Mayo Clinic Exit, Stay and 6-Month New Hire Survey Process for Allied Staff (Research)

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ABSTRACT

BACKGROUND
The retention of staff has been under constant surveillance over the past few years due to the 'Great resignation'. At Mayo Clinic Comprehensive Cancer Center (MCCCC) encompasses four regions, including Arizona (ARZ), Florida (FLA), Mayo Clinic Health System (MCHS), and Rochester (RST). To help ensure retention oversight, we established a data collection feedback loop (surveys) that highlights various time points in the study coordinator continuum.

OBJECTIVE
To collect better feedback during the Exit interview process, to automate the Stay interview process for established staff and introduce a 6-Month New Hire survey.

METHODS
RedCap is the preferred method to collect the feedback.

RESULTS
The surveys have led to the development of a robust people strategy for the Cancer Clinical Trials Office (CCTO) to advise recruitment and retention strategies. The continuous surveys allow leadership to track success of process improvements and identify "stay interventions" earlier on in the process. Leaders were also able to identify opportunities to enhance communication within their teams and units. Staff who are positively highlighted in a survey (good mentor, trainer, co-worker, supervisors) receive an 'Above and Beyond' recognition certificate. In reference to the transfer/exit surveys, we can predict when we will have staff turnover which helps inform the staffing to attrition plan.

CONCLUSIONS
Implementation of the surveys in research has provided more accurate feedback on what is happening in the units and departments. This information has become more actionable for leadership. Other departments in Mayo Clinic are considering implementing these surveys.

INTRODUCTION

Mayo Clinic leadership did not feel like managers and operations managers were receiving accurate information from staff in Exit Interviews. And Stay Interviews took an enormous amount of time and effort to complete and rarely conducted. Lastly, leadership was not hearing from our new hires.

OBJECTIVES

To collect better feedback during the Exit interview process, to automate the Stay interview process for established staff and introduce a 6-Month New Hire survey. The People Strategist partnered with Human Resources to assist in the Exit interview process creating an open space for the departing staff member to share what is working well and what needs to be addressed.

METHODS

The retention surveys were built into REDCap and included times points such as 1) 6-month new staff assessment to further enhance training. 2) Stay interviews were structured to understand the "why" staff stay to further magnify these reasons for all staff; and 3) Exit interviews, which were conducted by a Human Resource (HR) representative or People Strategy Program Manager (PM) to understand why staff are departing. REDCap reports were then sent to the PM, who reviews the feedback and forwards to regional leadership; and provides regular updates to senior leadership.

RESULTS

- Provide feedback to leadership and Principal Investigators (PIs) on actions to help create a better environment for new and existing staff.

- Modify training programs.

- Equip managers with feedback to address needs of employee.

- Exit trends help leadership plan for vacancies (see below).

- Themes are easily identifiable for leadership.

- Schedule discussion forums with staff.

- Provide continued education.

- Improve processes.

- Ability to look at feedback for all sites and identifying trends.

- Success was shared with Nursing leadership who are adopting the Stay Interview process in Florida.

- Identify why staff are leaving Mayo Clinic (see below).

FIGURE 1: EXIT TRENDS (2019-2023)

Resignations by Month/Year

FIGURE 2: REASONS FOR LEAVING MAYO CLINIC

Resignation Status
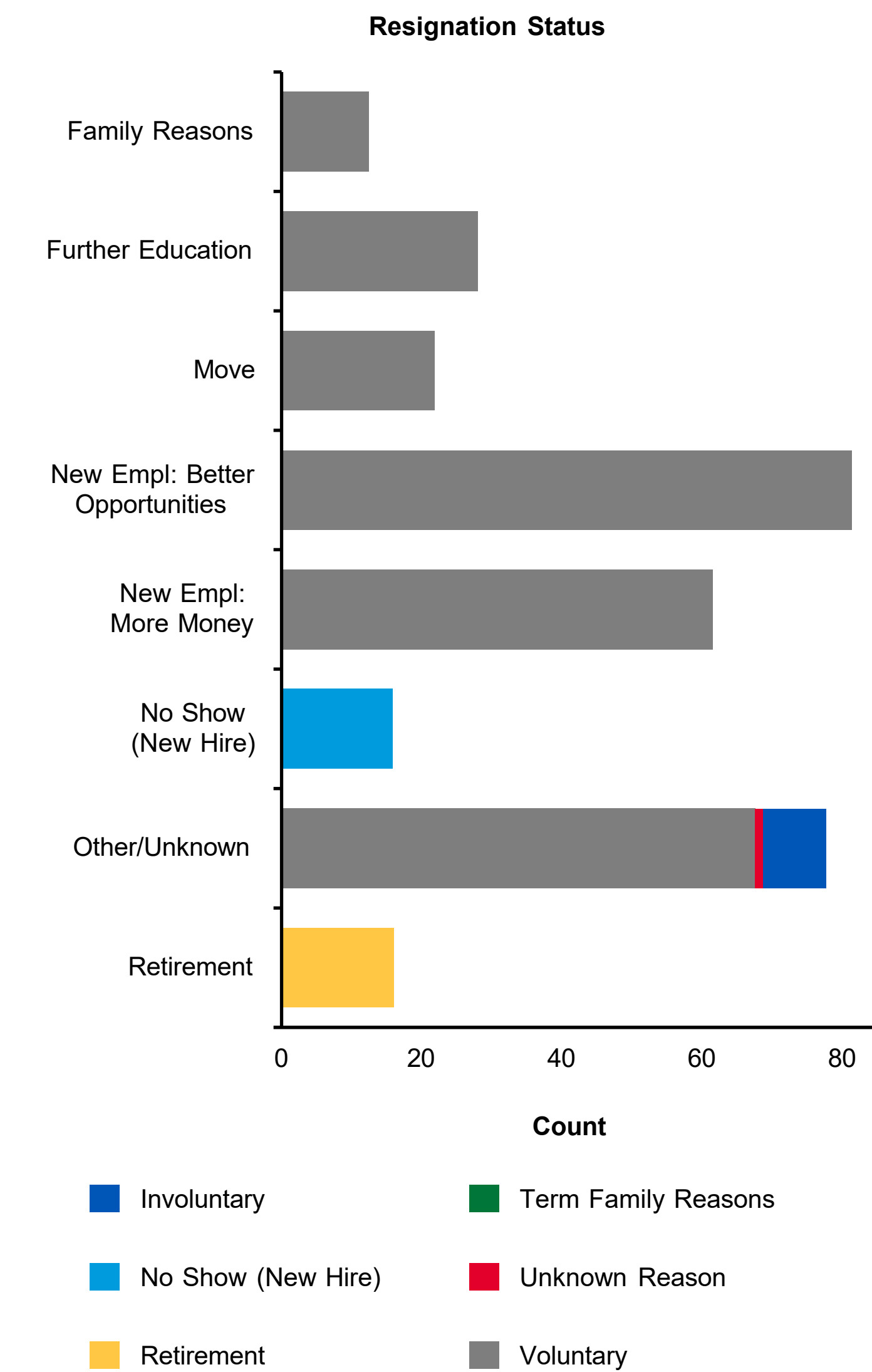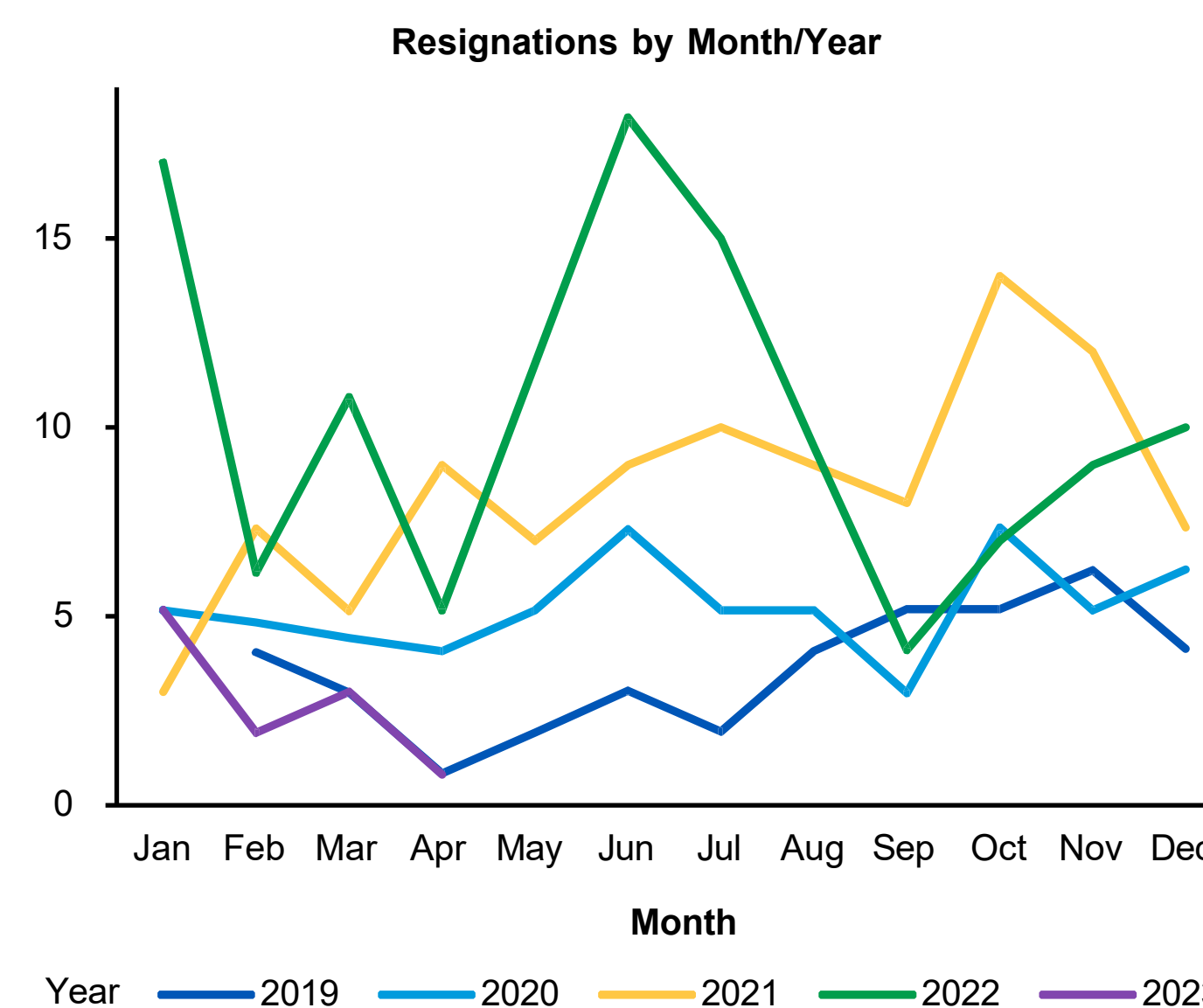
CONCLUSION

The successful implementation of the surveys has had a dramatic effect on managers and staff. Managers receive more tangible feedback and staff feel leadership are listening.