

NEW LEADER REFERENCE GUIDE

*Resources for your first six months
as a Mount Carmel leader*



A Member of Trinity Health

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Introduction

Welcome to Mount Carmel Leadership! We are pleased to welcome you as a member of the Trinity Health and Mount Carmel Health System. This guide, used in the onboarding process, is designed to help new leaders (internal promotions and new hires) be successful with useful information and resources to acclimate into their roles.

What is onboarding? Onboarding is a process. It helps you to acquire the necessary knowledge, skills, and behaviors in order to become an effective and engaged Mount Carmel colleague and leader. It is the process of integrating a new colleague into the organization and its culture.

What is the difference between orientation and onboarding? The following table outlines the differences:

Onboarding		Orientation
Colleague's specific role in department	FOCUS	Colleague's role at Mount Carmel
Ongoing (during first six months)	DURATION	One-time event
On-the-job	SETUP	Formal (i.e., classroom, online modules)
Specific to the new colleague	CONTENT	General overview
Colleague is ready to be productive	OUTCOME	Colleague is ready to start work/job-specific training

Why is onboarding important? Studies show that new leaders are most vulnerable to leave an organization in their first 18 months. Effective new leader onboarding serves four purposes:

1. It helps to build a **COHESIVE TEAM**, raising **EVERYONE'S** productivity.
2. It gets new leaders more quickly assimilated to the organization and the culture, increasing **PRODUCTIVITY** levels quickly.
3. It helps **RETAIN** colleagues and **REDUCES** high turnover costs.
4. It builds Mount Carmel's **REPUTATION** for being a thoughtful employer, with an engaging culture, clear leadership, and a strong organization.

New Leader Onboarding

New Leader Onboarding at Mount Carmel. You will be introduced to your role, culture, expectations, and operational strategy through a series of learning experiences including:

- A customizable New Leader Onboarding checklist
- Opportunities to engage in one-on-one meetings with stakeholders, peers and your team
- A peer mentor
- Professional development opportunities
- Regularly scheduled meetings with your hiring leader

Whose responsibility is onboarding? Onboarding is successful when a new leader, hiring leader and Peer Mentor are actively involved. The goal of this partnership is to establish a productive relationships that facilitate successful integration into the organization. The chart below is an overview of the onboarding roles and responsibilities.

Role	Responsibilities
New Leader	Accountable to actively participate in, and own, their assimilation into Mount Carmel's culture, practices, processes, protocols and procedures.
Hiring Leader	Accountable for the new leader's assimilation and continued onboarding. The hiring leader will: <ul style="list-style-type: none">• Utilize the New Leader Reference Guide and resources; collaborate with the new leader to create an individualized onboarding and assimilation plan.• Work collaboratively with new leader to identify and schedule introduction conversations with key stakeholders (internal and external).• Check in with new leader to determine progress, performance, and next steps.• Select and collaborate with a Peer Mentor for the new leader's onboarding process.
Peer Mentor	A peer who is designated by the hiring leader to serve as a role model, a socializer, a resource and a teacher to support a new leader's onboarding and integration into Mount Carmel. <i>See page 40 for more information.</i>

New Leader Reference Guide Components. To accelerate your performance and integration, the New Leader Reference Guide provides the foundation to build a well-rounded onboarding experience with the most important aspects of the organization represented.

New Leader Onboarding Process

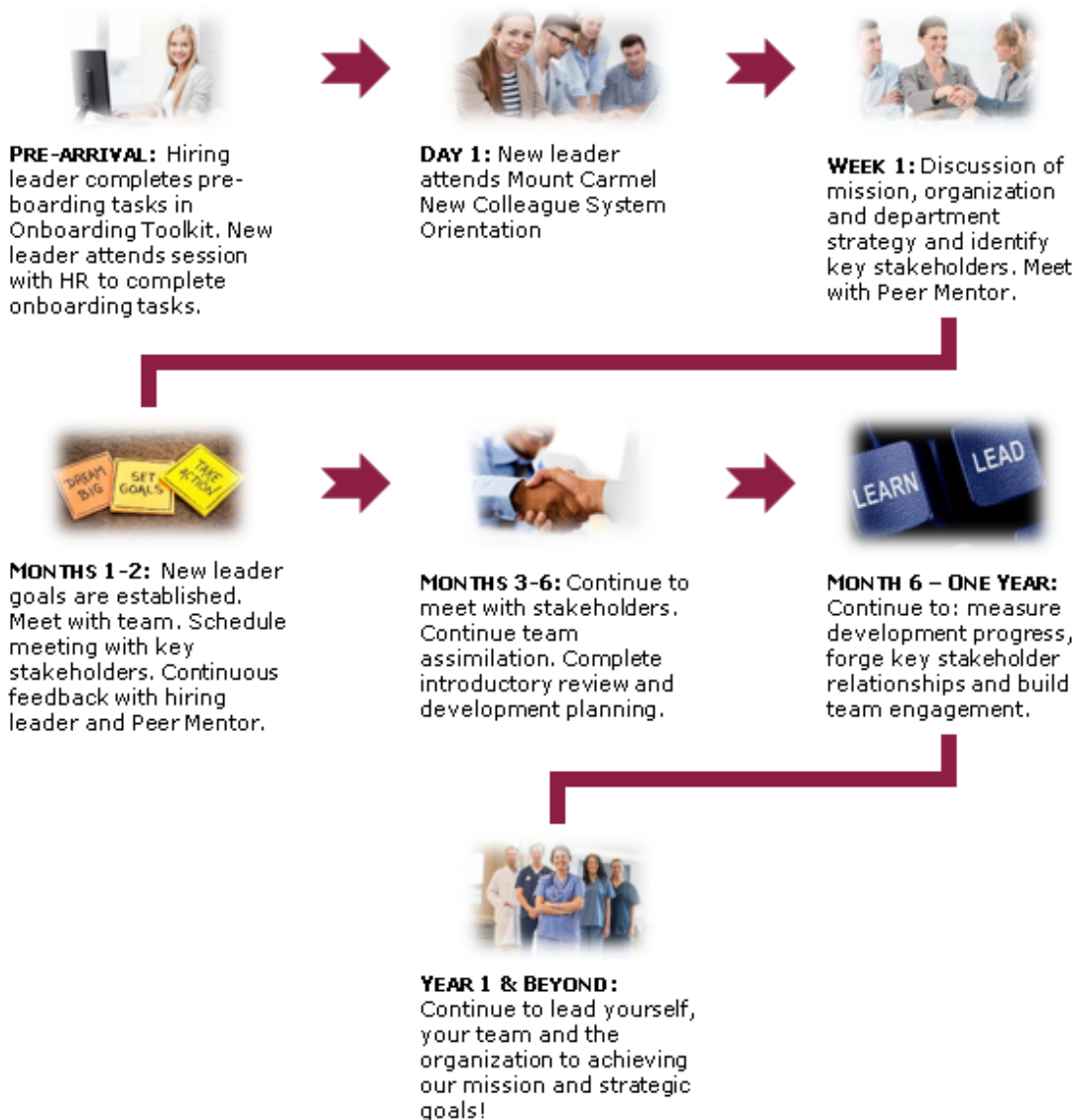
The New Leader Reference Guide components are color-coded for easy reference and each component provides the structure, tools and resources to follow the onboarding process as illustrated below.

New Leader Reference Guide

New Leader Onboarding Checklist

New Leader Resources

NEW LEADER ONBOARDING PROCESS



Tips on Making Your First Six Months Successful

Starting a new job as a leader can be exciting and invigorating! Your first step is to give some thought to what you'll be doing during your first six months on the job. These first few months have great practical and symbolic importance: they offer a unique window of opportunity to establish relationships and identify expectations. The following section provides a few tips on how you can ensure your transition within the first 90 days is a smooth one.

New Leader Onboarding Checklist. The purpose of the New Leader Onboarding Checklist is to capture a comprehensive list of critical touchpoints and tasks that should be completed from day one, through your first six months. The intent of this document is one of a collaborative approach between you and your hiring leader.

Preparing for Conversations with Your Leader. Your relationship with your leader will be built through a continuing dialogue. To help you make a smooth transition, there are some important conversations that will help you engage with your leader.

- | | |
|--|---|
| · Roles, Responsibilities, Expectations and Goals | The purpose of this conversation is to understand your responsibilities and the expectations your leader has of your position and your goals. Your goals will be entered into Workday in the Performance worklet. |
| · Communication Style | This conversation is about how you and your leader interact on an ongoing basis. Consider how your styles differ and how you will navigate communication preferences for effective interactions. |
| · Key Stakeholders and Strategic Connections | This conversation is to identify who you will need to connect with to build strategic and collaborative relationships that support you and your team. |
| · Professional Growth and Development | This conversation should be ongoing throughout onboarding to address the immediate learning needs, and continue after your first six months to sustain your professional growth and development. |

Trinity Health and Mount Carmel

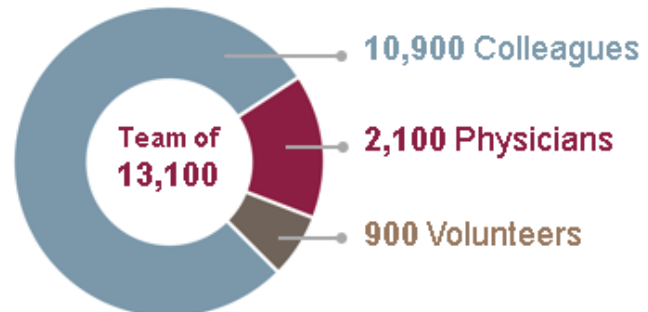
Mount Carmel Health System is a Regional Health Ministry (RHM) of Trinity Health. Trinity Health is the second largest multi-institutional Catholic health care delivery system in the nation. With 94 hospitals in 22 states, over \$18B in revenue and more than 133,000 colleagues, Trinity Health is serving people and communities from coast to coast.

The organization was formed in May 2013, when Trinity Health and Catholic Health East officially came together to strengthen their shared mission, increase excellence in care and advance transformative efforts with our unified voice.

Mount Carmel Health System is dedicated to providing exceptional and advanced care when people need us most. We offer a broad network of healthcare services and outpatient centers located throughout our communities. We deliver care that is best for each person's unique situation. We do what we do because of our mission. Through our mission, we remain committed to caring for our communities. At Mount Carmel, we can do what we do because of you.

People-Centered Healthcare System

- Catholic Health Ministry
- Mission-Driven, Not-For-Profit



1.2M Total patient visits	35,000 Surgeries	642,000 Outpatient visits	75,000 Admissions & observations	285,000 ED visits
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For more information on Trinity Health, visit [Trinity Pulse](#), the Trinity Health Intranet website.

Data current as of January 2019.

Trinity Health and Mount Carmel Mission and Vision

Mission

*We serve together in
the spirit of the Gospel
as a compassionate and
transforming healing presence
within our communities.*

Vision

*As a mission-driven, innovative health organization,
we will become a leader
improving the health of our communities
and each person we serve.
We will be the most trusted partner
for life.*

Trinity Health and Mount Carmel Core Values

Living Our Values

Living Our Values (LOV) will guide us to a common culture that advances our Mission to be a transforming healing presence. It calls us to connect our Mission and Core Values to care for self, our fellow colleagues and those we serve. Through an authentic commitment to Living Our Values every day, we will improve patient satisfaction, safety culture and colleague engagement. Together, we will create a meaningful Trinity Health Experience that patients, families and colleagues can feel and describe as truly people-centered.



CORE VALUES

Reverence

We honor the sacredness and dignity of every person.

Commitment To Those Who Are Poor

We stand with and serve those who are poor, especially those most vulnerable.

Justice

We foster right relationships to promote the common good, including sustainability of Earth.

Stewardship

We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.

Integrity

We are faithful to who we say we are.

LIVING OUR VALUES ACTIONS

- I connect with compassion and courtesy
- I respect every person
- I use preferred names, introduce myself, my role, and what I am doing
- I smile, acknowledge others, open doors, make eye contact, and say please and thank you
- I am aware of my facial expressions and body language
- I reach out to help those in need
- I escort patients/family to their location
- I notice when others are suffering or struggling and reach out to comfort and assist them
- I make every moment matter
- I build and maintain healthy and trusting relationships
- I avoid judging others because of differences or circumstances
- I listen and avoid interrupting and multitasking
- I engage every day with an owner's mind and a servant's heart
- I support others in fulfilling our Mission
- I own every problem and seek to find a resolution
- I practice self-care and invest in my own resilience
- I am a champion for our Mission and Core Values
- I put people at the center of all I do by being present and attentive
- I practice gratitude
- I take responsibility for my role as a team member

Trinity Health People-Centered 2020 Strategy

Our first commitment is to meeting the needs of the people we serve. Embracing the legacy of our Founding Sisters, our colleagues focus on healing body, mind and spirit. Together, we will build a People-Centered Health System.

People-Centered 2020 is our road map to fulfill our Mission and achieve our Vision. It provides a strategic framework as we seek to provide the best in health and healing for our communities. We will know we are people-centered when we put the people we serve at the center of every behavior, action and decision in our ministry.



PEOPLE-CENTERED CARE

Strategic Focus #1: We will transform our clinical and business models to deliver people-centered care.



ENGAGED COLLEAGUES

Strategic Focus #2: We will attract, develop and retain exceptional and committed colleagues who reflect the diversity of our communities.



OPERATIONAL EXCELLENCE

Strategic Focus #3: We will build an enterprise that uses our strengths as a national system to deliver operational excellence.



PHYSICIANS, NURSES & CAREGIVERS

All Strategic Focus Areas: We collaborate with physicians, nurses and caregivers across the system.



LEADERSHIP NATIONALLY

Strategic Focus #4: We will lead in strengthening and expanding the ministry of Catholic health care in our communities and nationwide.



EFFECTIVE STEWARDSHIP

Strategic Focus #5: We will steward resources effectively to enable success in our transformation to people-centered health care.



Visit the [Manager Resource Center](#) for more information on the [Trinity Health People-Centered 2020 Strategy](#).

Mount Carmel Strategic Plan

Every single person at Mount Carmel plays an important role in our Strategic Plan. The five Strategies are a clear approach for achieving our Goals. These strategies determine what capabilities and systems we need in place, where we invest our time and resources and how we make decisions about what is most important.

There are hundreds of initiatives and projects throughout Mount Carmel and there are always things that can be done better. However, understanding what to focus on and how to prioritize is what will drive breakthrough performance. Everything you work on should easily connect to one or more Strategies and support our Goals.



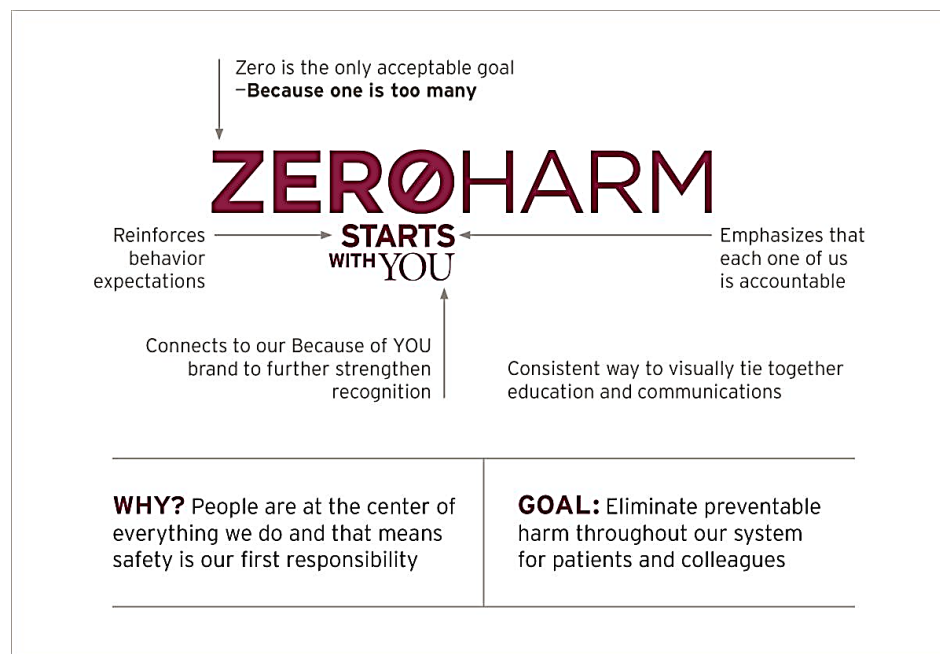
Visit the [Manager Resource Center](#) for more Mount Carmel System Strategy Resources:

- [2017-2020 Strategic Plan](#)
- [Click here](#) to order pocket cards via Creative Services to share with your staff - Project/Form Title: Strategic Plan Pocket Card) 2017-2020
- [Strategic Plan PowerPoint Slide](#)
- [MCHS Leader Guide for Performance Goal Setting](#)

The Journey to Becoming a High Reliability Organization (HRO)

Mount Carmel is on the journey to creating a High-Reliability culture – starting with safety—ZeroHarm. Each day hundreds of patients are entrusted to our care. Caring for others or supporting those who provide patient care is a responsibility that we each take seriously. It is the reason that we chose a career in healthcare.

The safety of patients and colleagues has always been a priority. High-reliability is about sharpening our focus to create a culture of safety – adopting and ingraining shared values and beliefs about how we act and interact – so that we can make our organization an even safer place with fewer human errors and fewer events.



Visit the [Manager Resource Center](#) for more information on leading high reliability at Mount Carmel:

- [Leading High-Reliability & Safety - A Guide For Mount Carmel Leaders](#)
- [ACA Form & Instructions](#)
- [MCHS Fair & Just Culture Algorithm](#)
- [Storytelling Guide for High-Reliability Leaders](#)
- [Unite the Ministry \(UTM\) Just Culture Slides - January 2018](#)

New Leader Onboarding Checklist

The New leader Onboarding Checklist is designed to assist with your onboarding process. This checklist is organized chronologically and provides opportunities to explore the key components (listed below) to ensure that the onboarding experience is well-rounded and that the most important aspects of the role and organization are represented.

Logistics	Help new leaders to get settled in and understand the organization and functional business area
Cultural Awareness	Provide new leaders with the resources to understand and align with Mount Carmel's Mission, Vision and Core Values
Role Clarity and Deliverables	Ensure new leaders understand their new role and establish expectations
Team Assimilation	Ensure new leaders establish productive and effective relationships with their new team over time
Strategic Connections	Ensure new leaders make connections with peers, key stakeholders and build a network throughout the organization
Development	Assist new leaders in establishing a plan for initial and ongoing development based on feedback from assessments and identified learning needs

Work with your hiring leader, Peer Mentor, and team to complete the New Leader Onboarding Checklist. You may add activities that are relevant to your role, responsibilities, or work location. Creating an onboarding plan will help to clarify expectations, identify responsibilities, and serve to measure your progress as you assimilate to your new role.

New Leader Onboarding Checklist

WEEK ONE *Priorities:*

- Clarify and agree on onboarding expectations.
- Identify key stakeholders, their priorities and expectations, and begin to form relationships.
- Understand the organization's current strategy, goals, and challenges.
- Use resources to develop an onboarding plan to learn more about your department operations and team.

Mount Carmel New Colleague System Orientation		Timing	Who is Responsible?
<input type="checkbox"/> Introduction and Welcome to Mount Carmel		Day 1	Human Resources
Logistics			
<input type="checkbox"/> Planning and Schedule		Week 1	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> · Building access/tour · Introductions: Peer Mentor, HR, senior leaders, peers, direct reports, key stakeholders · Onboarding one-on-one schedule · Parking · Complete Department Orientation Checklist · Review new leader learning and development opportunities 			
<input type="checkbox"/> Technology Onboarding		Week 1	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> · Phone · Computer/laptop · Additional access needs · Role-specific software needs · Kronos (time keeping system) · Email/email signature · Shared drives/network · Calendars · @MC (Intranet) · HealthStream (Learning Management System) · Remote Access 			

New Leader Onboarding Checklist

WEEK ONE *Priorities* – cont'd

Cultural Awareness

<input type="checkbox"/> Mission Integration	Week 1	Hiring Leader or Peer Mentor
<p>Essential elements for the work of Mission</p> <ul style="list-style-type: none"> • Mount Carmel history • Mission • Core Values • Living Our Values Actions • System Bioethicist • Outreach and Community Programs 		

Role Clarity and Deliverables

<input type="checkbox"/> Calibrate Expectations	Week 1	Hiring Leader
<ul style="list-style-type: none"> • Discuss Hiring Leader's expectations • Discuss new leader's expectations of hiring leader and team • Discuss healthcare overview • Review Trinity Health and Mount Carmel relationship and operations • Review Trinity Health's People-Centered 2020 Strategy and Mount Carmel's Strategic Plan • Clarify roles and reporting relationships • Schedule regular one-on-one meeting times 		

New Leader Onboarding Checklist

WEEK ONE *Priorities* – cont'd

Strategic Connections

<input type="checkbox"/> Organizational Networking and Relationship Building	Week 1	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> Review and create key stakeholder contact list (internal and external). <i>See page 23</i> Connect with Peer Mentor for continued assimilation 		

Development

<input type="checkbox"/> Onboarding Planning	Week 1	Hiring Leader
<ul style="list-style-type: none"> Establish a plan for initial development based on identified needs. <i>See pages 27 and 28</i> Discuss introductory period and review process. Create/align goals for introductory period and review the Manager Competency Based Intro Review Form. Attend organizational, site or departmental leadership meetings 		

Additional Onboarding Tasks	Timing	Who is responsible?
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Notes:

New Leader Onboarding Checklist

MONTHS ONE - TWO *Priorities:*

- Assess your department's operations and performance.
- Build relationships, networks and alliances to develop personal influence.
- Assess team's talent; map their capabilities to top priorities.
- Meet with key functional business areas.

Logistics	Timing	Who is responsible?
<input type="checkbox"/> Role and Department-Specific Information <ul style="list-style-type: none"> · MCHS site visits and tours · Cost center and budget process · Department metrics · Department orientation process · Colleague and Human Resources files · Performance Management 	Month 1	Hiring Leader or Peer Mentor
<input type="checkbox"/> Technology Onboarding <ul style="list-style-type: none"> · Information Resources Help Desk and Self-Service · Workday (HR and payroll system) · @MC Forms · MCHS public websites · MOMENTS (colleague rewards and recognition program) 	Months 1-2	Hiring Leader or Peer Mentor
Cultural Assimilation		
<input type="checkbox"/> Develop Relationships <ul style="list-style-type: none"> · Connect with Trinity Health and other Regional Health Ministry (RHM) contacts in your business area to share knowledge 	Months 1-2	New Leader

New Leader Onboarding Checklist

MONTHS ONE - TWO *Priorities* – cont'd

Role Clarity and Deliverables

<input type="checkbox"/> Connecting with Your Hiring Leader	Months 1-2	Hiring Leader
<ul style="list-style-type: none"> Continue to identify and clarify span of control, organizational influence and functional responsibilities 		

Team Assimilation

<input type="checkbox"/> Introductions and Team Building	Months 1-2	New Leader
<ul style="list-style-type: none"> Schedule and plan team meeting introduction meeting to clarify expectations and vision Schedule and hold regular team member one-on-one meetings Schedule and hold regular team meetings 		

Strategic Connections

<input type="checkbox"/> Building Strategic Relationships	Months 1-2	New Leader
<ul style="list-style-type: none"> Coordinate and schedule meetings with internal and external stakeholders Coordinate and schedule Mount Carmel site visits 		

Development

<input type="checkbox"/> Continued Organizational Assimilation	Months 1-2	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> Meet with hiring leader to evaluate progress and discuss development and goals Attend organizational, site or departmental leadership meetings 		

New Leader Onboarding Checklist

MONTHS ONE - TWO *Priorities* – cont'd

Development – cont'd

<input type="checkbox"/> Continued Organizational Assimilation	Months 1-2	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> Continue to connect with Peer Mentor for assimilation questions and clarifications 		
Additional Onboarding Tasks	Timing	Who is responsible?
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Notes:

New Leader Onboarding Checklist

MONTHS THREE - SIX *Priorities:*

- Calibrate expectations about operating strategy and priorities with your hiring leader.
- Continue to identify, align with and assess expectations, particularly those of your team and key stakeholders.
- Continue to meet with key functional business areas.
- Make decisions that align department strategy, structure, people, processes and metrics.

Logistics		Timing	Who is responsible?
<input type="checkbox"/> Planning and Schedule		Months 3-6	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> · Continue system assimilation (tours, introductions and networking) 			
<input type="checkbox"/> Technology Onboarding		Months 3-6	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> · Continue assimilation to organizational technology tools 			
Cultural Assimilation			
<input type="checkbox"/> Develop Relationships		Months 3-6	New Leader
<ul style="list-style-type: none"> · Continue to connect with Trinity Health and other RHM contacts in your business area to share knowledge and opportunities for improvement 			
Role Clarity and Deliverables			
<input type="checkbox"/> Role Assimilation		Month 3	Hiring Leader and New Leader
<ul style="list-style-type: none"> · Continue to explore organizational influence, make strategic connections and acclimate to functional business responsibilities 			

New Leader Onboarding Checklist

MONTHS THREE - SIX *Priorities* – cont'd

Team Assimilation

<input type="checkbox"/> Team Engagement	Months 3-6	New Leader
<ul style="list-style-type: none"> Calibrate team expectations and performance Determine team learning needs and plan for team development opportunities Continue to engage team members for feedback and process improvements Evaluate and align, if needed, team goals with Mount Carmel Strategic Plan 		

Strategic Connections

<input type="checkbox"/> Organizational Networking	Months 3-6	New Leader
<ul style="list-style-type: none"> Continue to coordinate and schedule meetings with internal and external stakeholders Continue Mount Carmel site visits Continue to discuss and calibrate expectations with hiring leader regarding current progress Continue to connect with Peer Mentor for assimilation and feedback 		

Development

<input type="checkbox"/> Continued Calibration and Development Planning	Months 3-6	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> Establish an plan for ongoing development based onboarding progress and identified needs Calibrate expectations with hiring leader 		

New Leader Onboarding Checklist

MONTHS THREE - SIX *Priorities* – cont'd

Development		
<input type="checkbox"/> Continued Calibration and Development Planning	Months 3-6	Hiring Leader or Peer Mentor
<ul style="list-style-type: none"> Attend organizational, site or departmental leadership meetings Continue to connect with Peer Mentor for assimilation questions and clarifications 		
<input type="checkbox"/> Complete Introductory Review	Month 3	Hiring Leader and New Leader
<ul style="list-style-type: none"> Complete introductory review conversation and Manager Competency Based Intro Review Form 		
Additional Onboarding Tasks	Timing	Who is responsible?
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

Notes:

Identifying Your Key Stakeholders

Throughout your first six months as a new leader at Mount Carmel, one-on-one meetings with your key internal and external stakeholders will help to accelerate your role assimilation and build strategic connections critical for your success.

Use the form below to identify key stakeholders (including your peers and team), discussion topics, desired outcomes and meeting follow up items. Brainstorm with your hiring leader or Peer Mentor to get the list started.

Stakeholder	Discussion Topics	Desired Outcomes	Meeting Follow-up	Date (MM/YY)

Identifying Your Key Stakeholders

STAKEHOLDER MEETINGS

Stakeholder	Discussion Topics	Desired Outcomes	Meeting Follow-up	Date (MM/YY)

Preparing for Meaningful Onboarding Conversations

PEER AND STAKEHOLDER ONE-ON-ONE MEETINGS

Your relationships with your peers and stakeholders will be built through open and honest dialogue. Your hiring leader and Peer Mentor will help you to identify a list of people for you to meet with in your first six months.

Prepare for your onboarding conversations by using a consistent approach to how you structure the dialogue. The format might consist of brief opening remarks about yourself and your approach, followed by questions about the other person and their role, then a standard set of questions. Consider using questions like these to learn more about the opportunities and challenges of your new role, and to gain the perspective of your stakeholders to collaborate more successfully.

OPPORTUNITIES	PERSPECTIVES	CHALLENGES
<ul style="list-style-type: none">What does my department do well?What's one thing we could change about our processes that would help your team?What could we do together to improve things for our teams?	<ul style="list-style-type: none">How would you describe the reputation of my department?If you were me, what would you focus your attention on?How does my department respond to challenges?	<ul style="list-style-type: none">What might be the biggest challenges my department is facing (or will face) in the future?What barriers might impact my ability to deliver high quality work, service, outcomes, etc.?What's the hardest thing about working with my team? Why?

Asking these questions will assist you in identifying prevalent and divergent views. You will learn about substance and team dynamics and begin to identify key issues. You may also want to use the [Conversation Tools from the New Leader Assimilation Toolkit](#) located on the [Manager Resource Center](#) on [@MC](#). No matter your choice, keep your questions consistent to encourage an objective awareness during each conversation.

Cultivating Relationships for Enhanced Team Engagement

CONVERSATIONS WITH YOUR COLLEAGUES

As a leader, you play a critical role in the quality of relationships among team members. The quality of team relationships is one of the determinants of success as a team regardless of the project or process. Connecting skillfully with your team means listening to and understanding them and their values, exploring their aspirations, building mutual trust, communicating your vision and values, appreciating each team member's strengths, and investing in their growth and development.

By connecting with your team, you can create a network of relationships across team members by sharing the right communication, at the right time, for the right reasons. When you are closely connected and promoting team interaction, the team garners a “team perspective” and recognizes individual and collective contributions that impact success. Two “conversation tools” are available on the Manager Resource Center will help you engage with your team:

- Manager Communication Tools
 - [Communications Thought Starter](#)
 - [Saying Thank You](#)
 - [Stay Informed - Communication Channels](#)
- The [Conversation Tools from the New Leader Assimilation Toolkit](#)

The conversations with your team will provide you with insight and perspective for your next steps. You will gather information regarding team engagement and dynamics, and identify opportunities to make effective contributions to your team's performance.

COLLEAGUE ENGAGEMENT & SAFETY AT MOUNT CARMEL

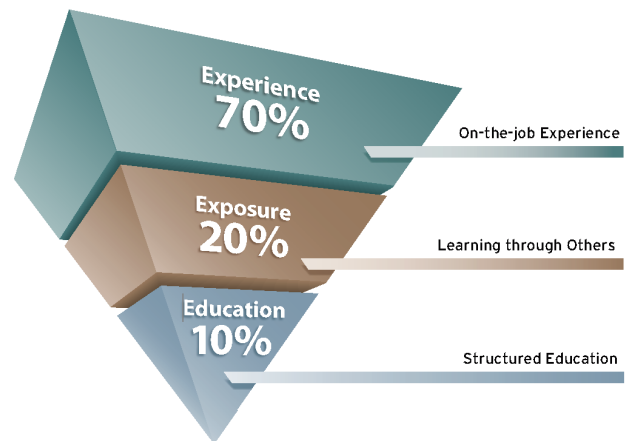
Colleague engagement and safety are closely connected. One way we measure Mount Carmel's progress in engagement and safety is through the yearly Colleague Engagement & Safety Survey. Mount Carmel will pause the FY19 Colleague Engagement & Safety Survey. To learn more, please review the FAQ document, [FY19 Colleague Engagement & Safety Survey FAQ](#).

For more information on the survey, contact your Human Resources Business Partner (HRBP) or visit the Engagement Survey page on the [Manager Resource Center](#) on [@MC](#).

New Leader Learning and Development

As a leader, your continued learning and development is key to achieving our mission and goals.

At Mount Carmel, we believe that every leader benefits from a combination of education, exposure and experience. The percentages aren't meant to be prescriptive. The exact percentages for education, exposure and experience can vary among industry and organization. More importantly, it is meant to illustrate that the majority (between 80 – 90 percent) of learning and development takes place when we interact with others and on-the-job experience.



New Leader Assimilation Workshop. An interactive workshop that accelerates a new leader's acclimation to Mount Carmel and offers a robust set of tools to facilitate team, peer and leader communication and collaboration.

Unite the Ministry (UTM). A quarterly development program for manager-level colleagues and above that contains organizational updates and leader development sessions.

QuickCoach. In each Leadership STAT communication you'll receive links to short videos on a variety of topics, presented by world-renowned experts in the field. Videos average 4 – 5 minutes each and offer perspectives and tips to enhance your effectiveness in areas such as coaching, critical thinking, emotional intelligence, strategy, and more!

Online Leader Learning Opportunities. These online courses are open for leaders to pick and choose from based on their learning needs and interests. Stay tuned to leader communication channels for more information.

For more information on [Professional Development](#) and [Leader Learning](#), visit the [Human Resources](#) website on [@MC](#) or contact your Human Resources Representative.

Developing Your Onboarding Plan

Along with using the New Leader Onboarding Checklist, use the questions below to consider how you want to be seen and what you want to accomplish. Your answers will be helpful in preparing for expectations and stakeholder meetings.

1. How do you wish to be perceived? What type of leadership do you wish to be associated with? How is that different from your prior role?

2. What motivated you to take this role?

3. What are your key messages when introducing yourself and your role? What is your opening statement?

4. What do you want to accomplish in your first three months? Six months?

5. How will you project yourself as trustworthy to attract the confidence and engagement of your new team and colleagues?

6. How will you enlist support and inspire trust and loyalty?

New Leader Resources

Daily Work Tools

The New Leader Resources Daily Work Tools are commonly used in the day-to-day work of Mount Carmel leaders.

This is by no means a comprehensive list. Each department and role will vary in informational and technical needs. The resources provide a foundation and allow flexibility to customize to meet the needs of the new leader.

Phone System

- To make calls between Mount Carmel sites:
 - Dial the Site Extension Key (noted below) and then the last four digits of the phone number.
 - FROM Mount Carmel New Albany (MCNA), dial 88, then the Site Extension Key, and then the last four digits of the phone number.
 - FROM Mount Carmel St. Ann's (MCSA), dial 77 then the Site Extension Key, and then the last four digits of the phone number.
- To make external phone calls, dial 9 + the area code + phone number.

Site Extension Key	Site	Prefix
2	MCGC	663
4	MCSA	898
5	MCE/MCW	234

Site Extension Key	Site	Prefix
6	CSC	546
7	MCNA	775
8	DRMC	838

Microsoft Outlook Email

- To access your Mount Carmel Outlook email account:
 - Double-click on the Microsoft Outlook icon in the ZENworks Window on your network connected computer
 - From home: <https://owa.trinity-health.org>
 - For mobile access, contact the TIS Service Center at 614-234-8700

New Leader Resources

Daily Work Tools

@MC

@MC, the Mount Carmel intranet (internal) website is built to connect you with the most current tools and information you need as a leader.

Key Features

- [Announcements](#) - You can submit your announcements using the “Submit News” link on the bottom of the home page.
- [Around the System](#) - Tell us what’s going on in your work area by submitting photos, videos and captions.
- [My Favorites](#) - You can bookmark your most- frequented pages. Look for the My Favorites link in Worklife.
- [Manager Resource Center](#) - The Manager Resource Center has been streamlined and updated. New tools and information are available to help you lead your team.
- [Patient and Colleague Safety](#) - Keeping everyone safe is a top priority. Patient and colleague safety information is available by clicking on the Safety & Security tab.
- [Worklife](#) - Worklife is your one-stop-shop for the resources you need, featuring everything from café menus to colleague perks and more.

The home page on @MC contains shortcuts to easily access information, including the Colleague Directory, the On Call Schedules, Forms, and the Manager Resource Center. Check @MC often for updates and the latest Mount Carmel news.



New Leader Resources

Contacts

Use the Contacts list to search for frequently used resources, links and contact information. The list is in alphabetical order.

@MC (Intranet)

What/Why?	Online information center for all colleagues. Includes recent announcements, colleague phone directory, forms, policies and procedures, Manager Resource Center, patient and colleague safety, and system resources.
How?	http://atmountcarmel.org/ @MC Quick Start Guide

Colleague Health & Wellness Program

What/Why?	Program: Live Your Whole Life (LYWL) Health and wellness information: 24-Hour Care Line, Diabetes Prevention, Gym Info, Enrollment & Waiver, Healthy Living Center Classes/Brochures, Healthier YOU Magazine, Mobile Mammography Dates & Locations, Patient Education Materials, Redbrick Health (Health Plan Members Only), and more!
How?	Live Your Whole Life website

Colleague Perks Program

What/Why?	Vendor: PerkSpot Mount Carmel colleague perks and discounts
How?	More information on PerkSpot PerkSpot website: https://mchs.perkspot.com/login

Colleague Safety

What/Why?	Information: Workers Compensation, Blood/Body Fluid Exposure, Influenza Vaccination, Colleague Safety Management, Communicable Disease Exposure, Fit Testing, THEIR, Colleague Safety & Risk Team.
How?	Colleague Safety website Contact Employee Health

New Leader Resources

Contacts

Clinical Quality

What/Why?	Information: Clinical Engineering, Clinical Quality Management, Infection Control, Rapid Response, Regulatory Compliance, ZeroHarm and more.
How?	Clinical Quality website

Departments & Divisions

What/Why?	Information: Data Integrity, Finance, Legal Services, Marketing & Communications, Patient Care Services, Trauma, Women's Health and more.
How?	Departments & Divisions website

Directory

What/Why?	Information: Mount Carmel colleague internal/external phone numbers. Search by: last name, first name, department and more.
How?	Colleague Directory @MC Home Page > Directory Icon

Ed Talks

What/Why?	Video messages, sent from time to time, from Mount Carmel President and CEO Ed Lamb to all Mount Carmel colleagues.
How?	Ed Talks website

Education Assistance & Tuition Reimbursement

What/Why?	Vendor: EdAssist. Information: Mount Carmel Tuition Reimbursement & Education Assistance Programs, Mount Carmel College of Nursing - Colleague Discount Programs and The Public Service Loan Forgiveness (PSLF) Program.
How?	EdAssist: 1-855-853-0406 or https://mchs.edassist.com/#/login Mount Carmel College of Nursing website

New Leader Resources

Contacts

Emergency Response Tools & Resources

What/Why?	Information: Central Ohio Trauma System, Emergency Response Plans, Hazard Vulnerability Assessments, Hospital Incident Command System, and Safety Data Sheets (SDS).
How?	Emergency Response Tools & Resources website

Employee Assistance Program (EAP) – Carebridge

What/Why?	Easily accessible source of support at no cost for personal problems, work-life, life management, and wellness.
How?	Carebridge is available 24 hours a day, seven days per week by calling 800-437-0911 or www.myliferesource.com . To access these resources, please enter the Trinity Health access code: BKKR5 .

Forms

What/Why?	Information: Download and print forms and online forms for Creative Services, Environmental Services, Human Resources, Information Resources, Integrity and Compliance, Nutrition Services, Payroll, Quality and Safety, Supply Chain Management, and more.
How?	Forms website

HealthStream – Learning Management System

What/Why?	Online learning management system that distributes new colleague education modules, annual required education and more to colleagues.
How?	HealthStream website or access HealthStream from home: https://www.healthstream.com/hlc/trinityhealth Questions: cocshealthstreamsupport@mchs.com

New Leader Resources

Contacts

Human Resources (HR)

What/Why?	Information: Benefits, HR policies, job information, professional development (education assistance), Workday and Workforce Analytics.
How?	Human Resources website HR Service Center: 1-877-750-HR4U (4748) or HR4U@trinity-health.org

Integrity and Compliance Program (ICP)

What/Why?	Information: Code of Conduct, Conflict of Interest Disclosure Form, Newsletters and Articles, Physician Gifts Toolbox, and Reporting Concerns.
How?	Integrity and Compliance Program website 24-hour Trinity Health Integrity Line: 1-866-477-4661 and online reporting (Access ID: THO) is also available at https://www.mycompliancereport.com/ for reporting your concerns. You may choose to remain anonymous.

Kronos

What/Why?	Timekeeping system. Web-based system with real-time reporting and analytics.
How?	Kronos website Log in to Kronos or double-click on the Kronos icon in the ZENworks Window

Language Access Services

What/Why?	Mount Carmel service for limited English proficiency (LEP) and deaf/hard of hearing patients receiving medical care.
How?	Language Access Services website

Leaves of Absence (LOA)

What/Why?	Vendor: The Hartford. Apply for a leave, including elective leaves, short and long-term disability and LOA Quick Start Guides for colleagues and managers.
How?	The Hartford: 1-855-532-7880 or https://mybenefits.thehartford.com/login

New Leader Resources Contacts

Logos & Templates

What/Why?	Downloadable logos, and Word (memo, agenda and fax) and PowerPoint templates to create documents while keeping within graphic standards.
How?	Logo & Templates website

Manager Resources Center

What/Why?	Located on @MC. Includes manager resources and tools on the topics of Budget & Finance, Communications, Human Resources, Leading High-Reliability, Manager Communication Tools, MCHS Analytics Portal, Recent Newsletters, System Strategy, and more.
How?	Manager Resources Center @MC Home Page > Manager Resource Center Icon (information symbol icon)

MediGold

What/Why?	Mount Carmel owned and operated not-for-profit Medicare Advantage plan that serves seniors and other Medicare beneficiaries.
How?	MediGold website

Mission & Outreach

What/Why?	Information: Catholic Social Teachings, Community Benefit, Community Outreach, Core Values, Ethics, Mission & Vision, Mission Leaders, Spiritual Care Services, System History, Urban Health, and Volunteer Services.
How?	Mission & Outreach website

Moments – Colleague Rewards & Recognition Program

What/Why?	Vendor: Achievers. Social-based recognition platform allows you to recognize—and be recognized by—anyone throughout the Mount Carmel system.
How?	Moments website and Moments Quick Start Guide Log in to Moments

New Leader Resources

Contacts

Mount Carmel College of Nursing (MCCN)

What/Why?	Mount Carmel Health System affiliated nursing college located on the Mount Carmel West (MCW) campus in Franklinton.
How?	Mount Carmel College of Nursing website

Mount Carmel Foundation

What/Why?	An Ohio 501 (c)(3) non-profit organization dedicated to funding mission-driven health and education programs and services provided through the Mount Carmel Health System.
How?	Mount Carmel Foundation website

Mount Carmel Medical Group (MCMG)

What/Why?	Mount Carmel owned medical group of more than 250 primary care and specialty care providers throughout central Ohio.
How?	Mount Carmel Medical Group website

Payroll

What/Why?	Information: Paycheck questions, Kronos questions and more.
How?	Contact: 614-546-4343 or payroll@mchs.com

Policies

What/Why?	Tool: PolicyTech. All published Mount Carmel policies.
How?	PolicyTech website

Privacy & Information Security

What/Why?	Information: HIPAA, Access Governance System (AGS), Information Access, Physician Specific information, and Privacy - Security Tools and more.
How?	Privacy & Information Security website

New Leader Resources

Contacts

Safety & Security

What/Why?	Information: Colleague Safety, Communications Alert Hotline, Patient Safety, Privacy & Information Security, and Safety & Security Staff Directory, and more.
How?	Safety & Security website

THEIR – Trinity Health Employee Incident Reporting

What/Why?	For reporting incidents, concerns and events for colleagues.
How?	THEIR Report

Trinity Health Intranet – Pulse

What/Why?	Latest news and organizational information from Trinity Health.
How?	Trinity Pulse intranet

Trinity Information Services (TIS) Help Desk

What/Why?	Information: Login issues, computer issues and questions, and more.
How?	Contact: 614-234-8700 or double-click on the ServiceNow Self Service icon in the ZENworks Window

VOICE – Patient & Visitor Incident Reporting

What/Why?	For reporting incidents, concerns and events for patients, patient and visitors.
How?	VOICE Report

Workday – HR & Payroll System

What/Why?	View pay stubs, complete benefit enrollment, and update tax withholdings, direct deposit and contact information.
How?	More Workday Information Log in to Workday from home or double-click on the Workday icon in the ZENworks Window

Tools to Manage and Engage Your Team

The following tools empower you to support and manage your teams in order to sustain our mission, deliver operational excellence, effectively steward our resources, and engage our colleagues with recognition that is meaningful and aligned with our core values

Workday. With Workday, you can initiate transactions for your team online without paper forms, view real-time dashboards and analytics, access your team organizational structure, and view important milestones, such as birthdays and work anniversaries. To learn more about [Workday](#), visit the [Workday page](#) on [@MC](#).

Onboarding Toolkit for Managers. The [Onboarding Toolkit for Managers](#) provides a framework to create a robust and relevant onboarding experience for your new colleagues. It contains critical touch points through the first year of employment that will help you to get to know your new colleague, stay connected with regular check-ins and provide meaningful feedback to support the continued growth and development.

The [Onboarding Toolkit](#) contains fillable fields and can be completed and saved in preparation for welcoming your new colleague. Visit the [Manager Resource Center](#) on [@MC](#) to access the [Onboarding Toolkit for Managers](#).

MOMENTS. MOMENTS is an interactive website that offers colleagues and leaders the opportunity to recognize anyone, anytime, anywhere! It's easy to use and is accessible from any internet browser. Recognition is visible and shared like social media and can be viewed across the organization.

As a leader, you have tools and reporting features that enable you to see how your colleagues are being recognized. Managers receive a monthly point's budget and can boost recognition with points.

Visit the [MOMENTS website](#) on [@MC](#) for more information and a [Quick Start Guide](#).

Staying Connected at Mount Carmel

The Marketing and Communications Departments ensure Mount Carmel is consistently represented in a positive, professional way—both externally to our patients, the media, and members of our community and internally to our colleagues. Use the tools below to communicate effectively and represent Mount Carmel’s brand. Visit the [Marketing and Communications website](#) on [@MC](#) for more information.

Email Signature. Because of the sheer number of emails we send each day, email signatures are an important reflection of our organization. Think of them as digital business cards. Just as business cards follow a standardized approach, our email signatures need to contain certain information and be consistently presented. [Click here](#) to generate Your email signature. For more information on creating your email signature, visit the [Email Signature page](#) on [@MC](#).

Logos & Templates. Mount Carmel has [downloadable logos and templates](#) to help you create documents while keeping within our [Graphic Standards](#). Templates are available for PowerPoint, memo and fax communications. They allow departments to personalize information, such as department name, associate name, address, phone, etc., while staying within system Graphic Standards. Beyond personalization, templates should not be altered from the standard format.

Communication Channels. Mount Carmel produces a variety of communication tools, available for both receiving and sharing information. [Click here](#) for how to stay informed and share your news and stories with us.

Social Media. Stay connected and follow Mount Carmel on your favorite social media sites.

GET SOCIAL...

follow Mount Carmel on your favorite social media sites.



The Peer Mentor Role

As a new leader at Mount Carmel, working with a Peer Mentor during the onboarding process can reduce the amount of time it takes to assimilate to your new role. Peer Mentors enable new leaders to become knowledgeable about operational practices, acclimate to the organizational culture, and increase new leader confidence allowing him/her to focus on adding value to the organization.

What is a Peer Mentor? A Peer Mentor is someone who partners with a new leader during his/her first three-to-six months of employment. While primarily responsible for offering guidance regarding day-to-day operations, the Peer Mentor may also offer encouragement and knowledge resources, as they help introduce the new leader to Mount Carmel.

Peer Mentor Characteristics and Criteria. A hiring leader may choose to designate a Peer Mentor for a new leader using the following characteristics:

- Demonstrates strong performance and is well-regarded by other leaders
- Is given time to be accessible to the new leader
- Is a peer of the new leader and skilled in/has knowledge of the new leader's job
- Is proud of Mount Carmel and his/her contributions
- Has patience and good communication and interpersonal skills
- Wants to be a Peer Mentor

Responsibilities of a Peer Mentor. A Peer Mentor serves as a role model, a socializer, a resource and a teacher to support a new leader's onboarding. Effective Peer Mentors:

- Meet regularly with the new leader to establish a rapport, answer questions, offer advice, and create a supportive professional relationship
- Ensure an open forum for communication, respecting confidentiality
- Act as an informational resource and socializer on all things Mount Carmel
- Make introductions and assist in building a strategic internal network, and provide insight into how to make it effective and productive
- Offer open, honest, direct and respectful feedback

Visit Human Resources on the [Manager Resource Center](#) for more information on selecting a Peer Mentor and a Peer Mentor Guide.

Notes

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A Member of Trinity Health