

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

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### **1. 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 to be evaluated. 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 around 33.7% between 2016 and 2018.

### **2. Goals**

- Reduce turnover to 22% annually
- Increase morale
- Standardize training

### **3. Solutions and Methods**

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. A dedicated trainer was hired into the role in Feb. 2019. We standardized training by creating a 30 day, rotating curriculum introducing people to oncology clinical research, data and regulatory roles and responsibilities. The training curriculum includes 33 distinct training modules presented in small group, interactive live sessions with continuously updated tools for reference. This training is complimentary to the existing, online, Clinical Trial Management Tool (CTMT) developed in 2014.

### **4. Outcomes**

11 new hires have 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 attached graphics.) Turnover has decreased from 33.7% (2016 through 2018 combined years) to 26.5% in 2019. Improved engagement was also demonstrated via the feedback survey illustrated by positive comments and/or informed, creative suggestions in the open feedback section.

## 1. New Hire Feedback survey results from 11 new hires throughout 2019



### 5. Lessons Learned

- 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 in development is an investigator initiated trial (IIT) training module led by the lead of our multisite IIT department