Happily, Ever After in Healthcare: Transforming Onboarding and Orientation with Evidence, Education, Integration and a Touch of Pixie Dust.

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Background

- Advocate Children's Hospital, a non-freestanding hospital with 431 beds, faced challenges in onboarding due to a decentralized model. This led to Registered Nurse (RN) and Nursing Professional Development Specialist/Generalist (NPD) dissatisfaction, inefficiency in the NPD team, high nurse turnover, and low confidence in new pediatric nurses. Literature suggests the Tiered Skills Acquisition Model (TSAM) and Benner's novice-to-expert framework as effective solutions. A new NPD role was established to implement a TSAM-based onboarding and orientation program.

Purpose

- To create a consistent, comprehensive centralized model orientation (CMO) using TSAM to improve new nurse confidence, increase retention and improve NPD job satisfaction.

Methods

- Guided by Benner's novice to expert
  - Start with basic skills and build to advanced
- Competency-based progression
- Phased implementation: Roll out one tier at a time
- Outcome-Oriented
- Implement use of Casey Fink Graduate Nurse Experience Survey as a pre- and post-evaluation
- NPD job satisfaction evaluation pre- and post- TSAM implementation

Results

- RN turnover decreased by 4.5% over two years, surpassing the 3% goal (Fig. 1). NPD job satisfaction rose from 60.7% pre-implementation to 87.4% at 6 months and 89.2% at 18 months post-implementation (Fig. 2 & 3). Pediatric nurse confidence, as per the Casey-Fink Graduate Survey, improved from 59.8 during orientation to 65.3 after six months.
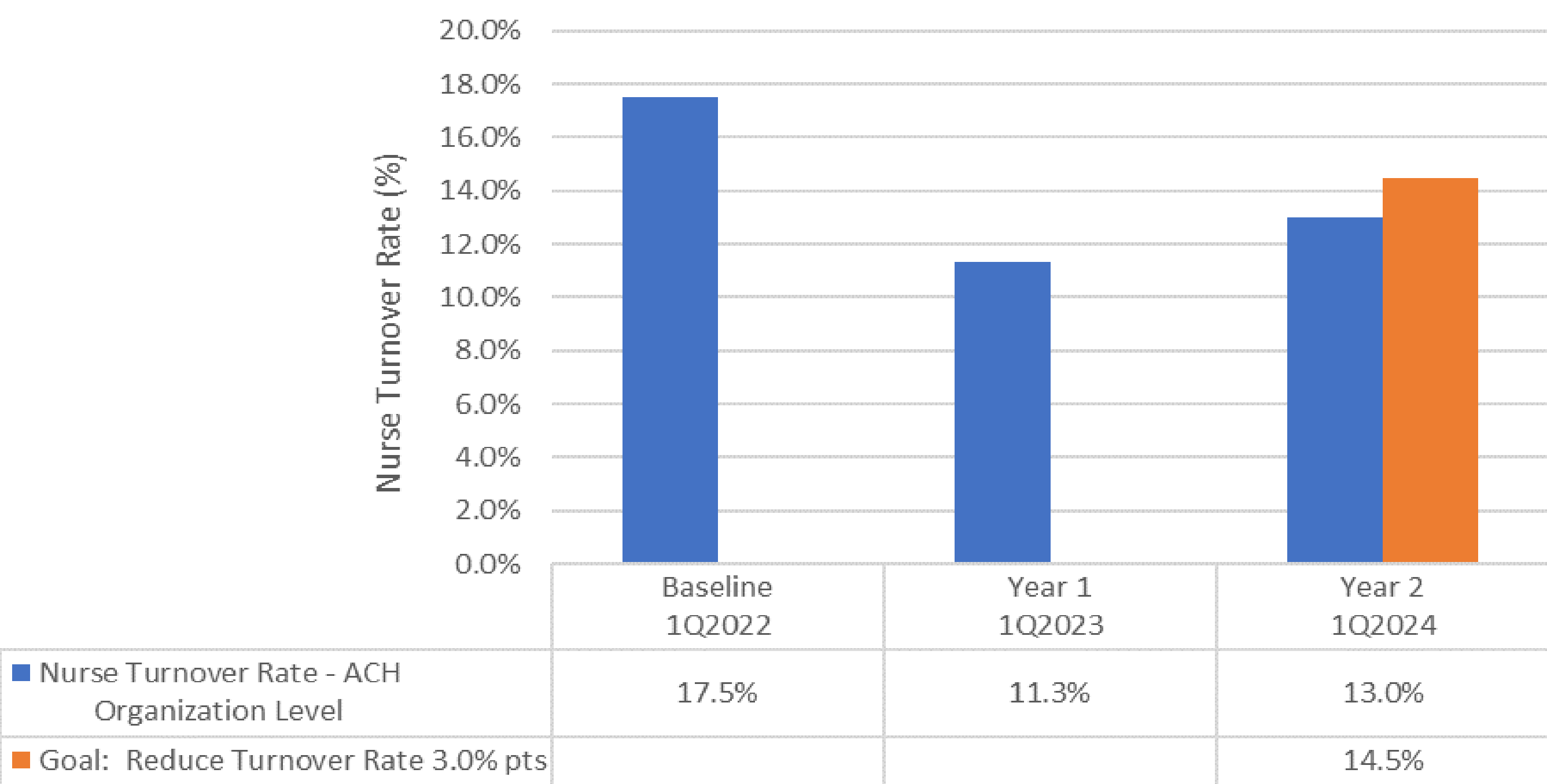
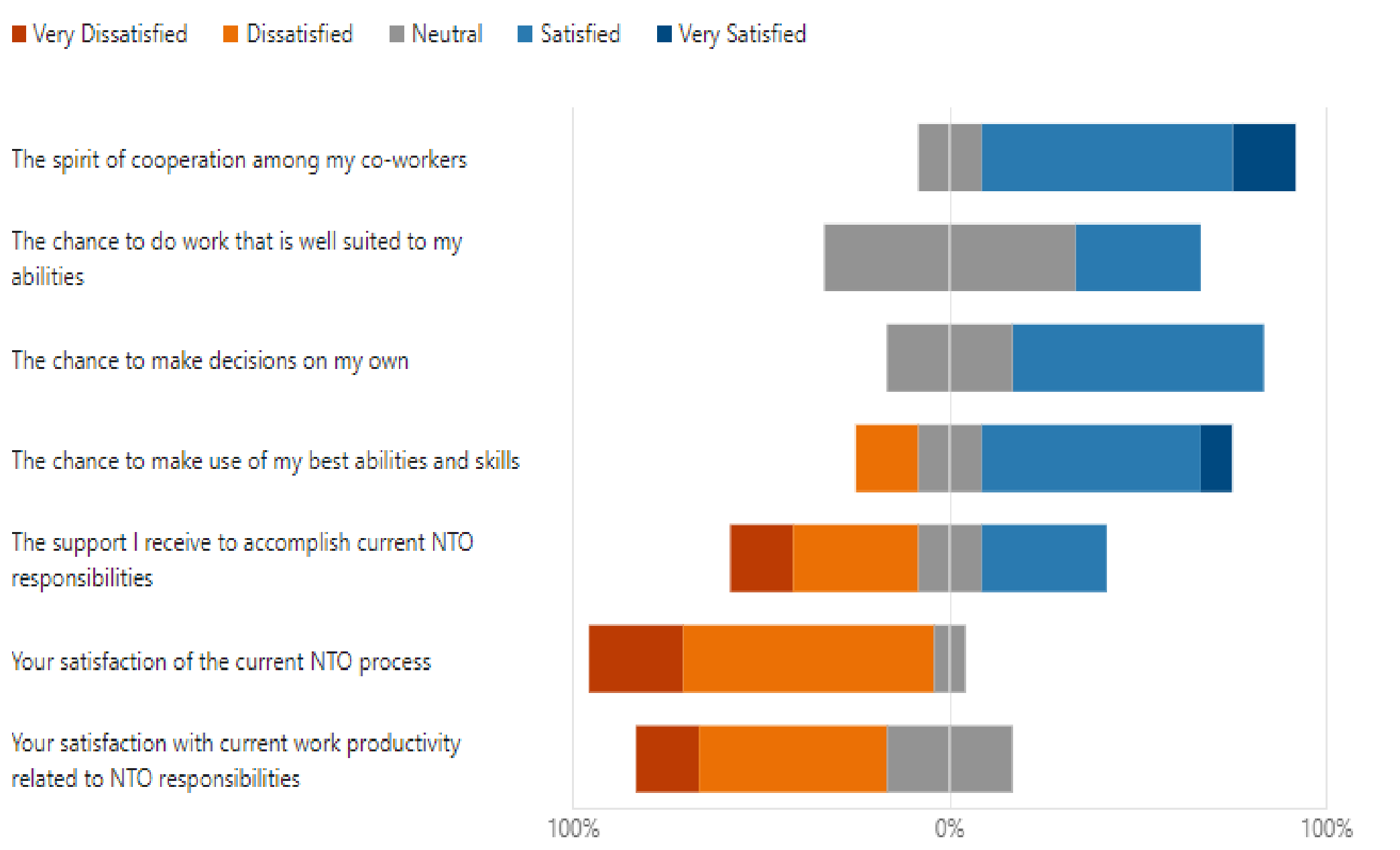**Figure 1**. Nurse Turnover Rate: Targeted Goal for Improvement

	Baseline 1Q2022	Year 1 1Q2023	Year 2 1Q2024
Nurse Turnover Rate - ACH Organization Level	17.5%	11.3%	13.0%
Goal: Reduce Turnover Rate 3.0% pts			14.5%

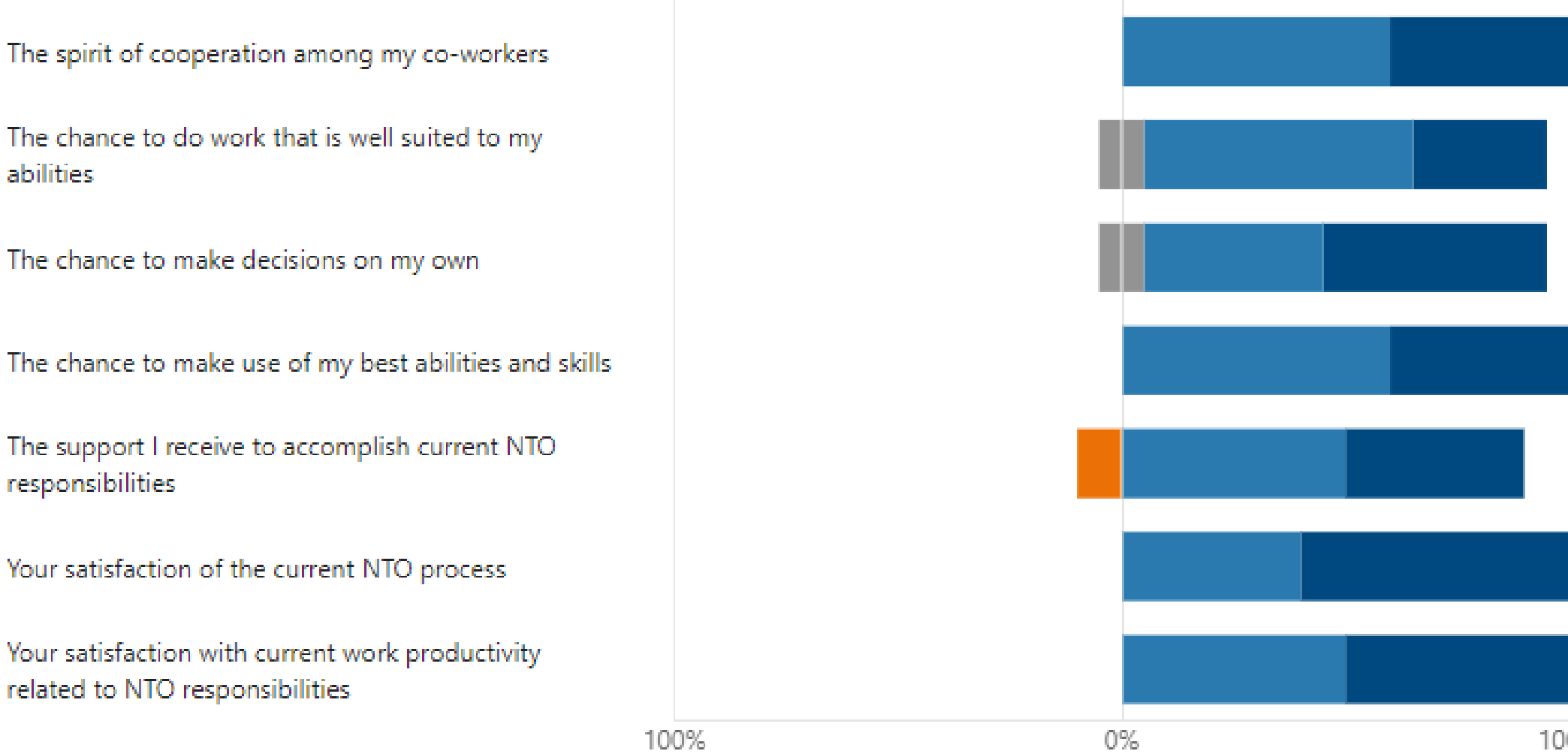**Figure 2.** Pre-Data NPD Job Satisfaction

Figure 3. Post-Data NPD Job Satisfaction

Conclusions

- Well-crafted TSAM programs foster new pediatric RN success by creating a sense of value and support, enhancing NPD job satisfaction. The CMO ensures standardized and consistent onboarding, though its implementation is limited to a single children's hospital.

Implications for Practice

- Engagement and rapport-building with new hires are crucial. Implementing a TSAM CMO requires ongoing evaluation and adjustment. Future goals include expanding the program with gamification and virtual reality along with coordinating with unit NPDs to schedule all new RN educational classes.

Acknowledgements

- Special thanks to my CNO, director team and education committee for supporting this initiative.

References

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