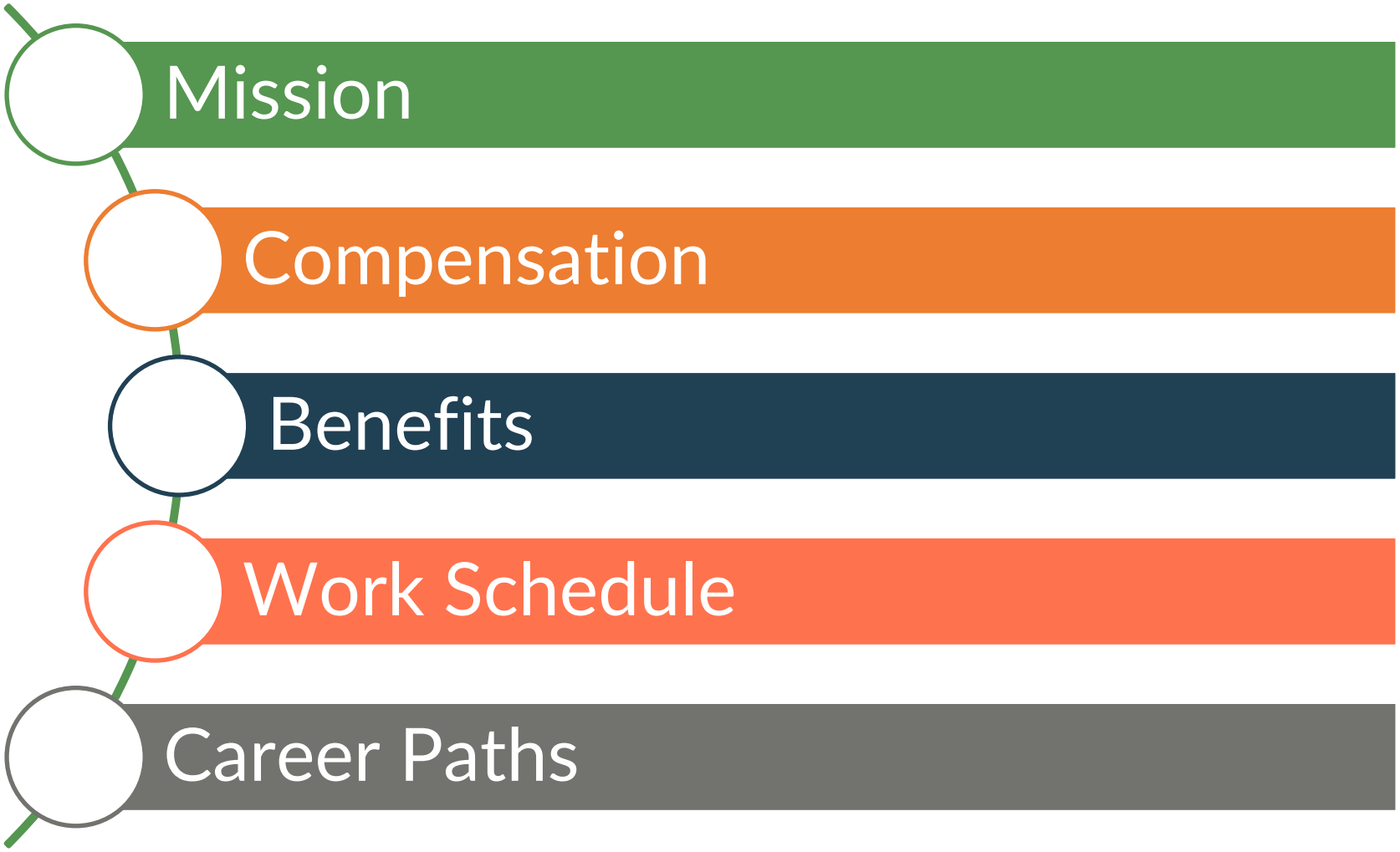
A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary values.



Click here to access the STAR² Center's Comprehensive Workforce Plan Definition.

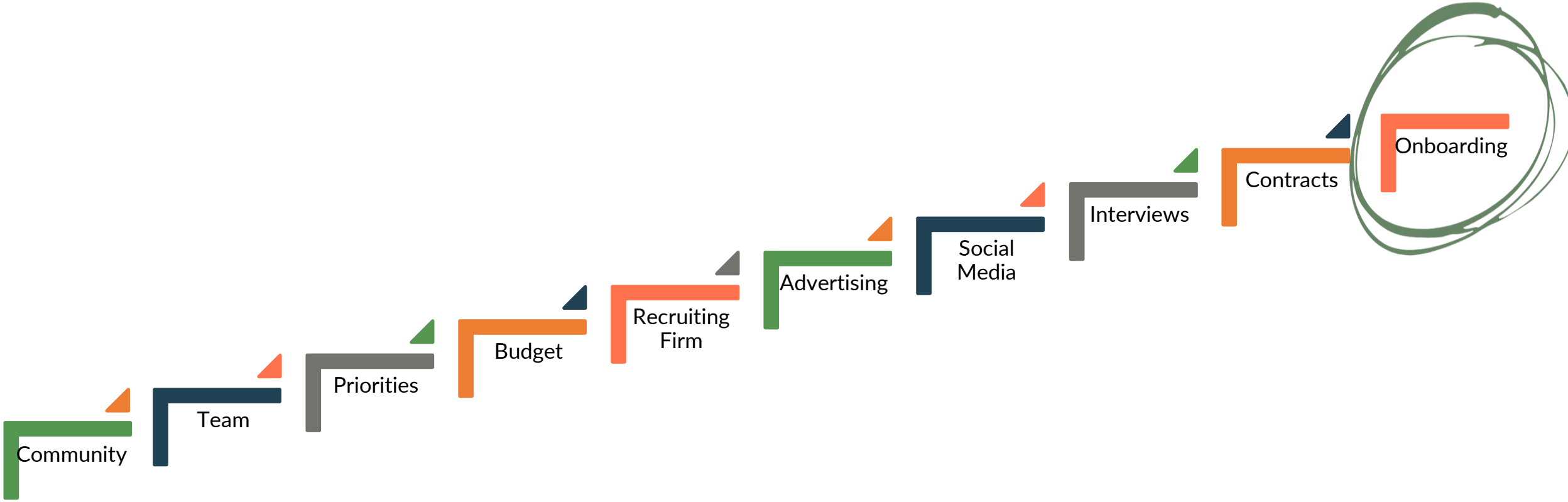
RETENTION PLANNING

Key Areas



RECRUITMENT PLANNING

Key Areas



ONBOARDING IS THE BRIDGE

Retention **Recruitment**

WHY ONBOARDING?

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COMMUNITY HEALTH CARE ASSOCIATION of New York State

Integrates the new employee into the organization

Sets clear expectations

Productivity occurs more quickly

Reduces turnover!

ORIENTATION ONBOARDING

WHAT IS INVOLVED IN ONBOARDING?

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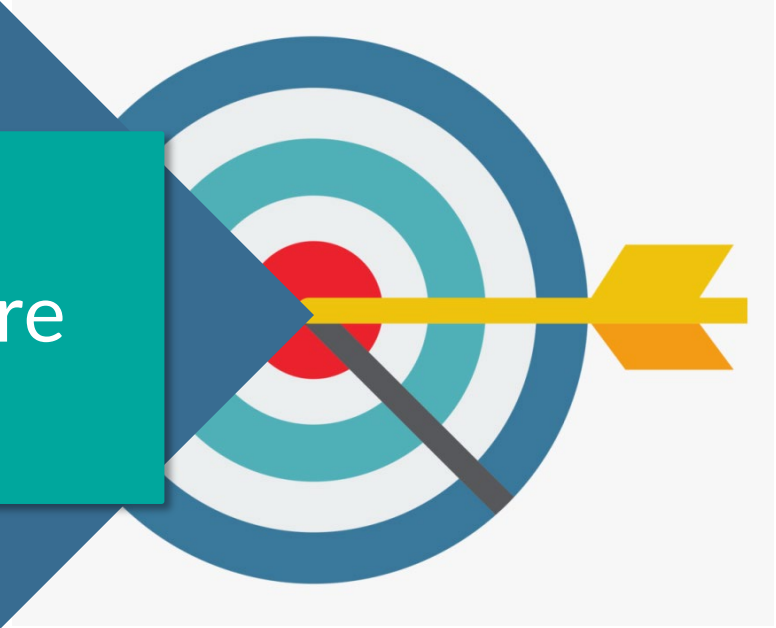
Orientation

Expectations

Integration

Culture



Time to Share!

Does your organization have a formalized onboarding program?

Type your answers and provide any details in the chat

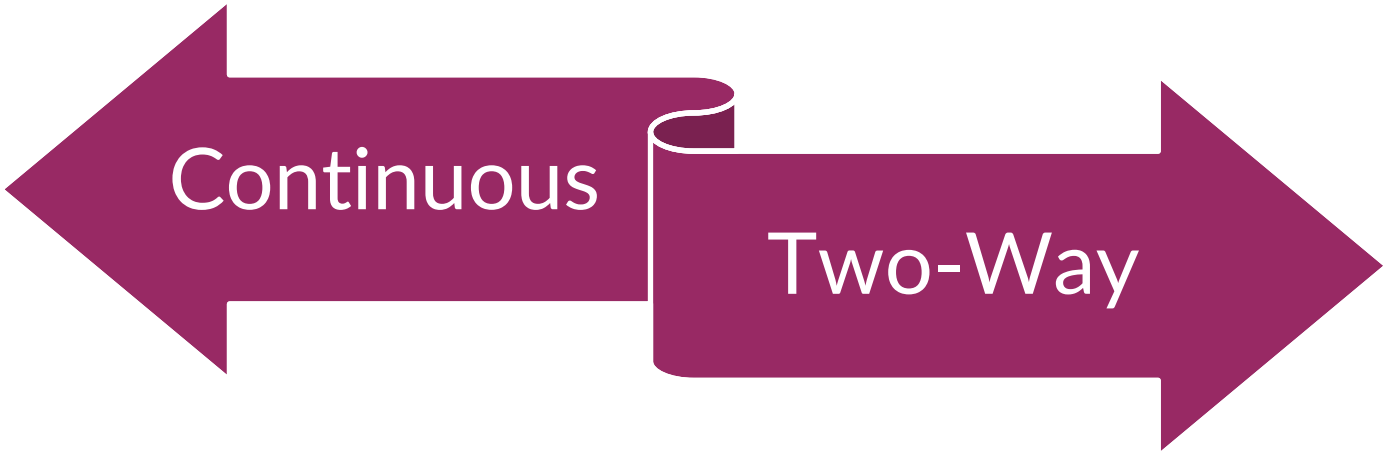
The Goal Is NOT Assimilation

It is crucial to understand your organizational culture, BUT finding the “right fit” is about inclusion, contribution, and positive evolution/change

EXAMPLES OF ASSIMILATION

- Rigid expectations about how “professionalism” is defined
- Hiring for “Culture fit”
- “This is how we do things here/That’s not how we do things here”
- Rewarding conformity
- Avoiding conflict

COMMUNICATION, COMMUNICATION, COMMUNICATION!



Continuous, two-way communication may include:

- Listening sessions
- Stay interviews
- Formal or informal recognition

COMMUNICATION IN THE WORKPLACE

- What you say and what you do matters
- How you say it and the actions you take matter
- When and where you say it matters

- Practice **bidirectional** or **multidirectional** communication that is clear, concise, direct, and mindful
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt

- Take a **strengths-based perspective**

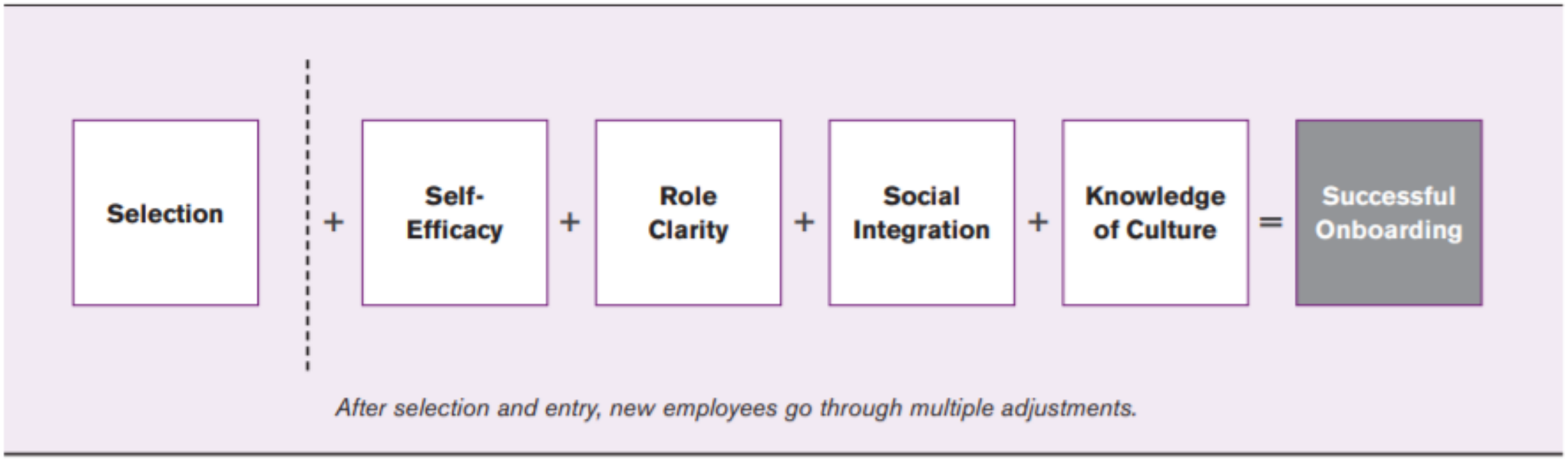
- Appreciation goes a long way!

QUESTIONS TO ASK

- What impression do you want a new hire to walk away with after the first day?
- What do new employees need to know?
- How are you going to introduce your organization's culture and work environment to the new hire?
- What is everyone's role (HR, managers, co-workers)?
- What are the goals for your new hire?
- How long will onboarding last?
- How will you assess and measure the effectiveness of your onboarding program?

Source: SHRM New Employee Onboarding Guide

EXAMPLE ONBOARDING MODEL



Source: *SHRM Onboarding New Employees: Maximizing Success*

THE FOUR C'S OF ONBOARDING

Compliance

- Teaching basic legal and policy related rules and regulations

Clarification

- Understanding expectations, roles and responsibilities

Culture

- Vision, mission, values

Connection

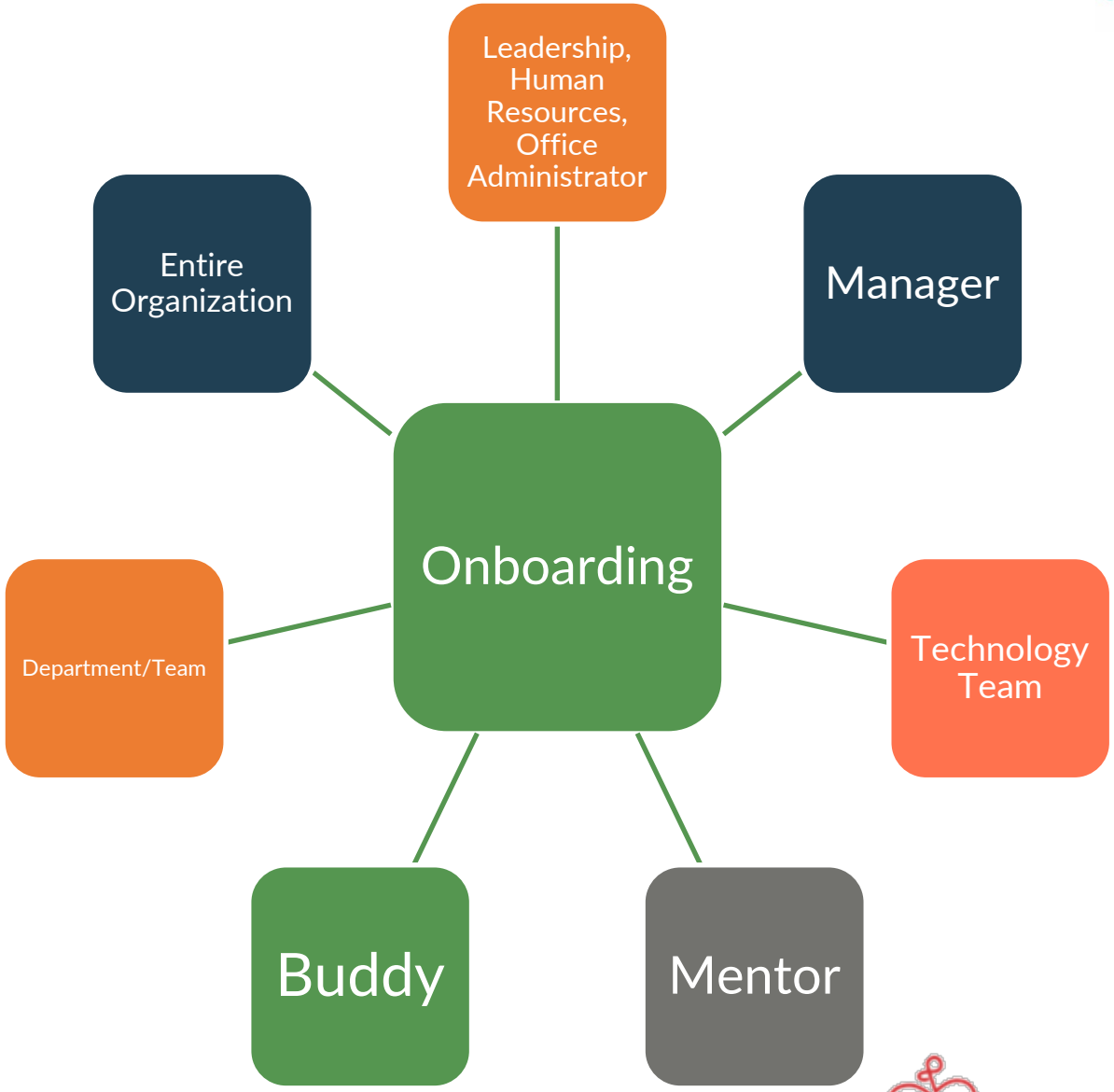
- Interpersonal relationships, community connection

Source: SHRM Onboarding New Employees: Maximizing Success

TIPS FOR SUCCESSFUL ONBOARDING

- Assign a mentor to orient the new staff member
- Assign a person and a realistic timeline for each onboarding activity
- Set expectations and goals for the new hire
- Arrange social interactions and allow for time to socialize with coworkers
- Conduct weekly check-in calls or meetings – taper off to bi-monthly and monthly over the first few months
- Provide opportunities for peer interaction outside the community
- Provide support resources

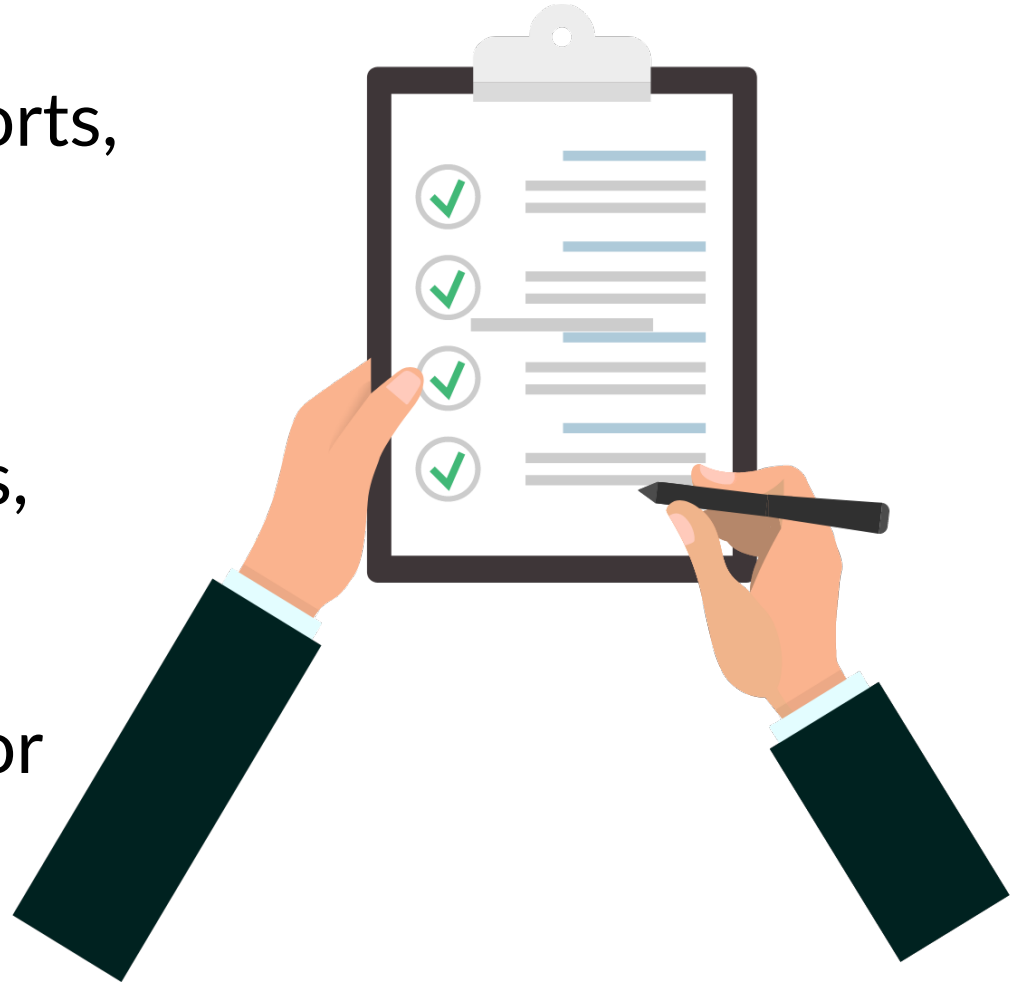
ONBOARDING TEAM



ONBOARDING ACTIVITIES

May involve:

- Building relationships with administration, leadership, direct reports, and other staff
- Understanding organizational culture
- Orientation to facilities, computer system, EMR, policies and procedures, etc.
- Integration into the community
- Credentialing, privileging, licensing (for providers)



JEDI PRACTICES FOR ONBOARDING

- Discuss with new hires what JEDI means in your organization and how it is applied.
- Create a separate JEDI-specific onboarding session.
- Train hiring managers to lead in this space.
- Coach existing staff on embracing and supporting new hires.
- Inform new hires about internal/external employee resources or affinity groups available.
- Assign a work buddy.

MORE JEDI PRACTICES FOR ONBOARDING

- Make onboarding warm, welcoming, and empathetic to bridge cultural gaps.
- Provide new hires with a preview of the organization's culture and its adoption of JEDI principles.
- Ensure that there are 90-day check-ins during the onboarding process that address organizational culture.
- Set the tone that inclusivity is everyone's responsibility.

Time to Share!

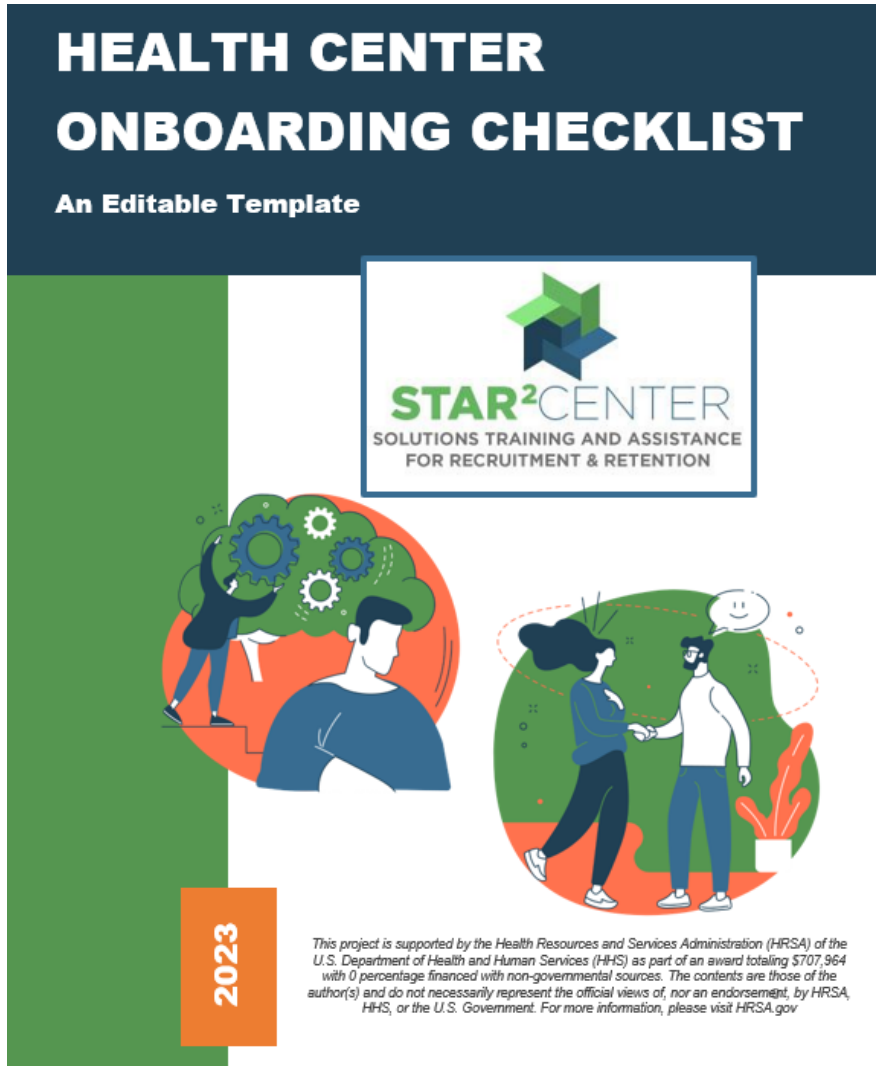
How does your organization address JEDI in its onboarding process?

Type your answers and provide any details in the chat

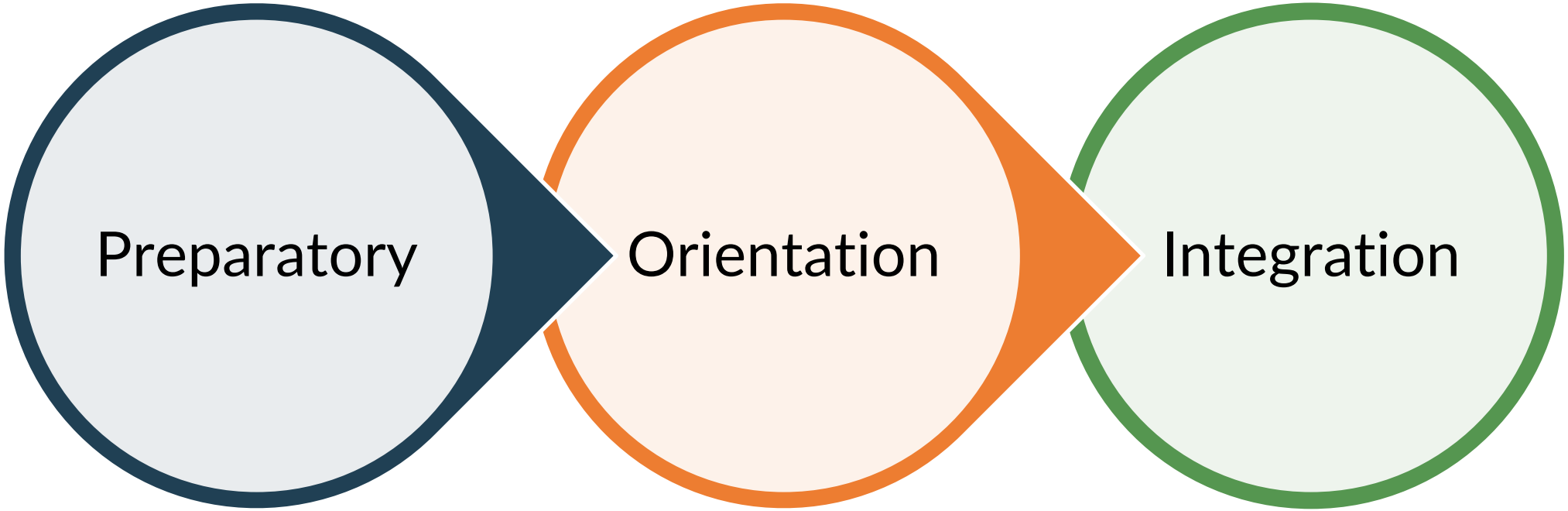
STAR² CENTER RESOURCE HIGHLIGHT

Onboarding Checklist

Click here to access the Onboarding Checklist!



ONBOARDING CHECKLIST SECTIONS



QUESTIONS

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And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

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Completing your survey helps us to provide relevant and helpful information. Thank you in advance!

Part 2 – *Build It and They Will Stay: Staff Development for Retention*

When: May 22nd, 2024, from 10 – 11 AM ET

Audience:
•Senior Leadership
•Operations and Human Resources Staff (all levels)
•Any staff involved with hiring, onboarding or staff development

Please reach out to **workforce@chcanys.org** with any questions.

REGISTRATION

Thank you!

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