



Retaining the New Nurse: What Does It Take?

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The Queen's Medical Center

- **Founded in 1859 by Queen Emma and King Kamehameha IV**
- **Largest private hospital in Hawaii**
- **Leading referral center in the Pacific**
- **Over 1,000 physicians on staff**
- **Hawaii's first and only Magnet Hospital**



Objectives

- Identify 3 key program components reported as highly valuable to attendees of a nurse fellowship program.
- Describe the impact of a new nurse fellow program for retention on the first year of hire.



Reasons for Program Development

- Alarming high new graduate turnover rates of 36% - 75% at year one (Nursing Executive Center 2007 Leadership Summit)
- RN turnover costs can range from \$22,420 to \$81,200 per nurse (Jones, Journal of Nursing Administration 2005; Contino, Nursing Management 2002)
- "Coaching and supporting the novice nurse during difficult times is essential, as is celebrating success" (Barton, Gowdy, & Hawthorne Nurse Leader 2005)



- **What:** New Nurse Fellowship Program
- **Who:** New Nurse Fellows & Clinical coaches
- **How: Funding:** HRSA Grant & Organizational support
- **When:** From 2007-2009
 - 4 programs & cohorts
 - each program duration of 6 months



Fellowship Program Goals

- Improve retention through transition support & decrease vacancy over a 3 year period
 - ↓ Turnover by 2%/yr (44.03% → 34.03%)
 - ↓ Vacancy by .4%/yr (11.26% → 9.26%)
- Learn what works well and improve our programs
- Integrate successful strategies



New Nurse Fellow Program Content

- Learning opportunities (for Nurse Fellows)
 - Becoming part of a team
 - A sense of belonging by understanding the history and vision/mission of the organization
 - Cultural Learning
 - QMC heritage in particular
 - Hawaiian and other cultures in general
 - Reflection: on the struggles of a new position
 - Resources (personal and professional)
- Transition Support
 - Clinical Coaches



Who are the New Nurse Fellow?

- Newly hired nurse enlisted after orientation but before the end of their first year of hire.
 - Self selected or identified by manager
- Paired with a Clinical Coach (CC) for support and mentoring
- Attend 8 workshops over 6 month period.
 - 2 workshops/month for the 1st 3 months
 - 1 workshop/month for the next 2 months
 - Meeting on last month for celebration and acknowledgments



Support by the Clinical Coaches

- Experienced clinical staff
- Characteristics of effective clinical coach
 - Effective listener, strong self esteem, holds high standards, supportive/enthusiastic, provides effective feedback, nurturing
- Role: to be a resource, to support and mentor new nurse fellows
- Attend 3 meetings:
 - 2 sessions - Coaching Skills Development sessions
 - 1 session – Wahi Pana Heritage Tour with the QMC Vision/Mission Meeting



Major topics of training:

- Teambuilding Training
 - Effective communication/teamwork- SBAR Model
 - Role clarity
 - Knowing resources
 - Support beyond orientation
 - Growth opportunities: personal and professional
 - Work/Life Balance Skills
- Cultural Competence
 - Self and cultural assessment
 - Ethnic diversity and health needs
 - Understanding the founder's mission
 - Cultural immersion experience: Wahi Pana



Mauna'ala: The Royal Mausoleum



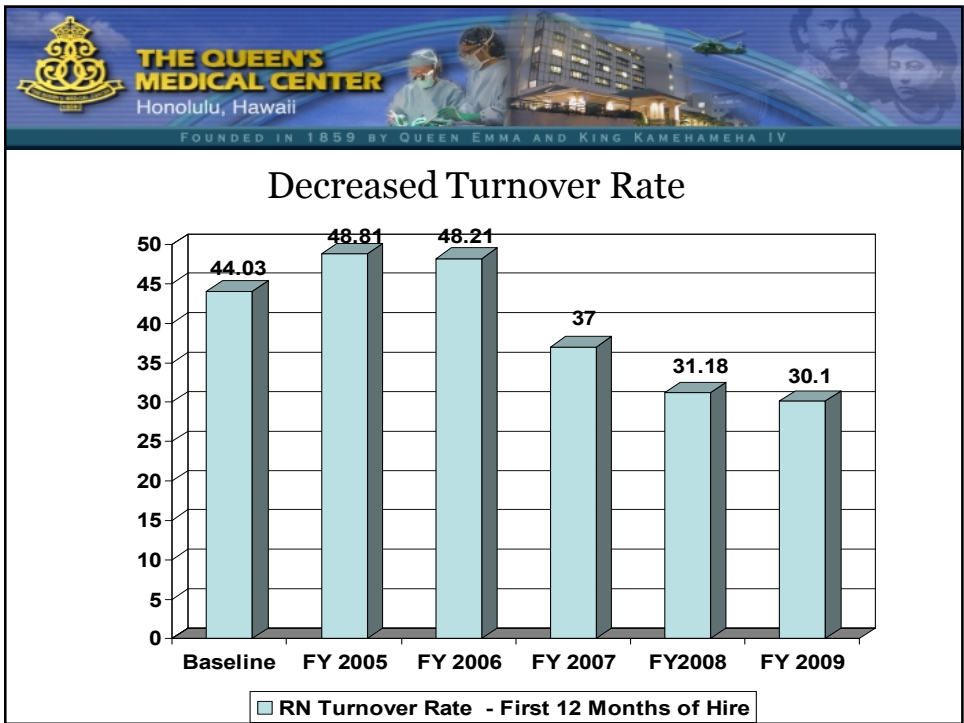
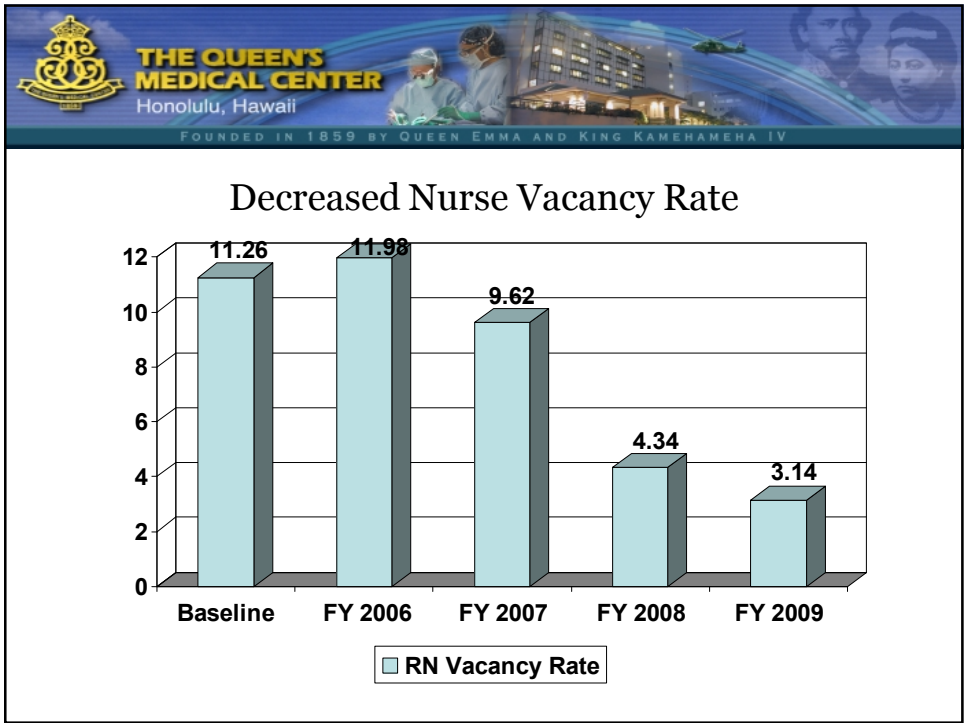
OUTCOMES

- Total staff participation in the New Nurse Fellowship Program 07/07 – 06/09
 - 56 New Nurse Fellows
 - 33 Clinical Coaches
- Increased retention
- Decreased vacancy
- Decreased turnover



Increased Nurse Retention Rate







Critical Components Identified by Participants

1. Connecting to the founders' heritage/mission/purpose: Wahi Pana Hawaiian Heritage historical sites tour
2. Human Resources explanation/clarification of benefits after 1 year of service.
3. Feeling valued by the organization Social networking with other new hires (support system)
4. Expert clinical resources sharing their roles, responsibilities and experiences as staff in this organization.



Next Steps

- Incorporate critical components into operations
 - Voluntary for Nurse Fellow to be paired with a Clinical Coach
 - Wahi Pana (Sacred Places) Heritage Tours available for all new hires
 - Provide networking opportunities for new hires with peer group during first year of hire



Celebration of program completion



**Celebrating the completion of the 1st Group of
New Nurse Fellows and Clinical Coaches**



MAHALO!

QUESTIONS?

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