

■ **Our client's issue:**

A leading hospital system, serving a major city with over 3,700 employees and 900 physicians performing over 30,000 inpatient/300,000 outpatient procedures annually, was feeling the strain of high turnover and low engagement. A major contributing factor was the antiquated “New Employee On-Boarding” Process. Exit interviews indicated employees felt they were being “thrown into their work” without direction, and therefore felt under-appreciated. Turnover and low engagement were impacting patient satisfaction in a very competitive market.

■ **The BPI group approach:**

- Our approach involved employees at all levels and began with several diagnostics to guide the design of an improved program. It was clear that that the orientation needed to be to completely “restructured and rehabilitated” to meet the hospital's needs. Our team:
- Facilitated a senior-level gathering to define success factors, set expectations of service excellence and culture, gain consensus, and determine parameters/ground rules of the on-boarding process
- Audited the overall new employee process and evaluated its effectiveness and relevance
- Conducted focus groups consisting of new employees, department heads, and key personnel vital to the on-boarding process
- Developed key portions of the new employee orientation with subject matter experts to ensure exactness in regulatory compliance and safety
- Designed a 2-day comprehensive New Employee Orientation System and Program for all staff with involvement from key stakeholders

■ **The business benefits:**

- The New Employee Orientation Program, in conjunction with several other engagement endeavors, quickly demonstrated results that have allowed this hospital system to regain its reputation within the city and attract and retain key talent. Some of these results were:
- Hospital improved in performance and was named by US News & World Report as one of America's Top Hospitals with an 87% Patient Satisfaction rating; 18% higher than state and national averages
- Staff satisfaction regarding on-boarding improved dramatically. Evaluations consistently showed over a 95% effectiveness rating of the program
- The New Employee Orientation was awarded “Best in Class” by Press Ganey