

ChristianaCare

# Starting from Scratch

Building & Maintaining a Successful  
Provider Onboarding Program

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MAPRA - Fall 2019





# Amy Bird

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## **DIRECTOR EXECUTIVE AND PHYSICIAN RECRUITMENT**

### AMY'S BIO

- BS, Dietetics - University of Delaware
- MBA, Management - St. Joseph's University
- AtlantiCare Health System - HR Generalist, HR Manager, HR Director, Director of Physician Recruitment
- ChristianaCare Health System - Director of Executive and Physician Recruitment
- FASPR, SPHR, RACR



**ChristianaCare**<sup>™</sup>



# Abigail White

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## PROVIDER ONBOARDING SPECIALIST

### ABBY'S BIO

- BA, Public Relations - Bob Jones University
- MSM, Public Relations (In progress) - University of Maryland
- Bob Jones University - Recruiter, Public Relations Specialist
- ChristianaCare Health System - Provider Onboarding Specialist



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# Our Agenda for Today

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## WHAT YOU WILL LEARN

- Pitching the Job
- Building the Job
- Measuring Success
- Key Learnings
- Q&A Discussion





“Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”

THOMAS EDISON

# Case Study: ChristianaCare

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## OUR ROAD TO OBTAINING A PROVIDER ONBOARDING SPECIALIST



# Pitching a Provider Onboarding Position

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## **BUILD THE CASE**

Identify greatest needs, collect key data, determine value proposition, and build your business case



## **MAKE THE PITCH**

Present compelling data and a clear business plan to key decision-makers



## **BUILD THE JOB SPEC**

Draft the job spec and identify position qualifications



## **RECRUIT**

Find the perfect fit for the job

# Collecting Key Data

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## DATA POINTS

- Volume of annual physician & APC offers
- Volume of lost new hires
- Current staffing level
- Survey data
- Potential lost/gained revenue





# When the Answer is "No"

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## SURVEY

Survey new hires to understand what matters most to them

## PRIORITIZE

Determine the most vital needs and significant barriers

## IDENTIFY PARTNERS

Identify key stakeholders and community resources

## BUILD A PROCESS

Based on your findings, formalize your onboarding efforts

# Finding the Right Candidate

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## KEY THINGS TO LOOK FOR IN AN ONBOARDING SPECIALIST



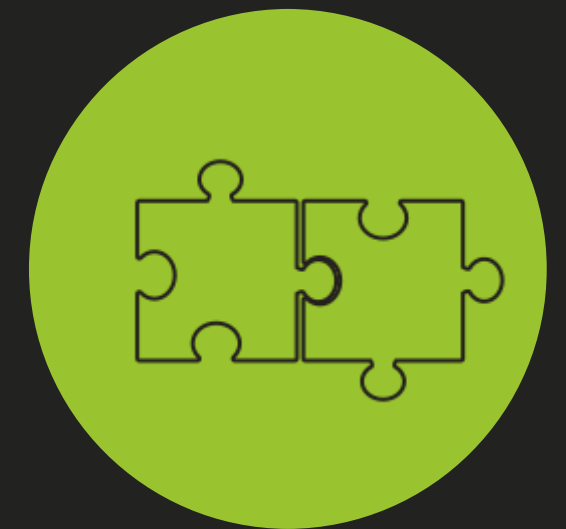
Organization



Communication  
Skills



Customer  
Service



Problem Solving

# Building the Job

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## DEVELOP CUSTOM TOOLS

Based on your specific needs, develop tools to address those needs and monitor your onboarding process.

## BUILD YOUR KNOWLEDGE BASE

Gain understanding of licensure, credentialing, legal, department & HR processes and identify the gaps and pain points.

## IMPLEMENT & ADJUST

Put your knowledge and tools into action and make adjustments as you go.

# Our Biggest Barriers



## ● **LOST CANDIDATES**

Candidates hired months ahead of start date would be recruited by other organizations

## ● **UNPREPARED DEPARTMENTS**

Departments were unprepared for their new hires and candidates had poor orientation experience as a result

## ● **MISSED START DATES**

Start dates would be delayed due to outstanding licensure and credentialing items

## ● **POOR CANDIDATE EXPERIENCE**

Candidates were left on their own to navigate licensure and credentialing applications, HR tasks, etc.



# Vital Tools

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## SHAREPOINT

Create a shared online information center to provide access to vital information to key stakeholders

## ONBOARDING SCHEDULE

Build a master list of key dates between time of signed Letter of Intent (LOI) and start date/orientation

## COMMUNICATION TEMPLATES

Develop a communication plan and write communication templates for each part of the process

## AREA RESOURCES

Collect a library of area resources to address your candidates' most common questions and area needs

# Building Key Bridges

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## LEGAL

Partnering from signed LOI to signed contract



## CREDENTIALING

Monitoring privileging & licensing process



## DEPARTMENTS

Communicating progress & sharing tools



## HR

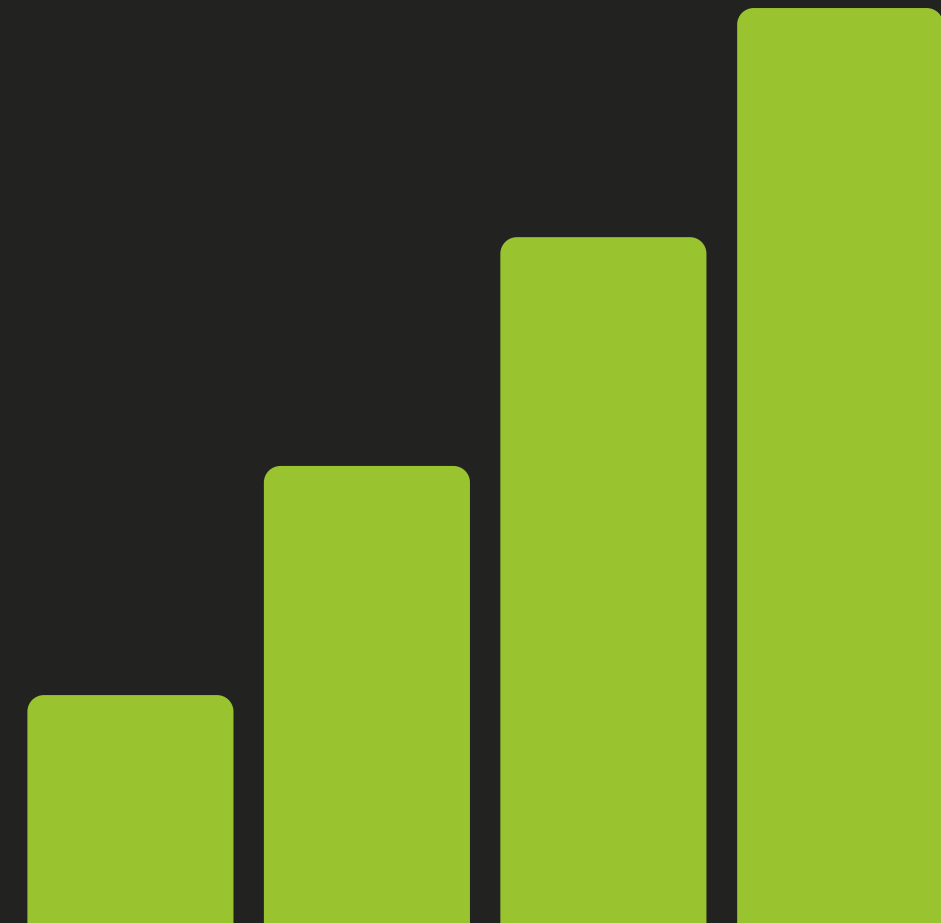
Overseeing pre-employment tasks

# Measuring Success

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## HOW TO MEASURE SUCCESS

- Develop Metrics
- Survey Candidates
- Track Key Data
- Generate Quarterly Reports



# One Year Later...

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## SHORTER ONBOARDING PROCESS

Licensing, credentialing, HR & legal timeframes data allowed us to address problem spots and shorten the onboarding process

## DECREASED MISSED START DATES

Standardized onboarding process largely eliminated delayed start dates due to outstanding pre-employment needs

## EXCELLENT CANDIDATE EXPERIENCE

Survey of new hires consistently reveals feedback of excellent onboarding experience



# Key Learnings

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## POWER OF THE DATA

Data drives process improvement, informs key stakeholders, and enables you to build effective onboarding tools

## WORKING WITH KEY STAKEHOLDERS

Sensitivity and awareness are vital in key stakeholder relationships

## COMMUNICATION IS KEY

Remaining in close communication with candidates is key to onboarding success and keeping them engaged with your organization

## BE PATIENT

Expect this to be a journey and be patient with yourself and your stakeholders along the way





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**Q&A Discussion**

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