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Project #63: Supporting New Nurses Transition to Practice

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Aim

Problem Statement: Henry Ford Wyandotte Hospital (HFWH) 2022 annualized 1st year Nurse Resident (NR) turnover data was the highest amongst all Henry Ford Health hospitals. The results illuminated the need for priority focus and intervention.

An overwhelming amount of literature indicates that lack of an effective transition to practice program for graduate nurses in a hospital setting can lead to issues such as:

- **Inadequate Skill Development**
- **Increased Stress and Burnout**
- **Patient Safety Concerns**
- **Communication Breakdowns**
- **Retention Challenges**
- **Negative Impact on Organizational Reputation**

Improvement (Goal) Statement: To convene a multidisciplinary group of key stakeholders within HFWH and throughout Henry Ford Health to participate in an in-depth assessment and review of the current HFWH Nurse Residency program and alignment with Vizient® program best practice recommendations and anticipated outcomes.

The Institute of Medicine recommends a transition-to-practice program to support graduate nurses during their first year of practice and ongoing evaluation of the program.

Plan

- Convened a multidisciplinary team comprised of system and local key stakeholders to complete an assessment of the current Nurse Residency program and alignment with Vizient® program best practice recommendations
- Completed a literature review for evidenced based practice recommendations independent of Vizient®
- Reviewed Vizient's® program and recommendations for program structure and recommendations for curriculum to determine improvement opportunities which may positively impact nurse resident perceived satisfaction and value of the program
- Reviewed turnover data
- Scheduled stakeholder meetings

Do

- Reviewed and revised Nurse Resident (NR) onboarding workflow and information flyers
- Developed and implemented standardized talking points for recruitment
- Participants of the NR program can be in the job title NR or Registered Nurse (RN)
- Reviewed NR job description which defines NR as a nurse that has not taken their RN licensure exam and modified talent acquisition process to ensure appropriate assignment of job title
- Refined process for updating NR job title to RN upon obtainment of RN license
- Reviewed Nurse Leader workflow & determined Nurse Leader education plan
- Nurse Residency Coordinator (NRC) provided NR program education to all nurse leaders
- Added NRC meeting as part of new leader onboarding & orientation
- Discussed best practices highlighted in literature review
- Compared HFWH nurse residency program curriculum to Vizient/AACN® residency program recommended curriculum
- Determined desired topics to incorporate in program from NR survey results in alignment with Vizient/AACN® curriculum
- Reviewed seminar evaluations for process improvement opportunities
- Tracked retention data

Check

- Meetings completed every two weeks to review current state and monitor ideal future state
- Used process maps to outline current and future states
- Team members were assigned tasks accountable for implementing with target dates for completion
- Progress was tracked at regular scheduled meetings and an on-going basis
- HFWH NR annual turnover improved from 35% in 2022 to 24.3% in 2023
- NR survey results showed improved satisfaction with curriculum content, class structure and focused reflections
- Ongoing monitoring occurs at the hospitals local and system recruitment and retention committee to track sustainability of improvements

Act

- NR program assessment results were shared amongst key stakeholders within HFWH and across Henry Ford Health
- NR program is a standing agenda item on the local and system recruitment and retention committees
- Developing a NR Advisory Council that will include a patient or family member

Nurse Residency Program (NRP)Workflows

Figure 1: Onboarding Workflow

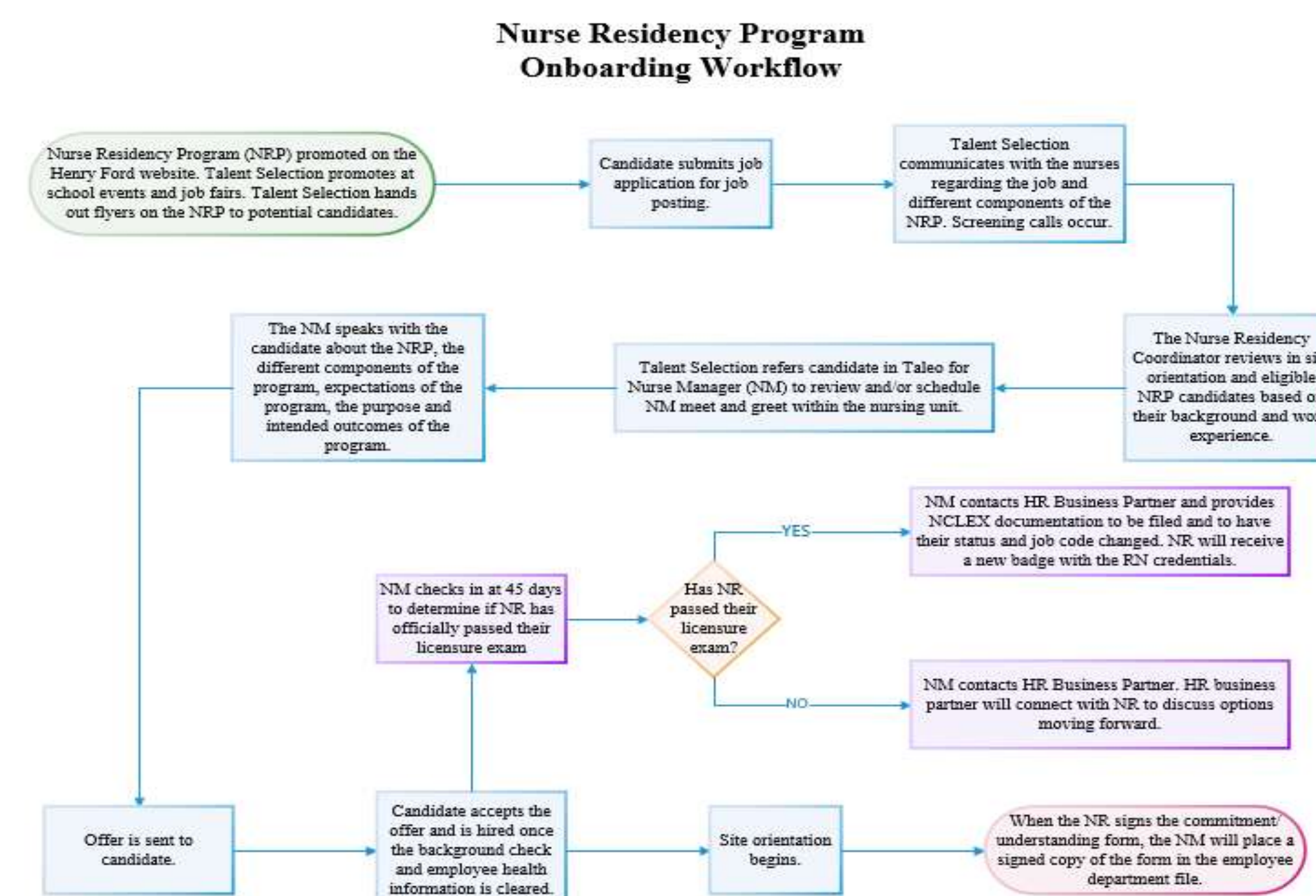
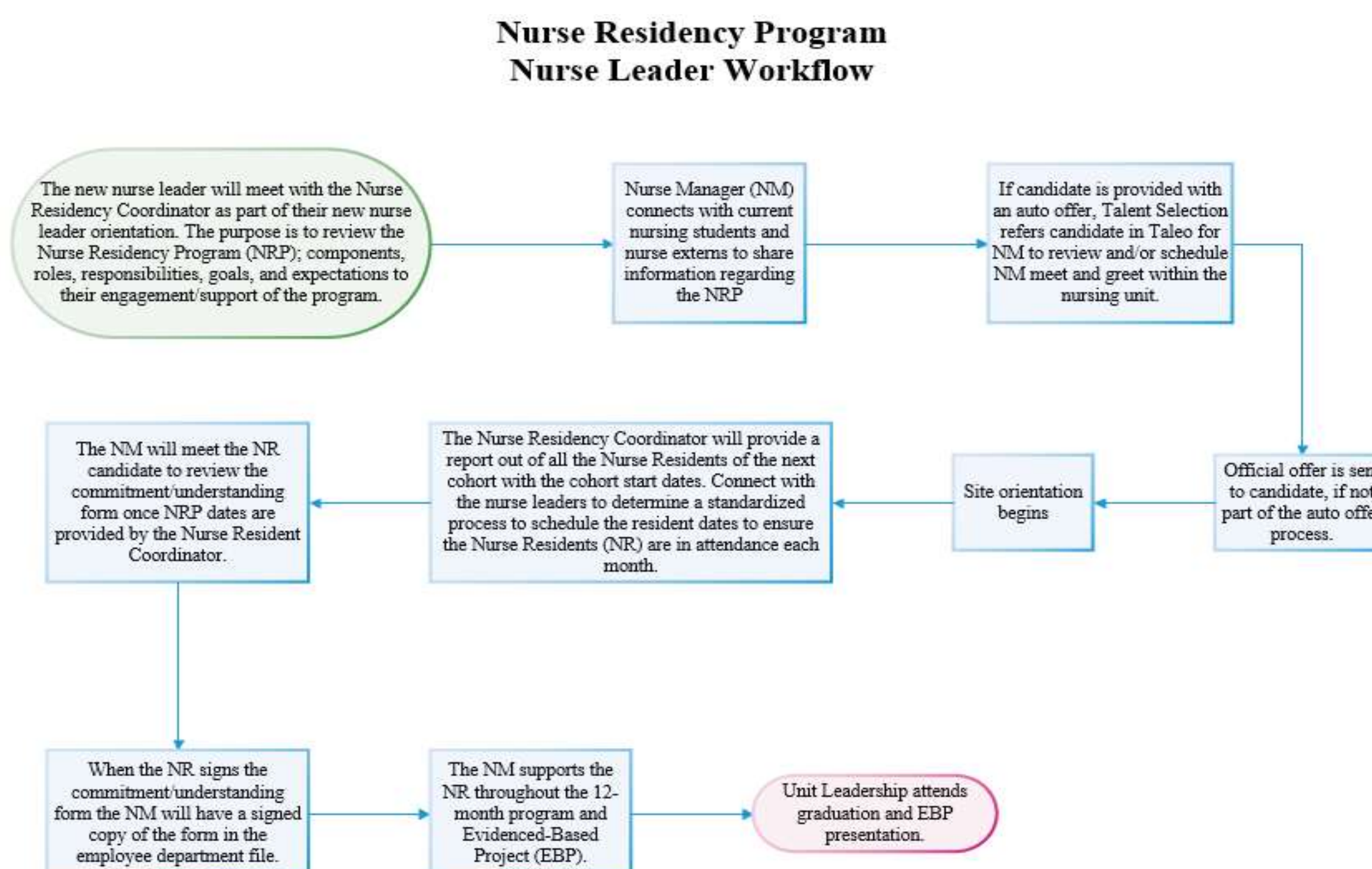
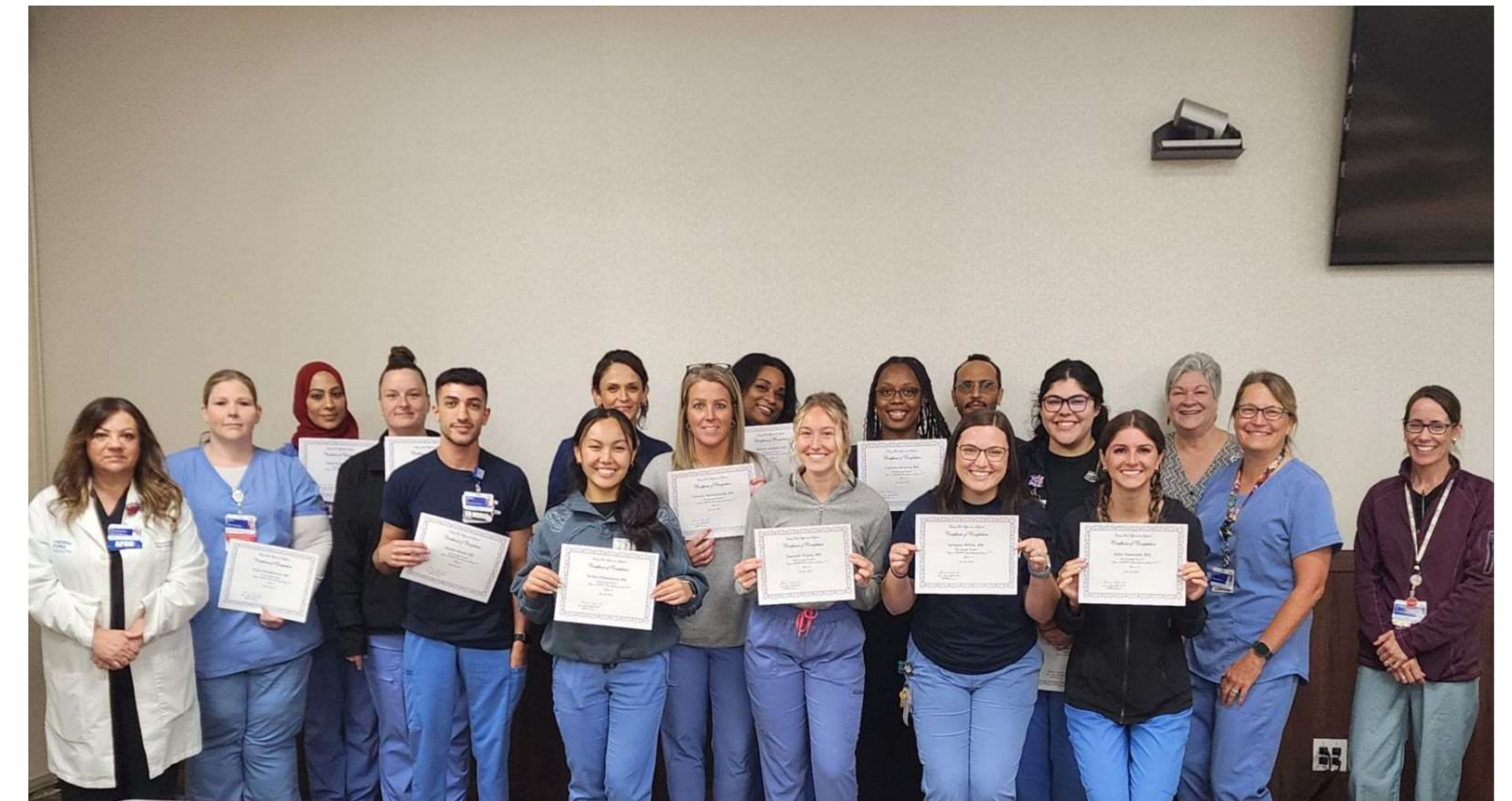
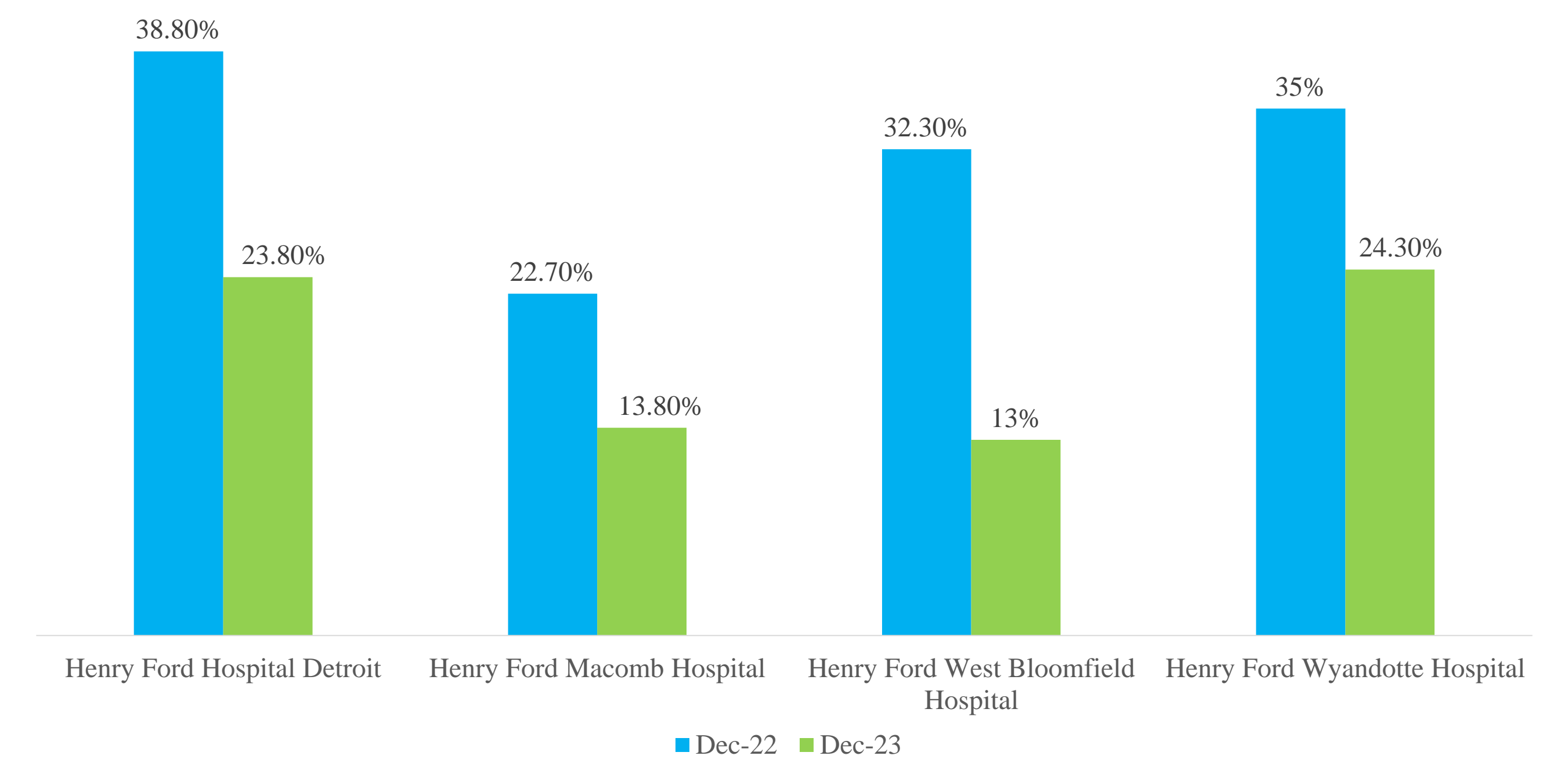


Figure 2: Nurse Leader Workflow



Nurse Resident First Year Turnover



PDCA & Lessons Learned

Effective mentorship, structured orientation programs, ongoing professional development, and a supportive work environment are valuable interventions for developing and sustaining a successful transition to practice graduate nurse residency program.

Convening a diverse team brought varied perspectives, experiences, and insights, fostering creativity and innovation. This diversity enhanced problem-solving, ensured inclusivity in program improvements, and promoted a more comprehensive understanding of the unique needs of transitioning graduate nurses in their first year of practice.

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