

Transition to Practice

Evidence Based Process Improvement

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Purpose

- Describe our journey as we re-envisioned orientation of new nurses at St. James Healthcare

Special Thanks



- Kendra Brown, BSN
- Staff RN, St. James Healthcare
 - DNP Student, Montana State University

Before the Beginning

- In 2014, orientation stakeholders readily acknowledged that the hospital's current process was not accomplishing its intended goal of preparing new RNs for autonomous practice on two busy medical-surgical units

The Beginning

- Also in 2014 a Clinical Nurse Leader position was introduced at St. James Healthcare
 - One of the first priorities was to examine the current nursing orientation program and make improvements if needed
 - Spoiler alert....improvements were needed 😊
- Partnered with Moe Brophy from Montana Tech
- Kendra discovered we were working on orientation revision
 - It just happened to match her graduate project so she joined the team

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The Temptation of Easy Solutions

- Initial thoughts—we can do this fairly easily
 - Lots of knowledge and prior experience
 - Excellent resources in the literature
 - “We know best”
- But wait a second
 - Literature about lasting change clearly indicates that the approach should be bottom-up not top-down
- Best strategy—assess current state from the viewpoint of those who are actually involved in unit-based orientation of new nurses

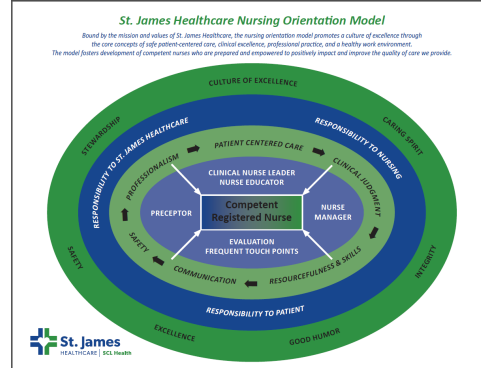
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Assessing the Current State

- By the end of 2014 the team had created and presented a comprehensive plan to “re-envision” orientation of newly hired nurses

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Our Conceptual Framework



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Assessing the Current State

- At the time of the presentation, the plan was to develop an assessment tool to gather data from only the newly hired nurses
- But wait a second...
 - What about the preceptors? Of course they needed to be included in the assessment

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The Temptation of Easy Solutions

- Let's use the informal feedback we had previously received from orientees and preceptors
 - Recognized those interactions were neither inclusive nor likely to be completely accurate
- Ok, how about a survey?
 - We couldn't come up with a survey design that would capture the richness and depth of the nurses' perceptions
- Hmmmm...what to do, what to do??

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It Eventually Dawned on Us

- The only way to get the level of information we desired was to look at it from a qualitative research perspective
 - What was the lived experience of those who were preceptors and new nurses?

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Oh Boy...Now What?

- Obviously we'd need to ask the nurses specific questions, receive responses, and derive meaning from the responses
- We concluded there was no easy way to do it
 - The process would be far more complex than we initially anticipated
 - We realized we were looking at a large scale project and decided we wanted to treat it as if it we were conducting research

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Then Came the Obvious Question

- If we are looking at this as if it is a research project, why don't we do actual research?
- The answer was not easy
 - Original nursing research had never been conducted at St. James
 - Even though we knew about nursing research, we had never participated in a study of this nature
- In typical Butte fashion (we are the Can Do City after all), we decided to just do it!

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The Research Process

THANK YOU Sandy Kuntz

- Recruited volunteers (new nurses and preceptors)
- Moe conducted anonymous, semi-structured interviews
- Interviews were blinded and transcribed, then independently analyzed
- Theme convergence was accomplished
- Outside assessment of themes was conducted

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The Results

- Four Preceptor Themes Emerged
 - Preceptors were enthusiastic about working with new nurses
 - There was a lack of training, resources, and support
 - There was a lack of communication about many aspects of the orientation process
 - There was a lack of program methodology/benchmarks
- Interestingly, analysis of the new nurse interviews did not reveal consistent themes related to orientation
 - Great examples of novice nurse thinking/actions

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What We Did About Areas of Opportunity

First —Lack of training

- Encouraged our preceptors to complete the "gold standard" preparation
 - Montana APIN Preceptor Course
- For those who were unable to complete the APIN class, we created an 8 hour preceptor training class
 - Six completed the APIN program
 - Eleven have completed our class

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What We Did About Areas of Opportunity

Second—Lack of Communication

- Established an effective communication process for schedulers and nursing supervisors to assure new nurses' orientation was not disrupted
- Initiated early inquiry about preceptors' interest in working with a new nurse
 - Still working on meeting each other before first day

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What We Did About Areas of Opportunity

Third—Lack of Program Methodology

- Created a structured, systematic process that provides progression activities and benchmarks
- Completed revised the "Weekly Conference Tool" to provide more information about progression toward independent practice

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End of This Chapter, Part One

- From the participants' viewpoints the program has dramatically improved
 - The process makes more sense and is easier to follow
 - They are completing the forms!
- New nurses have made very successful transitions to independent practice
 - No "backtracking"

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End of This Chapter, Part Two

- From our viewpoint the journey has given us great deal of satisfaction and also provided opportunity for professional growth
 - We presented a poster at the 2016 American Nurses Association annual conference
 - We wrote an article about our experiences as novice researchers that has been accepted for publication

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The Next Chapter

- While the preceptor based orientation program is much, much improved, we know it could be better
 - Formal evaluation of the program is needed
 - We already know there will be revisions but need to gather valid information to guide changes
 - Continual follow-up, support, and education has been challenging
 - Lack of resources & competing demands
 - We have a cohort coming!

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If you are interested...

- We are happy to share any of our tools or provide any other information about our re-envisioning project!

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Thank you!

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