Nurse Leadership Engagement and the Impact on New to Practice Nurse Satisfaction and Commitment
Objectives:

• Identify strategies to enhance healthy practice environments, which will promote nurse retention through collaboration, meaningful recognition, and positive professional relationships

• Identify strategies to engage nurse leaders as new to practice nurses’ transition into their professional roles
Overview of MedStar Washington Hospital Center
Vizient/AACN New to Practice Nurse Residency Program

- Institute of Medicine recommendation:

“State boards of nursing, accrediting bodies, the federal government, and health care organizations should take actions to support nurses’ completion of a transition-to-practice program after they have completed a pre-licensure degree program”

(Institute of Medicine, 2010)
Review of evidence: Nurse Residency Program Outcomes

- Increase in new to practice nurses’ confidence levels and competence levels (Goode, C., 2013, Ulrich, B., 2010)
- New to practice nurses’ self report on their ability to organize and prioritize their work significantly increased during a 1 year nurse residency program (Goode, C., 2013)
MWHC New to Practice Nurse Residency Program: History and Overview

• Formal Nurse Residency Program began in July 2012
• Mandatory Education to all Nurse Leaders
• Standardized Orientation Guidelines
• Over 1,104 nurses have participate in the NTP nurse residency program
MWHC New to Practice Nurse Residency Program: Mission

To facilitate successful transition for NTP nurse residents into their profession roles. The program aims to develop professional nurses as clinical nurse leader, promote their role socialization in professional nursing and enhance their retention at MWHC through engagement in their practice environment.
MWHC New to Practice Nurse Residency Program: Goals

• Transition from advance beginner to competent professional nurse
• Develop effective skills in critical thinking, decision-making and clinical judgment
• Thrive in a complex nursing practice environment
• Provide clinical nursing leadership at the point of care
MWHC New to Practice Nurse Residency Program: Goals

• Strengthen participant’s own commitment to the nursing profession
• Formulate an individual career and professional development plan
• Incorporate research-based evidence into nursing practice to enhance patient care outcomes
• Improve retention rates of program participants
The program aims to develop nurses as clinical leaders, promote their role socialization in professional nursing; and enhance retention and engagement in the practice environment.

New to Practice Nurses are on Benner’s Novice to Expert Continuum.

Curriculum Overview

- **Professional Role**
  - Social Media
  - Ethical Decision Making
  - End of Life Care
  - Cultural Competence
  - Stress Management
  - Business of Healthcare
  - Evidence Based Practice
  - Professional Development

- **Quality Outcomes**
  - Care of Changing Patient
  - Patient/Family Teaching
  - Pain Management
  - Skin and Wound Mgmt.
  - Fall Prevention
  - Medication Administration
  - Infection Control
  - Risk Management

- **Leadership**
  - Patient Care Coordination
  - Inter-professional Comm.
  - Delegation
  - Conflict Resolution

- **Reflective Practice**
  - Clinical Skills
  - Clinical Reflection
  - Poster Presentation

Specialty Breakout Sessions

- Periop
- Ambulatory
- ADN

**Professional Role Characteristics**

- **Novice:**
  - Reflective practice is minimal.
  - Understanding of concepts is limited.
  - Reactions to situations are automatic.

- **Advanced Beginners:**
  - Reflective practice is minimal.
  - Understanding of concepts is developing.
  - Reactions to situations are conditioned.

- **Competent:**
  - Reflective practice is self-directed.
  - Understanding of concepts is comprehensive.
  - Reactions to situations are spontaneous.

- **Proficient:**
  - Reflective practice is self-directed and systematic.
  - Understanding of concepts is advanced.
  - Reactions to situations are intuitive.

- **Expert:**
  - Reflective practice is self-directed and systematic.
  - Understanding of concepts is deeply integrated.
  - Reactions to situations are intuitive and automatic.
MWHC New to Practice Nurse Residency Program: Curriculum

Leadership

Quality and Safety Outcomes

Professional Role
Status in 2015 of the Nurse Residency Program

- Attendance: 85%
- Slowly increasing turnover rate of new to practice nurses
- Feedback from Nurse Resident Surveys
  - Support on Units
  - Satisfaction and commitment
  - Preceptor satisfaction
  - Collaboration
  - 12 month skills they were not comfortable with
  - Self measure competence

September 6, 2017

Knowledge and Compassion Focused on You
Status in 2015: Through the eyes of the nursing leadership team

I get no feedback about what is going on in the program, or how it has impacted the new graduate

I do not know what the program offers other than in the most general terms

Communication with Leaders (missing)
Nursing Leadership and Nurse Resident’s: The Evidence

• Studies show that 15% of nurses are considered disengaged; thus lacking commitment and satisfaction with their work (Dempsey, C., 2016)

• The quality of the work environment impacts the new to practice nurses’ intent to stay. Reason new to practice nurses left the work place were: stressful environment, lack of good management and inadequate staffing, and the quality of the work environment. Reasons new to practice nurses stayed were: teamwork on the unit, ability to give quality care, like or enjoying the job, the relationship with coworkers, and unit atmosphere. (Bratt, M., 2012, Setter, R., 2011)

• A contributing factor to NTP nurse low job satisfaction and attrition is dissatisfying relationships with peers, managers and other interprofessional colleagues (Twibell, R., & Pierre, J., 2012)
Review of Evidence: Recommendations

• Recommendation: Provide opportunities for leader to make frequent contact with new nurses, provide opportunities for feedback, and providing recognition of NTP nurses accomplishments (Twibell, R., & Pierre, J., 2012)

• Recommended when implementing a nurse residency program mutual ownership and dedication is necessary from all areas of the organization and all levels of nursing leadership. This will be needed to ensure new to practice nurses are able to attend class (scheduling). A good strategy is to have a standard on boarding process. (Bratt, M., 2013)
Evaluation of 2015 MWHC Data
MWHC Perfect Equation

Classroom and Facilitator Support + Informed Nursing Leadership and Unit Support = Successful New to Practice Nurse
Chief Nurse Executive Support

• Engaged in our Nurse Residency Program
• Frequent meetings providing outcomes and status updates
• Challenges the coordinators to include innovative ideas
Senior Nurse Leader Engagement

- Support in engaging unit leadership
- Senior Nurse Leader luncheon
- Nursing Leadership Council
Nurse Leader Orientation to the Program

• June 2015 mandatory re-orientation to the program: mission, goals, and curriculum
• Lunch and Learn Sessions
Divisonal/Service Line Updates

- Scheduled Semi-annual updates
- As needed, updates related to pressing issues/trends
- Review outcomes of the Nurse Residency Program
- Review current EBP projects
- Receive feedback about the program from the leaders
Evidence Based Practice Projects

• Completion of EBP Projects are a requirement for completion of the program. Presented during the completion ceremony

• For each cohort, the most outstanding poster is selected for a presentation during a Nursing Leadership Council meeting

• Impactful EBP projects are also highlighted in the “EBP to Go” newsletter and are distributed throughout the Division of Nursing.
EBP to Go

Heat as a Pain Intervention

EBP Project Team: 4F
Gina Gennarione, Majalettah Sadler, Monica Wade,
Omobolante Adeosun, Carol Ogembo, & Xiaoyun Lin

The Evidence
- Heat is one of the most frequently reported methods in management of chronic pain (McDonald, Soutar, Chan, & Atfield, 2015).
- Application of heat alleviates pain related to muscle strain through multiple physiologic mechanisms and may increase the pain threshold (Garra et al., 2010).
- Chou and Hoffman reported three trials in which heat therapy was superior to non-heat therapy for short term pain relief (2007).

What’s the main idea?
- 4F found the addition of a warm pack was successful in reaching or exceeding target pain relief after pain medication alone was unsuccessful.
- Offer warm packs in conjunction with pain medication or if pharmacologic interventions were unsuccessful in meeting pain management goals.

EBP to GO: Highlights from the UHC/AACN Nurse Residency Program™ Evidence Based Practice Projects

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Knowledge and Compassion Focused on You
Evidence Based Practice Impact

Professional Presentations in FY 17

• Vizient/AACN Nurse Residency Program Conference  
  – Using the Teach-Back Method with Medication Education
• American Burn Association Conference  
  – Nurse Implemented Post-operative MOBILITY Program
• MWHC EBP Conference  
  – NICU Teleconferencing Family Rounds  
  – Nurse-Physician Communication in Critical Labs

Influence on Organization

• CLABSI- Central line kit optimization
• C-Diff- equipment isolation and early testing
Vizient/AACN Nurse Residency Program at MedStar Washington Hospital Center

Highlights:

1. By the numbers... there were 269 residents in FY17 who attended more than 9,000 hours of residency seminars.
   We now run 5 simultaneous residency cohorts to accommodate rolling hires.

2. Emphasis on EBP... residents presented 37 EBP projects and Sarah Spicher and Bieria Hamza, Clinical Nurses on 4D, presented a podium presentation at the national Vizient/AACN NRP meeting.
   Continue to watch for EBP to Go updates and share with staff.

3. Focus on accreditation... The Commission on Collegiate Nursing Education (CCNE) conducted a successful site visit to evaluate our nurse residency program in FY17. Final decision on accreditation status will be announced in October 2017.
   Please stay tuned for further accreditation updates.

Focused on continual improvement – The Nurse Residency Advisory Committee was launched in July 2017. The committee serves to provide expert advice on ways to further enhance our program.
Other initiatives

- Attendance Reports
- Coach Class for different specialties
- Orientation Guidelines and Support
- Support to units with high turnover rate
- Chief Nurse Executive meeting with residents at 6 months
Initiatives for the Future

• **EBP**
  – Nurse Residents to collaborate with organization committees and councils when rolling out their EBP projects

• **Advisory Committee**
  – Composed of a diverse group of team members to provide expert advice on ways to enhance the NRP program

• **Nursing Leadership Initiative on 1-2 year retention**
  – Small group of leaders working on a research project focused on retaining nurses after residency program
Resident Survey Data

- Satisfaction and Commitment: 3.02 (2014), 3.13 (2016)
Nurse Resident’s Self Report on Competency

Self Report Competence in 2016: National Average 7, MWHC 7
# Nurse Residency Program Skills

<table>
<thead>
<tr>
<th>2014 Skills Below National Average</th>
<th>2016 Skills Below National Average</th>
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<tr>
<td>IV insertion</td>
<td>IV insertion</td>
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<td>Charting and Documentation</td>
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<td>Bladder catheter insertion/irrigation</td>
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<td>Blood draw/ venipuncture</td>
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<td>Central Line Care and Dressing Change</td>
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<td>IV medication</td>
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<td>Tracheostomy Care</td>
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<td>Wound Care/ Dressing Changes</td>
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Knowledge and Compassion **Focused on You**
Nurse Leaders Survey on View of Nurse Residency Program

- Impact on Unit
- Impact on Residents
- Leadership of New Graduate Nurses
- Contribution of EBPP

September 6, 2017
Last Thoughts

• Highlight accomplishments
• Track your outcomes and celebrate them
• Listen to feedback and follow up on feedback
• It is a partnership between nursing education and nursing leadership


References


