Presenters

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  – Adult Mood Unit
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  – Manager, Adult Units
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Disclosures

The presenters have no financial, grant funding, commercial, professional or personal conflicts of interest.
Objectives

- Outline literature supporting the importance of excellent orientation programs to increase nurse retention, staff morale and confidence
- Explain mutual empowerment strategies using shared governance that promote nurse driven orientation pathway development.
- Summarize the results of a pilot program championed by nursing that supports the implementation of unit specific processes and pathways.

About Us - VUMC

- Not-for-profit Academic Medical Center with 137 year history in Nashville (Middle Tennessee)
  - Vanderbilt University Hospital
  - Monroe Carell Jr. Children’s Hospital at Vanderbilt
  - Vanderbilt Psychiatric Hospital
  - The Vanderbilt Clinics
- 1000 beds combined
- Middle Tennessee’s only Magnet designated organization
  - Second designation received April 2012

About Us – Vanderbilt Psychiatric Hospital

- 88 Bed Inpatient Program – Child/Adolescent, Young Adult, Adult & Geriatrics
- Partial Hospital Program – Adult and Adolescent
- 7 bed Psychiatric Assessment Service
- ECT & TMS Suite
- 3000+ Admission per year
- 130 FTEs Nursing Staff – 75 FTEs Registered Nurses & 55 FTEs Mental Health Specialists
Shared Governance Support

- Concerns brought to Professional Practice Board
- Workgroup to generate Foundation
- Literature Review on Best Practices
- Brought to Unit Boards

Challenges Identified

- Robust General Hospital Orientation yet...
  - Inconsistent unit-based orientation processes
  - Lack of consolidated resources
  - Need for unit-specific individualization and hospital wide standard processes
  - Increased Turn-over

LITERATURE REVIEW
Onboarding Impact

“The first 30 days of a new job are so critical to retention that inadequate orientation programs can result in a different type of “burnout” where nurses leave a position before they have even acclimated to it.”


“The evidence-based orientation program can better prepare staff nurses to provide quality and safe care to patients.”


Onboarding Processes and Checklists

“When developing an effective orientation program, an organization should prepare in advance by creating a comprehensive checklist as well as develop a complete on-boarding process and timeline.”

(Gresch, 2009).

Onboarding Effect on Turnover

An effective onboarding process prepares the nurse with a foundation for success in the organization.

Nationwide Turnover:
- RNs: 15-36% per year
- New Graduates: 35-55% per year

Average cost of turnover of RN is approximately $36,000- $48,000. (NSI Nursing Solutions, 2013)

Results in RN turnover:
- Diminished continuity of care
- Decreased productivity
- Increased risk for patients
- Decreased staff morale

Leader Engagement

- Support From:
  - Senior Leadership
  - Manager Champion
  - Educator
  - Clinical Staff Leaders
- Budgetary impact
  - Expense of project development time
  - Funding for manuals
  - Increased onboarding time

Manager Mentoring

- Professional Development Opportunity for Staff Nurse Advancement
- Engaging Staff Nursing in Achieving Overall Organizational Goals

Nurse-Driven Development

- Survey to gather qualitative feedback
  - Engagement of staff identifying areas of growth
PRE-IMPLEMENTATION QUALITATIVE FEEDBACK

Lack of Structure

"I was taken off orientation early due to short staffing."

"Orientation lacked structure or clear direction."

"No clear goals to accomplish each shift or each week."

Insufficient Orientation Materials

"There were no helpful checklists or unit specific materials."

"It didn’t feel like orientation because it felt like I was just supposed to know. I felt stupid for asking my preceptor any questions."
Inconsistent Preceptor Education

“My preceptor wasn’t the most helpful”

“My preceptor had no idea she was supposed to train me.”

Nurse-Driven Development

• Meetings with peer staff to develop unit specific materials
  – Focus Groups
  – One-on-one information gathering
  – Leadership review and feedback

Nurse-Driven Development

• Education for preceptors
  – Medical Center preceptor workshops catered to psychiatric hospital

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Jennifer K. Barut PhD(c), MSN, RN-BC; Lori Harris, BSN, RN-BC
Manual Development

- Formatted and reviewed with leadership
  - Interdisciplinary input (i.e. ECT specialists, Quality Team, Labor and Delivery, etc)
- Dedicated time allotted with nursing education
- Week-by-week guidelines
- Disclaimer of material subject to change
  - Heavy focus on clinical judgment

Tools for Evaluation

- Self-Assessment Pre-Orientation Questionnaire
- Checklists
  - General Checklist
  - Clinical Checklist
  - Skills Checklist
- Preceptor acknowledgement of skill observation and demonstration

Implementation: Engaging Leadership

- Need for leadership support in piloting
- Brought to Clinical Staff Leader weekly meeting
- Involvement of Staff Scheduler
- Utilized in process of “90 Day Evaluation”
- Shared governance importance
Implementation: Engaging Staff Preceptors

- Leadership role in identifying strong preceptors
- "Preceptor Treasures" course tailored to behavioral health
  - Mindfulness of manual content
- Evaluation tools from course
- Mirrored structure of "Orientation Pathway Template" from VUMC

Post-Implementation Results

- Pre-Post Survey
  - 90 Day Evaluation of Orientation Processes
- 14 questions, combination type
- Questions concerned:
  - orientation time & adequacy
  - perception of preparation & readiness
  - preceptor experience
  - Resources

Demographics

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<tr>
<th>Demographics</th>
<th>Pre-data</th>
<th>Post-data</th>
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<tbody>
<tr>
<td></td>
<td>48 responses</td>
<td>40 responses</td>
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<tr>
<td></td>
<td>58% RN, 42% Support roles</td>
<td>40% RN, 60% Support roles</td>
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<td>All units participated</td>
<td>All units &amp; Admissions participated</td>
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### Availability of Resources
Did you receive materials and/or checklists from your unit to guide your orientation?

**Pre-data**
- Yes: 27.56%
- No: 72.44%

**Post-data**
- Yes: 24.59%
- No: 75.41%

### Preceptor Experience
What was your Experience of an Assigned Preceptor?

**Pre-data**
- Assigned a Preceptor: 35.29%
- Assigned to Shadow: 27.44%
- Not Assigned: 14.96%
- Inconsistently Assigned: 18.21%

**Post-data**
- Assigned a Preceptor: 14.11%
- Assigned to Shadow: 16.84%
- Not Assigned: 26.86%
- Inconsistently Assigned: 32.14%

### Perception of Peers
My Peers were willing to teach.

**Pre-data**
- Strongly Disagree: 2.57%
- Disagree: 11.11%
- Agree: 40.32%
- Strongly Agree: 45.98%

**Post-data**
- Strongly Disagree: 2.68%
- Disagree: 14.03%
- Agree: 53.13%
- Strongly Agree: 30.15%
Ability to Perform Independently

Describe how well orientation prepared you to perform your job independently

<table>
<thead>
<tr>
<th>Pre-data</th>
<th>Post-data</th>
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<tr>
<td>Adequately Prepared</td>
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<tr>
<td>Nearly Adequately Prepared</td>
<td>Nearly Adequately Prepared</td>
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<td>More than Adequately Prepared</td>
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From the Staff...

• “I felt that the orientation process was great. I felt prepared to be independent on the floor and confident to venture off on my own.”
• “The unit orientation manual provided much needed information!”
• “The orientation manual was really helpful in explaining the role that is expected of me on my unit.”
• “I was impressed and comforted by the acceptance and support that I felt from my peers.”

Limitations

• Staff engagement in preceptor training
• Float pool/PRN staff
• Knowledge deficit in new Psychiatric Assessment Services not addressed by manual
• Consistent use of checklists
Overcoming Obstacles

- Initial staff engagement
- Staff nurse(s) time off unit for project
- Incomplete preceptor education
- Staffing challenges related to increased orientation time
- Distinctly different needs in each area
- Turnover

Plans for the future...

- Evaluation data to guide continual manual improvement
- Preceptor education requirement
- Leadership promotion of mutual accountability
- Electronic manual
- Multi-stage roll-out (unit specificity)
- Need in Psychiatric Assessment Services department
  - Collaboration with PAS staff nurses, quality team, leadership

References

- [Photographs of Vanderbilt]. Personal property of VUMC. Retrieved from Vanderbilt Flickr account & VBI Photo Archive.
- Other royalty free images retrieved from https://morguefile.com/search/morguefile