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DESCRIPTION

Empowered high-performance teams elevate the comprehensive care provided to the community and will safeguard its future. The Departments of Surgery, Anesthesia, and Obstetrics and Gynecology at Humber River Health (HRH) identified an opportunity to develop a structured, standardized department-specific onboarding process for new physicians, both permanent and locum; Onboarding Processes that will Empower our New-Hires (OPEN) Project. A standardized onboarding process is vital to emergency preparedness, particularly knowing physical surroundings, processes, and resources. In addition, the process was developed to foster self-confidence, and combat instances of self-doubt and imposter syndrome among new physicians transitioning into their role.

OBJECTIVE

To equip new physicians at HRH with logistical emergency preparedness skills and self-confidence through a standardized onboarding process.

ACTIONS TAKEN

- Engaged Department Leadership and Chiefs, Medical Affairs, Chief of Staff, and recent hires, to determine opportunities for improvement in the orientation process through stakeholder mapping and assess stakeholder readiness for change.
- Morbidity or Mortality events and personal experiences were considered to determine new hire knowledge and awareness of physical environments, tools, and equipment.
- Developed New Hire Scavenger Hunt to support new hires with:
 - Geographical Navigation and Phone Numbers
 - Urgent Equipment
 - Codes
 - Support
 - Mental Rehearsal
- Measured change through a Post-Hunt Participant Self-Efficacy Survey and Post-Hunt Colleague Survey to assess perceived awareness/preparedness and self-confidence.

Scavenger Hunt Design

Tried in person and on FaceTime

- 5 Main Categories
- Geographical Navigation and Phone Numbers
- Urgent Equipment
- Codes
- Support
- Visualization Exercise / Discussion

Locate the 'east inpatient elevators' use them to navigate to emergency subacute (where you may be called for airway assistance)

Where is the bronch cart and tower kept? Assemble a scope using a portable light source and make sure it works

What is meant by a Code OB? How is the code usually announced? How do you call it? Who comes?

How can you get computer problems resolved any time of day? (hint: look on your monitor)

Rehearse mentally the steps to performing a surgical airway. Where are you standing? What landmarks do you feel? What equipment will you use?

Figure 1. Scavenger Hunt Design

The New Hire Scavenger Hunt Design considered five main categories. Several questions and prompts were included to facilitate learning (see examples of scavenger hunt content, left). The Scavenger Hunt was conducted virtually and in-person during multimodal orientations as part of the OPEN Project at HRH.

Self-Evaluation Post-Hunt Survey

Likert 1-5 Strongly Disagree to Strongly Agree

- I feel prepared to manage a Code OB (OBGYN) / Blue (Anesthesia/Surgery) at this time and know who will come when the code is called
- I know how to contact the help I need during an emergency
- I feel confident finding the equipment I need during an emergency
- I can provide directions to someone who is not familiar with the hospital to get to Acute in the ER
- I know who to reach out to if I am facing challenges at work
- Provide at least one comment or feedback on the orientation
- Would you prefer the orientation to be in person or on video chat?

Figure 2. Self-Evaluation Post-Hunt Survey
The Post-Hunt Participant Self-Efficacy Survey questionnaire to determine new hires' perceived self-confidence post-hunt. Survey questions were designed based on validated self-confidence scales.

Post-Hunt Participant Self-Efficacy Survey New Hires

"...**necessary component** of any onboarding process for a new provider. I think there would be benefit if such a process would be formalized as part of orientation."

"Very helpful for **spatial orientation** and to understand who to call in uncommon but very acute emergencies. Would increase my confidence to have the orientation prior to starting call."

"Provided me with a **good ability to get the full scope of the job** and an easy checklist to ensure I didn't forget to orient myself to any one place in particular."

Post-Hunt Colleague Survey Registered Nurses

"In comparison to last locums, they displayed **greater confidence and coordination during emergencies**"

"New team members exhibited a **strong understanding of emergency protocols**, which contributed to a **more efficient response** during critical situations this summer"

"Their **ability to communicate effectively under pressure** was impressive and marked an **improvement** over previous locums"

Figure 3. Feedback Survey Highlights: Qualitative Data from both new hires and their colleagues, registered nurses.

SUMMARY OF RESULTS

New hires indicated an increase in emergency preparedness, understanding of physical space, and locating equipment and supports after engaging in OPEN. Survey feedback highlighted positive outcomes for both new hires and their colleagues (Figure 3). Overall project themes noted greater awareness of environment, confidence and coordination during emergencies, strong understanding of protocols, and effective communication under pressure.

LESSONS LEARNED

OPEN at HRH supports an onboarding process focusing on emergency preparedness and building self-confidence during new changes, and with refinement, can be integrated across other specialities at the organization.

