The first step to improving the new employee on-boarding process was performing a SWOT analysis of the existing process. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The EO conducted a SWOT analysis of the on-boarding process in March 2009. By interviewing 25 managers and looking for common themes amongst their responses, we were able to document the existing process and identify areas for improvement. There were six specific improvements identified by the SWOT analysis:

1. **4A. Expand and revise INEO Content**
   - The existing INEO content contained outdated redundancies which needed to be updated (e.g., references to programs which no longer existed). In addition, managers determined there were sections of content that needed to be added. Suggestions included a higher level overview of the department’s history and key figures, leadership, our Patient Identification policy; and a description of our web-based Reporting System, an introduction to our Preceptor Program, and any addendum that arose. Information about the Quality Management & Education team within the department, and general safety information including radiation and contrast safety. Finally, survey data from past INEO attendees indicated preference for a hospital tour to conclude the day.

2. **4B. Increase Frequency of INEO**
   - One issue uncovered with the existing orientation was that staff members often would not attend until after their start date. Massachusetts General Hospital orientation is offered every two weeks on a set schedule and coordinated through Human Resources, but imaging orientation was offered once per month or on a random schedule and coordinated through managers. Thus, the delay in attending departmental orientation was occurring due to the match of the imaging schedule with the hospital’s interspersed offerings. Therefore, recommendations were made to double INEO offerings to twice per month and create a set schedule tied to the hospital orientation.

3. **4C. Standardize Common Training Elements and Revise All Existing CBTs**
   - Each area had their own CBT documents to train new staff, but no one had standardized elements across the documents. In order to provide consistency in training across all areas of the department, a recommendation was made to create a hybrid curricula that would be standardized and put the resulting list with each area. Our experience also showed that some training materials and as competencies were actually orientation items, not true competencies. A goal for the future was to narrow this way in order to distinguish the two categories. In coordination with standardization, we recommended updating all existing CBTs.

To ensure consensus on these six SWOT recommendations, they were reviewed with departmental leadership at Directors’ and Managers’ meetings. After obtaining approval to proceed, the next step was to work with a representative group of managers from across the department to implement the improvements. At Mass General Imaging, we have a strategic council called the Education Advisory Board (EO) with representation from each area that is responsible for overseeing all educational programs, including new employee onboarding. We leveraged the expertise in this council to review our plans each step of the way and build consensus on the best path to move forward. Working with the EAB, we instituted improvements over the course of a year.

## The Outcomes of Working with the EAB were:

- **INEO content was revised and updated by the EO with over 6 new topics added.** The full day of presentation content was removed from the EAB, and council members provided additional suggestions.
- **INEO was expanded from a half day to a full day session based on preceptor feedback and the added hospital tour.**
- **INEO schedule was increased to twice monthly to train all new employees within their first two weeks of employment.** INEO is offered on the 2nd and 4th Wednesday of each month beginning in July 2009.
- **INEO enrollment was automated by setting up a course code in the MGH PeopleSoft online system and using Human Resources to email all new employees at the time of hire.** Figure 1A.
- **All existing CBTs were reviewed to identify commonalities within the documents—“Standardized Elements.”** Figure 2A.
- **Standardized Elements were separated into orientation “check-offs” and competency-based training.”** Figure 2B.
- **Senior leadership signed off on the Standardized Elements.** These were applied to the beginning of every CBT in the system; an introduction to our Preceptor Program and the Preceptor Advisory Board (PAB) with representation from each area that is responsible for overseeing all educational programs, including new employee onboarding. We leveraged the expertise in this council to review our plans each step of the way and build consensus on the best path to move forward. Working with the EAB, we instituted improvements over the course of a year.

## The Results of Reimagining the New Employee on-Boarding Process at Massachusetts General Hospital Imaging

**Method:**

1. **3C. Preceptors in attendance for monthly meeting**
   - We will outline improvements in this area. We will outline improvements in this area. We will outline improvements in this area.