

Standardized and Personalized Training Results in Increased Job Satisfaction and a Reduction in Turnover

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BACKGROUND

Disorganized training leads to disengaged new hires and an increase in turnover. Training and onboarding methods at the Taussig Cancer Institute had an opportunity for evaluation. The main approach was peer to peer training led by busy research coordinators (RC) with time constraints due to competing workloads. Feedback from new hires revealed that training was inconsistent and not robust. Dating back to 2016, Cleveland Clinic employee satisfaction surveys as well as exit interview data showed that the lack of extensive training contributed to turnover and job dissatisfaction. The financial cost of RC turnover was high and turnover averaged 36% between 2016 and 2018.

GOALS AND METHODS

Our goals are to:

- Reduce turnover to 22%^[1] annually
- Increase morale
- Standardize training

Essential to the success of any clinical trial unit is effective and robust training for non-clinical, research coordinators. We justified the need for a dedicated trainer position based on the low survey scores surrounding training, the exit interview data and the financial impact of turnover – calculation below. A dedicated trainer was hired into the role in Feb. 2019. We standardized training by creating a 30 day, rotating curricula introducing people to oncology clinical research, data and regulatory roles and responsibilities. The training curriculum includes 33 distinct training modules presented in a small group, interactive live session with continuously updated tools for reference. This training is complimentary to the existing, online, Clinical Trial Management Tool (CTMT) developed in 2014 and traditional mentor based training

Cost of Turnover - Calculated through sunk salary costs (includes fringe)			
New Hire (RC 1s)	Cost/Hr	Average # of training hours in 3 mos*	Cost of training
1	X	400	X(400)

New Hires (trainers)	Cost/Hr	No of hours in 3 mos **	Cost of training
1.00	Y	120	Y(120)

* 3 months = 480 hours, Per replicon average of 400 hours = new hire training/admin
 ** 120 hours, across 3 months is the total time invested behind each new hire.

Turnover Cost per RC	X(400) + Y(120)
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Turnover equation:
 # employees present who leave by year's end divided by the # employees present at the start * 100

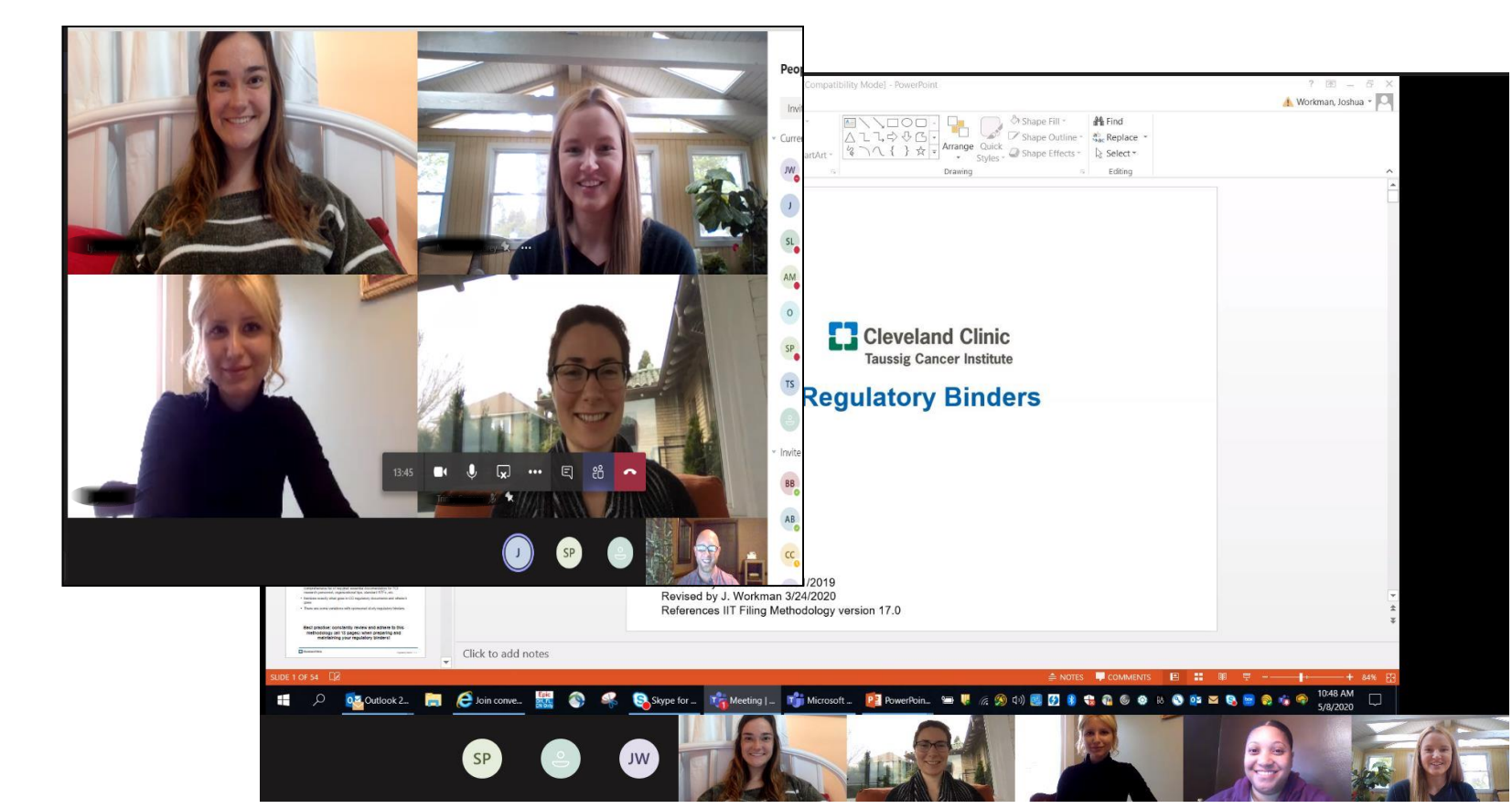
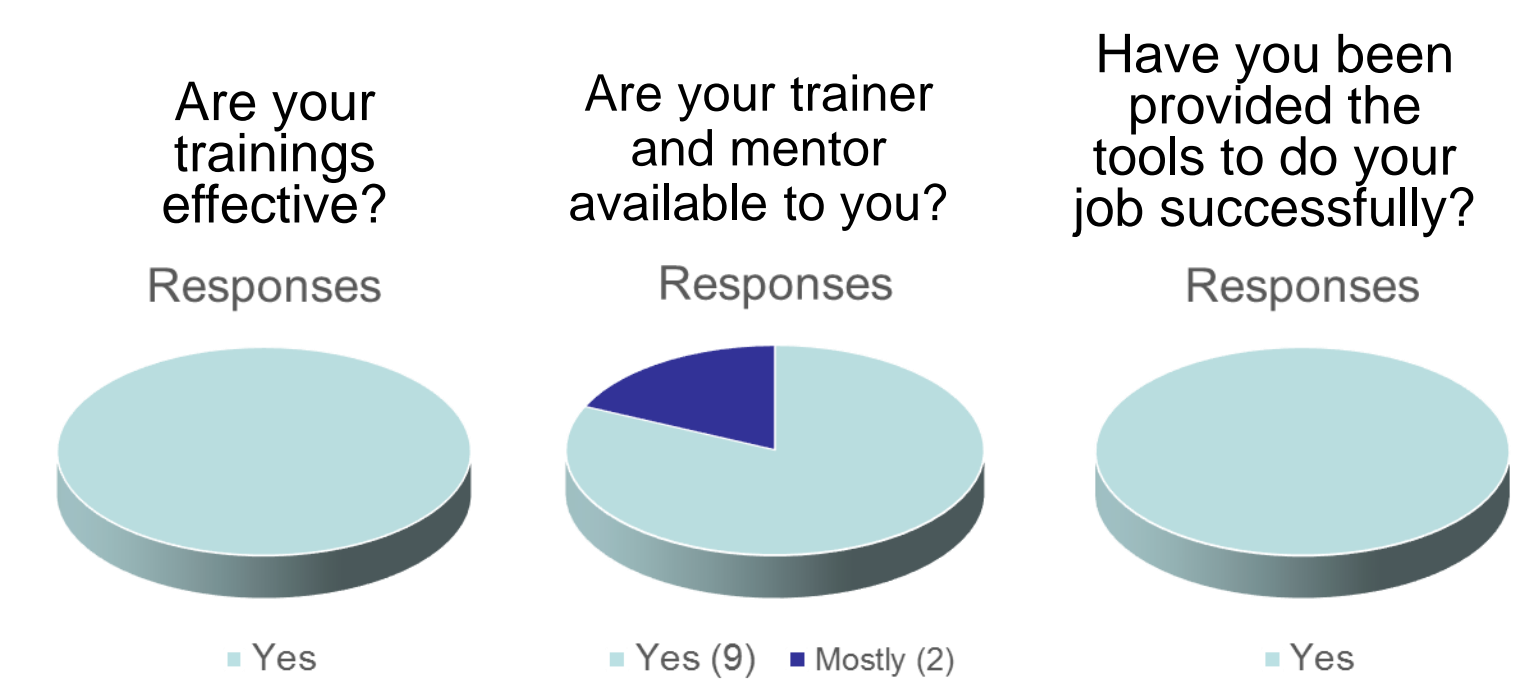
RESULTS

11 new hires completed the full training program in 2019. All 11 trainees have completed a post training, new hire feedback survey indicating that they have the tools to do their job and feel the training was effective and successful. (See graphs below.) Turnover has decreased from 36% (2016 through 2018 combined years) to 26.87% in 2019. Turnover to date in 2020 is at 9% which is projected to be at 18-19% by the end of the year. Improved engagement was also demonstrated via the feedback survey illustrated by positive comments and/or informed, creative suggestions in the open feedback section.

Training topics, New Hire Survey results and a screen shot of a remote class in session:

Research 101/Welcome	PRMC Submissions	Amendments	Monitoring Visits
Email/Calendar Use	Navigating IRB Interface	Deviations	Budget / Research Billing (MyCT)
Time Tracking System – How To	New IRB Applications	Regulatory Binders	Research Meeting – Expectations
CTMT Navigation	Regulatory Documents	Source Binders	Eligibility/Enrollment
Trial Feasibility Pt 1	ICF Writing	CRFs/Queries	Terminating Archiving
Trial Feasibility Pt 2	SIV/Open to Accrual	EPIC	Cooperative Group Trials- miniseries
How to read a Protocol	Continuing Reviews	Internal/External SAEs	Managing IIT Trials - miniseries

New Hire Feedback - 11 new hires throughout 2019:



CONCLUSIONS

- Training must include a multi-faceted approach to be effective in a large scale setting
- It is critical to connect every new hire with a dedicated mentor within their specific disease area
- Supervisor engagement is vital to the success of the program
- 2 skill assessments currently in development are focused on:
 - Confirming that new hires are properly learning and retaining key information
 - Assessing the appropriate timing of training modules
- Also newly created is an investigator initiated trial (IIT) training module led by the lead of our multisite IIT department

References/Resources:

1: 22% annual turnover goal is based on an informal survey conducted in Dec 2019, of AACI member respondents combined with turnover reported in the healthcare industry obtained from various sources including:

- Owens Pickle, EE, et al., 2017. The Clinical Research Associate Retention Study: A Report From the Children's Oncology Group. *J Pediatr Oncol Nurs.* 2017 Nov-Dec; 34(6): 414–421.
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- Rosenbaum, M, (2018, January 16) *Will 2018 be the year healthcare addresses its turnover problem?* Retrieved from www.beckershospitalreview.com
- NSI Nursing Solutions Inc. (2020), *2020 NSI National Health Care Retention & RN Staffing Report.* Retrieved from www.nsinursingsolutions.com