



**SE7: The organization facilitates the effective transition of registered nurses and advanced-practice registered nurses into the work environment. Choose two of the 4 below:**

Provide one example, with supporting evidence, of how the organization facilitates effective transition of new graduate nurses into the nurse practice environment. Describe how the transition process is evaluated for effectiveness.

**And**

Provide one example, with supporting evidence, of how the organization facilitates effective transition of newly hired experienced nurses into the nurse practice environment. Describe how the transition process is evaluated for effectiveness.

**Example 1:** Transition of new graduate nurses into the nurse practice environment and a description of how the transition process is evaluated for effectiveness: UHC Nurse Residency Program

UVA Health System provides an evidence-based curriculum for new graduate RNs via our University Health System Consortium/American Association of Colleges of Nursing (UHC/AACN) Nurse Residency Program (NRP). Upon successful completion of NRP, three academic credits are earned through the University of Virginia (UVA) School of Continuing and Professional Studies.

The NRP curriculum emphasizes patient outcomes, leadership and the professional RN role by supporting the transition from student nurse to professional nurse with an emphasis on developing critical-thinking skills through reflection and interaction with supportive colleagues.

The nurse residents participate in classes that are conducted once a month for 12 months in four-hour blocks. New graduate nurses are grouped in cohorts according to their hire date and sometimes by unit or specialty area. [Exhibit SE7.a](#) is an [Agenda for the NRP Class Number 1](#).

Curriculum topics include:

- RN delegation
- Standardized handoff of care communication and shift report
- Evidence-based skin care
- Managing the changing patient condition
- Medication safety
- Pain management
- Nurse-sensitive indicator and National Patient Safety goals at UHAHS



- Cultural competence in the nursing care environment
- Stress management and self-care for the new graduate RN
- Genetics and genomics in Acute Care nursing practice
- Ethics and nursing practice
- Evidence-based nursing practice
- End-of-life care
- Organ donation
- Nurse-sensitive patient outcomes including diabetes education and geriatric-related nursing care
- Generational competency

All of the NRP content is taught by expert nurses from UVA Health System and the UVA School of Nursing. A registered pharmacist assists in teaching medication safety. This commitment of time by our internal experts demonstrates an investment in the success of the new graduate nurse.

Nurse residents are not counted in staffing numbers while in orientation to provide adequate learning and transition into the practice environment. NRP cohorts remain together for 12 months. This 12-month period has been found to promote and facilitate assimilation to and socialization in the new graduate nurse role through communication and reflection with their peers and role-modeling by seasoned nurses. [Exhibit SE7.b](#) is an example of the preceptor/orientee documentation that began in February 2014. ([Exhibit SE7.b: 4W RN Orientation Evaluation](#))

NRP culminates with an evidence-based practice (EBP) project and clinical advancement to RN Clinician II. The EBP project requires the new graduate nurse to investigate opportunities for improvement within their unit, related to:

- Nursing practice and/or process
- Communication
- Patient safety
- Quality concerns

Once a project is identified, the new grad may collaborate with other unit staff to navigate the EBP framework. The new graduate nurse presents the project to unit staff via in-service, poster or other form of communication that purposefully contributes to role transition and socialization. An example of an EBP project completed in the Emergency Department (ED) is seen in [Exhibit SE7.c: Backboard Removal Poster](#). This poster was presented at the 2013 PNSO Evidence-Based Practice Symposium and is also being presented at the 2014 UHC/AACN NRP national conference and the 2014 Emergency Nurses Association annual conference. This new practice was implemented in the ED on March 31, 2013.



In addition to the NRP, several nursing units contribute to the new graduate transition to practice through unit-specific support groups. All units utilize preceptors who have successfully completed the Preceptors Essentials class, which includes a focus on new graduate nurse characteristics, needs, socialization and recommendations for unit orientation activities and methods. All new graduate nurses attend the general new hire nurse orientation and unit-specific orientation.

### **Evaluation of the Nurse Residency Program:**

UHC/AACN NRP metrics are collected via surveys available through the UHC/NRP website at zero, six and 12 months of employment. These surveys measure:

- New graduate nurse confidence
- Competence
- Socialization to role
- Perceptions of support in the work environment
- Preceptor effectiveness
- Factors impacting transition to professional role
- Feelings of control over their nursing practice
- Overall satisfaction with the NRP

[Exhibit SE7.d](#) is a report on the results of surveys collected from new graduates hired between April 1, 2013, and July 10, 2014. ([Exhibit SE7.d: UHC NRP Survey Evaluation](#))

Results are compared to like organizations. An analysis of our 2013 results show:

- UVA new graduate nurses ranked feelings of control over their nursing practice significantly higher than peers at like medical centers ( $p < .05$ ).
- The 2012 UVA 12-month retention rate for new graduate nurses = 96%.
- The 2013 UVA 12-month retention rate for new graduate nurses = 94%.
- UVA NRP new graduate nurses perceive their transition to professional practice and satisfaction with work environment to be at the same level as other like UHC institutions across the U.S.

In addition, discussion and careful review of the results occurs within the NRP Advisory Group. This group comprises the members outlined in Table 1 and meets quarterly to discuss concerns/changes and approve updates based on survey results of program. See [Exhibit SE7.e: CY2013 RN Turnover Statistics](#) for an example of material that the NRP Advisory Group reviews.



## Participants:

**SE7 Table 1. Nursing Residency Program Advisory Group Members**

<b>Name</b>	<b>Discipline</b>	<b>Title</b>	<b>Department</b>
Lorna Facteau	Nursing	CNO	Patient Care Services
Karen Rose	Nursing	Assistant Dean for Innovation, and Director of Baccalaureate Programs	UVA School of Nursing
Dorrie Fontaine	Nursing	Dean	UVA School of Nursing
Susan Galloway	Nursing	Director	Nursing Education Services
Linda Peffley-Firer	Nursing	Nurse Residency Coordinator	Nursing Education Services
Andrea Caulfield	Nursing	Director, Nursing Critical Care & Inpatient Heart	Patient Care Services
Joel Anderson	Nursing	Director, Nursing Medical-Surgical Care	Patient Care Services
Karin League	Nursing	Associate Chief, Children's Hospital and Women's Services	Children's Hospital and Women's Services
Tom Remy	Nursing	Director	Operating Room
Patricia Higgins	Nursing	Director	Emergency Department
Gretchen Kauffman	Human Resources	Manager of Recruitment and Retention	Human Resources

**Example 2:** Effective transition of newly hired experienced nurses into the nurse practice environment: Onboarding Essentials

The effective transition of the experienced nurse into the work environment at UVA begins with identifying the best candidate for both the job and the specific nursing environment. This onboarding process begins as soon as a vacancy occurs.



UVA believes that perception of the organization and the nursing unit/department, the manner in which interviews are conducted, and the processes for selecting candidates are all critical elements in hiring the best candidate for vacant positions and ensuring an effective transition.

Our onboarding process has two major stages, Hire for Fit and Welcome & Assimilate. Careful consideration given during the Hire for Fit stage helps ensure that we hire nurses who not only support the mission, vision and values of UVA Health System but also help us achieve top performance. The Welcome & Assimilate stage is a personalized approach to help every new nurse feel welcomed, informed and included as a member of the UVA team. Satisfied, informed nurses are not only more likely to stay at UVA but are also better able to provide top-quality care to patients.

Leaders are provided with a robust set of tools to facilitate movement through both stages, ensuring the right candidates are hired and new nurses have the information, access, tools and other resources they need to effectively carry out their duties. Purposeful action on behalf of the manager also helps to improve the level of teamwork and engagement throughout the department. [Exhibit SE7.f: Onboarding Best Practices Guide from HRCOD 2008](#) shows a high-level overview of the best practices used in onboarding.

In order to participate in the interview process, all hiring managers, designees and peer interviewers must complete Equal Opportunity Program's University Staff Hiring Official Training biannually to comply with UVA's recruitment and hiring procedures and meet the basic components of our legal obligations as an equal opportunity and affirmative action employer.

The following provides descriptions of the elements and tools included in the onboarding program.

### **Hire for Fit – UVA Health System Hiring Process**

Research has shown that over 70% of hospital new-hire turnover occurs as a result of poor fit, not technical ability. In order to identify the best fit for each department, a number of techniques and resources are employed in a process called Hire for Fit:

- **Applicant Assessment Tool for Managers:**  
A pre-employment assessment that identifies the best candidates in terms of customer service, retention and job performance.
- **Behavioral-Based Interviewing:**  
Past experiences and behaviors are the best predictor of future performance. Behavioral-based interviewing helps uncover specific examples of how a candidate has performed in similar situations in the past. Managers are also given access to a repository of behavioral-based interview questions, organized by competency.



- **UVA Health System Expectations Agreement:**  
This document details UVA Health System's mission, vision and specific behaviors that demonstrate our R.I.S.E. values. It serves to guide discussions and gain commitment during the one-on-one meetings with potential new hires.
- **Peer Interviewing:**  
Including members of the work group in the hiring process (peer interviewing) helps to increase buy-in from the existing employees and gain support for the new nurse. It is best practice to conduct peer interviews for all positions. Peer interviewers are made aware of the role they are to play in the onboarding process and are given detailed explanations of each step in the peer interviewing process. In addition, managers are given a peer-interview checklist and a decision matrix to prepare for, record and document the interview. ([Exhibit SE7.g: Training PPT for Peer Interviewers](#))
- **Job Shadowing:**  
Job shadowing allows a prospective employee the chance to observe and ask questions about the job before a formal offer is made. This provides the candidate with an opportunity to see firsthand what the position really entails, and it gives the team a chance to see how the candidate reacts in the environment. Candidates are given a detailed explanation of each step in the job-shadowing process and must complete a job-shadow agreement, which is saved as part of the interview documentation. Managers are given a job-shadow checklist to help in preparation and an observation form for recording and documenting the areas, skills and questions discussed with the candidate during the job shadow.

Improved hiring processes increase collaboration between the hiring manager, the recruitment team and the potential new hire during the selection process.

### **Welcome & Assimilate**

Once the selection has been made but before a new nurse arrives, a plan is made so the new nurse can transition into the department quickly and effectively. The manager is given a pre-hire checklist, recommending tasks to complete in preparation for the new nurse's arrival, as well as other guides to assist them and ensure they are covering the right information at the right time. Scripted questions help glean information about the employee's onboarding experience. This process helps establish relationships and build them on a foundation of trust.

- **Nurse Manager Orientation Checkpoints:**  
These occur at the end of the first clinical week of employment and at the end of the first month, third month, fourth month and sixth month. Managers are given a list of



clinically related discussion items and expectations to review with the orientee. [Exhibit SE7.h](#) is an example of a completed Manager Orientation packet completed for a nurse hired on August 5, 2013. ([Exhibit SE7.h: Manager Orientation Checkpoint Packet Completed](#))

- **New Employee Profile:**  
To help identify and assimilate employees, each nurse completes an employee profile. The employee Nurprofile is an electronic survey provided as part of the Enwisen onboarding process that asks for additional insight about the career goals and preferences of a new nurse. The candidate completes the survey during the Hire for Fit stage and the information is sent directly to the hiring manager prior to the official start date. This profile helps the department establish early connections with the new nurse and gain a better understanding of the new nurse's preferences, interests and career goals. [Exhibit SE7.i](#) is an example of a completed new-employee profile completed by a nurse hired on August 5, 2013. ([Exhibit SE7.i: New Employee Profile Experienced RN Completed](#))
- **Special ID Badge Holder:**  
New nurses wear a special ID badge holder, given to them at new-employee orientation, during their first six months on the job, so existing employees can identify them and welcome them to the organization.
- **Welcome Events:**  
Welcome events demonstrate appreciation for and commitment to the new nurse. Welcome events also help to promote inclusiveness and excitement among the team. Managers conduct a welcome event one to two weeks after new employees arrive. An overview document provides a list of suggestions for welcoming a new nurse into the department. There is not a prescribed formula on how to conduct a welcome event; creativity is encouraged.
- **Nursing Clinical Onboarding (NCO):**  
This is mandatory for all new RN employees to attend four to six weeks after their hire date. The NCO program occurs on the third Friday of every month from 8:30-4:00. [Exhibit SE7.j: 110513 NCO Agenda and Topic Descriptions](#).
- **Buddy Program:**  
In month three, each new nurse is assigned a "buddy" – someone other than their preceptor, a peer who can answer questions about the work environment, culture and resources, and serve as a friend. This helps the new nurse integrate into the department. Both parties are given a detailed overview of the buddy program and



the expectations for it, as well as a buddy checklist, a list of recommended activities to help the buddy orient and welcome the new hire.

There is also a repository of resources to help welcome and guide a new employee. Samples and templates are provided for most documents, as a convenience to the hiring department. The documents can be modified so that the information is specific and relevant to the individual department. These documents include:

- Welcome letter template
- UVA Health System expectations agreement
- Department overview template
- Weekly schedule template, to outline the employee's schedule during the first few weeks
- Clairvia Quick Reference Guide for making requests in the automated scheduling system
- Department directory template
- Using Learning Management System (LMS/NetLearning), a step-by-step guide
- Clocking instructions
- PTO request form – sample form for nurses to request leave
- Department tour templates, for conducting guided or independent tours of the department and pertinent areas within the Medical Center.
- 50 Things to Enjoy in Charlottesville, an overview of the unique events and activities available in the Charlottesville area

New nurses are vital in helping organizations achieve goals, represent values and move the organization forward. Continued onboarding through the first year leads to this success. To ensure new nurses are fitting in well and contributing to the success of UVA Health System, they are given the opportunity to ask questions and provide feedback on their experience. This feedback will help the nurses feel invested in their position and help to improve the department's onboarding practices. The ultimate failure of any onboarding program is turnover within the first year.

At the end of the first year of employment, managers are given the Year One Meeting Guide, a recommended list of items to cover and specific questions to ask the employee during the sixth and final one-on-one meeting. In addition, opportunities are provided for the new nurses to provide confidential feedback to ensure the onboarding program is meeting the needs of our new nurses; two confidential surveys are deployed to solicit feedback about their experience. This information is shared with UVA Health System nursing leadership to ensure accountability and to assist managers in improving their onboarding processes.