

Hiring Leader Onboarding Guide

Introduction

Thank you for welcoming our new team members. We recognize the important role hiring leaders play in facilitating the successful integration of new team members into their facilities, departments, teams and our culture. This guide, provided by the Onboarding Excellence Team, outlines your responsibilities during the first 90 days of a new team member's journey. This planned and organized integration is known as the [Welcome to Wellstar experience](#).

What's Included in this Guide:

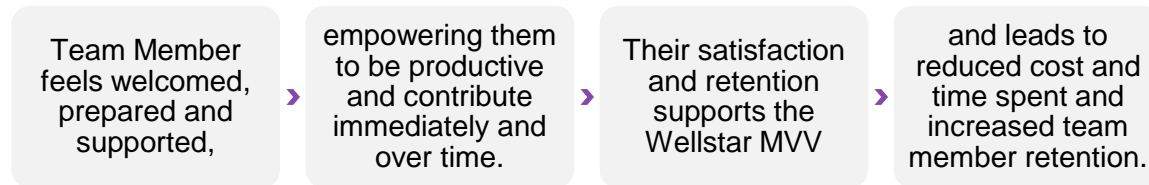
- The Importance of Onboarding
- The Role of the Hiring Leader
- The Role of the Onboarding Buddy
- Appendix
 - Hiring Leader Checklist
 - Welcome Message Templates
 - Helpful Links

DID YOU KNOW?

According to **The Wynhurst Group**, new employees who go through a structured onboarding program are 58% more likely to be with the organization three years later.

The Importance of Onboarding

Supporting the success and integration of new team members during their first few months is worth the investment of time and effort. Turnover is costly, and statistics show that employees are most vulnerable to leaving an organization in the first 90 days after they have been hired. An effective employee onboarding process ultimately leads to increased retention and fewer resources expended.



Onboarding is the first step toward retention, with a particular focus on:

- Creating a positive welcoming experience for the new team member
- Affirming the new team member’s right choice in job and workplace
- Aligning the new team member with the Wellstar’s Mission, Vision and Values
- Defining responsibilities and expectations

The Difference between Orientation and Onboarding

Orientation is the first step in the new team member’s onboarding journey. Newly hired (not internal transfer team members) attend and learn initial, need-to-know information about Wellstar, like policies and processes. Onboarding is the 90-day process to fully integrate new team members into their facility, department and team.



Orientation is...

- An event on the first day
- Owned by the Onboarding Excellence team for Day 1
- A virtually led experience
- Held weekly for cohorts of new team members



Onboarding is...

- A process lasting 90 days
- A shared responsibility between the Onboarding Excellence Team, HR, Hiring Leader and new team member
- Regular conversations and feedback between all parties

The Role of the Hiring Leader

The hiring leader owns the onboarding process to ensure the new team member has the time, support and resources they need to be successful from Day 1. It is critical that the hiring leader schedules time with the new team member to provide guidance, feedback and to check in on the new team member's experience.

Below are key actions you can take to support your new team members during onboarding. **Welcome Message Templates** are included in this guide.

- **Welcome the new team member** right after they accept an offer by connecting to them with a phone call, a text or an email. This accomplishes two important goals:
 - Establishes Wellstar as a caring, thoughtful organization.
 - Introduces the new team member to you, their hiring leader.
- **Connect with them during the first week** to officially welcome them to your team. This can be done by teams meeting, teams chat, phone call, or in-person.
- **Take the time to complete a 30-60-90 day onboarding plan** and share it with them.
- **Schedule regular 1:1 meetings and make sure to celebrate the milestones** at 30, 60 and 90 days, and ask them questions from the 30-60-90 day document.

Supporting Your New Team Member

The success of your new team member's onboarding is ultimately up to you. You have the privilege to serve as coach to new team members, immersing them in our culture, connecting them with the right people and providing the mentoring they need to become a part of our organization.

- **Pre-Hire:** Ensure required technology, resources and system access have been requested (listed in the **Hiring Leader Checklist**). Complete the detailed onboarding schedule and share with new team member. Review the onboarding plan and schedule with new team member before their first day.
- **Week 1:** Review new team member's onboarding schedule and know when they will join your team onsite. Begin to introduce them to your team members, their onboarding buddy, preceptor and other key contacts.
- **Week 2:** Schedule meetings with any key stakeholders and review expectations for success in their role.
- **30 Days:** To accelerate learning, help new team member develop key relationships and educate them on Wellstar's culture and Mission, Vision and Values.
- **60 Days:** Assist your new team member in goal setting and use those goals to track competence in required tasks. Continue to promote ways for them to learn Wellstar's culture, including building relationships across teams.
- **90 Days:** Continue to support them as they gain confidence and begin moving to full productivity. Focus on their development in their role and education about Wellstar as an organization.

The new team member's first 90 days is focused on assimilation to the new role, team and Wellstar. This includes learning about Wellstar's culture in preparation to be successful and productive.



The Role of the Onboarding Buddy

Assign an Onboarding Buddy to Your New Team Member

The onboarding buddy, assigned by the hiring leader, helps and supports the new team member get acquainted with the department and their new role. The onboarding buddy is NOT the new team member's Preceptor or Trainer. It's best to select an individual who is seen as an informal leader and lives out the Wellstar values in their work.

Identifying an Onboarding Buddy

The hiring leader is encouraged to identify an onboarding buddy. The individual is identified based on their experience, knowledge and skills at Wellstar.

The ideal onboarding buddy:

- Is engaged in similar work to that of the new team member;
- Understands the day-to-day routine of the new team member's role and work environment, as well as the Wellstar culture (the norms, values, beliefs, behaviors that shape how things are done in the new team member's new work environment);
- Has knowledge of and supports Wellstar's Enterprise Strategy; and
- Is personable and approachable.

Responsibilities of the Onboarding Buddy

The onboarding buddy serves as a valuable resource during the new team member's first 90 days, answering general questions and providing standard information that will help the new team member adapt to their new role and work environment. They are expected to make themselves available and responsive to the new team member and serve as the first contact for any general questions.

The onboarding buddy **does NOT need to be an expert in all things Wellstar; they simply need to be welcoming and willing to point the new team member in the right direction.**

Activities with the new team member might include:

- Getting lunch or coffee with the new team member.
- Introducing new team member to peers.
- Sharing the 'inside scoop' on equipment, processes, benefits and more.

As the hiring leader, it is important to remember that the onboarding buddy acts as a resource for the new team member at a basic level. Ultimately, **the hiring leader is responsible for the greater onboarding responsibilities** as outlined in the [Hiring Leader Checklist](#).



Appendix

Items included in this guide:

- Hiring Leader Checklist
- Welcome Message Templates
- LinkedIn Welcome Templates

Helpful Links

- [Leader Resources and Hiring Leader Onboarding Map](#)
- [Hiring Leader Resource Contacts](#)
- [Quick Links for Leaders](#)
- [New Team Member Onboarding Toolkit](#)
- [30-60-90 Day Check-Ins](#)
- [New Team Member Onboarding Site](#)
- [Leadership Development Guide](#)



Hiring Leader Checklist

Before Start Date

Upon Hire:

- Welcome your new team member with a text, email or phone call.
- Assign and introduce an onboarding buddy.
- Put in ServiceNow tickets for:
 - VIP VPN access
 - Global Connect
 - Lawson access
 - Shared drives access
 - SharePoint access (if needed)
 - Workspace & keys (if needed)
 - Laptop or computer bundle (if needed)
- Connect with their Pre-boarding Coordinator to confirm start date.
- Visit [WelcometoWellstar.com/Leaders](https://www.wellstar.com/Leaders) for onboarding resources.

One Week Prior to Start Date

- Create an Onboarding Plan:
 - [Reference Onboarding Toolkit](#)
 - [30-60-90 Plan](#)
- Follow up on the status of your new team member's required preboarding activities: *(Note: check the iCIMS Dashboard)*
 - Completed drug screening
 - Completed background check
 - Submitted Section 1 of the I-9 form
 - Scheduled Employee Health Screening
 - Completed required compliance training
 - Completed other required forms (technology agreement, COVID-19 questionnaire)
- Schedule 1:1 with your new team member during the first week.
- Connect with the new team member and confirm their start date.

First Week

Day 1:

- Welcome your new team member with a text or email.
- Confirm your new team member:
 - Successfully claimed MyID
 - Attended Team Member and Caregiver Orientation (TMCO)
 - Completed all their required training



Day 2:

- Confirm new team member:
 - Attended Day 2 Facility Orientation
 - Completed I-9 Form Section 2
 - Picked up Employee ID badge

End of Week 1:

- Check in with new team member to see how their first week went.
- Walk new team member through team structure.
- Ensure they attended all necessary trainings.

Week 2 – Day 90

Week 2:

- Share your team's recent successes and future goals with your new team member.
- Schedule weekly check-ins with your new team member.

Week 3:

- Weekly Check-in:
 - Check in prior to 30 days to ensure their benefits selection is completed.

Week 4:

- Weekly Check-in:
 - Celebrate 30 days on the team!
 - Set goals and align on expectations.
 - Meet with new team member's buddy to check on their progress.

Week 5:

- Weekly Check-in:
 - Provide new team member with development resources and have a career development conversation.

Week 6:

- Weekly Check-in

Week 7:

- Check in prior to 60 days:
 - Make sure they understand their role and day-to-day functions.
 - Find out if they are facing any challenges.



Week 8:

- Weekly Check-in
 - Celebrate 60 days on the team!

Weeks 9-11:

- Weekly Check-ins

Week 12:

- Celebrate 90 days on the team!



Welcome Message Templates

The hiring leader plays an important role in ensuring new team members have the support and resources they need to be successful from Day 1. A warm welcome text is a simple, but important first step. Use these sample texts and emails to craft a warm welcome for your new team member – don't be afraid to make them your own.

Before Start Date

Pre-Hire Text #1:

Hello, [New Team Member], and welcome to Wellstar! My name is [Hiring Leader], and I'm your new supervisor. I wanted to make sure you have everything you need for your first day of work, which begins [Day, Date, Time]. Please keep my number handy and feel free call or text with any questions – I'm happy to help! Welcome again and glad you'll be joining us soon!

Pre-Hire Text #2: Once the new team member responds, send this second text.

[Respond to any team member questions or specifics.] I am working to make sure your equipment and all systems access are ready for your first day.

We use Microsoft Teams to stay in touch. I've sent invitations to your personal email address, [email address]. It's not required, but please feel free to sign on before your first day to get oriented and connected. Also, you'll see a meeting on your schedule on the [Day, Date] for us to review your onboarding plan. Please let me know if you have questions.

First Week

Day 1 Text

Welcome to Wellstar, [New Team Member]! Please be on the lookout for an email from me about meeting the rest of the team. Have a fantastic first day.

Day 1 Email: Warm Welcome

Good morning, [New Team Member]!

Let's make sure your first day is off to a good start. Your equipment and all systems access are ready. You can find all the information you need in your employee profile via the [WorkZone portal]. Your schedule for your first day looks like this: [Schedule Details].

At [Time], I will introduce you to your [Team Members/Onboarding Buddy/ Others]. We know that Day 1 can be a lot to take in. Please keep a list of your questions and observations – we're to help at every step of the way.

Also, please don't forget to pick up a small gift on your way out. We are so glad you're here. Have a great first day!

End of Week 1 Email: Benefits Reminder

Hi [New Team Member],

I hope you've had a fantastic first week. If you haven't yet, please review your benefits options and submit your choices by [date]. See you next week!



Week 2 – Day 90

Week 2 Email: Check-in

Good morning, [New Team Member]!

Later this week, we will meet for 30 minutes to talk about your development goals here at Wellstar and how I can help you be successful in meeting them.

Then, I'll introduce you to [Stakeholder Name, Title]. Let me know if you have any questions or concerns before — happy to discuss!

30 Days Email: Check-in

Note: Ensure the 30-day check-in email is sent PRIOR to the final benefits selection deadline.

Hi, [New Team Member],

Can you believe you've been with us for a month already?

I would like to check in with you next week to see how everything is going. I'm looking forward to hearing all about your Wellstar experience so far and how I can help support you going forward.

Also, I want to make sure you have completed the online forms for your benefits enrollment. You **must** have those completed by [Date]. I can connect you to a [Benefits Specialist] – just email me and I'll help set it up.

60 Days Email: Check-in

Note: This is a good time to help your new team member develop key relationships, discuss learning opportunities and educate them on Wellstar's culture and Mission, Vision and Values.

Hello, [New Team Member],

We are grateful for your contribution and willingness to jump in to help. Today, you complete 60 days with us. You will notice a meeting on your calendar for [Day, Date, Time]. We'll review your goals and make sure you have the resources you need at that time.

Also, be sure to bring any questions or concerns of your own. [New Team Member], I'm thrilled you chose Wellstar. Looking forward to it!

90 Days Celebratory Email

Note: Remember to continue to support the new team member as they gain confidence, to focus on their development in their role and education about Wellstar.

CONGRATULATIONS!

You've been part of the Wellstar family for 90 days today! We will be celebrating [Day, Date, Time] with the rest of the team and [Onboarding Buddy] with a [Lunch].

I know I say it often, but I'll say it again: we're glad you decided to join our team!

Bring or mail gift.



Remote Team Members

Pre-Hire Text:

Hello, [New Team Member]! I am [Leader Name], and I'm your new supervisor. On [Day, Date], you will start working at Wellstar Health System. We are excited about your first day, and I want to make sure your experience is exceptional.

Your equipment should be delivered by [UPS/FedEx] by [Date]. When setting up your home office, please call [ServiceNow/IT Help Desk] if you have questions.

We have also planned a call for your first day, so you can get to know your other team members. We are all excited to meet you. See you online soon!

Pre-Hire Email:

Dear [Team Member Name],

Welcome to Wellstar! We cannot wait to start working with you officially on [Date]. You already know that our team is fully remote. So, I have scheduled a Teams call at [Time EST] on your first day to officially welcome you and to make sure you can meet our team members.

We use Teams to stay in touch. I've sent invitations to your personal email address, [Email address]. It's not required, but please feel free to sign on before your first day to get oriented and connected.

[Team Member Name], Wellstar is a career destination, and we want you to be successful. We're here to help you develop the skills you need to succeed in your new role and beyond. Please start thinking any specific skills or knowledge gaps that we can help you close. I will set up some time for us to discuss in your first 30 days.

In the meantime, here's some additional information to help you get oriented:

- [Preboarding](#)
- [Preparing for Day 1](#)
- [Preparing for Day 2](#)
- [Total Rewards](#)
- [FAQ's](#)

Feel free to email or text me any questions. Cheers to the start of a new adventure!



LinkedIn Welcome Templates

Post for a New Leader

Hiring leader would post on their LinkedIn page:

I'm pleased to share that [Team Member Name] will join Wellstar as our [job title].

[Team Member Name] is a proven leader who has worked [information about prior work experience and leadership experience]. We're excited to welcome [him/her/they] to Wellstar and look forward to their contributions to providing the best experience and support for our patients, team members, community and Wellstar.

[Photo of new team member and link to their LinkedIn Profile]

#Wellstar #Healthcare

Post for New Team Member

Hiring leader would post on their LinkedIn page:

I'm pleased to share that [Team Member Name] will join Wellstar as our [job title].

[Team Member Name] is a well-respected professional who has worked [information about prior work experience]. We're excited to welcome [him/her/they] to Wellstar and look forward to their contributions to providing the best experience and support for our patients, team members, community and Wellstar.

[Photo of new team member and link to their LinkedIn Profile]

#Wellstar #Healthcare

Welcome Quotes to Share with New Team Members

- "If you have built castles in the air, your work need not be lost; that is where they should be. Now put foundations under them." — *Henry David Thoreau*
- "To understand the heart and mind of a person, look not at what he has already achieved, but at what he aspires to." — *Kahlil Gibran*
- "It is by going down into the abyss that we recover the treasures of life. Where you stumble, there lies your treasure." — *Joseph Campbell*
- "Follow your passion, stay true to yourself, never follow someone else's path unless you're in the woods and you're lost and you see a path then by all means you should follow that." — *Ellen Degeneres*