



# Welcome Aboard!

## An Innovative Approach to Structured Onboarding Orientation for Nurses

### Donna Owens, BSN, RN, PCCN



### Burning Clinical Question

Will implementing a structured onboarding process improve the effectiveness of the units orientation process, staff satisfaction and retention?

### Background/Triggers

- Our department struggled with employee satisfaction and retention of new hired nurses, particularly new graduate nurses.
- A random poll was conducted on all new hired nurses' (new graduate & experienced) regarding the effectiveness of the units onboarding process.
- The poll revealed, 80% of staff were not satisfied; 10% were ok and the remaining 10% had no comments. It was also noted that only 40% of the orientation tool was completed if not missing from their file.
- Mid range scores for NDNQI orientation and education
- Joint Commission standard for orientation unmet
- Our literature search, yielded strong evidence to support establishing a structured on boarding process helps improve satisfaction and retention of new hired nurses.

### Evidence

#### Why Focus on On-Boarding?

- High cost of turnover - \$75,000/ nurse
- Poor employee performance
- Low staff satisfaction
- Study of 22,000 new hire – 46% of “rookies” left in their first 18 months
- New employees decide whether they feel at home or not in their first three weeks in an organization and 4% of them leave a job after a disastrous first day.
- Not having the right fit – individual values must fit the values of the units culture

### Orientation Coordinator

- **Orientation Coordinator (RN4, RN3, AD)**
  - Assigns coach
  - Creates orientation schedule
  - Sends new nurse his/her department orientation schedule and required class
    - Prepares welcome communication
    - Prepares department orientation material
    - Meets with coaches to identify needs, review orientation evaluations, make recommendations
    - Reviews progress toward completion of orientation requirements (competencies/pathways/HLC)
    - Keeps Department Directors up-to-date on orientation needs

### Practice Change

- Our team decided to use the Iowa Model to examine the evidence of best practice in on boarding new staff
- Implemented a pre-boarding process where new hires receives a welcome letter from the unit orientation coordinator.
- Welcome letter includes orientation schedule and name of their primary coach and back up coach
- Preceptors were selected and attended “Coaching Class” and are now referred to as coach rather than a preceptor.
- Developed weekly interactive tool to capture over all progression with specific feedback between orientee and coach
- Department director reviews orientation feedback at the end of each week
- A one on one session with the unit orientation coordinator is built into the orientee’s schedule to review completion of required education and onboarding competencies
- The coach determines over all progression of orientee and orientation plan is revised or adjusted as needed.

### Evaluation

- Implementation of this new onboarding process showed a dramatic increase in new hire’s overall satisfaction with department level orientation from 20% to 100%
- On a scale of 1-10, with 1 the least satisfied and 10 very satisfied, pre-implementation was 4 and post implementation went up to 10.
- Achieved 100 % compliance on Joint Commission Standard for orientation

### Nursing Implications

- This EBP project has positively impacted nursing practice by:
  - Improving staff satisfaction
  - Providing early intervention to orientees not progressing as expected
  - Improving retention of new graduate nurses to 100%
  - Improving NDNQI score for orientation/education to top decile
  - Meeting Joint Commission standards for department orientation

### Weekly Interactive Progression Tool

### Progression Measures

**Progressions Measures**  
 When met, will demonstrate overall progression during the orientation period.

**Strategy - Evidenced based**

**Each category should be scored on a scale of 1 – 5 as defined on the tool.**

Initiated by coach with feedback from new nurse – interactive  
 Based on “what is” and “what is observed”  
 Free from judgment (good/bad)  
 Includes specific examples (coach and those of the new nurse) to support the ratings

**Overall progression is based on:**  
 Ratings  
 Week of orientation the new nurse has completed  
 Experience

**Coach & New Nurse Feedback**  
 New nurse question  
 What can we do to help you to progress or be successful?

### Results

**Staff Satisfaction scores: (Orientation process)**  
 Pre data: **80% not satisfied**  
 Post data: **100% satisfied**

**NDNQI scores: Orientation**  
 Pre data: 3.5  
 Post data: 5.06 (2013-2014)

**Retention scores:**  
 Pre data: **70%** (New Grad)  
 Post data: **100%** (New Grad)

**Joint Commission standard compliance for orientation materials**  
 Pre data: **40% compliant**  
 Post data: **100% compliant**

### References

Horton,C., De Paoli,S., Hertach, M., & Bower, M. (2012). Enhancing the effectiveness of nurse preceptors *Journal for Nurses' in Staff Development*, 28 (4) E1-E7

Pontius, A. (May, 2011) *Addressing management issues: Keep new staff from jumping ship* MLO [www.mlo-online.com](http://www.mlo-online.com)

The Wynhurst group (December, 2007) *Get 'Em Started Right- Enhancing performance and Retention Through effective On-Boarding.* [http://www.thewynhurstgroup.com/press\\_room.html](http://www.thewynhurstgroup.com/press_room.html)