

## Project Details

Organization/SDO	Southern Health-Santé Sud	Site/Program	Medical Administration
Project Description (7 words max)	Streamline the process of physician onboarding/orientation.	Project Facilitator/Belt Level	Shannon Noël
Project Sponsor	Dr. Denis Fortier	Project Team Members	Denis Fortier Sponsor, Ron Morrice Black Belt, Robin Reid Green Belt, Shannon Noël Yellow Belt, Lucille Rempel and Annette Dacquay Project Leads, Kyle MacNair, Rosemarie Gruska, Chevonne Bell, Viola Woelk, Andy Alksnis, Ray Sarasin, Travis Ives, Lise Normandeau, Dr. Diana Houle, Dr. Timo Gosselin, Wilma Lank Wiebe, Shelley Emerson
Project Start Date	December 11, 2019	Project End Date	April 9, 2020–Revised to November 10, 2020 Due to COVID-19

## Problem Statement

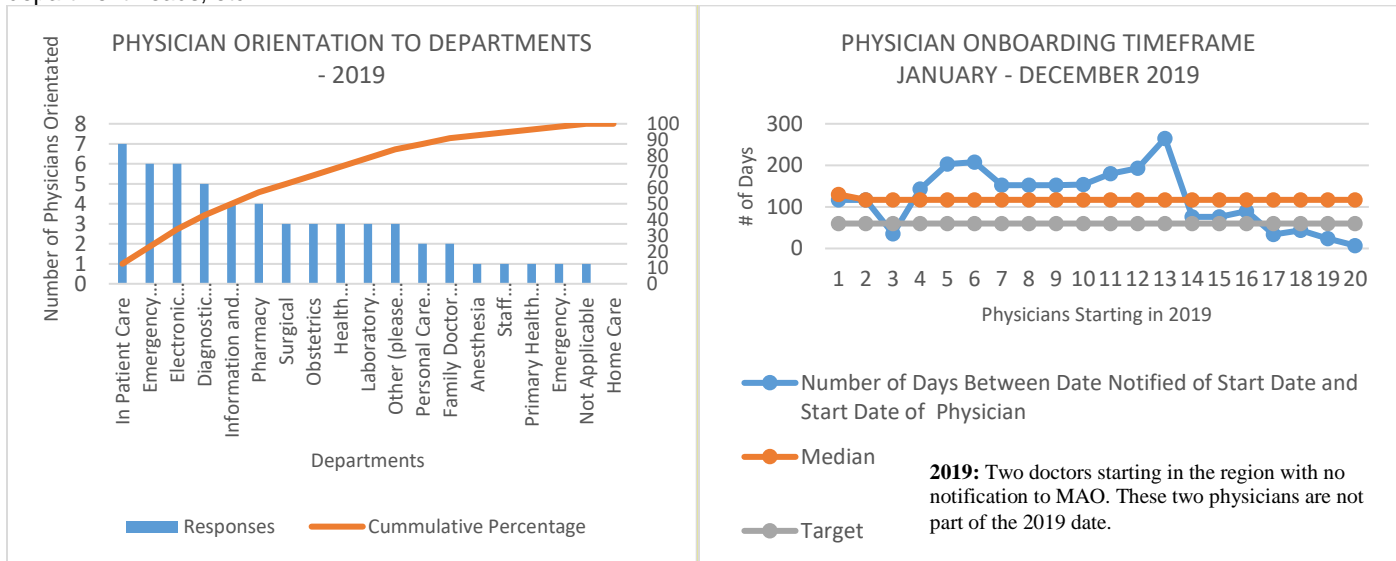
Our current physician onboarding/orientation process is complex with unclear roles, significant workload, and gaps in communication leading to frustration, isolation, and lack of perceived value in staff and physicians.

## Current State Analysis

The Medical Administration Office (MAO) is responsible for physician onboarding processes in conjunction with site leadership. Role responsibilities and timeframes have been historically an issue leading to onboarding dissatisfaction.

For new people working at a company, **orientation** is a one-time event welcoming them to that company. **Onboarding** is a series of events (including **orientation**) that helps new people understand how to be successful in their day-to-day job and how their work contributes to the overall business.

**Onboarding Time Frame:** The number of days between the date the MAO receives notices of a physician starting in the region and their actual start date. Activities to occur during this time frame are privileging, credentialing, technology set up, meetings with key department heads, etc.



## Project Aim

We plan to improve the physician onboarding process by establishing clear roles, responsibilities, and timelines for all those involved with the process. The project's aim is to have 80% of the new physicians in 2020 complete the onboarding process by December 2020.

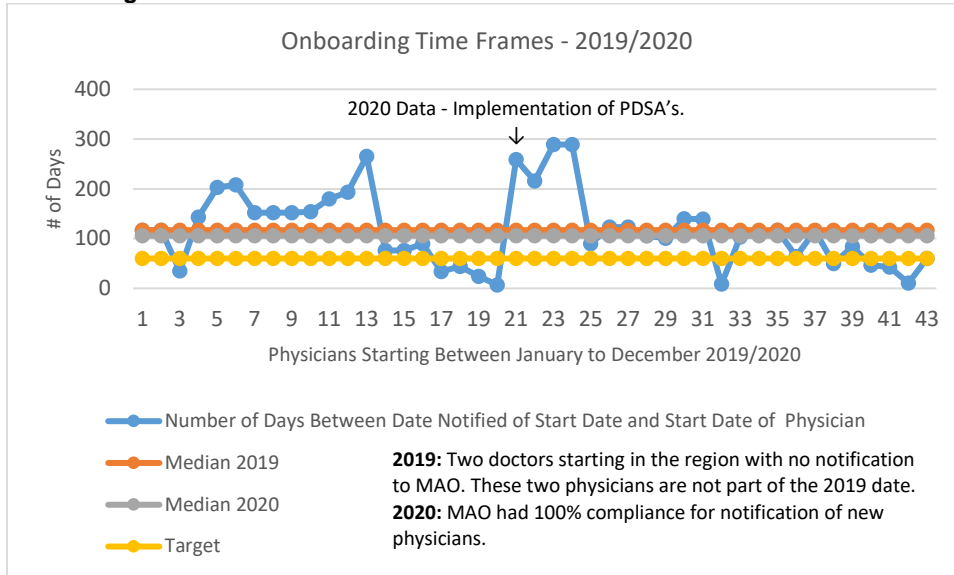
## Implementation Plan

	PDSA – Brief Description	Implementation Date
1	Physician set up check list	May, 2020
2	Algorithm/organizational chart with roles and responsibilities	May, 2020
3	Cycle times document created	May, 2020
4	Presentation to residents on privileging and credentialing	May, 2020
5	Creation of survey to understand our baseline and follow up of the onboarding process	January, 2020

## Project Outcomes

While our goal was to have 80% of new physicians completing the onboarding process by December 2020 our data indicates that we did not meet this goal. However, notification of new physician start dates to the MAO greatly improved in the region. There was 100% compliance in notifying the MAO, as a result of the training and orientation to leadership and new physicians.

## Post-change Data:



## Improvements/Changes Noted:

- There was an improvement on notification of start dates for physicians to the MAO.
- The median decreased for notification of start dates.
- The onboarding time frame data for 2020 had less variables and appeared to level out.

Savings Summary (report as applicable)	
Indicator	
Patient Safety	The new checklist ensures standardization of the orientation process for physicians starting in the region. The new checklist prioritizes items to be reviewed with physicians and that the information is obtained to make sound clinical decisions.
Cycle Time	Efficiency in cycle timelines was created by streamlining the process and standardizing the work. It created improvements in overall workflow within the medical administration department and associated sites/regional programs.

## Controls Utilized

1. Training/Standard Work: Continue to do an annual presentation to first and second year residents in the region regarding the privileging and credentialing process.
2. Checklist/Standard Work/Audit/Continue to Measure: Continue to gather checklists from sites three months after physicians start date. Survey physicians three months after their start date.
3. Training/Standard Work: Provide orientation to the onboarding checklist to site leadership for new physicians to the region.

## Spread Plan

1. Update checklist on a regular basis based on audit feedback.
2. Annual review of physician onboarding process.
3. The physician onboarding/orientation checklist and flow map listed under the MAO section of the SH-SS website.