

Retaining Staff through Surveys: 6-Month, Stay and Exit

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1. Background

The retention of staff has been under constant surveillance over the past few years due to the Great Resignation. 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.

2. Goals

Retention surveys are used across four regions to assess trends; act share regional best practices; address staff frustration; and address gaps in training and continuing education.

3. Solutions and 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.

This feedback is used to:

- Modify training programs
- Schedule discussion forums with staff
- Improve processes
- Provide continuing education
- Provide feedback to leadership and Principal Investigators (PIs) on actions to help create a better environment for new and existing staff

4. Outcomes

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.

5. Lessons Learned and Future Directions

The voice of our most precious resource needs to be heard. By understanding opportunities throughout the employment cycle, we can use this information to continue to create an improved environment with meaningful impact. For the future, the supervisors requested to move the new staff survey to 3 months in addition to the 6-month point for earlier intervention with onboarding

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and training. Departments and divisions across the institution have requested demonstrations of the process and REDCap due to the value of this level of data.