

Memorial Sloan Kettering Cancer Center

Meeting the Demands of a Growing Team: How Making a Multifaceted Onboarding Program Helped Protocol Activation Move Forward in a Remote Environment

Kristen Gary, BS, Marissa Kehoe, MS, Joe Larkin, BS, Jenny Anopa, MA, Taylor Schulte, MS, Emily Valentino, MPH, Ann Rodavitch, MA

BACKGROUND

Since the Protocol Activation Core (PAC) was initiated 2018, onboarding study start-up managers (SSUMs) into the PAC was achieved through a combination of on-the-job training, peer mentoring and training by the supervising manager. When the team expanded in early 2020, onboarding was forced to shift to a fully remote environment due to the global pandemic. This made the previous onboarding approach more challenging, leading to knowledge gaps and inconsistencies within the group. As PAC activates over 300 prospective protocols each year, it was critical that the onboarding program close that gap.

GOALS

Our goal was to develop a comprehensive onboarding package covering all core study start-up topics and tasks, as well as facilitate a motivational environment. This was critical as the team size was expanding by 47% due to new positions while also backfilling open positions. The key goals included:

- A multifaceted onboarding and training program for new staff that is comprehensive, consistent, caters to different learning styles and facilitates integration into the team.
- Training tools and resources for all staff to refer to after training.
- A welcoming and team centric atmosphere.



SOLUTIONS AND METHODS The multifaceted 4-week training program consisted of 76 training elements including:

In addition to the training program outlined above, the following were also developed: Team building exercises inclusive of

LESSONS LEARNED AND FUTURE DIRECTIONS

The large amount of complex content is best absorbed when learned in a variety of ways and reinforced throughout the onboarding process. Continuing education modules are being developed in a two-pronged approach. First to reinforce onboarding program materials in an individual setting. Second to explore complex topics in a group setting that fosters discussion, allowing team members to express their ideas and questions while learning from their peers to better understand the MSK network.



OUTCOMES

Ten new team members hired over seven months in 2022 completed the onboarding program. The program provided a framework for all elements to be completed within four weeks. This provided a definitive timeline for when new staff would be ready for their first study assignment while also allowing for training activities to be done at the pace of the individual. Resources were developed which ensured staff received consistent information and were trained on all the topics relevant to the SSUM role.

experience

appropriate

learning styles protocol

Supervisor Feedback:

- Home scavenger hunt
- Virtual themed coffee breaks
- Virtual yoga sessions

Continued education modules

The onboarding program is very helpful for new SSUMs and has been beneficial in preparing them to get their first study.



an onboarding program that trains everyone is the same way to ensure all information is covered to set up new team members for success.