

Development of an Orientation Resource for JLR New Hires

Kelly Ann McGuire, BSN, SRNA

Lindsey Kathleen McNutt, BSN, SRNA

Project Mentor: Casey Scandura, MSNA, CRNA; JLR

Committee Chair: Alescia L. DeVasher Bethea, PhD, CRNA

Nurse Anesthesia Program, Adventist University of Health and Sciences

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Abstract

JLR Medical Group had an ineffective orientation process for new hire Certified Registered Nurse Anesthetists (CRNA) and Anesthesiologists. Concern was expressed about the lack of information provided to new JLR employees. Added to the stress of the transition to a new employer, new hires complained of daily confusion regarding site-specific locations, policies, procedures, and expectations. To address JLR's orientation process, information was obtained from JLR's current employees regarding their orientation needs. One hundred percent of the respondents strongly agreed that facility access codes and facility maps would have been helpful to the beginning of their employment with JLR. Ninety percent of the respondents strongly agreed that specific site tips and mentors would have been helpful. Eighty percent of respondents strongly agreed that access to print required forms prior to the first day on-site would have been helpful. Site visits were then performed to collect data regarding site maps, directions, door codes, contact information, and other site-specific tips. The most accessible method to deliver this information was identified. Through collaboration with JLR's information technology department, this information was organized in a standard fashion and made accessible to all employees in a web-based format. One hundred percent of respondents who had utilized the information strongly agreed that facility access codes, facility maps, required forms, specific site tips, and CRNA privileges were helpful to the start of their employment. The implications for nursing practice are that there can be a reduction in new employee stress, employee turnover, and improvement in employee satisfaction with an effective orientation resource.

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Problem

JLR Medical Group had an ineffective orientation process for new hire Certified Registered Nurse Anesthetists (CRNA) and Anesthesiologists. JLR is a physician owned organization providing anesthesia service and pain management in Central Florida. Founded in 1988 by Joseph L. Riley, MD, the group currently consists of 75 anesthesiologists and 120 CRNAs. These providers are highly qualified and lead in their field, while performing over 100,000 cases a year (JLR Medical Group, n.d.).

JLR's various practice settings include many anesthesia subspecialties. In both the inpatient and outpatient settings, JLR provides high quality, safe anesthesia for orthopedics, pediatrics, obstetrics, plastic surgery, cardiothoracic surgery, various organ transplants, neurosurgery, office-based procedures, and pain management. In addition to the group's Central Florida presence, they also commit to participating in volunteerism around the globe through SHARES International. Furthermore, they have provided over one million dollars in direct financial support toward Adventist Health System's Florida Hospital projects and community events (JLR Medical Group, n.d.).

Challenges exist for a group supplying almost 200 anesthesia providers to over 30 locations on a daily basis. With the expansion of health care service locations within Central Florida, comes a need for additional resources to appropriately orient this growing group of anesthesia providers. The most up to date JLR orientation manual version was created in 2001. Concern was expressed about the lack of information provided to new JLR employees. Added to the stress of the transition to a new employer, new hires complained of daily confusion regarding site-specific locations, policies, procedures, and expectations. Additionally, current JLR

employees attempted to bridge the gap and assisted in the transition for the new hires, compromising time and resources that should have been spent on patient care.

Literature Review

The first impression of a job is critical. In a literature review by Dunn and Jasinski (2009), it was found that the first few weeks in a new job affect new hires' attitudes, satisfaction with the job, and impressions of the workplace. Furthermore, they emphasize the importance of setting up the new hires for quick comfort and contribution. Frustration with incomplete registration and preparation by the first day of work was a common problem among new employees (Dunn & Jasinski, 2009).

Smith (2013) found that the first 45 days of a new job are the most important. Easing the transition is again identified as the most important factor to reduce employee turnover rates (Smith, 2013). Similarly, Pace (2010) discussed how important the first two weeks are for new hires in determining if this is the right job for them. The importance of tours, mentors, and workspace readiness is related to happiness and stress of the employee (Pace, 2010).

The orientation model presented by Dunn and Jasinski (2009) suggested distribution of the company resources to the new hires early on, thereby decreasing the start-up time to get the employee working. It also depicted the importance of smoothing the new hires' transition into the workplace with formalized programs. Appropriately, introducing employees to their workspace, job-specific training, and available resources ahead of time were desired by most new hires. Making people feel comfortable and prepared was important in decreasing the turnover rate, improving overall satisfaction, and decreasing stress (Dunn & Jasinski, 2009).

A successful new hire orientation is suggested to accomplish four levels of concept development. The new hire should be assimilated into on-the-job tasks as soon as possible. The organization's management should facilitate the new employee's incorporation into the work team. This is apt to foster a highly productive work team. Additionally, integration into the organizational culture is important. Lastly, ongoing education and a professional relationship between management and the full range of organizational members with the new employee should occur. An important note following the description of this orientation model is that these efforts by the organization must continue and be ongoing. The organization must foster a culture of employee advocacy and in turn will identify qualities in these employees such as loyalty, pride, and innovation (Dunn & Jasinski, 2009).

Acevedo and Yancey (2011) discussed how to improve orientation programs. Through their research, they found that giving new employees the right tools to adequately perform and setting them up for success is of utmost importance when creating an orientation program. Forcing new employees to go out and sink or swim will create a negative view for the new hire and lead to early turnover. They suggest having the new hires rotate between all the divisions of a company so that they will come out of orientation with a comprehensive idea of what the company does. They stress the importance of proper training and socialization into a new environment, leading to better success and less stress for a new employee (Acevedo & Yancey, 2011).

It is assumed that employees will either have previous formal training or formal on-the-job training to perform their jobs with competence. However, a new employee orientation is different than this formal training in three ways. New employee orientation is concerned with context performance, occurs early in the employment process, and typically takes place while the

employee is still experiencing high anxiety and stress about his or her new position. Formal training may occur prior to this stage, coincide with this period, or occur intermittently at future times (Acevedo & Yancey, 2011).

Hacker (2004) further emphasizes that showing new employees the big picture, before their first day, decreases new job stress. When new hires are well oriented to their surroundings and expectations, fewer mistakes are made. Oriented employees exude more confidence and less anxiety, which reduces the turnover. A lower turnover rate saves the company money on training new employees. Hacker's (2004) research found that employee handbooks are essential. Equally as important is following up with the recent new hires on what would have made the experience better (Hacker, 2004).

Dunn and Jaskinski (2009) recognized that the quality of an organization's orientation program was directly related to the new employee's satisfaction, performance, and most importantly commitment. In the early 21st century, turnover has been documented as very high. In fact, more than half of new hires would leave their jobs within seven months of beginning. For many companies, the cost of the process of hiring and implementing a new employee has elevated from \$6,000 in 1989 to sometimes over \$50,000 per employee in the 21st century. If 50% of new hires are leaving the company in less than a year, the cost of turnover becomes astronomical. As this impact was noticed in the business world, new hire orientations began to be designed to diminish this workforce-related expense (Dunn & Jasinski, 2009).

There is an importance for the leadership in an organization to recognize the benefits of the orientation process for a new employee. Some organizations believe the responsibility of job orientation should be on the new hire himself. Unfortunately, these leaders are not recognizing that the time a self-orienting employee takes, reduces that employee's productivity and

ultimately the company's bottom line. In other occasions in which companies lack an orientation option for new employees, the image that management does not believe the employees are the most important asset is portrayed. In contrast, healthy organizations support the orientation of their new staff and therefore, retain the right staff, maintain low costs in employee retention and recruitment, improve efficiency, productivity, and compliance, foster organizational communication, and ultimately nurture company growth in the desired direction (Landgraf, 2012).

Landgraf (2012) boldly states that "without orientation and training many things can and do take place that are a risk and negative impact to the company and the new employee" (Landgraf, 2012, p.3). According to the Above the Standard Procurement Group, which reports being experts in business growth and cost reduction services, a productive yet welcoming new employee orientation or training is essential to an organization (Landgraf, 2012). Potential drawbacks would be the expense and potential loss of time resulting from a failed orientation. Landgraf's (2012) suggestion involves maintaining basic required elements of a new employee orientation to benefit from the experience, and avoid the waste of time and money. Some of these elements include presenting the company's vision, mission, and goals; identifying rules, forms, and regulations, and familiarizing new employees with policies, procedures, facilities, and staff. Additionally, and most importantly, the orientation process is used to set a tone for open communication (Landgraf, 2012).

The process of orientation may not be identical for every organization. In fact, in-person classroom based training may not be the best way to handle the orientation process for some companies. Luckily, technology may be the answer to the diverse needs of orientation processes. Computer based programing may improve the ability of a company to offer a tailored induction

program for a more personalized and unique orientation experience (Covert, 2011). In organizations that employ a range of positions with both unique duties and overlapping duties, each employee is able to review the orientation most meaningful to him/her.

Unlike an in-person training, a computer program with visual and audio components can be paused and reviewed for clarity. For an employee, a repeated exposure to content is beneficial, with no extra cost to the organization. Convenience isn't the only benefit to an online program utilized for orientation of multiple new hire groups. Covert (2011) reports the Spotsylvania County school district that transformed their previous in-person new employee orientation to an online training saved nearly 10,000 dollars annually on personnel costs. Online orientation may not only be more accessible, but also more economical.

In a study by Peltokoski et al. (2015) it was discussed how web-based communication for orientation is the most widely accepted form due to the information being available to a wide range of people, and also a calm learning environment. They further emphasize the importance of an adequate orientation leading to a reduced turnover rate. They define the four essential pieces for an orientation process to be goals and responsibilities, implementation, standardized information, and evaluation (Peltokoski et al., 2015). This study found the most critical aspect of an orientation process to be the role of the preceptor or mentor. The suggestion is made to have these orientation processes include enhancement of this role by educating the preceptors as to the best methods of teaching. This research concludes with the importance of all healthcare providers having an orientation program, instead of just the usual focus on registered nurses (Peltokoski et al., 2015).

Antoinette (2009), from the Florida International University School of Nursing, Anesthesiology Nursing Program, presented research she completed on the inquiry; would new

CRNA employees benefit from an orientation program? After a cross-sectional sample survey, she identified that less than 50% of the CRNA respondents received any orientation at all when they started their first CRNA positions. Furthermore, those that recall an orientation described their experience as informal and without structure. Incidentally, half of the respondents that participated in an orientation did so only in areas of specialty anesthesia such as cardiovascular, obstetrics, pediatrics, and transplants. The over 50% of respondents to her survey that did not receive any type of orientation, expressed their belief that one would have been helpful. Three quarters of all survey participants agreed that an informal orientation would be very helpful in the transition from SRNA to CRNA, particularly in those specialty areas. Although no sample size was ever specified in the article, the findings were found to be significant. Following her research, the suggested length of orientation for new graduate CRNAs was 18 days (Antoinette, 2009). However, whichever method or duration of orientation an organization chooses is better than no orientation at all.

Project Description

To address JLR's orientation process, information was obtained from JLR's 30 new hires within the six months regarding their orientation needs. Through an anonymous electronic survey (see Appendix A), JLR's new hires were able to provide need-based insight. The survey addressed informed consent in an anonymous manner. Information was gathered utilizing a questionnaire with multiple-choice questions as well as an open-ended comment section. Answers were compiled and evaluated as a reference for creating a new orientation format containing all the imperative information to make the transition into JLR more fluent.

Visits to anesthesia provider location sites were made to all 36 locations and details were compiled. Information that was obtained included: site maps, directions, door codes, contact information, and other site-specific tips. Based on the open-ended portion of the initial survey, other suggestions for improvements were incorporated. Further data was obtained by interviewing the current Nurse Anesthesia Program's designated site liaisons. This data was categorized and was presented in a standardized format. The implementation was based on the reviewed literature's current findings.

To facilitate the transition from a new hire to a full access provider, site-specific forms were collected and converted to an easy access electronic version. JLR will give new hires access to forms for them to complete ahead of time for each site, and new hires will be encouraged to deliver badge access and Pyxis forms to the designated coordinator immediately upon arriving at a new site. Encouraging early submission of these forms will relieve the delay in access for the employee. A delay in the provider's access to secured drugs, equipment, and areas facilitates unsafe practice habits and inhibits acclimation to the new position.

The most accessible method to deliver this information was discussed with the JLR information technology representative. Through the collaboration with this department, as well as the JLR administration office, a web-based directory was presented as the most appropriate method to deliver the information. Designs for the web-based directory were produced for each of the 36 sites in a uniform fashion.

Evaluation Plan

Upon compiling the aforementioned information into a condensed, informative and easy to access format, the evaluation process began. The information was made accessible to all of the

new hire providers within the past six months at JLR. After reviewing the information presented, they were requested to rate the content and format, through an anonymous electronic survey (see Appendix B). The areas for review included the following: ease of accessibility of the information, completeness, accuracy, relevance, and organization.

Through the survey, responses were compiled and suggestions for improvements were reviewed. At the completion of the evaluation stage, limitations to the data were considered. As part of the formal completion of this capstone project, suggestions based on these limitations were presented.

Results and Conclusions

Ten participants out of all 30 JLR new hires (33%) responded to provide organizational information on the pre-survey. The information surveyed questioned the necessity for availability of facility access codes, facility maps, required forms, specific site tips, CRNA privileges, and senior colleague mentors prior to their first scheduled shift. One hundred percent of the respondents (n=10) strongly agreed that facility access codes and facility maps would have been helpful to the beginning of their employment with JLR (See Appendix C). Ninety percent of the respondents (n=9) strongly agreed that specific site tips and mentors would have been helpful. Eighty percent of respondents (n=8) strongly agreed that access to print required forms prior to the first day on site would have been helpful. Only ten percent of the respondents (n=1) disagreed that the capability to print forms prior to their first day on site would have been helpful.

Following the compilation of the aforementioned information from all 36 JLR locations, facility maps including GPS turn-by-turn directions, facility access codes, site-specific tips and

CRNA privileges were made accessible. All JLR staff can access the organized information in a standardized format through the company's secure website. The web-based material is both desktop and mobile device compatible, as well as printer friendly. Additionally, information was made available to orient new hire staff to the operating room and anesthesia-specific equipment. After publication of this material on the JLR website, the employees hired within the past six months were sent a post- survey to evaluate the usefulness of this information. Five out of all 20 JLR new hire employees that have started since the publication of the orientation resource in January 2016 responded. One hundred percent of respondents that had utilized the information (n=5) strongly agreed that facility access codes, facility maps, required forms, specific site tips, and CRNA privileges were helpful to the start of their employment (see Appendix C).

Based on the strongly identified need for orientation information, it was anticipated that collecting site information and making it easily accessible would have a positive impact on the transition of future new hires into JLR's various anesthesia sites. One aspect that was not evaluated, but was anticipated, is that all current JLR employees will benefit from the orientation resources when visiting a site for the first time or returning to an unfamiliar site.

Multiple lessons were learned throughout the process of creating this orientation resource. One noteworthy lesson was in regard to the pre and post surveys. It was evident that the new employees who responded to the pre-survey, who did not have access to any orientation information, were eager to express their negative experience by identifying the lack of information available to them. However, despite positive verbal responses from the new hires that started with the orientation resource, there was a lack of urgency to provide a response to the electronic post-survey. Another lesson learned from this process was the gap in understanding

between the clinical professionals and the information technology professionals of the same company.

The implications for nursing practice is that there can be a reduction in new employee stress, employee turnover, and improvement in employee satisfaction with an effective orientation resource. Furthermore, fewer mistakes are made when employees have access to information prior to their first day, improving patient safety and potentially reducing medical errors. Appropriately oriented new employees have better time management and higher productivity.

Finally, there were some limitations identified in this process. The small sample size of newly hired employees resulted in a low number of survey respondents. This could have been improved by expanding the six-month employee prerequisite to one year. Another limitation was the minimal time allotted for collection of information from the 36 JLR sites in various geographical locations across the Central Florida area. To improve this aspect of the process, either more time or assistance would have been necessary. The most serious limitation was the lack of information technology skill and web design experience. This lack of experience required coordination with the information technology department of JLR, creating a unique time and communication complication throughout the process. A full time IT professional dedicated to the project would have alleviated this limitation. The delegation of mentors to new hires was suggested to administration at JLR; however, its implementation was beyond the capability of this project.

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Appendix A

7/13/2015

JLR Medical Group New Hire Orientation Process Pre-Survey

JLR Medical Group New Hire Orientation Process Pre-Survey

In an attempt to create an accessible, comprehensive orientation site we are very interested in what would have been helpful when you were a new hire with JLR. Please answer the following questions regarding this matter. By completing the enclosed survey you consent to providing this information anonymously for the purpose of a capstone project, by Lindsey McNutt and Kelly McGuire, of the design of a JLR new hire orientation process. For the questions below:

1 = Strongly Disagree

2 = Disagree

3 = Agree

4 = Strongly Agree

* Required

1. Access to site specific door codes prior to your first day on site would have been helpful. *

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. Access to print necessary forms, at home, for electronic access, such as pyxis, computer, etc., prior to your first day on site would have been helpful. *

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. Access to site specific Preop, intraop, and postop policies and procedures prior to your day on site would have been helpful. *

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. Access to a map of individual sites prior to your first day on site would have been helpful. *

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3/17/2015

JLR Medical Group New Hire Orientation Process Pre-Survey

5. **Site specific tips such as where to eat, if food is provided, etc. would have been helpful. ***

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. **A mentor that was willing to answer questions for you or be a contact for your immediate needs prior to, or during, your first day on site would have been helpful. ***

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. **Open ended comments**

What are the greatest challenges to starting employment here at JLR?

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Appendix B

7/17/2015

JLR Medical Group New Hire Orientation Process Post Survey

JLR Medical Group New Hire Orientation Process Post Survey

Hopefully you have utilized the new JLR Medical Group Orientation content. Please answer the following questions regarding this matter. By completing the enclosed survey you consent to providing this information anonymously for the purpose of a capstone project, by Lindsey McNutt and Kelly McGuire, for the design of JLR new hire orientation process. For the questions below:

1 = Strongly Disagree

2 = Disagree

3 = Agree

4 = Strongly Agree

1. The JLR orientation website with site specific door codes was helpful.

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. The forms available on the JLR orientation website were helpful.

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. Site specific tips, preop, intraop, and postop policies and procedures on the JLR orientation website were helpful.

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. Site specific maps on the JLR orientation website were helpful.

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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JLR Medical Group New Hire Orientation Process Post Survey


5. The JLR orientation website site specific information on where to eat or if food is provided was helpful.

Mark only one oval.

	1	2	3	4	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. **Open ended question**

What was the most helpful component of the JLR Medical Group Orientation content? What could be improved?

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Appendix C

