Beyond the New Grad...
Keeping the Best at the Bedside

Annette Imprescia RN, BSN, CCRN
Staff Nurse Level III
Clinical Educator
Cardiac Intensive Care Unit
Boston Children’s Hospital
Outline

• Hiring the new grad
• Challenges: short and long term
• Retaining and engaging staff over the experience continuum
My Story...

• June, 1988: 1st new grad hired on P6
  – My DREAM job!!
  – What was Patty thinking???

• Staff perception of new graduate nurses
  – This is no place for a new grad
My Story...

• Challenges
  - So much to learn
  - Working with highly regarded surgeons and cardiologists
  - Generational differences
  - Loss of a baby

• Why I stayed...
Why Is It Important?
Units with a higher proportion of nurses with more than 2 years of experience had lower mortality rates.

Units with a higher proportion of nurses with a Bachelor of Science degree or higher had a lower odds of complication.
Challenges: Short Term

Challenge Number One

– Hiring the right fit!
Lived Experience of New Graduate Nurses Working in an Acute Care Setting

- Nursing school provided basic knowledge
  - Did not prepare them to function effectively
  - Did not adequately prepare them for their current roles and responsibilities

- Lacked practical skills to complete their assignment
  - Lacked preparation in time management, prioritization, accessing resources

- Environment
  - Fast paced
  - Emotionally exhausted

Challenges: Short Term

Challenge Number Two

- Creating a structured orientation program
  - Classroom content
  - Competency based
  - Clinical preceptors
  - Simulation curriculum
CICU Nursing Simulation Curriculum

1. Airway management and extubation with endotracheal tube suctioning skills session
2. Airway management and elective intubation
3. Pulmonary hypertensive crisis
4. “Taking back a case”
5. Arrhythmia interpretation and defibrillator skills session
6. LA line removal/cardiac tamponade “Roles in a Code”
7. Synthesis: HLHS s/p Norwood Stage I with shunt thrombosis
Meeting the Needs of Graduate Nurses in Critical Care Orientation

- Content presented from basic to advanced
- Attention made to clinical assignments
- 5 Stages to orientation
- Preceptor training
- Patient assignments
- Timed meetings

Nurse Residency Programs

• Created to support the new graduate nurse
  – First year turnover rates for new graduate nurses 35-61% demonstrating challenges transitioning from school to clinical practice
• Address clinical judgment & decision making, leadership, professional commitment
• Structured meetings and educational sessions
“Nurse Residency Program: A Solution to Introduce New Grads into Critical Care More Safely While Improving Accessibility to Services”

• Structured 1 year nurse residency program

• Findings
  – Recruitment increased by 46%
  – Retention rate rose to 71% (26% increase)
  – 50% increase in access to critical care
  – Increases safe quality critical care
  – Financially responsible

BCH CICU Nurse Residency Professional Mentorship Program

• Nurse residency program designed to support the nurse in transitioning in the professional environment from new graduate nurse to independent practitioner
  - Communication
  - Conflict resolution
  - Problem solving
  - Advocacy
  - Delegation
  - Collaboration
  - Advancing clinical practice
  - Leadership

• Expanded to every new nurse in CICU regardless of experience
Timeline for Success!

Cardiovascular Intensive Care Unit
Professional Development Opportunities Timeline

Year 1
- Orientation
- Post-Orientation Conference Day
- IV Workshop
- Pediatric Advanced Life Support (PALS)
- Program to Enhance Relational and Communication Skills (PERCS)

Year 2
- Preceptor Workshop
- Crisis Resource Management (CRM)
- Staff Nurse II Workshop

Year 3...4...5......
- Charge Nurse Workshop
- Critical Care Nurse Certification (CCRN)
- Staff Nurse III Workshop

Boston Children’s Hospital
Until every child is well
Challenges: Long Term

Challenge Number Three
- Retaining the nurses you have trained
Identifying the key predictors for retention in critical care nurses

Jo-Ann V. Sawatzky, Carol L. Enns & Carol Legare

Accepted for publication 29 April 2015

Why is this research needed?

- The availability of critical nurses is threatened by a changing demographical and the physical and emotional stressors associated with this work environment
- There has been a lack of research that has examined influencing (organizational, personal) and intermediary (job satisfaction, professional quality of life, engagement and caring) factors in this population.

What are the key findings?

- While several organizational factors influence intent to leave, control/responsibility appears to be a central influencing factor in predicting nurse retention in critical care.
- The intermediary factors of job satisfaction, engagement, compassion satisfaction and burnout are convincing predictors of intent to leave critical care and nursing overall.

How should the findings be used to influence policy/practice/research/education?

- Nursing leaders should develop retention strategies that include addressing management issues, ongoing professional development and organizational structures to empower critical care nurses.
- The findings support the use of a novel framework: the Conceptual Framework for Predicting Nurse Retention, as the theoretical basis for future research.
Engaging and Retaining Nurses Over Time

• Decreased overtime
  – Mandatory overtime and on-call requirements are major sources of dissatisfaction

• Practice shared governance
  – Lack of empowerment leads to disengagement

• Implement data-driven staffing
  – Attention to skill mix ratios

• Develop quality of life initiatives
  – Support for programs such as yoga, mediation, gym
American Association of Critical-Care Nurses: Framework for the “Health” of the Work Environment
Empowering Nurses to Engage in Research

Nurse Scientists

Jean Connor PhD, RN, CPNP

Michele DeGrazia PhD, RN, NNP-BC, FAAN

Martha A.Q. Curley PhD, RN, FAAN

Sandra Mott PhD, CPN, RN-BC
Dissemination
BCH CICU: Quality of Life Initiatives

- Community outreach committee
- Sunshine fund
  - Donations pooled to send cards, flowers when staff are in need of support
- Positivity committee
  - Monthly mingle
Conclusions

• Retention often starts upon hiring the new graduate nurse...

• Three keys strategies for keeping the best at the bedside
  1. Thoughtfully hire the “right fit”
  2. Provide structure and committed resources
  3. Promote retention strategies both short and long term
Special Thanks to Patty Hickey
Thank You