

## Connect the Dots Case Study



**NATIONWIDE CHILDREN'S**  
*When your child needs a hospital, everything matters.™*

## NATIONWIDE CHILDREN'S HOSPITAL Leadership Onboarding

### Leadership Onboarding: A Nationally Renowned Pediatric Health and Research Center Unlocks New Levels of Leadership Performance

Many pediatric healthcare providers no longer have the wide margin of financial strength compared with the larger pool of rated acute care stand-alone hospitals. With the implementation of the Affordable Healthcare Act, providers also may experience smaller payments from these new policies.

In addition to evolving Medicaid programs, operational costs continue to rise and patient volumes shift toward receiving more high acuity and high-cost patients. Today's healthcare provider must have strong leadership that is equipped to guide them through such challenges and more.

### Quick Shot

#### Company Name

Nationwide Children's  
Hospital  
[www.nationwidechildrens.org](http://www.nationwidechildrens.org)

#### Industry

Health Care,  
Children's Hospitals

#### Key Challenges

- ▶ Leaders found themselves isolated and feeling like an outsider
- ▶ The hospital lacked a common approach for integration

#### Solution and Services

- ▶ Roles and responsibilities defined for the leadership onboarding process
- ▶ Consistent resources offered to new leaders

#### Solution Highlights

- ▶ A custom onboarding methodology to fit both the culture and delivery capabilities
- ▶ Engaged new leaders to help them understand the unique role they each played

#### Key Benefits

- ▶ New leaders felt they were a valued part of the team much sooner
- ▶ HR and hiring managers have resources to draw on that creates a level playing field for all newly hired leaders
- ▶ The HR team has a way to measure progress and success

Nationwide Children’s Hospital (NCH), based in Columbus, Ohio, is one of the nation’s leading pediatric health and research centers. With more than 1,170 medical staff members and nearly 10,000 total employees, NCH is ranked as one of America’s Best Children’s Hospitals, according to U.S. News & World Report. It is also the pediatric teaching hospital for The Ohio State University College of Medicine.

When Nationwide Children’s Hospital met with Connect the Dots (CTD), they had experienced significant growth and change during the past two years. The hospital board had supported the growth initiative by recruiting top talent and raising the bar for leadership performance. The culture was in transition, going from a very established and close-knit team to a more diverse and unfamiliar one.

### **The Challenge: New Leaders In Need of Purposeful Connection to the Organization and Their Community**

As new leaders joined the hospital, they often found themselves isolated and feeling like an outsider. New leaders were on their own to navigate both the organization and community. The established and strong leadership culture

made it difficult for new leaders to integrate and have a positive experience in their first 12 months.

In addition, the hospital lacked a common approach for relocation and integration. Each of the new leaders had a different level of support and resources based on their hiring manager. New leaders and their families spent a great deal of time trying to adjust in the community without direction, resources or support.

### **The Solution: Onboarding New Leaders to Fit the Culture**

NCH and CTD worked to form a project team. The team clearly identified the objective, roles and responsibilities and delivery method for the leadership onboarding process. CTD customized their onboarding methodology to fit both the culture and delivery capabilities of the human resources groups.

It was critical that NCH provided resources for its new leaders, especially when the culture was in transition. To ensure success, the project team helped define roles, onboarding objectives, and the leadership culture. The goal was to engage the new leaders and help them understand the unique role they each played in the

organization's overall business strategy. As a result, the new leader's potential for success greatly increased.

## **A Customized Leader Onboarding Program Brings Clarity and Support**

The leader onboarding program created a common, consistent onboarding experience for all new leaders for both their integration into the organization and community. New leaders felt they were a valued part of the team much sooner and were able to focus on their role. HR and hiring

managers have resources to draw on that creates a level playing field for all newly hired leaders regardless of who the hiring manager is or what part of the organization the new leader is a part of. The process also provides the HR team with a way to measure progress and success.

CTD's onboarding program produced a dramatic and measurable impact on employee productivity, retention, and employment brand and service quality. Nationwide Children's Hospital can focus now on the ever-changing economic challenges with a strong leadership team ready and able to provide the solutions they need.

**<http://www.connectthedotsconsulting.com/contact.htm>**

*Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.*

