



CATHOLIC HEALTH
INITIATIVES

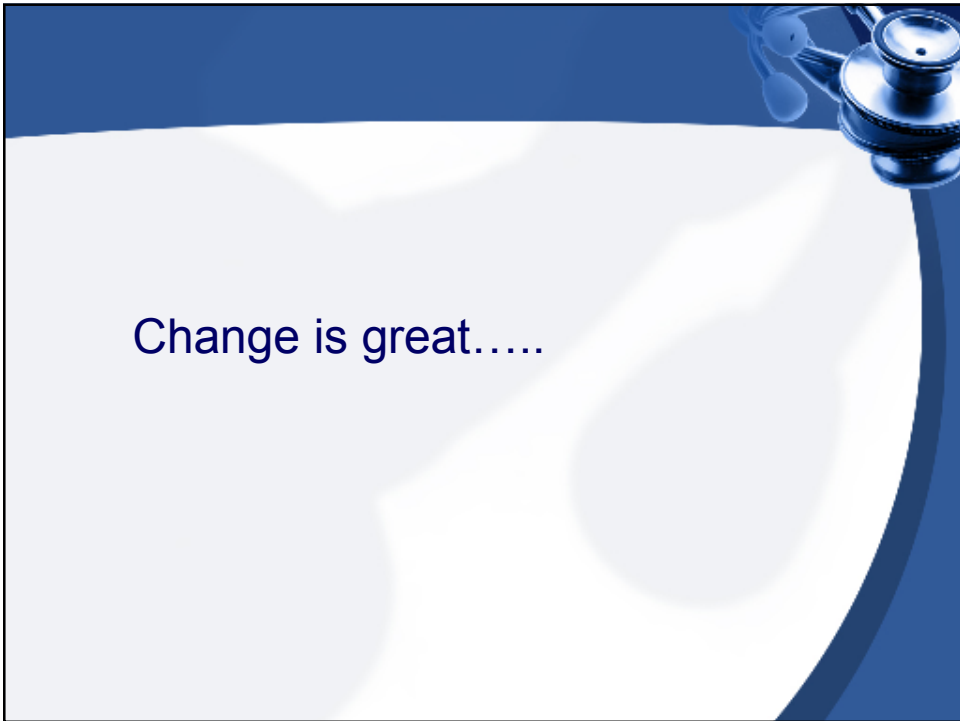
Saint Elizabeth
Regional Medical Center

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Member of the
Catholic Health
Initiatives

**When Change is GREAT:
An Orientation Program for New
Graduate Nurses**

Sue Schuelke RN-C MSN



Change is great.....

And you can usually find it on the floor by the pop machine



NDNQI Question

- **I received an orientation that adequately prepared me for my current position.**

National Database of Nursing Quality Indicators ® 2008 RN Survey Report With 2008 Comparison Data	
Table 3.3 Average of All Comparison Units in All Comparison Hospitals Unit Orientation and Hospital Recommendation	
	Mean Unit Score Orientation Adequate 1 = strongly disagree, 6 = strongly agree
Average of All Comparison Units in All Comparison Hospitals	
Average of All Units In Your Hospital	4.58
	Mean Unit Score Orientation Adequate 1 = strongly disagree, 6 = strongly agree
National Comparative Information - All Hospitals	
Mean	4.73
S.D.	0.46
10th Percentile	4.13
25th Percentile	4.47
50th Percentile (median)	4.78
75th Percentile	5.04
90th Percentile	5.25
# of Units ²	10,077

How do you boil frog legs?



Orientation Task Force Formation

- NDNQI Question: Adequate Orientation
- CNO held focus groups
- CNO requested volunteers and with directors chose candidates
- Group formed and utilized the GE change process
- CNO met with the task force and spelled out our mission and guidelines

Orientation Task Force

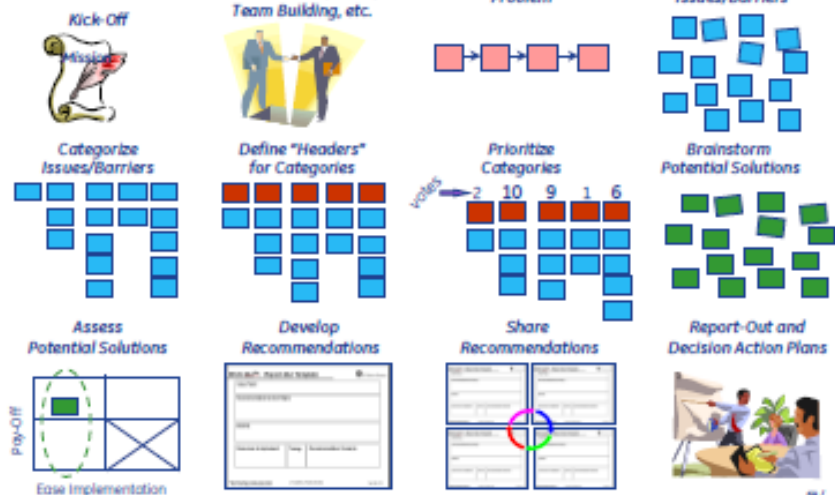
- | | |
|----------------------|---------------------------|
| • Sue Schuelke RN | Education |
| • Denise Callies RN | Director Surgical |
| • Mary Ellen Hook RN | Clinical Nurse Specialist |
| • Marilyn Harger RN | Short Stay |
| • Sherrie Young RN | Perinatal |
| • Erin Karner RN | Progressive |
| • Dain Weise RN | PACU |
| • Joni Wallman RN | Orthopedics |
| • Michelle Broman RN | Med/Onc |
| • Missy Underwood RN | Education |
| • Lisa Rickers RN | Human Resources |

Task Force Guidelines

- Changes must be evidence based
- Budget Neutral

Work-Out™ meeting

Typical Process



Define Problem

- ***Do we have a good grasp on the real issue***



Started with NDNQI question and Brainstormed on possible issues

Work-Out™ meeting

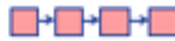
Typical Process



Ground Rules, Introductions, Roles, Team Building, etc.

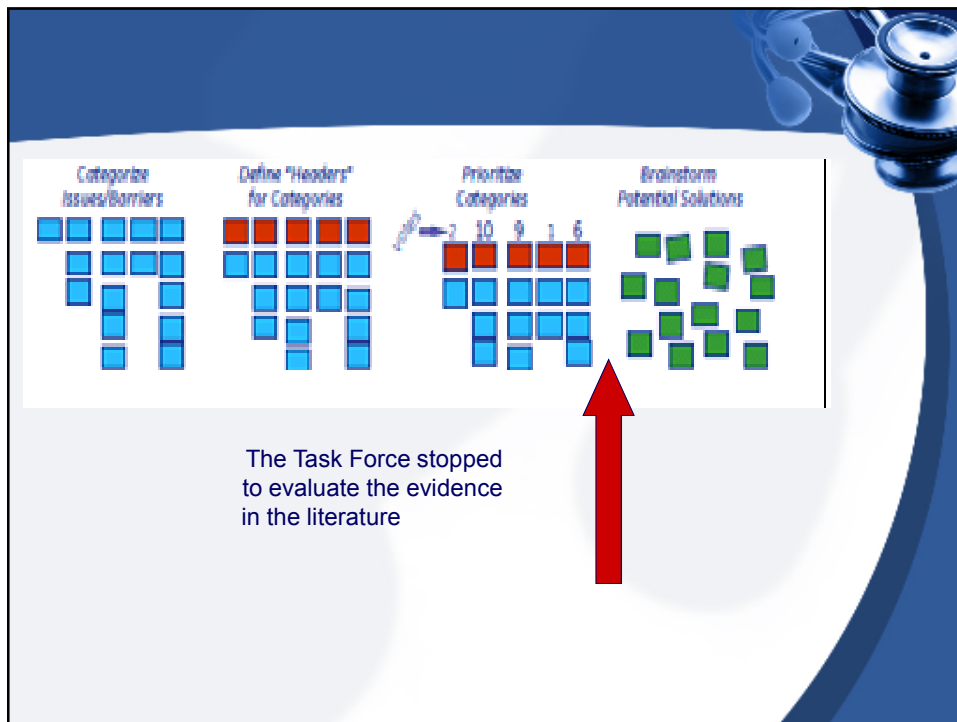


Define the Problem



Brainstorm Issues/Barriers





Research Summary

- Three components that are essential to retention: mentors, preceptors and transition program (length of programs varied) (Salt, Cummings, & Profetto-Mcgrath 2008; Williams, Sims, Burkhead, & Ward 2002; Halfer 2007)
- Data collection revealed dip in confidence, competency and satisfaction @ 6 month (Williams, Goode, Kresk, Bednash, & Lynn)
- Simulation enhanced learning and provided exposure to high risk situations in a safe environment. Increased confidence competency and readiness (Beyea, von Reyn, & Slattery 2007; Ackerman, Kenny, & Walker 2007)

Research Summary continued

- Residency program improved retention, critical thinking, professional development and job stress (Salt, Cummings, & Profetto-Mcgrath 2008; Williams, Goode, Kresk, Bednash, & Lynn 2007; Herdrich & Lindsay; Krugman, Bretschneider, Horn, Krsek, Moutafis, & Smith 2007.; Williams, Sims, Burkhead, & Ward 2002, Poynton, Madden, Bowers, Keefe & Peery 2007)
- Improved preceptor preparation and selection increased satisfaction, retention, decreased medication error rate and overtime (Cavanaugh & Huse 2004; Horn 2003, Beecroft, Hernandez, & Reid 2008;)
- Increased satisfaction and retention utilizing mentor programs (Horn 2003; Persaud 2008; Halfer 2008; Wagner and Seymour 2007)

Regulatory Information

- There is increasing evidence that a formal, structured transition program after graduation from nursing school protects the public (NCSBN Transition Initiatives 2007)
- NCSBN is studying the feasibility of a standardized national transition program.
- Joint Commission has found that a lack of orientation and training is a major root cause of sentinel events in hospitals and has recommended that structured post graduate training programs be developed

Structure Elements in the Literature

- Simple to Complex
- Staged Clinicals
- Celebrations
- Curriculum focused on Professional Development

Hour Distribution Comparison

Current Orientation Program	Hours	Purposed Residency Program	Hours
New Associate Orientation	16	New Associate Orientation	12
New Nurse Orientation	32	First Week New Nurse Orientation	12
PBDS Assessment	5	Second Week New Nurse Orientation	4
PBDS Reassessment	3	Third Week New Nurse Orientation	4
Critical Thinking Course	9	Monthly meetings for 8 months will go to Education Services for 4 hours	32
Nursing Quarterly Orientation	8	PBDS	5
		PBDS Reassessment	3
Total Didactic	72 hours	Total Didactic	72 hours

Key Curriculum Components



- Meet Regulatory Bodies
- Socialization into Culture
- Support Group
- Critical Thinking
- Feedback
- Preceptor and Mentor Programs

Professional Focus



- Health System, Information Management, Safety, Clinical/Functional
- Leadership, Evidence-based patient outcomes, Professional Role
- Leadership, Patient Outcomes, Professional Role
- Familiarization, Unit Education, Documentation, unit competency, positive work environment, customer service, teamwork, delegation, prioritization

Stakeholders

- Presented to CNO
- Presented to Nursing Directors
- Presented to Preceptors and mentors

Did they really understand?



Key Components

- **Commitment to attend classroom to receive commitment bonus**
- **Director commitment to schedule around monthly Thursday class**
- **Staged Focused Clinical with written and verbal feedback.**
- **Simulation and Specialty involvement of clinical educators in scenarios for new nurse preparation. New Graduates would not be starting in orientation every session.**

Why was the change successful

- Staff identified the problem
- Staff identified the solution
- Stakeholders were informed and expectations clarified
- Leadership initiated and supported the change.



How are we measuring success?

- Retention
- Satisfaction
- Casey-Fink® Survey
- Mentor, Preceptor, & Orientation Questionnaires
- NDNQI Data

Have we had any problems?

We had no idea.....



- Scheduling
- Speakers
- Timing

Don't be afraid to take that first step down the road to change.

