

# Design Orientation to Engage New Faculty and Accelerate High Performance

## The Problem

Clinician engagement and retention are crucial to carrying out the mission of providing world class, high quality, and coordinated care. Structured orientation programs for new faculty are lacking in many departments, notably Anesthesia and Surgery. Inadequate orientation during onboarding and lack of interdisciplinary training can result in high job dissatisfaction, individual and system stress impacting patient care, retention challenges impacting MD and RN shortages, and costly recruitment.

## Aim/Goal

Develop a comprehensive multidisciplinary perioperative orientation program for new faculty and staff in Anesthesia, Surgery, and Perioperative Services.

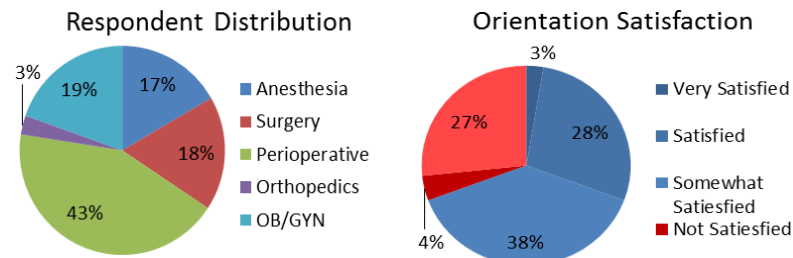
- Perform a needs assessment
- Solicit current clinician perspectives and explore potential resources such as peer mentoring, simulation, and a web-based resources
- Explore orientation practices at other institutions
- Assess program quality by instituting 360 feedback

## The Team

Anesthesia	Surgery	Nursing & Periops
Ruma R. Bose, MD Brian P. Ferla, MD	Selena E. Heman-Ackah, MD, MBA (ENT) Sahar Kohanim, MD (Ophthalmology) John Tumolo, MBA, MPH	Maureen Houstle, RN Sheila Hunter, RN Angela Kelly, RN Charlotte Guglielmi, RN

## The Interventions

Needs Assessment Survey Results: 104 Faculty & Periops staff respondents



Key Takeaways Regarding Needs Assessment:

- Orientation is NOT standardized across Departments and Divisions
- Checklist for orientation should include key items
  - A list of resources, names, numbers, maps, administrative contacts
  - Clear definition of orientation, expectations, process & timeframe
  - Orientation to IS systems
  - Mentor/Preceptor(s)/designated resource for orientation
  - Easy accessibility to Departmental Policies and Procedures, Guidelines

Discovery Site: External Site Key Learnings

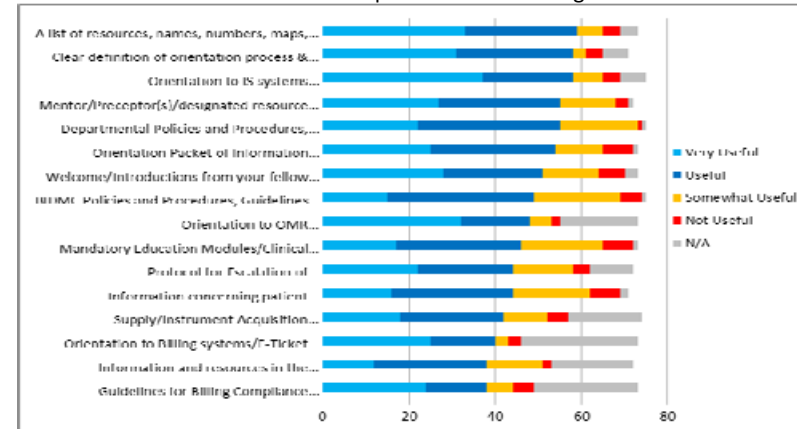
- Defined 1-2 Week Training Program including partnering with a designated trainer
- Recognition for high performance
- Staff is motivated and encouraged to develop job skills

Consultation with Workforce Development: Joanne Pokaski, Director

- In-person training & designated resource
- An online resource guide or binder for quick reference

## The Results/Progress to Date

Most Useful Orientation Items: Incorporate in Onboarding Checklist



- Anesthesia & Surgery have revised departmental orientation processes to include onboarding checklists with useful orientation items, resources for new Faculty, and transparency in process
- Surgery has implemented a 360 Review of Faculty

## Lessons Learned

- Multidisciplinary learning and strategy enabled identification of existing resources and practices and how tools might be deployed to a wider audience
- Perioperative Services maintains a well-organized and thorough orientation process reinforced by designated RN Educators
- Scale: Creating an interdepartmental onboarding process electronic resources requires significant resources and time to design and implement

## Next Steps/What Should Happen Next

- Use Departmental resources to create an Interdepartmental Orientation Process & Checklist
- Deploy Departmental and Interdepartmental Mentorship Program
- Create of Online Resource Guide integrated into the Portal
- Explore team building exercises across departments to improve communication that includes both experienced staff and those employees new within the last year

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