

**New Starter Orientation
 QI Project**
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A “perfect start” – New starter orientation

The illustration shows three cartoon figures holding a red banner that says 'WELCOME'. To the right, a woman in a business suit is thinking, with speech bubbles around her head listing: TEAM, RESPONSIBILITIES, COMPANY, TOOLS, and ROLES.

What was the problem we were trying to solve?

Pathway: Getting a “good start” in the trust

Concerns: We are concerned some new joiners do not have all the support they require within the first 6 months

Impact: We either have unhappy new joiners , who do not feel appropriately supported and are anxious/stressed
 Or we have new joiners who could feel so unhappy with their poor start they could leave within the first year

SHFT: **990 leavers in 2017-2018 (i.e. 16.8% turnover)**
 Leavers: **25% <12 months service,**
44% with < 24 months service (industry leaders 10%.)

Number of leavers over 12 months within these 4 turnover areas
(i.e. just AMH, LD, Specialised & Lymington New Forest & highest 3 roles (admin, nurses, unregistered care roles) (2017-18)

Type of role:	Leaving Time Frame				Grand Total
	(2017-2018 leavers from trust)				
	1-3 Months	4-6 Months	7-9 Months	10-12 Months	
Clerical & Administrative	19 (38%)	14 (27%)	9.03 (17%)	9 (17%)	51 (100%)
Registered Nurse	16 (25%)	17 (26%)	20 (31%)	11 (17%)	64 (100%)
Unregistered Care Roles	23 (29%)	26 (32%)	18 (23%)	13 (16%)	81 (100%)
Grand Total	59 (30%)	57 (29%)	47 (24%)	33 (17%)	197 (100%)

What did we want to improve?

Targets: Improve new starter satisfaction in relation to their "good start" relating to their first 6 months.

Improve and/or standardised approach to "the good start" (i.e. to local workplace induction processes)

Speed up/improve parts of the process steps (following our current state - data presentation and group ideas/discussions)

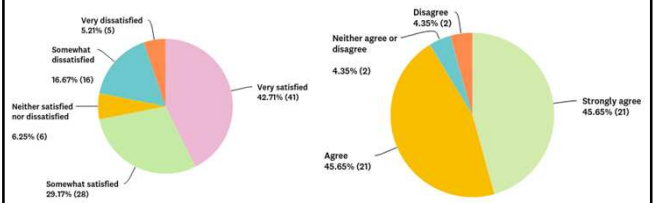
Target Future Experience: If the above improvements are made – we hope this could improve job satisfaction and have a positive impact on retention/reducing leaving rates in first 6 months. (Many leavers mention lack of managerial support/engagement)

We Surveyed 539 new joiners in the previous 6 months & also their line managers, key findings were (overleaf.....) :

Were you satisfied with the local workplace induction received/given?

New Joiners = Satisfied 72% (n 69)

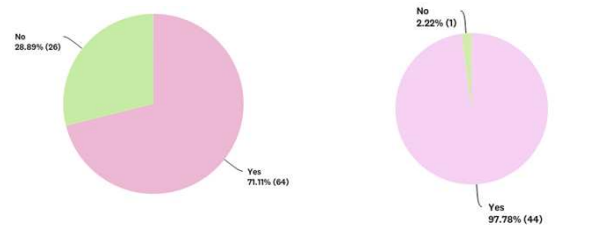
Line Managers= Agreed 91.3% (n 42)



Did you receive/provide sufficient info & support?

New Joiners = Yes 71% (n 64)

Line Managers= Yes 97.7% (n 44)



Current state:

New starter experience - **negative** feedback:

- Variations to role
- Feeling overwhelmed
- No one available to meet & greet
- No supernumerary period
- IT not ready
- HR problems
- Felt isolated at times
- Didn't always get shadowing
- Not included in communications such as emails (i.e. forgotten)

Current state:

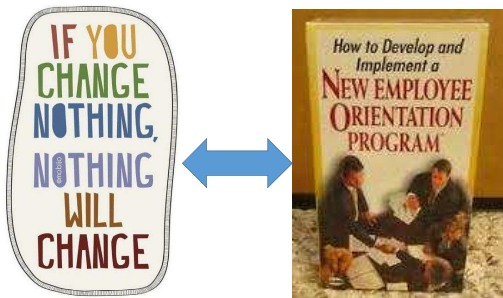
New starter experience – positive feedback:

Presence of line manager on initial meeting well received	Allocated 1-1 supervisor in 1 st week	Good to meet CEO
Local info available, phone numbers and contact names	Staff welcoming & helpful	Clarity on job role and responsibilities
Regular contact with line manager	Protected time to complete tasks	Buddy system

Summary of evidence in Tableau (average 64% over 8 elements in 6 mths):

TOPIC MEASURED:	YES (within 6 months)	NO (not within 6 months)	Cancelled bookings (from new joiner)
1. Appraisal Objectives recorded	32.9%	67.1%	
2. Conflict Resolution Done	54% (plus further 10% booked)	26% (5% DNA, 20% no booking)	11% cancelled their place
3. BLS/LS resuscitation done	60.5%	39.5%	
4. Clinical Supervision recorded	61.7%	38.3%	
5. Trust Induction actual attendance	62.5%	37.5%	
5(a): Trust Induction booking first date given via LEaD	63% (plus further 10% booked)	6% (DNA'd)	21% cancelled their place
6. SSS done	63% (plus further 10% booked)	22%	5% cancelled their place
7. E-learning started	85.1	14.9%	
8. Preceptorship started	90%	10%	

Implementation – changes we are making



The Changes being implemented:

“New Starter Orientation” these changes in currently in progress.....

- Re-design approach to a new starter’s orientation to the trust via:
 - Brand new webpage for New Starter Orientation Portal (*designing now*)
 - Supernumerary 4 week period for clinical new joiners (*Trialling starting in Lymington soon and then Basingstoke for clinical roles*)
 - Standardised Pre-Booking & Planner (Day 1– 6 months) (*form done*)
 - Progress review form – via line manager & super-mentor (*Trialling*)
 - Super-mentor in each division (*Trialling soon in Lymington/Basingstoke*)
 - Corporate nominated “New Starter Buddy” (*document complete*)
 - Trust Welcome Induction booklet update (*will be updated soon after trials and adjustments*)

New Starter Orientation Portal/Webpage

- **Current webpages** (both internal pages & external public pages):

- Information is NOT in one place
- Not all publicly viewable prior to start date
- Information is hard to find and confusing
- Some current web links are not working
- Managers also don't know where things are to signpost new joiners

- **Progress Update:**

- Comms team – currently helping us design new starter orientation pages
- Working partly with new joiners and LEAD staff who are designing pages with Comms
- Will be viewable externally via public pages by new starters

Supernumerary - 4 week period for starters:

- **Supernumerary:**

- To get right start – need to be not rostered first 4 weeks
- Essential for clinical roles & best practice for all roles
- 2 weeks were found not sufficient – (*training elements alone take 1-2 weeks*)

- **Progress Update:**

- About to trial this in Lymington patch, and plans to trial soon in Basingstoke.
- Met with super-mentor to agree methods
- Agreement - roll this out as part of our implementation trust wide (*if concept works*)
- Acknowledging – some teams do this already

Standardised Approach – to streamline Timetable (1st day– 6 mths)

- **Timetable/Planner for new starters:**

- Outline what manager or starter does
- Pre-book training prior to start
- Pre-book trust induction course
- Shadowing/mentoring/buddy
- Health/wellbeing check
- Progress check

- **Progress Update:**

- Template Designed
- Linked with recruitment/HR team – now working through NEW process to ensure accurate New Starter first date of work
(*i.e. NHS Jobs Applicant Data Link*)
- Will form part of Super-mentor trial area
- Change following trial and embed final processes
- Promote Managers awareness of changes once finalised

Progress review form

- **Progress review form rationale:**

- No formal review currently
- Need formal “check in” points to review progress /concerns at:
 - 1 week
 - 4 weeks
 - 6 months
 - Review timelines may change.....

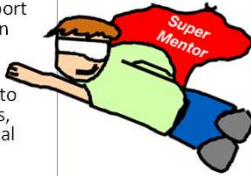
- **Progress Update:**

- Draft design done
- Trialling with super-mentors – adjust on feedback
- Audit that this works (survey monkey) – to ensure new starters are getting the support they need
- Promote info to managers once finalised

Super-mentor in each division

• Super-mentor need:

- Responsible lead to check in/support new starters in each division
- To ensure support/able to raise concerns, guide re clinical skills/training
- Feel valued, prevent employee losses



• Progress Update:

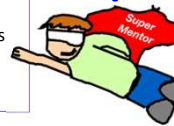
- Trialling this role in Lymington (soon) and then Basingstoke (*plans for other areas too.....*)
- Once concept proven:**
- Get action to allow budget managers to utilise vacancy funds to fund this for their division
- Links to LEaD, HR Team for recruitment plans
- Buddying regularly with corporate buddies

Corporate nominated “New Starter Buddy”

• Named links via each Corporate Team:

- ONE staff member to be the key “new starter advisor” back to Super-mentor
- Provides ownership/smooth transfer of info
- Audit list of problems to continuously improve/redesign

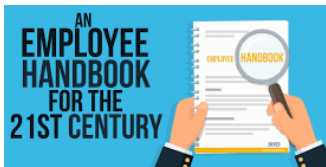
I’m a buddy!



• Progress Update:

- Contact names/ details now back from ALL corporate teams
- List now designed and given to super-mentors
- Super-mentor and corporate buddy need to work together for this to work well
- Feedback following trials.

Trust Welcome Induction booklet update



• New welcome booklet

- Currently provided via LEaD on Trust Induction Day
- Can we give this prior to start day
- Needs updating now to reflect new changes
- Insert, New starter Schedule/Planner, progress review forms.

• Progress Update:

- New sections drafted
- Unable to send to new starters by post (GDPR etc)
- Now looking to email it, plus place on new starter website
- Once all paperwork trialled, new booklet will be finalised and re-designed/printed

Key lessons learned:

Happy New Starters, Happy Team & Trust = Quality Patient and Service User care: 😊

- Trust in the process, you can achieve a lot
- Staff want to be part of changes & co-design improvements – involve them !!!
- Perseverance – when you meet a road block, find a path round it
- Push, cajole, persuade, stay solution focussed, smile !!!
- **Just do it !!!!!**



Thanks to our QI project group – you were blooming brilliant !