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Miracle Manual: Children's Miracle Network Hospitals Program Coordinator Guidebook

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### **Abstract**

The Salinas Valley Memorial Hospital is a member of the Children's Miracle Network Hospitals Program. The Salinas Valley Memorial Hospital Foundation is a non profit organization that raises philanthropic support for the hospital. The Salinas Valley Memorial Hospital Foundation oversees the Children Miracle Network Hospitals Program Coordinator. This role is responsible for overseeing the program at the hospital. However, historically this position in particular has never had a formal onboarding to understand the deeper responsibilities of the position. The capstone project was a handbook for the new program coordinator, entailing all of the job expectations and duties. This was a clear outline that the organization can build off of in the future. Through this process, it was unrealistic to have a complete step by step guide of the job because of the kept knowledge over the years. The project was able to be carried out by outlining the general programs and day to day duties of the job. It is recommended that the organization uses this as a foundational tool, and adds more information throughout the years.

*Keywords:* CMNH (Children's Miracle Network Hospitals), SVMH (Salinas Valley Memorial Hospital, onboarding, role overview, job

### **Agency & Communities Served**

The Children's Miracle Network Hospitals is a national charity with over 170 member hospitals across the U.S. and Canada. (CMN, n.d.) Salinas Valley Memorial Hospital has been a member of the Children's Miracle Network Hospital since 1989. Since then, the Children's Miracle Network Hospitals Program at Salinas Valley Memorial Hospital aims to spread awareness and raise funds to support children's healthcare at the local level. Salinas Valley Memorial Hospital is the only CMNH hospital in the tri-county area, serving newborns - 18 years of age in Monterey, Santa Cruz and San Benito county. The Children's Miracle Network program is overseen by the Foundation department of the hospital. The Salinas Valley Memorial Hospital Foundation is a nonprofit organization dedicated to raising philanthropic support that benefits the hospital and the Salinas Valley community (SVMH, n.d.).

The CMNH program at SVMH raises funds by participating in national and local fundraising campaigns. The SVMH Foundation is also fortunate to have a large donor base that supports the Healthy Kids fund which directly benefits the CMNH program. The CMNH program is able to serve pediatric patients in need with the Medical Needs Grant program, assisting with medical expenses. Funds donated to the CMNH program are also used to provide pediatric patients with comfort items during their hospital visits.

### **Problem Model Background and Literature Review**

#### **Problem Statement**

The CMNH program is an important component of the Salinas Valley Memorial Healthcare Systems benefitting pediatric patients and families. It has been a vital program that the community looks to and continues to rely on for support. To continue its success, the program operations must continue to evolve and be strengthened. It all starts with better

preparing the program coordinator for the job. Preparing incoming new staff members should be an important priority for hiring managers. It would be essential to come up with a strong onboarding process for the program coordinator to benefit from. The program coordinator is essentially setting the tone for the program's success and should be familiar with the program's history, and what is expected of their position. The program coordinator position plays a vital role in the foundation staff and program's development. The coordinator should be well trained and should have clear expectations of what responsibilities the job entails (Andrea Cisneros, personal communication, 2022.)

Training new staff should be a priority for hiring managers and is an integral part of an organization's success. When one is not trained for a new position, they will find themselves struggling adjusting to the new job. Statistics show that nearly 59% of employees claim they had no workplace training and that most of their skills were self-taught (Lorman, 2021). The problem at hand is that there has been a lack of training and shared information for new incoming staff. Incoming staff members have found that previous employees were more knowledgeable and familiar about their jobs not only because they held the position for so long, but because of the self training they did for themselves. In other words, these individuals devoted extra time and research to find out more information about their job expectations, even sometimes creating new processes to become more efficient. However there was no formal hand off process for the previous employee to share with incoming staff. This has caused incoming staff members to go the extra mile to find answers about their jobs, and takes away time from program development.

## **Contributing Factors**

### *Onboarding not prioritized by staff*

It is important to recognize that onboarding has not always been prioritized by staff at the organization. This has contributed to why new staff members don't receive adequate onboarding. Hiring managers have often found themselves focusing on bigger projects such as fundraising campaigns, events, grant writing, and marketing components of the organization. According to a recent CareerBuilder survey, over a third of employers (36 percent) do not have a structured onboarding process and a significant number are reporting costly consequences (Career Builder, 2017.) This statistic is a clear indication that employers have not prioritized onboarding processes, and creates a bigger problem for the agency and its success. Although this may have not been intentional, it has had an impact on the new employee's work experience. It is important that organizations value onboarding new staff members. Staff members are expected to meet certain fundraising goals and expectations which has led them to dismiss other important tasks during their working hours (Andrea Cisneros, personal communication, 2022). Not prioritizing proper training has contributed to the lack of information shared for the program coordinator position.

### *Institutional knowledge leaves with employee*

Many times in the workforce it is common that employees will stay at companies for a long period of time. When this happens, employees find themselves becoming extremely knowledgeable and familiar with the company's mission, goals, and workflow. Throughout the years employees will continue to collect and learn relevant information for processes they may have for their job. A Gartner article recalls that when employees leave, they take with them valuable institutional knowledge. Failing to capture these intellectual assets has costly

repercussions (Reul, 2022.) This leaves the new incoming employee lost and unsure about certain components of the job. This contributes to new employees not receiving proper onboarding, because there is crucial information that has left with the previous employee. In these situations sometimes the remaining managers cannot obtain answers for the new employee either. Employees will then have to create new processes not knowing if they will be successful. In this situation specifically, the CMNH program coordinator has historically been a position that has been held for a longtime. This has meant that the person that has held this position was able to attain useful information for themselves for the time being, however when the job is being handed over to someone else, it is difficult for the new staff member to get the same knowledge and experience (Andrea Cisneros, personal communication, 2022).

#### *Reestablishment of program*

Although the CMNH program has been incredibly successful during its time at the SVMH foundation, the program has gone through its changes. These changes have positively and negatively affected not only the program but also its fundraising efforts. It has also contributed to the lack of shared information which has affected creating a strong onboarding process. Like many other programs and organizations the CMNH program has gone through different CPO's and organizational restructure internally. During this reestablishment, critical information has been lost. The foundation has been lucky enough to have such knowledgeable staff members a part of the organization to help the program continue to grow. When a program is in the process of being restructured sometimes things fall through the cracks and the new incoming staff members may be unaware of certain things when communication is unclear (Andrea Cisneros, personal communication, 2022).

## **Consequences**

### *Staff poorly trained*

A consequence of not adequately onboarding new incoming staff members and sharing information with them is that not only will they be poorly trained, but they will essentially not be properly equipped to perform their job. When staff are poorly trained, these can cause long term issues for the staff members and the organization as a whole. Training is a specific event that teaches new information or skills, often provided to new or newly promoted employees (Marysville University, n.d.). Staff members who do not receive sufficient training will find themselves taking more time on figuring out how to do things rather than being productive. If employees find themselves with low productivity levels this will lead to bigger problems. Lower productivity leads to lost profits for the business as well. Not only will it take more paid work time to successfully complete a task, but replacing wasted materials can take a bigger bite into the company's profits. The financial impact is even greater when your employees make repeated mistakes or break expensive equipment due to a lack of training (Donohue, 2019.) This also means without training, they can be a huge liability to the company. It would be important to implement strong training to avoid consequences like this.

### *Higher turnover rates*

Another severe consequence of not having onboarding training for staff members is that turnover rates will begin to increase. When employees are not properly trained they will find it difficult to perform their job. This can begin to take a toll on them, and they may begin to rethink if the job is the best fit for them, which may result in them resigning from their position. When there is no training, employees do not understand how to do their jobs and none of these goals are possible. This leads to low morale among workers, which results in employee turnover



(Amo, 2019.). Not only does this directly affect the individual themselves, but it will also affect the company as a whole. As companies turnover rates increase, it can be damaging to their reputation and their services they provide to the community. It is imperative to avoid higher turnover rates. Statistics from Click Boarding show that 69 percent of employees are more likely to stay with a company for three years if they experienced great onboarding (Hirsch, 2017). This directly correlates to the importance of good onboarding to avoid high turnover rates.

### *Program at risk*

If the program coordinator continues to not receive adequate onboarding training then the program will be put at risk. While the program will be at risk, the important relationships that have been built over time will also be put at risk. This can potentially hurt the relationships they have with local partners. It is really important that this position is able to create and maintain a strong relationship with local partners who play a major role in fundraising for the program (Andrea Cisneros, personal communication, 2022). However, if the staff member is unaware of certain duties or responsibilities that they must fulfill, partners may start to begin to lose respect or see no integrity in the coordinator position. This can lead to them not wanting to work with the organization. When partners and donors don't work closely with the organization, the program will be unable to provide charitable care for children. Donor relations is an all-inclusive effort by the nonprofit to ensure that donors experience a synergy between their contributions and the nonprofit's efforts towards the cause (Ensor, 2022). The work of the program coordinator directly impacts the success of the program and donors are important allies that want to see the program thrive in order to keep giving. Without their giving, it would negatively impact services for kids.

<b>Contributing Factors</b>	<b>Problem</b>	<b>Consequences</b>
Not prioritized by staff	There is no formal onboarding/ training procedure and lack of information is being shared for new incoming staff for the CMNH Program Coordinator position at SVMH foundation.	Staff poorly trained
Institutional knowledge leaves with employee		Higher turnover rates
Reestablishment of program		Program at risk and hurts relationships with partners.

### **Project Description**

The project was a guidebook for the Children’s Miracle Network Hospital’s program coordinator position that will serve as an essential tool to the position. The guidebook will provide new staff members with a role overview of the job position. The goal is that the guidebook will be an ongoing tool that staff members can continue to add important information for the years to come. The intention is that more specific processes can be added in with step by step instructions for new incoming staff members. The guidebook clearly outlines the expectations to coordinate the program. The handbook also entails instructions for the duties and responsibilities for the role. The handbook includes three major sections, introduction to organizations, overview of programs, and other employee responsibilities. The handbook will highlight the section further so that the employee is knowledgeable and can refer back to the information when needed.

### **Project Justification**

The purpose of the project is to provide new incoming staff members with essential information during their onboarding for CMNH program coordinator position. The guidebook was

essentially created to address that onboarding training has not always been prioritized by staff members. However, now that there has been a tool created, it will hold staff members accountable to prioritize updating and adding new information that the CMNH program coordinator will need. It will also help keep track of all new information, so that vital information for the role is never lost.

### **Benefits**

The Miracle Manual will be a beneficial tool that new employees will be able to utilize when onboarding for the position. Not only will the employee benefit from the guidebook but the organization will also benefit. The reason why the organization will benefit is because staff members won't have to worry about creating new content every time a new staff member comes into the organization. The guidebook was created with a clear structure that makes it easy for staff to add information or or change as needed. This guidebook will be easy access for new staff members to refer back to as needed, making employees more satisfied with the tools the organization is providing for them. This guidebook allows the program coordinator to better serve the community by meeting the organization and programs expectations

### **Implementation Process**

The implementation process for the guidebook took place over a 7 week period. Each week included a list of activities and deliverables that were due for each week. Each week consisted of gathering information, material, and content to include in the guidebook. This consisted of researching online sources, organization's database, and hard copy documents from the field mentor. After the information was gathered, then the information would be added into the working draft document of the guidebook. There were 3 drafts scheduled to be reviewed by

the field mentor for approval. After each version of the draft the process would be repeated so that the final project would be completed and turned in at week 7.

### **Assessment Plan & Expected Outcomes**

The Miracle Manual was expected to be a detailed step by step manual that would be assessed by the Director of Strategic Development (DSD) at the organization. The guidebook was expected to include very specific information on the processes and procedures that the CMNH program coordinator would need to know to perform their job. Once the manual was completed then the DSD would be interviewed and asked for specific feedback on the manual. The DSD would then be asked for permission to make the manual an official part of the onboarding process for the new staff member. Once the new staff member was onboard, the manual would then get handed over to receive its first initial feedback from the CMNH coordinator.

### **Project Results**

The final version of the Miracle Manual that was created did achieve some of the expected results. First and foremost the Miracle Manual was able to be adapted by the DSD and used as one of the training tools when the new staff member was boarded into the organization in December 2022. However, the Miracle Manual that was finalized was not a step by step guide that included specific information. Instead, the Miracle Manual included general information that provided new staff with an overview of the position's responsibilities. The Miracle Manual has a framework as a guidebook, with the intention of being an ongoing source to guide the new staff member, instead of outlining instructions. A big part of why the manual was unable to include more specific information was because there was not enough information kept and shared that was accessible during the research process. It was found that much of the information on the job

was kept within the organization and previous staff members. The specific information and processes were not easily understood and accessible. The timeline of the implementation process was also an obstacle when creating the guidebook. It was found that 7 weeks was unrealistic to create such a detailed manual. There were multiple outside factors that affected the timeline as well. It was also found that it would be impossible to measure the guidebooks success because its intention is to be an evolving tool and it will be changing over time. The impact that it will make will have to be assessed over years, and would be impossible to get clear results within 7 weeks. The DSD also did not sit down for a formal interview to receive feedback because of scheduling conflicts. Instead, the DSD was given the draft of the guidebook and was naturally adapted. The guidebook was handed over to the new staff member during the onboarding process. The staff member was able to note that the guidebook included useful information and clarification on the job's expectations.

### **Conclusion & Recommendations**

In conclusion, the guidebook that has been created will serve the organization well over the years, and will be a beneficial tool for the CMNH program coordinator. It is imperative that the organization keeps the guidebook up to date so that the guidebook will continue to grow its information and become more useful than it currently is with just general information. The organization will get the most out of this guidebook if they plan to revise, and add information on a regular basis. It is also recommended that the DSD and CMNH program coordinator improve on storing important information for the step by step processes that the coordinator will need to know. It's important to note that this information should always be easily accessible. If this is done, then the guidebook will continue to be an essential tool used in the onboarding process. It will not only hold the organization accountable for prioritizing training, but it will

also hold the program coordinator accountable for sharing information acquired overtime. This way, they are avoiding someone leaving with the institutional knowledge. The goal is that Miracle Manual will continue to be a relevant tool for the organization.

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## Appendix A

## Project Implementation Plan

<b>Week</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Timeline</b>	<b>Staff</b>
Week 1	<ol style="list-style-type: none"> <li>1. Outlining Deliverables and Timeline</li> <li>2. Work on Capstone Worksheet with mentor</li> </ol>	<ul style="list-style-type: none"> <li>• Capstone Worksheet</li> <li>• Timeline</li> </ul>	Sept 5-Sept. 11	Andrea Cisneros
Week 2	<ol style="list-style-type: none"> <li>1. Create template for guide book (table of contents, page number, and cover page)</li> </ol>	<ul style="list-style-type: none"> <li>• Template</li> </ul>	Sept 12-18	Andrea Cisneros
Week 3	<ol style="list-style-type: none"> <li>1. Outline/ Research Content</li> <li>2. Add content onto draft</li> </ol>	<ul style="list-style-type: none"> <li>• 1st Draft of Guidebook</li> </ul>	Sept 19-Sept 25	Andrea Cisneros
Week 4	<ol style="list-style-type: none"> <li>1. Add content to 1st draft</li> <li>2. Finalize 1st draft for approval</li> </ol>	<ul style="list-style-type: none"> <li>• Submit 1st draft to mentor</li> </ul>	Sept 26 -Oct 2	Andrea Cisneros
Week 5	<ol style="list-style-type: none"> <li>1. Make edits to 1st draft</li> <li>2. Research/add supporting content</li> </ol>	<ul style="list-style-type: none"> <li>• Begin Second draft of guidebook</li> </ul>	Oct 3- Oct 9	Andrea Cisneros
Week 6	<ol style="list-style-type: none"> <li>3. Research/add content</li> <li>4. Finalize 2nd draft for approval</li> </ol>	<ul style="list-style-type: none"> <li>• Submit 2nd draft to mentor</li> </ul>	Oct 10- Oct 16	Andrea Cisneros
Week 7	<ol style="list-style-type: none"> <li>1. Make edits to 2nd draft</li> <li>2. Research/add supporting content</li> <li>3. Finalize 3rd draft for approval</li> </ol>	<ul style="list-style-type: none"> <li>• Submitting 3rd draft to mentor</li> </ul>	Oct 17-Oct 20	Andrea Cisneros
Friday Oct. 21	<ol style="list-style-type: none"> <li>1. Finalize guidebook for approval.</li> </ol>	<ul style="list-style-type: none"> <li>• Submit final copy of guidebook to mentor.</li> </ul>	Oct. 21	Andrea Cisneros