Developing a New Provider Orientation Program

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Ms. Warstler joined The Hardenbergh Group in 2019 as the Associate Vice President, Client Relations. Prior to joining The Hardenbergh Group, Ms. Warstler was the Director of Medical Staff Services, Credentialing and Provider Enrollment for the University Hospitals Health System in Cleveland, Ohio. She joined UH in 2007 as Manager of the Medical Staff Office. In that role, she developed and implemented a comprehensive physician onboarding and orientation program. In 2010, she was promoted to Director of Medical Staff Services and Credentialing when the Medical Staff Office merged with the Credentialing Department. Under Ms. Warstler’s leadership, the UH Medical Staff Services and Credentialing Department centralized its disparate hospital medical staff offices into a system-wide corporate department that now serves as the system’s single source of practitioner data. Following this integration, Ms. Warstler reduced expenses by more than 25% in a single year and lead the transition to a paperless, system-wide reappointment process in 2011-12. As Director, Barb led the integration of six new hospital medical staffs into the system, focusing on implementing best practices and increasing efficiency. In 2017, she helped lead the integration of Provider Enrollment into the Medical Staff Services and Credentialing Department.

In addition to organizational and process restructuring, Ms. Warstler established a career ladder program and created a student intern program with Health Care Administration students from the University of Toledo and Ohio University to increase awareness of the Medical Staff Services profession. In 2014 and 2016, the department earned perfect scores on its National Committee for Quality Assurance (NCQA) Central Verification Organization (CVO) survey as well as the Morrisey Innovation Award and Quest for Quality Award, respectively. In 2018, Ms. Warstler received the Credentialing Resource Center Collaboration Award.

Ms. Warstler has more than 19 years of experience in credentialing, medical education, physician relations and physician recruitment. She also has five years of medical practice management experience. Barb is a Medical Staff Development Fellow, has earned her certification as a physician recruiter through the American Academy of Medical Management, is a certified Fellow in the Association for Advancing Physician and Provider Recruitment, maintains her Certified Professional Medical Services Management (CPMSM) status, and is certified in Lean-Six Sigma. Barb earned her undergraduate degree from Kent State University in Kent, Ohio, and her Masters of Business Administration degree, specializing in Human Resources from Ashland University in Ashland, Ohio.
Learning Objectives

1. Describe how to develop a new provider orientation program.

2. List three (3) factors in determining what to cover during orientation.

3. Discuss three (3) best practices in developing an orientation program.

4. Describe why an effective orientation is an on-going experience, rather than one finite session.
What is the role of the Medical Services Professional?

Help onboard qualified providers
Help keep good, qualified providers
• 54% of physicians leave within the first five years
## Causes of Turnover

<table>
<thead>
<tr>
<th>Within your control</th>
<th>Outside of your control</th>
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<tbody>
<tr>
<td>Practice Issues</td>
<td>Mismatch between the provider and the organizational culture</td>
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<tr>
<td>Broken promises</td>
<td>Location</td>
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<tr>
<td>Compensation</td>
<td>Lifestyle</td>
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**HIRE**  **TRAIN**  **MOTIVATE**  **RETAIN**
The cost of physician turnover
(Source: New England Journal of Medicine Career Center)

- Compensation – salary, sign-on bonus, recruiting and relocation costs
- Administrative – on-boarding, credentialing, provider enrollment, training
- Lost revenue – a PCP can generate over $1 Million annually for a hospital
- Other – effects on patient satisfaction, quality improvement initiatives, impact on other providers/referral patterns
Why is orientation important?
Orientation

• Establishes a good first impression
• Sets expectations regarding job performance
• Helps new providers adapt to their new environment quicker
• Improves retention
• Helps with problem solving
• Promotes communication (eliminates ‘5-minute frustrations’)
• Is consistent
• Reinforces organizational values
Developing your Orientation: Getting Started
What are your goals for new provider orientation?

Social
• Build relationships
• Identify resources
• Build referrals

Training
• Regulatory compliance
• Computer training
• Risk/Legal

Logistics
• Problem-solving
• Facility tour
• Benefits, ID badge, Lab Coat, scrubs
What tools/resources are needed?

- Time
- Available computers
- Meeting space / food
- Content experts
- Collateral materials
- Bylaws, Rules and Regulations
### What approach are you going to take?

<table>
<thead>
<tr>
<th>Cons</th>
<th>Approach</th>
<th>Pros</th>
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<tbody>
<tr>
<td>Labor intensive</td>
<td>One-on-One</td>
<td>Provider-centric Customizable</td>
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<tr>
<td>Impersonal</td>
<td>Electronic / on-line</td>
<td>Convenient Consistent messaging</td>
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<tr>
<td>Must be kept current</td>
<td></td>
<td></td>
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<tr>
<td>Painful for providers</td>
<td>Classroom</td>
<td>Consistent content</td>
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<tr>
<td>Time intensive to schedule</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistent</td>
<td>Just in Time</td>
<td>Provider-centric</td>
</tr>
<tr>
<td>May be difficult to customize</td>
<td>One session</td>
<td>Easy to schedule</td>
</tr>
<tr>
<td>Difficult to schedule</td>
<td>Multiple sessions</td>
<td>Shorter time commitment</td>
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</table>
Developing the content
What is important to the new provider?

- Be prepared, concise, helpful
- Respect his/her time
- Anticipate his/her needs
- Be enthusiastic about your organization
- Show them where their resources are
- Help them find their way
- Allow new provider to set priorities for the orientation
The Details

- Welcome sign
- Notify key stakeholders
- Effectively utilize time
- Practical logo items
The regulatory content

- Centers for Medicare and Medicaid
- Joint Commission, Healthcare Facilities Accreditation Program, Det Norske Veritas
- State Department of Health
- Occupational Safety and Health Administration
- Corporate Compliance
Facility content

- Mission and vision
- Service lines / patient care services
- Referring patients
- Problem solving
- CME/Grand Rounds
- Doctors’ Lounge
- Wayfinding
- GME programs
- How to use the computers/phones/paging/ secure texting
- Operating Room orientation for surgeons/anesthesia
Conducting the Orientation
Social aspects of orientation

- Meet New People
- Mentorship Program
- Proctors

Service League
Building Referrals
Community or hospital speaking engagements
Attendance at Orientation
Is orientation required?

- Pros and Cons
- Sample policy for requiring orientation
- What if the provider doesn’t complete orientation?
Orientation
Follow-up
When is orientation complete?

- When they sign their orientation checklist?
- After the first year?
- After 3 years?
- After 5 years?
Check in at regular intervals

- Use a multi-disciplinary approach
- Put meeting reminders on your calendar
- Check in utilizing different modalities
- Check in often at the beginning and then less often as time goes by
- Organize a “New Provider Mixer” monthly or quarterly
- Head off ‘issues’ before they become deal-breakers
Final Thoughts

• You have the opportunity to make your orientation program amazing!
• A customized program is far more beneficial to the provider than a group setting
• Follow-up is the key to the success of your program
• A high-quality orientation program leads to retaining high-quality providers and better patient care in your community
Sample Documents
Supplemental Materials

- Orientation attendance policy
- Orientation checklist
- Orientation feedback
- Sample talking points for follow-up