

# **WALKEZ TALKEZ**

# **Pediatric Therapy**

# **User Research**

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# Scope

The primary goal of WalkeZ TalkEZ is to serve its patients in overcoming developmental challenges. At the same time, as a business, WalkeZ TalkEZ needs to ensure it is a revenue making business.

**Objective:** Currently, expenditures are high. One of the factors contributing to it is the high attrition rate of the Admin employees. Mind Your Gaps has been assigned the task of reviewing why this is the case and recommending a solution to improve it.

## **Methodology**

There are 5 admin staff and 7 therapists, both full time and part time, at the clinic, serving about 200 patients in North TX. The following techniques were chosen for user research..

- Observation
- User interviews: Group followed by in-depth one-on-one interviews

# Participants

## Recruitment

Due to the size of the business, I requested that I could observe the staff and therapists go through their day.

I recruited all 5 admins – 1 Senior, 2 with experience and 2 new hire admins. I also requested to interview 3 therapists.

## Who were the participants?

|          |                      |
|----------|----------------------|
| Cohort 1 | 1 senior admin       |
| Cohort 2 | 2 experienced admins |
| Cohort 3 | 2 new hire admins    |
| Cohort 4 | 3 therapists         |

# Interviews

## **Confidentiality and Comfort:**

Some of the senior ones were anxious that this was some sort of performance appraisal that the owner had decided to adopt.

First, their trust had to be gained by explaining what and why I was performing this user research. I was looking into why there was a high turnover and if that meant processes and systems needed to be better we would work on it. This resonated well with them. I let them know that the interviews were confidential information between them and me. Only the content would be shared without naming the person who expressed views.

## **Interview format:**

It was made clear that they were the expert and the interviewer was the novice on subject matters of the clinic and its operations. Questions would be open ended and detailed views on the question and related topics would be very useful to the researcher. I So they were requested to freely speak at length. In the one or one interviews and the focus group.

# Interviews

## Questions revolved around

Everyday tasks

Start to end of day

Routine tasks, important and critical tasks, challenging tasks

Multitasking

Forms used, systems used

What was easy to learn

What were pain points

Computer skills

Soft skills

Writing skills

What part of the job did they enjoy and not enjoy

# Raw Data Quotes and Themes

## **What is Good:**

Love job, passionate about what we do  
Communication amongst ourselves (admin staff) is good  
Learn a lot on this job; Fast paced  
With multitasking we see many different facets  
Well organized  
Fantastic job of teaching on the fly  
Observation part is valuable - gives practical experiences specific to a patient and to the therapy  
- easy to start applying what we are learning

## **What were learning pain points, Room for Improvement:**

One person guiding and coaching would be better.  
Teach it more methodically. Slowly introduce hands on learning in small parts although manual has lot of information.  
The person who is training you has to be patient and have time for me.  
Learning the calendar takes a while - who has speech/feeding/both who has morning, afternoon, moving, canceling.  
Getting a handle around general duties takes a while - having a structured way of learning it might help versus as and when it is required. Especially using Kario, one has to be careful and so need to learn it slowly and thoroughly.

# Raw Data Quotes and Themes

## **What were learning pain points, Room for Improvement:**

More than one person giving instructions. Pieces missing. Very disjointed.

So many systems. End to end procedures were needed. Learning each system is needed. Login to off.

Any request can come in. Need to know what system needs to be used to access what stuff.

Same with food – would be good to learn it right and when we start. Especially things like, “Do not do this!” Organic, Allergens, cooked, raw.....

Maybe someone to tell them more about what to do when. Example, when to go to the bank or get supplies.

Would be good to get some instructions on where everything is, how to use etc. Searching for where something is, takes time.

Now very comfortable doing these tasks but it takes time and having all the help initially will help.

## **What more would they like to train on now that will be useful on this job?**

More Excel

How to use the Newsletter tool

Cross training - know enough about each admin's duties

# Key insights

Severe lack of time for admins and therapists and more so for the owner.

The job is heavily about multitasking. It is overwhelming as are the expectations.

"We have a lot of artifacts we use for therapy and we have just got used to what is where. It is not easy for a new person to locate stuff"

People who join don't seem to know the skills they have claimed on their resume! Not even close.

Too much to learn too soon and it feels bad to keep asking questions

"Often we can't find forms and files on the computer, and it takes a long time"

All the above translate to How can we improve the Employee Experience?

NEW RESEARCH QUESTION: How can we improve the Employee Experience?

# Onboarding and Retention Statistics

**Great employee onboarding can improve employee retention by 82%**  
[Research by Glassdoor](#) found that organizations with a strong onboarding process improve new hire retention by 82 percent and productivity by over 70 percent.

**88% of organizations don't onboard well**

[Gallup](#) found that only 12 percent of employees strongly agree their organization does a great job of onboarding new employees. That means 88 percent *don't* think their organizations do a great job of onboarding!

# Onboarding and Retention Statistics

**58% of organizations say their onboarding program is focused on processes and paperwork**

It's no surprise that only 12 percent of employees think their organization does a great job onboarding, when [HCI](#) found that more than half of organizations focus their employee onboarding on processes and paperwork. Furthermore, one-third said their onboarding program was informal, inconsistent, or reactive. The [best employee onboarding programs](#) structured and strategic, rather than administrative, with focus on people, not paperwork.

# Onboarding and Retention Statistics

**Most organizations only focus on week 1 of onboarding**

[HCI](#) states that most organizations have stopped their onboarding process just after the first week, leaving new hires feeling confused, discouraged, and lacking resources.

**A negative onboarding experience results in new hires being 2x more likely to look for other opportunities**

According to [Digitate](#), employees who had a negative onboarding experience are twice as likely to look for other career opportunities in the future.

# Best Practices for Onboarding

- Implement basics prior to the first day on the job
- Make the first day on the job special
- Design and implement formal orientation programs
- Invest time into creating onboarding. It takes time but it is reusable and hence will save you in the longer term.
- Create and use written onboarding plans
- Be participatory in nature
- Consistently implement onboarding
- Monitor progress over time
- Utilize technology to facilitate the process
- Recognize onboarding takes place over time- use milestones- 30 – 60 – 90 – 120 days on the job up to 1 year post-organizational entry
- Engage key stakeholders in planning
- Include key stakeholder meetings
- Be clear in terms of the who, what, when, where of onboarding

# Opportunities

A

How do we make time to invest upfront so that you don't have to face the problem of hiring and training over and over again?

C

The job is heavily about multitasking.  
How do we make it easy for newcomers to learn and not get overwhelmed?

E

How do we make it easy for the admins to find what is where when it comes to physical objects and artifacts used for therapy and to keep inventory?

B

How do we write job descriptions that will bring the right people in for interviews and how do we conduct the rest of the hiring process?

D

How do we structure and streamline information presented and in a digestible pace?

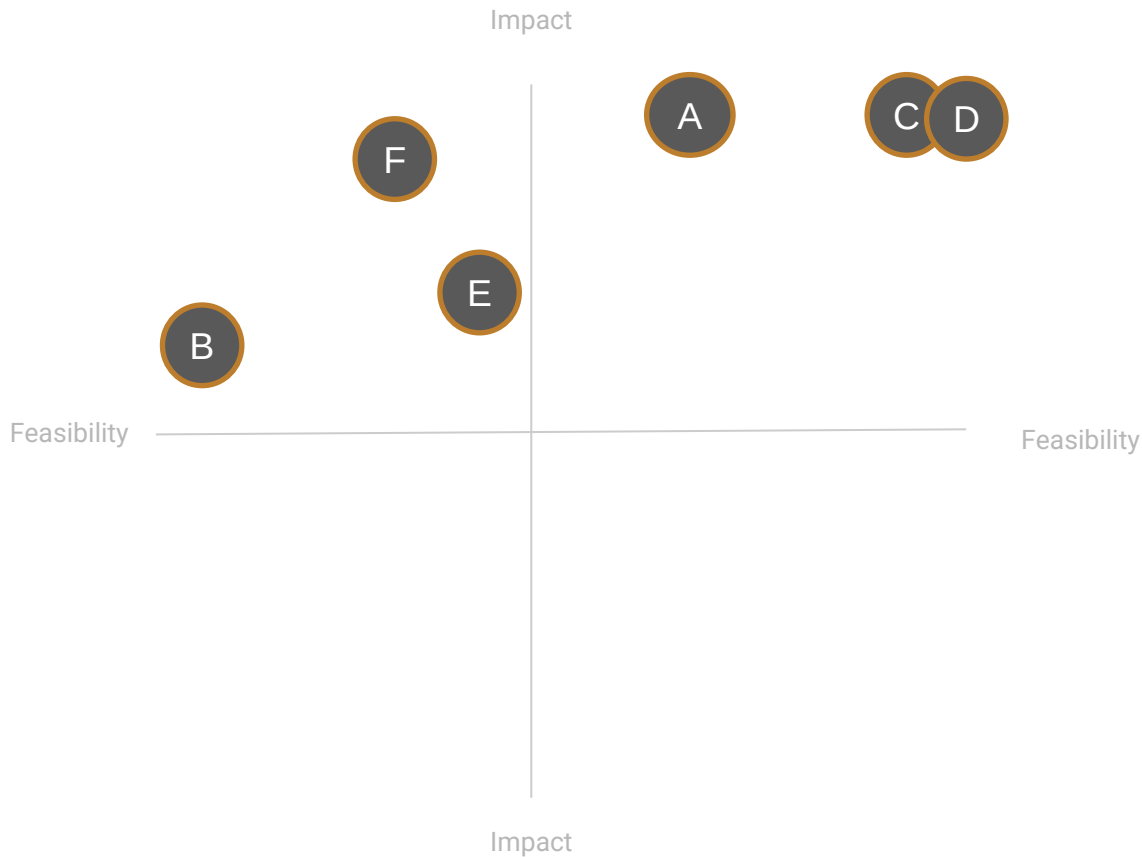
F

How do we make it easy for the admins to find what is where when it comes to forms, files, folders, information on the computer?

# Roadmap of Projects by Priority

**For Discussion with all and Sign-off by Business Owner**

While all the takeaways are important, we are going to plot with Impact and Feasibility and figure which ones to take up first – high impact and high feasibility ones.



# Next steps

We will start with creating a structured Onboarding program that will encompass C and D

Then we will move on to projects E and F

Finally, we will tackle A and B

| PROJECTS                                                                   | SCHEDULE              |
|----------------------------------------------------------------------------|-----------------------|
| Structure and Streamline day to day and week by week activities            | JULY 2019 to DEC 2019 |
| Implement Methods making it easy to earn content                           | JULY 2019 to DEC 2019 |
| A plan for making time to invest in employees                              | JULY 2019 to DEC 2019 |
| Usability Testing                                                          | JAN - APRIL 2020      |
| Rearranging artifacts in rooms and cupboards                               | JAN 2020              |
| Rehauling the directories on computer                                      | MAY-JUNE 2020         |
| Write documentation for EMR System KAREO after it is installed in mid 2020 | SEPT – OCT 2020       |
| Rewrite Job Description and interviewing process                           | NOV 2020              |

# Current Status June 2021

| PROJECTS                                                                   | SCHEDULE              | STATUS                                                  |
|----------------------------------------------------------------------------|-----------------------|---------------------------------------------------------|
| Structure and Streamline day to day and week by week activities            | JULY 2019 to DEC 2019 | Completed on time                                       |
| Implement Methods making it easy to earn content                           | JULY 2019 to DEC 2019 | Completed on time                                       |
| A plan for making time to invest in employees                              | JULY 2019 to DEC 2019 | Completed on time                                       |
| Usability Testing of above 3 projects                                      | JAN - APRIL 2020      | Completed on time<br>Checked all success criteria boxes |
| Rearranging artifacts in rooms and cupboards                               | JAN 2020              | Completed on time                                       |
| Rehauling the directories on computer                                      | MAY-JUNE 2020         | IN PROGRESS                                             |
| Write documentation for EMR System KAREO after it is installed in mid 2020 | SEPT – OCT 2020       | COMPLETED JUNE 2021                                     |
| Rewrite Job Description and interviewing process                           | NOV 2020              | DELAYED<br>INDEFINITELY                                 |