From Fragmented to Fantastic: Datavant's Personalized Onboarding Revolution

Datavant

Best New Hire Onboarding Program

October 2024

Brandon Hall Group
HCM Excellence Award

TALENT ACQUISITION

GOLD
2024

Company Name

datavant

Company-at-a-Glance	
Headquarters	San Francisco, CA
Year Founded	2017
Revenue	~$1B
Employees	10,000
Global Scale	US, Canada, UK
Customers/Output, etc.	Healthcare Providers, Healthcare Insurance and life Sciences
Industry	Healthcare
Website	www.datavant.com

Budget and Timeframe

Budget and Timeframe	
Number of (HR, Learning, Talent) employees involved with the implementation?	1 HR, 2 Learning, 2 Talent Acquisition, 2 Onboarding Specialist
Number of Operations or Subject Matter Expert employees involved with the implementation?	1 Vice President, 4 Managers, 5 Supervisors, 5 Frontline employees, 1 IT
Timeframe to implement	3 months
Start date of the program	Jan 2023

Fit to the Needs

Datavant's onboarding system, inherited from six acquisitions, was fragmented and inefficient, leading to a high 39% attrition rate. The disparate and inefficient processes were a major challenge, causing new hires to feel isolated and undervalued. This urgent challenge required a unified, streamlined onboarding solution across all departments to improve new hire integration and retention.

Datavant developed the onboarding program consisting of Project DNA and Project Harmony to address these challenges.

Project DNA: Focused on creating unique onboarding paths for five distinct employee personas using design thinking and cognitive load theory.

Project Harmony: Integrated 12 learning paths into one holistic experience, using Maslow's hierarchy to ensure a comprehensive introduction.

Goals included:

1. Reducing attrition during pre-hire and first 90 days
2. Cutting training hours
3. Improving employee integration and satisfaction

These goals were achieved, evidenced by a 36% reduction in attrition, saving over 10,000 training hours, and significantly improving employee engagement and satisfaction.

Design and Delivery

Datavant's onboarding program was meticulously designed using innovative methodologies.

Project DNA: Created bespoke paths tailored to five distinct personas, leveraging cutting-edge technology for a personalized experience.

Project Harmony: Unified 12 learning paths into a cohesive program, ensuring a comprehensive initiation for all new hires

Delivery: Included high quality video production, vivid infographics, and real-time multimedia experiences directly accessible via smartphones, providing relevant, engaging content or all new hires from day zero.

Engagement

Datavant faced challenges including technical complexities due to incompatible systems and diverse onboarding needs across various roles. To overcome these, Datavant introduced dynamic and interactive elements such as high-quality enhanced videos and personalized microsites. Additionally, auto-scheduled meet-and-greets and welcome gifts ensured new hires felt valued and connected. These strategies fostered immediate engagement, making new hires feel integrated into the company culture and supported from the outset.

This is an image of a video posted on LinkedIn from a new hire opening a Welcome Kit:

Project DNA

datavant

SALARIED EMPLOYEE

<u>BENEFITS</u>: Quickly embedded into the business, feeling productive and valued for their contribution.

WORLD CLASS ONBOARDING EXPERIENCE

See the top 15 meaningful touchpoints transforming the experience.

Pre-Hire

| Leader Welcome | DV Hype Video | Itinerary | Reading Room | Tech Delivery |

Week 1

| Welcome Kit | Webinar | Meet & Greets | Go & See | Day 1 Project |

Week 2-4

| 30/60/90 Day | OKRs/KPIs | xFunction Panel | Coach/Learn | Career Growth |

60 DAY SURVEY (BELONGING)

Scale: 1 out of 5 (with 1 being the lowest and 5 being the highest)

I feel like I belong at this company. (1-5)	4.38
At work, my opinions and input seem to count (1-5)	4.3
I feel safe trying new things on my team. (1-5)	4.33
I feel comfortable asking other members of my team for help. (1-5)	4.65
Members of my team are able to bring up problems and tough issues. (1-5)	4.5
I can see myself growing and developing my career in this company. (1-5)	4.35

Measurable Benefits

Datavant's onboarding program delivered significant measurable benefits, prioritized based on their direct impact on key areas such as employee retention, operational efficiency, and cost-effectiveness.

ROI Measurement and Results:

- **Attrition Rates:** Achieved a 36% reduction in attrition within 90 days.

- **Training Hours:** Saved over 10,000 training hours, allowing employees to become productive more quickly.

- **Cost Savings:** Realized $1.68M in cost savings through reduced attrition and streamlined training processes.

- **Operational Effectiveness:** Improved from 10% to 47%, enhancing overall organizational performance.

- **Compliance Violations:** Reduced by 85%, ensuring better adherence to company policies and standards.

Prioritization and Identification: These metrics were selected based on their direct impact on critical business outcomes:

- **Employee Retention:** High attrition was a major challenge; reducing it was crucial for maintaining workforce stability.

- **Operational Efficiency:** Improving effectiveness and saving training hours directly correlated with increased productivity and reduced downtime.

- **Cost-Effectiveness:** Significant cost savings were essential for demonstrating the financial viability of the onboarding program.

- **Compliance**: Reducing violations was vital for maintaining regulatory standards and minimizing risk.

By focusing on these metrics, Datavant ensured that the most critical aspects were addressed first, leading to substantial improvements in both employee satisfaction and organizational performance.

Executive Summary

Problem: Attrition in our organization results in a conservative **financial loss** estimated at **$26.3M annually.***

Mission: Create a World Class Onboarding Experience.

Strategy: Building an improved 90-day onboarding journey by using a persona-based design thinking approach with a cross-functional team of end users and process owners.

Success Factors:

- Leader Engagement
- Training Transformation
- Enboader Application

- **36% reduction** in attrition during the 1st 90 days
- **$1.68M** cost savings

Training Transformation

Approach: Spaced retrieval method with Subject Matter Experts leading job specific process for increased knowledge retention.
- Webinars followed by "go and see" work
- Vault retrieval exercises to reinforce knowledge

YoY Quarter 1			% Reduction
Componets	Legacy vROI	New vROI	
Course Hours	36*	26	27.77%
# of Trainees	667	422	36.73%
Total Training Hours	24,012*	10,972	54.30%
*This is includes both vROI and Targeted Training			

*Ciox (legacy, does not include staffing hires) Vol Terms, assumes $9800 / New hire direct & indirect costs.

Training Impacts

We reduced the new hire training time, increased effectiveness , reduced compliance concerns, and increased new hire satisfaction,

New Hires Q1 2022 v 2023

- **Up to 47%** Improvement in oMAP
- **85% reduction** in UAD (21 total v 3 total)

oMAP Improvements

|	JAN	FEB	MARCH	APRIL
2022 New Hires	2.31	3.26	4.06	4.29
2023 New Hires	3.4	4.07	4.63	4.7

★★★★★

New Hire 5 Star Rating

- Felt Welcomed: 4.98
- Engaging & Informative Webinars: 4.69
- Overall Experience: 4.58

Project Harmony: The NPS for the orientation webinar series when combining the 12 separate paths into one cohesive program. the interactive orientation series delivered during the new hire's first week with Datavant.

COURSE	NPS
Orientation	98
Culture & Values	98
Customer Obsessed	99

Industry NPS standard:
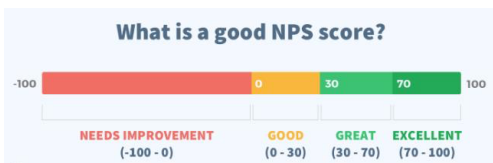
Overall

The key findings from Datavant's onboarding program include the importance of:

- **Personalization:** Tailored onboarding paths significantly improve employee retention and satisfaction.

- **Innovative Technology:** Using onboarding automative software and multimedia tools enhances the experience, making it more engaging and efficient.

- **Cultural Integration:** Integrating new hires into the company culture from day zero is crucial for long-term engagement and loyalty.

The program's success demonstrated that a tailored approach can significantly improve employee retention and satisfaction.

Lessons Learned:

- Personalization and modern technology are essential for a successful, exciting onboarding program.
- Early cultural integration fosters long-term employee engagement and retention.

Future Outlook:

Datavant will continuously refine and expand its onboarding processes based on feedback and new technological advancements. The future outlook involves further personalization, using AI and other emerging technologies to create an even more seamless and engaging onboarding experience.

By maintaining its innovative approach, Datavant aims to stay at the forefront of onboarding best practices, ensuring new hires feel valued and integrated from the start.

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