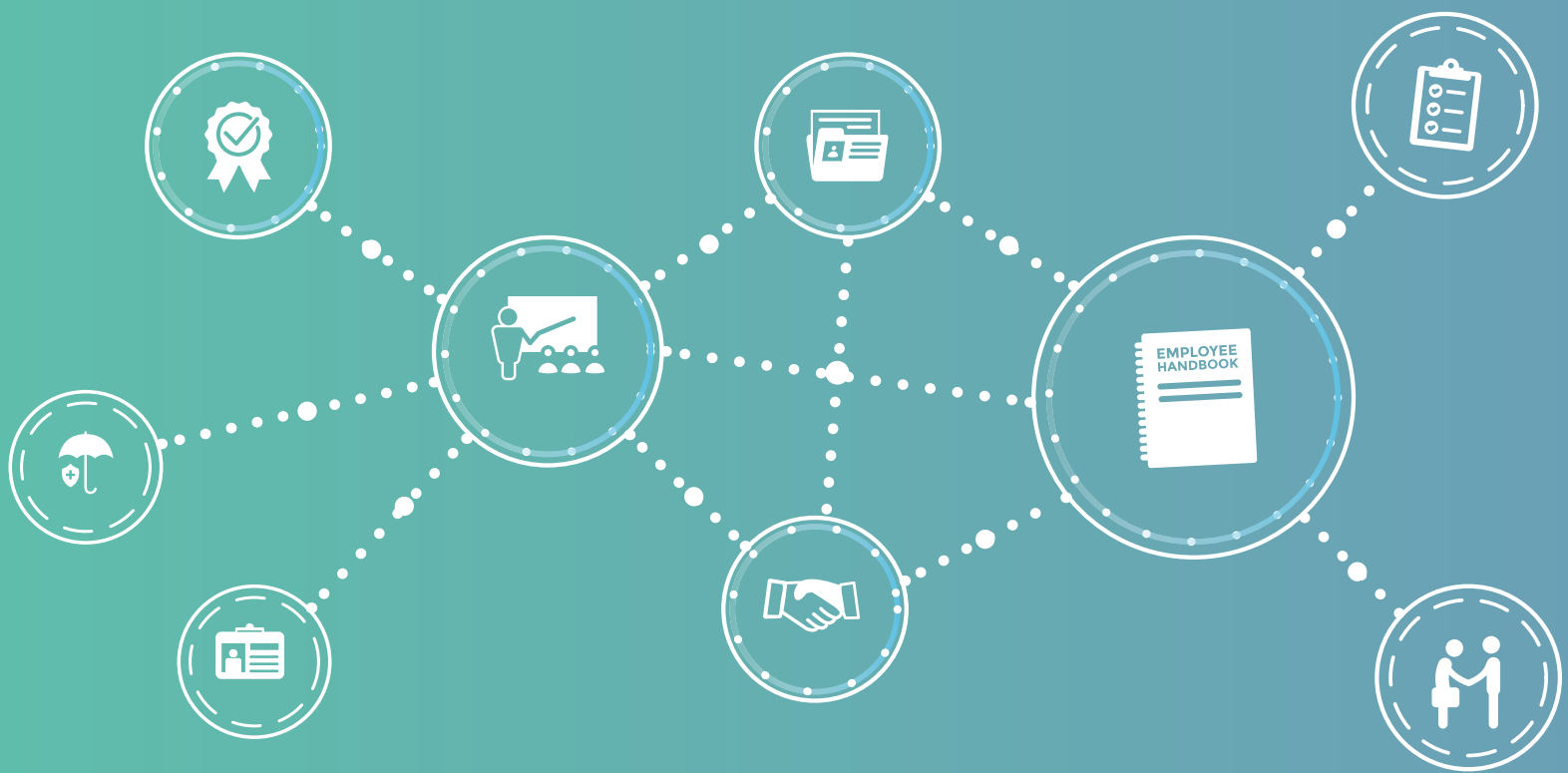


EMOTIONAL ONBOARDING™

Leader Tool Kit





Rewiring New Employee Onboarding

Almost all industries are searching for ways to increase talent retention. Overall retention is important for employees at all experience levels. In reviewing when an organization is most vulnerable to lose someone, the first three to six months appear to be key. Despite the organization's feeling the fit will be good and the new hire's being excited about the opportunity, the data shows that the percentage of people who leave a job is higher in those early weeks and months.

What changed since the person accepted the job? Human nature took its course. There is a natural process people go through when undertaking a new experience. When an organization addresses this natural process, the risk of losing that new hire dramatically decreases. In addition, a review of many organizations' employee engagement results suggests that when an employee feels connected to their coworkers, their engagement is much better...thus, so is their likelihood of staying.

Two Items Will Have a Huge Impact on Retention

The first is education for all new hires on the normal emotions a person feels when new on the job. The second is connecting new hires with their coworkers on a deeper level than is usually done. To be clear, what is usually done in new employee onboarding is not bad. It is just that in today's environment, some key actions will significantly reduce employee turnover.

When there were more people than jobs, new hires were more likely to stick it out until they felt more connected and competent in their job. Today, with more jobs than people, if one does not feel connected and competent quickly, they are much more likely to take flight to another job.

This tool kit will provide solutions for both items: helping the new hire understand and move through the uncertainty they face in those first weeks, and then detailing how to accelerate the new hire's feeling that they belong and are part of the team. Together, these solutions are called Emotional Onboarding™.

Not only will the tactics in this tool kit improve retention and engagement, they will also help protect your organization's culture. You work hard to create that culture. As new people come in, it is crucial that they understand the values and behaviors your organization stands for and promotes. Emotional Onboarding helps immerse them in those cultural building blocks from the beginning.

The Current State of Onboarding

Let's start by discussing how most organizations currently onboard. Healthcare organizations onboard better than most industries. Onboarding normally consists of an orientation, where the new person hears about the mission, vision, and values, that important connection to the purpose of the organization. Physical onboarding consists of a tour of their department, and usually a tour of other areas they will interact with: different rooms, different departments, etc. They're told where to park, given their name badge and photo, provided an employee handbook, shown how to document their time, etc.

Then there's the job duty onboarding. They connect with their coworkers. They review their specific duties: what exactly they'll be doing on the job and how to carry out those duties. They're introduced to equipment, supplies, tools and techniques, and so forth. They meet the people they'll be interacting with on the job. This adjustment is never easy. It's challenging to learn different software systems and equipment, and they are working with people they've never worked with before (it's a little like being the new kid in school). Still, most organizations do quite well in job duty onboarding.

Yet despite the fact that physical and job duty onboarding are done well, it can still be difficult to retain employees when they're new. While each organization needs to look at their own early retention numbers, most we've worked with find they are most vulnerable to turnover within the first year. And sometimes it's within the first 90 to 180 days—particularly the first 90 days.

In studying this phenomenon—the fact that healthcare onboards better than most industries yet still lacks the retention that we would like—the question is, “What could be missing?” A discovery is that what's missing is Emotional Onboarding: getting the new person to feel connected to their work, and particularly their coworkers. With the many changes in the work environment, Emotional Onboarding is the difference maker.



TOOL: Emotional Onboarding™ Video for Leaders

Leaders, [click here](#) for a quick video to help you better understand Emotional Onboarding.



Strong Coworker Relationships and a Sense of Belonging Drive Retention

Employee engagement surveys often show the most common part of their job a person likes is their coworker relationships. Yet getting to this point takes time. Generally, a new hire doesn't know their coworkers well, if at all, when they first start the job. People in healthcare are extremely busy. Depending on the department (especially clinical areas), the work team will vary by day and shift. It takes a while to develop relationships.

Healthcare is very team oriented. When starting out as the new person on the team, one will feel that newness: *Do I fit in? Will I belong?* How long does it take to feel that sense of belonging? Some say three months, some say six months, some say a year. The challenge is, if we wait for that sense of being part of a team to naturally occur, the person might leave before it happens.

By intentionally immersing the person with their coworkers early on, that sense of belonging may happen faster than would happen naturally. This is so important. As Katherine A. Meese, PhD, shares in *The Human Margin: Building the Foundations of Trust*, belonging is a crucial employee need. Research shows that a low sense of belonging is one of the top drivers of turnover intention.

SOURCE: Meese, K. A., L. Boitet, A. Gorman, N. Patel, L. Nassetta, and D. A. Rogers. 2023. “Don't Go: Examining the Relationships Between Purpose, Work Environment and Turnover Intention Across the Entire Healthcare Team.” Dublin: European Academy of Management annual meeting.

Start This Immersion Immediately

When a person is hired, there's usually a week or two between when they accept the job and when they start working. What we're finding in healthcare is that sometimes the newly hired person doesn't show up the first day. Human resources professionals tell us that despite an organization's best intentions, this happens more so now than it has ever happened before.

It may be worthwhile to learn how often this happens in your organization. This varies by department. Look at the metrics. If it's a small number, you might not have to change anything. But if it's a number you'd like to decrease, you might want to enhance early onboarding, which includes actions taken prior to the official start day.

To understand why people might be no-shows, let's look at what happens after someone accepts a job but before orientation. At first, they're excited about the new job. But when they resign from their current job, the people they're working with try to convince them not to go. This can put doubt in their mind. They get acceptance remorse. They might be especially susceptible if they're in a non-clinical role and have never worked in healthcare before, and don't know what to expect. Their current job may even try to convince them to stay.

It's good to get a head start on Emotional Onboarding. In fact, start the Emotional Onboarding before the physical and tactical onboarding.

Look at Each Step of the Journey From the Candidate's Point of View

Today, each person in the interview process is deciding whether this is the right fit. The person we're interviewing is deciding if we're a good fit for them just as the hiring individual is deciding whether the candidate will be a good member of the team. While both parties feel the fit will be good, those early days will still bring opportunities and challenges. How we handle those first 90 days, especially, can influence whether the new hire stays or leaves. If you are experiencing early departures, we recommend looking at your data for 15- and 30-day turnover in addition to the more standard 60- and 90-day. These metrics will help identify if you have any gaps in your early onboarding process. If we can get the new hire through the first 90 days, the chances that they'll be here a year have increased. And if we can get them to a year, our chances of the person choosing to stay are much better.

Starting a new job, even when the person is excited about it, can be stressful. After the initial excitement, concerns can crop up. People feel doubt and anxiety: Will I be able to do this job? Will I have the support I need? Will I fit in? Will I like my coworkers, and will they like me? Do I have what it takes to be successful?

What this means is that at every step of the journey—from the interview process, to the preboarding phase, to onboarding and beyond—the touch points are vital. How can we get the new hire more at ease in their new environment? How can we relieve their anxiety, mitigate their doubt, and reassure them they made a good choice? How can we build trust with them?

When we think about the hiring and retention process with these things in mind, we'll approach everything differently.

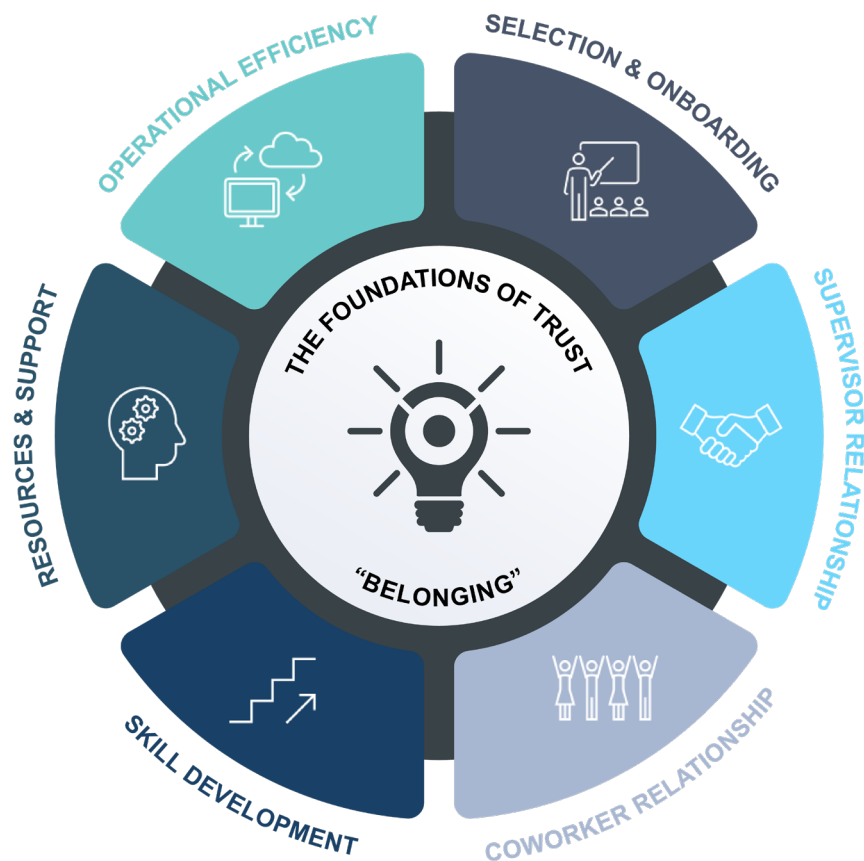


The Interview Process

This is where Emotional Onboarding starts. During the interview, it is critical to keep the mission, vision, and values—that connection to purpose—front and center. This is a great advantage healthcare organizations have over non-healthcare companies. At this time, introduce the support network that new hires have. Even though the new hire will not remember all the support that’s available to them, they will know the organization cares about their well-being.

One organization we work with uses the Human Capital Ecosystem™ as a framework to talk to the potential employee about their culture. [Click here](#) to learn more. As they walk the candidate through each component, they share the benefits of working for them. For example:

THE HUMAN CAPITAL ECOSYSTEM™



SELECTION & ONBOARDING. Share how your organization approaches onboarding. “Once hired we make every effort to get you immersed in the culture and connected to your coworkers from the beginning. We want you to feel a sense of belonging!”

SUPERVISOR RELATIONSHIP. Talk about supervisory skill set and employee engagement survey (how you measure satisfaction). For example, you might discuss rounding, the fact that you hold a regular cadence of one-on-one meetings, and how communication is delivered. “We know you have already met with your leader. We also know the impact a leader has. We want to provide you with a good leader. We invest in their skill development like we will invest in you.

COWORKER RELATIONSHIP. Discuss your standards of behavior and how important it is to your organization to cultivate good coworker relationships. Manage them up: “Here’s a little bit about the great talent you’ll be working with.”

SKILL DEVELOPMENT. This is important to emphasize. According to the national [Models of Care Insight Study](#) conducted by Joslin Insight and made possible by Healthcare Plus Solutions Group® (HPSG) in collaboration with the American Nurses Association (ANA) and the American Organization for Nursing Leadership (AONL), 84 percent of frontline people want skill development, and many don't think they get it. With managers, it's 92 percent. (To learn more, visit healthcareplussg.com/research). Talk about the support people will be getting as they start, which is continuous skill building.

RESOURCES & SUPPORT. “One of the key components of our employee engagement survey is *Does this organization care about your well-being?* We are committed to employee wellbeing and we offer a wealth of tools and resources to support it.”

OPERATIONAL EFFICIENCY. Share that great organizations make sure they have the systems, equipment, and staffing to allow people to do their best work. “No place is perfect, but we’re always working hard to get better.”

Looking back at their early days, a person may not remember every specific, but they will remember that they are cared about. End by emphasizing the middle piece of the Human Capital Ecosystem, which is Belonging. “We want you to feel that this is the place for you.” One caveat: You may not always do this during the interview phase for everyone. You might wait until the person gets hired. Either way, you are helping people get even more excited about the organization.

Understanding the Phases of Emotion a New Hire May Experience

At one time, you likely went through the feeling of discovering what you don’t know. While scary, this is a positive sign. The most dangerous person is someone who does not know what they don’t know. It is also when doubt kicks in big time. Let’s look at the normal phases and how to maximize each phase.

PHASE 1: Excitement. The person accepts the job. They are excited. They would not have accepted the job if they did not feel it would be good for them. They talk up the job to friends and family. While they know there will be an adjustment, they are confident they will be successful.

PHASE 2: Doubt. Once a person actually starts the job, doubt and fear can set in. They begin questioning, *Do I belong? Can I do this job?* A fear of failure can surface.

PHASE 3: Support. While it is called Phase 3, support is very much a part of Phase 1 and 2 as well. During Phase 1, the new hire is told they will be supported as they adjust. Phase 2 is when they experience that support. Phase 3 is when they start building skills and relationships. The anxiety decreases.

PHASE 4: Experience. Most parts of their job go more quickly now. They know what to do, and they know their coworkers. They have arrived and feel a strong sense that this is the place for them. As more time goes by, the person starts to feel more at ease, both in the job role and with their coworkers. This further reinforces their sense that this is the place for them.

PHASE 5: Mastery. Things that baffled them early on are second nature. They now can teach others. They are the mentors.



Phase 1: Excitement

THE PREBOARDING PERIOD: They've Accepted the Job But Haven't Started Yet

At this point, the new employee has accepted the position, yet they may not start for a few weeks. Right now, keeping them engaged is critical. As mentioned earlier, assuming they're a high performer, someone at their current job will try to talk them into staying.

Get a verbal commitment. Ask the person: "When you resign, people may try to convince you not to leave. If that happens, what will you do?" Ninety-nine percent of people will commit to coming to the new job no matter what. It's not perfect, but it's important to get that conversation started.

A few ways to keep the new hire engaged during preboarding:

Start getting to know them. Build "get to know you" into the conversation.

Text them regularly. Supervisors, keep them updated about what's going on. HR might already be communicating with them; however, the supervisor connection is the most important. It's about creating that relationship.

Make a welcome video. Make a video of coworkers saying, "Hey, we're excited you're here!"

Send them some company-related swag. This might be an employee newsletter, a company T-shirt, a coffee mug with your logo, and so forth.

Take care of all basics and spell out first-day logistics. (This reduces anxiety.) Make sure they have a copy of employee standards, their name badge, and any uniform items they'll need. Tell them where and how to park and which door to come in. Tell them how long it takes to get to key places inside the facility. Finally, meet them when they come in. At minimum, have someone in your department meet them.

Joi, a leader at TriHealth in Cincinnati, Ohio, sends a text with parking instructions and lets the new hire know what door to enter. She includes a reminder to bring their badge. When they arrive, she is waiting at the door for them. Any similar steps that can be done to remove first-day jitters and to make new employees feel wanted will ultimately reduce quick quits.



Phase 2: Doubt

THE ONBOARDING PROCESS: Once They've Started the Job

Phase 2 is where people start to worry more. In the excitement phase, there is some worry; however, once a person starts, it can get overwhelming. The person can start questioning, *Do I belong?* The way to prevent that is to jump in right away with education, reassurance, and support. (This includes coworkers, as we'll discuss shortly.)

This is when the leader can say, "We know it can be an adjustment. We have all been there. I want to walk through how we will support you as you adjust to the job and the people." Review the support that is in place. If comfortable, share your own personal experience.

It is very common to match a new hire with a buddy or preceptor. Provide training to all preceptors on how to coach and support the new hire.

Be careful who you get to help with the onboarding process. We've seen instances where employees who are great in other ways, but not so good with new employees, are put in charge of onboarding. Make sure to put new hires with the best people to sort of get them over the hump. We recommend that preceptors/buddies receive education on how best to be a great preceptor/buddy. (More later on.)

Have Current Employees Share Their Own Experiences (Creating A Connection)

One of the most effective ways to create the coworker relationship earlier than normal is via sharing session(s). Get as many people as possible together with the new employee. Have each person share with the group how they felt their first days on the job. "This is how I felt my first day (or week) here."

We All Need to Feel We Fit In

*A story from Quint Studer, co-founder of
Healthcare Plus Solutions Group*

Back in 1993 when I started working for Holy Cross in Chicago, I was commuting from Wisconsin. I drove home to my family on the weekends. One Friday early in this new job, I was sitting in my office. My boss, Mark Clement, and two VPs were in the room across from me. The door was closed, and I could hear them laughing and talking.

I felt left out. Why hadn't they invited me in? I knocked on the door and told Mark I was leaving to drive home. Mark said, "Have a good weekend and drive home carefully." Now, I had already been wondering if I'd made the right decision. Not being invited to stay and join them really made me feel I didn't fit in.

On the way home, I called up my friend Al and told him I was thinking about quitting my job. He asked what happened. I said, "I told Mark I was driving home, and he said, 'Have a good weekend and drive carefully.'" There was dead silence on the other end of the line. Once I said it out loud, it sounded crazy to me. In that moment, I realized that Mark just assumed I missed my family and wanted to leave.

Three takeaways from this story are as follows:

1. For the employer, don't underestimate the importance of people's feeling like they belong. They really want and need to feel included.
2. For the new person, make sure you have a lifeline, a person to help you navigate being new on a job.
3. Don't be overly sensitive. Mark was doing what a caring person does. The issue was not him; it was my sensitivity.

Several things happen when you do this:

1. The new person is reassured that how they're feeling is normal.
2. Current employees are reminded of what it means to be new. People tend to forget this over time. By telling their story, they feel it again. They start having empathy for the new person.
3. The new person starts getting to know coworkers more personally. Sometimes experienced people send the vibe that they're not approachable. This exercise changes that, as the new person sees the more experienced coworker's vulnerability. It can be the beginning of a trusting connection.

It is a great way to send the message to new hires that they are not alone—they do belong and the organization and their coworkers care about them.

Use a video of an employee (or employees) sharing how they felt during their first days at work. That way, if they can't be there in person, you can at least play the video for the new hires during orientation.

Help New Employees Know What to Expect

Typically, during orientation, the organization's mission, vision, and values; the benefits they'll receive; and the resources available to them are covered. What may not always be addressed is what to expect.

If you run marathons, you probably know that at about mile 20, you're going to hit "the wall." If you didn't know that wall exists, you would quit. When you're flying and the pilot warns you that turbulence is ahead, you don't panic as much when the turbulence hits. The point is that when we know something is coming, it may be uncomfortable, but it won't defeat us.

The same is true for new employees. When we explain that adjusting to the new job is going to be a bit difficult, they'll be less likely to quit when things get tough.

Here are a few tools that can help:



TOOL: EMPLOYEE JOURNEY VIDEO

[Click here](#) to see an example of a video you can show new hires during onboarding. It explains the phases of changes they will experience and reassures them that you'll help them navigate it.



Or, if you prefer, use this video as a guide to create your own.



TOOL: WALK THROUGH THOSE EARLY DAY EXPECTATIONS

Provide the new employee with what to expect during those first couple of weeks. This is a great opportunity for them to meet both leaders and frontline people in other departments, including those they may or may not work with.

Get intentional around what will happen in these meetings, including helping the new employee understand:

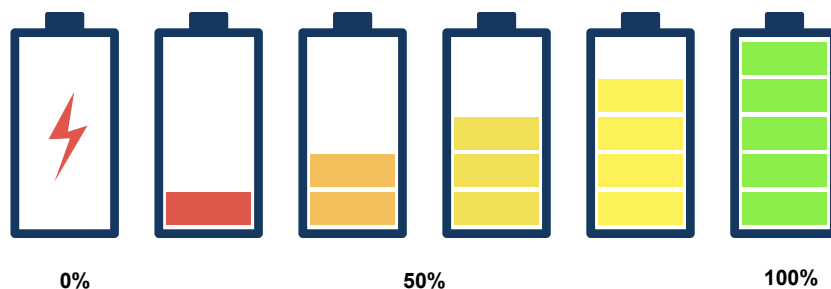
- Their own role
- The role of their leaders and coworkers
- How the departments work together
- Why they work at the organization
- Etc.



TOOL: BATTERY-CHARGE QUESTION

The battery-charge question is one way to help staff feel more comfortable with sharing their concerns, including their mental and emotional well-being, and to build open and honest communication. It is especially helpful to use with new hires.

When a leader asks an employee, “How are you?” we tend to get canned answers like “fine” or “good.” This really doesn’t tell us much. We find we get a much better answer when we ask people to think of themselves as a smartphone and pose the question, “How charged is your battery today?” (Amazing how much better care we take of our phones than ourselves!)



Asking it this way forces people to do a little self-reflection and give an answer like “80 percent charged” or “50 percent charged” or sometimes even lower. This in turn allows the leader to ask more questions, get to the bottom of the issue, and offer resources or other help if needed. Plus, we’ve found that people with higher battery-charge numbers want to step in and help those whose battery charge is lower. (It’s great for fostering coworker relationships!)

There are many wins from this question. It also helps us demonstrate that we are interested in employee concerns and that it’s okay to talk about them.

The battery-charge question can be powerful. In a workshop where people were practicing this tactic, a person said to Quint Studer, “I’m a zero.” This led to an honest discussion about her struggles. Later in the same day, she was getting the help she needed. If not for the battery-charge question, she probably would have just said, “I’m fine.”

The battery-charge question is a good conversation starter that lets you get to the bottom of what’s troubling the new employee. You can take action to fix the issue or, at the very least, reassure them that it’s normal to feel lost or overwhelmed at this point in their new role.

Reassure Them That They’re Supported

Make sure the new employee knows you are there to help them. Most new hires will be reluctant to contact their leader. They don’t want to bother them. Show that you want them to reach out. You are there for them. Reassure them that they will be building the skills they need, and you’ll get them through the first days. Let them know there are resources available to help. Eventually they will master the job and even become a teacher themselves (Phase 5).

Emphasize that you will be investing in them. You want them to be happy and successful and stay for the long haul. Reassure them that they’re going to get plenty of support, not just in the beginning of their employment but throughout their tenure with the organization.



Phase 3: Support

There is overlap between Phases 2 and 3. These phases aren't sharply defined, they're just markers to help guide organizations through the process.

The Importance of Well-Trained Mentors/Preceptors

We once had a new nurse who was leaving an organization tell us, "I'm leaving because my preceptor told me, 'You're not going to make it.'" We shared this with the preceptor who was horrified. It turned out what she had actually said was, "You'll need more experience in this area." When thinking about it, the preceptor realized she could have added, "This is normal. Here is how we are going to make sure you get the experience."

The point is this: Make sure mentors and preceptors (sometimes called "buddies") get the skill development they need to help new employees navigate those early weeks and months. It may be helpful to think of these individuals as a new employee navigator, similar to nurse navigators who help coordinate a patient's experience in the healthcare system.

It's not enough for them to talk about the job duties. They also need to know to talk about barriers and offer words of encouragement. "It took me xx months to get to this point. We're going to support you. We're going to make sure you have the resources to do the job."

Check in regularly with mentors and preceptors and ask how it's going. Recognize them and the results of their efforts. It's impactful when you can say, "There are 200 people who are still here because this person was their preceptor."

However, be aware that while mentors, preceptors, and buddies help a lot, they can't move retention on their own. For one thing, the buddy might not work the same shift every time. All coworkers play a role in retention.

Coworkers Really Matter

Coworker relationships have a lot to do with whether people stay at a job. In fact, the 2023 SHRM Workplace Romance Survey found that U.S. employees who have close friends at work are much more likely to report feeling a strong sense of belonging than those who don't. It also suggested having close friends at work improves retention.

When people share what they see as the best part of working for an organization, coworkers always come up, usually in first place but never lower than second. It's typical to hear statements like, "The reason I stay is my coworkers. We're like a family here."

How long does it take to feel connected to coworkers? The reality is it takes a while—maybe three months, maybe six months, maybe even a year. So if we're losing people early because they don't feel connected to their coworkers, the question is, *How can we get that to happen quickly?* We've already talked about sharing what their first day was like, and that's a great starting point. But there are other things we can do to create that bond with coworkers.

Teach Current Employees Their Role in Retention—Celebrate Success

Coworkers may be underestimating the impact they have. Have the staff share the impact it has on them when they don't have enough people. Even if they have the numbers, it may mean some of them are working more hours than they like. Ask them for their ideas on how to retain new hires. Discuss their role in retention and tell them they have an opportunity to impact what happens. Connect the dots on how it impacts them: "Being fully staffed makes your life a lot better."

The goal is for every coworker to see themselves as part of the retention team.

Johnsonville Foods, a sausage company headquartered in Sheboygan Falls, Wisconsin, did this. They met with their workforce and explained to them how many new hires don't stick. They explained that when people leave, it places the burden on other workers. This resonated. Over time, the employees came back with some actions they could take to help new employees want to stay. By implementing these actions, Johnsonville Foods has been able to stay fully staffed!

Ask current employees: "What can you do to help these new people feel more comfortable?" Teach them how to be a good coworker from the very beginning: invite the new person to lunch, bring them a cup of coffee, include them in conversations, and so forth. Ask the team to put the new employee's phone number in their phone so they can send texts.

But don't only make suggestions. Get intentional about making sure the new person is regularly connected to coworkers. Create a plan. Who's going to take the new person to their break? Who's going to eat lunch with them today? Who will explain this to them today? Assign these things and provide a two-week schedule so the new employee knows what to expect.

The idea is to purposely immerse the new hire with coworkers with a lot of intentional behavior meant to relieve anxiety and make them feel a sense of belonging.

Finally, make retention a team goal. Track and share the progress in retention. It will also improve selection as staff see who tends to be a better fit.

Another part of being a good coworker is being careful with words. Let current employees know that new people may hear things differently from the way they might mean for them to be heard. For example, don't share your horror stories, like venting about your worst work experience, in front of new employees. Manage up the job when you get a chance. In fact, it's better to use positive words like "get to" rather than "have to"—not only in front of new people, but all the time.

Finally, celebrate new employee milestones, even if it's just an enthusiastic statement like, "You've been here a week!" or, "You've been here a month!" For big milestones, you might want to provide a type of token for each month. Be sure to recognize coworkers too. It's impactful to say, "Hey, isn't this great? You are a big part of this person's staying!"

Remember...if we can get the new hire through the first 90 days, we've probably doubled the chance they'll be here a year. And if we can get them to a year, our chances of keeping them is much better. This is why it's urgent to get intentional about helping employees feel connected to coworkers, and the job, early on.



Phase 4: Experience

Here's the beauty of Emotional Onboarding: While the new person is getting all of this support, they're also getting experience. The more experience kicks in, the more doubt starts going away.

Slowly but surely, the person starts feeling more competent. They start to feel like I belong here more often than they feel like I want to leave. At this point, they don't want to start over. Every piece of experience they gain decreases the chance that they're going to exit.



Phase 5: Mastery

Eventually, people have such mastery and know their job so well that they then become the person who can take on preceptor- and mentor-type roles.

What we've learned is that the new person is typically not worrying about mastery. They have a hard time seeing beyond the phase they're currently in. Our goal is to help the new person put their feelings in perspective—to help them know that when they get that “fight or flight” feeling, it's perfectly normal.

If Emotional Onboarding is done correctly, employees become self-aware. They'll say, “I'm in the Doubt Phase right now. That is normal.”

We go through a lot of effort to hire people. Onboarding the new hires well greatly impacts the odds that they'll stay.

But, the work does not end there. Often, leaders don't receive formal skill building until they are promoted into a management role. When you begin building skills from day one, performance will improve and feelings of doubt and anxiety will be minimized when stepping into a leadership position.

Consider using the Personal Retention Plan™ to connect to each person individually and let them know that retaining them is important. The tool helps you have conversations about career goals, communication, and creating a feeling of belonging.



TOOL: Personal Retention Plan™

To learn how to implement a Personal Retention Plan™ and to access a helpful worksheet, [click here](#).



For additional Precision Leader Development resources, visit www.HealthcarePlusSG.com/Solutions/Precision-Leader-Development.



Emotional Onboarding Resources



TOOL: Rewiring Excellence: Hardwired to Rewired

Rewiring Excellence: Hardwired To Rewired, by Quint Studer with Dan Collard, provides more information on both. [Click here](#) to order your copy.



TOOL: Well-Being Handbook eBook

To download The Well-Being Handbook (also free), [click here](#). (You can also choose to order a hard copy for \$5.00 to cover the costs of printing and shipping.)



TOOL: Emotional Onboarding™ Video for Leaders

Leaders, [click here](#) for a quick video to help you better understand Emotional Onboarding.



TOOL: Personal Retention Plan™

To learn how to implement a Personal Retention Plan™ and to access a helpful worksheet, [click here](#).



TOOL: Sample Welcome Videos

One way to keep the new hire engaged during preboarding is to create a welcome video of coworkers saying, “Hey, we’re excited you’re here!” To see two examples from our partners, [click here](#).



About Healthcare Plus Solutions Group

Healthcare Plus Solutions Group® (HPSG) was founded by Quint Studer and Dan Collard in 2022. Powered by a team of healthcare industry and talent management experts, HPSG specializes in delivering Precision Leader Development™ solutions to healthcare organizations across the continuum of care. With tightly customized services that look at the whole health of an organization, HPSG works closely with its partners to diagnose their most urgent pain points; design smart, collaborative solutions; and create a plan to execute in a way that delivers measurable results. With partnerships across the country, HPSG's primary mission is to have a positive impact on those who receive care and those who provide care and their teams.

For more information, visit www.HealthcarePlusSG.com.

