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Business Unit: Family Care PC

Problem / Opportunity Statement:

The staff of the Clinic approached management with issues regarding staff training and retention. The major focus of concern was the senior staff members had many years of on-the-job training and because of the lack of a training system there was a division amongst staff members, based on seniority. This caused the new staff member to have a much higher turnover rate than the senior staff members. The new staff member's turnover rate was approximately fifty percent per year, as compared to a ten percent turnover rate for senior staff, which included retirements. This high turnover rate was causing low staff morale among all employees.

Goal: Within the next 180 days, establish a training system for all staff members, with emphasis on the on-boarding and retention of new staff members. Reduce the turnover rate for new employees to twenty percent.

Significant Changes: (limited info is provided to protect customer)

- Meet with staff to:
 - Analyze the effect on the current clinic staff of the following issues: training, retention and morale.
 - Identify the effect lack of training has on the system as it relates to:
 - Job knowledge and skills
 - Quality patient care
 - Employee engagement and satisfaction
- Develop an on-boarding system for new hires that covers:
 - Employee compensation and benefits programs
 - Employee handbook
 - Job description
 - CPR training, if necessary.
 - Training videos:

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- Electronic Health Record (EHR) system
- Materials handling, both medical and non-medical
- Evacuation procedures, in case of emergency
- Assign each new hire a mentor. The mentor will work with the new hire for a minimum of ninety days. The mentor will provide clinical training on a as needed basis, depending on the new staff member's knowledge.
- Design and implement a record-keeping system that documents employee training for all staff members.
- Staff meetings monthly, agenda to include the integration of new employees and its effects on the Clinic.
- Meet with physicians and staff to:
 - Go over the new training/retention systems relevance, reliability, and measurability.
 - Get acceptance and buy-in of new training/retention system.
- Implementation of new training/retention system.

Realized ROI:

Customer Experience: Patients' familiarity with staff was highlighted on the Customer Experience Survey.

Staff Experience: Increased job satisfaction and staff morale as it related to staff training/retention. Retained most qualified personnel and reduced staff turnover to 18% (data collected one year post implementation). [Not captured is the opportunity cost of retaining highly qualified personnel due to lower turnover rates as it pertains to organizational knowledge.]

Financial Benefit: Higher staff retention reduced hiring and training costs by 30%, and increased clinic revenue 11%.

Time Savings: Increased patient care time by 10% by decreasing time staff spent training.

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