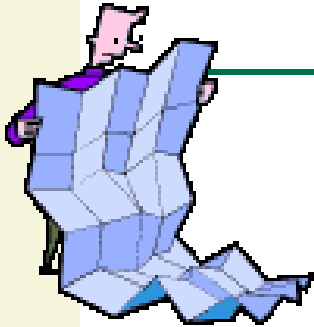


All Aboard!!

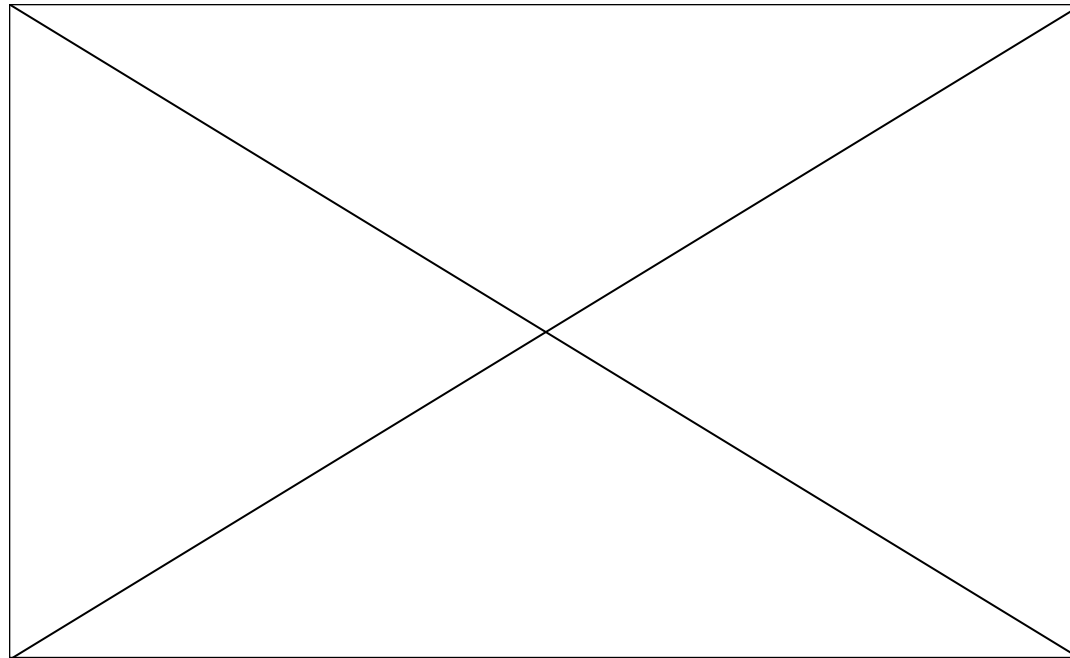
On-Boarding: Building a Culture of Quality & Safety from Day One.

David H. James RN, DNP, CCRN, CCNS



The purpose of this presentation is to describe how our Magnet hospital integrated the concept of ‘on-boarding’ and the Quality and Safety Education for Nurses (QSEN) core competencies into a new approach to orienting new RNs.

- Historically RN Orientation consisted of two weeks of didactic class work and case studies in the Nursing Education Department...

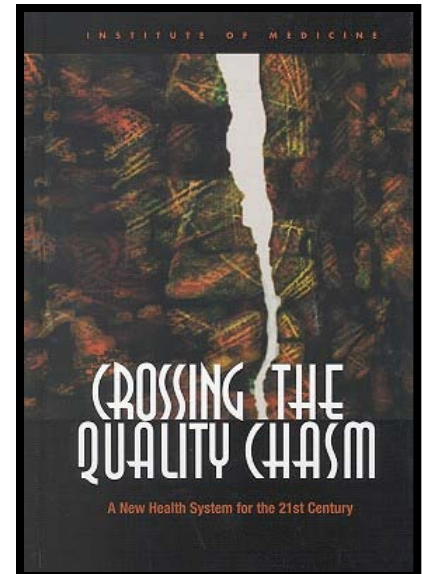
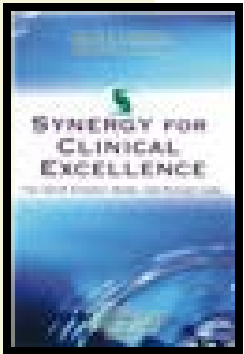
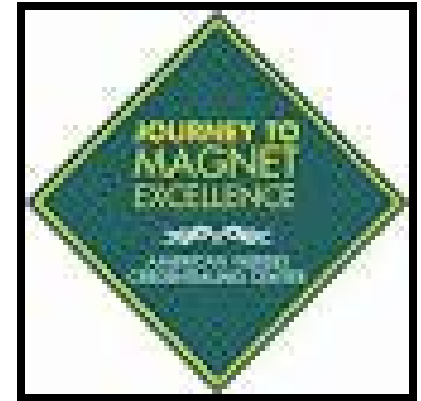


- As part of the 2010 UABH Nursing Strategic Goals, the Advanced Nursing Coordinators (ANCs) were charged with fundamentally redesigning RN Orientation.
- Identified Issues to be Addressed:
 1. Fragmentation
 - ♦ What do they do across the street?
 2. Front Loading (Lots and Lots)
 - ♦ Staff are overwhelmed and do not remember what is covered in NEPD orientation
 3. Silos (hour of IC, Hour of JC, Hour of Meds)
 - ♦ Lots of Content, but is not connected – How does it apply to the new hire?
 4. Abstract at NEPD, nothing to apply concepts or discussions discussed in NEPD with clinical practice on the unit

Stops along the journey.. ...



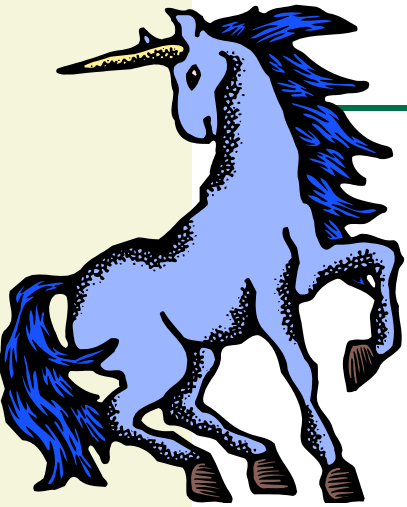
- Concept of On-Boarding
 - ◆ Architecture for the model
- Quality & Safety
 - ◆ Magnet Push, QSEN, IOM
- PFCC & Synergy



Orientation Model & 'Rapid On-boarding'

- 'Rapid On-boarding' : the process to quickly transform new hires into productive employees.
- Challenges for On-boarding
 - ◆ Initially new employees are typically a net drain on productivity. The goal is to have the new employee as productive as soon as possible.
 - ◆ New hires bring a valuable and under realized asset to the organization – fresh eyes and creativity. Goal is tap this creativity before it lost in the enculturation.

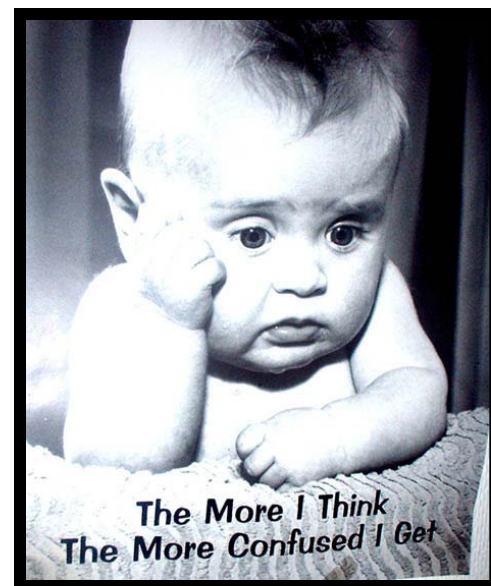
5 Myths of On-Boarding



1. The best newcomers fend for themselves
2. A massive information dump allows new comers to obtain what they need
3. Courtesy Introductions are all that are needed
4. First Assignments should be small, compact, and quickly achievable.
5. Mentors are the best for getting newcomers integrated



“We have always focused on pt safety and quality, so how is QSEN different?”



Mapping Orientation Back to QSEN....

- In 2010, UAB SON and UAB Hospital partnered to sponsor a series of QSEN related activities including a kick-off conference, and a monthly series of Grand Round presentations.
- Goal- Education of both clinical and academic staff on how to incorporate the QSEN competencies into their respective practice arenas.



QSEN Quality and Safety Education for Nurses
Conference - February 23, 2010

Quality and safety in health care is every nurse's responsibility! Learn the latest in incorporating patient safety and quality care into our teaching and practice. This content will be applicable to all SON faculty, staff development nurses at our partner hospitals, and registered nurses providing direct patient care.

Morning Session
Margaret Cameron Spain Auditorium 615 18th Street South

| | | |
|--|---|---|
| 7:15 - 8:00 Registration & breakfast | Jean Johnson, PhD, RN <i>Why QSEN? Why Now? & Actualizing QSEN in Formal Nursing Education</i> | Gail Armstrong, MA, RNCS-AC, CNE <i>Incorporating QSEN into Staff Development</i> |
| 8:00 - 8:15 Overview & Welcome |  |  |
| 8:15 - 9:05 Why QSEN? Why now? | Dr. Johnson is a nationally renowned health policy and leadership expert & Dean of The George Washington University School of Nursing | Dr. Armstrong has done extensive national consulting work with nursing faculty on quality & is an Assistant Professor at the University of Colorado Denver College of Nursing |
| 9:20 - 10:10 Actualizing QSEN in Formal Nursing Education | | |
| 10:10 - 11:00 Incorporating QSEN into Staff Development | | |

Afternoon Session
UAB School of Nursing
1701 University Boulevard

| | |
|--|---|
| 11:15 - 12:30 Lunch | 2:45 - 3:15 Discussion Groups & Out-brief |
| 12:30 - 1:30 QSEN in Clinical Practice: Exemplars from the Bedside | 3:15 - 4:00 Summary, future QSEN sessions, & Wrap-up |
| 1:45 - 2:15 Discussion | |

Registration
Registration is required. Please RSVP for either (1) the Morning Session OR (2) the All Day Session (Morning & Afternoon) Space is limited in the afternoon, so register early!
RSVP to Lauren Antia (lar@uab.edu) or Angel Bailey (angelh@uab.edu)
CEs applied for and are pending.

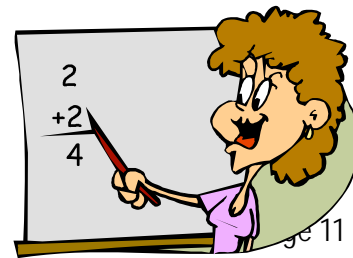
- 2010 – The year of Planning.
 - ◆ ANC Orientation Subgroup Divided into several working teams including an **outcomes team...**
 - ◆ ***“What does it mean to be a part of UAB Nursing Service”***
- First Cohort – January 2011



***Advanced Nursing Coordinator –
Orientation Subgroup***

Let's Do the Numbers....

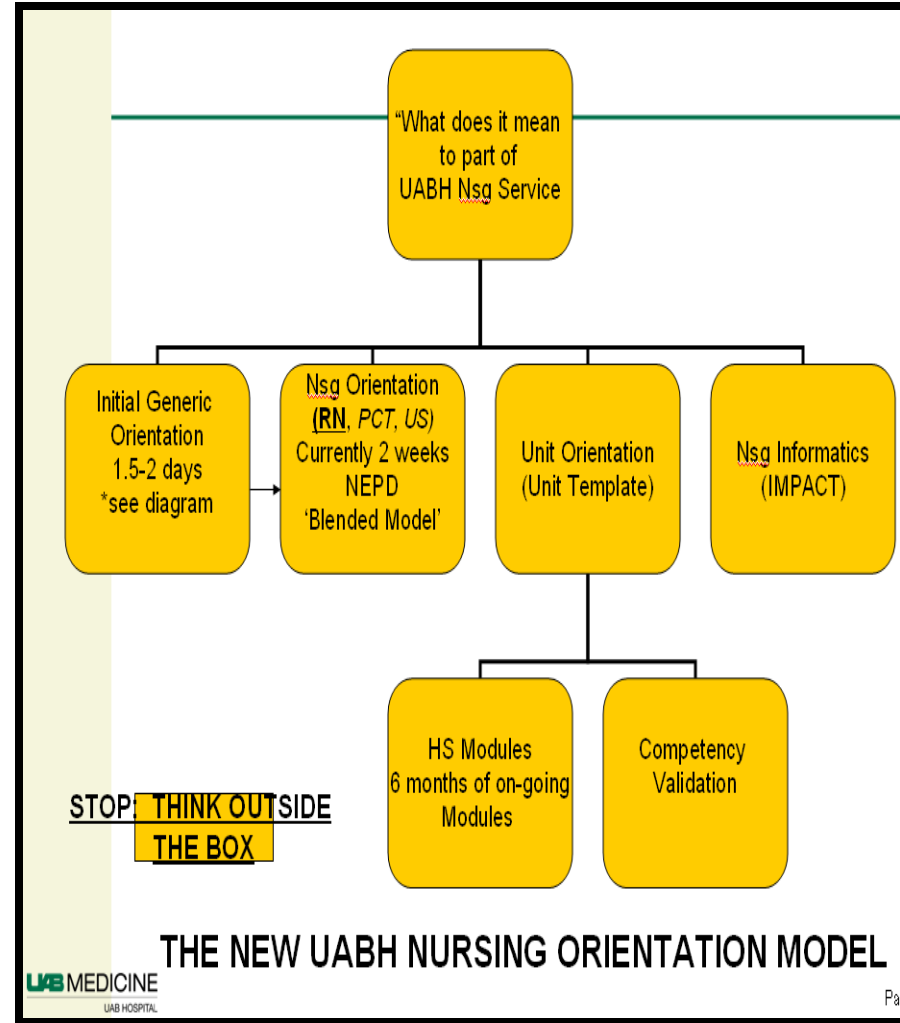
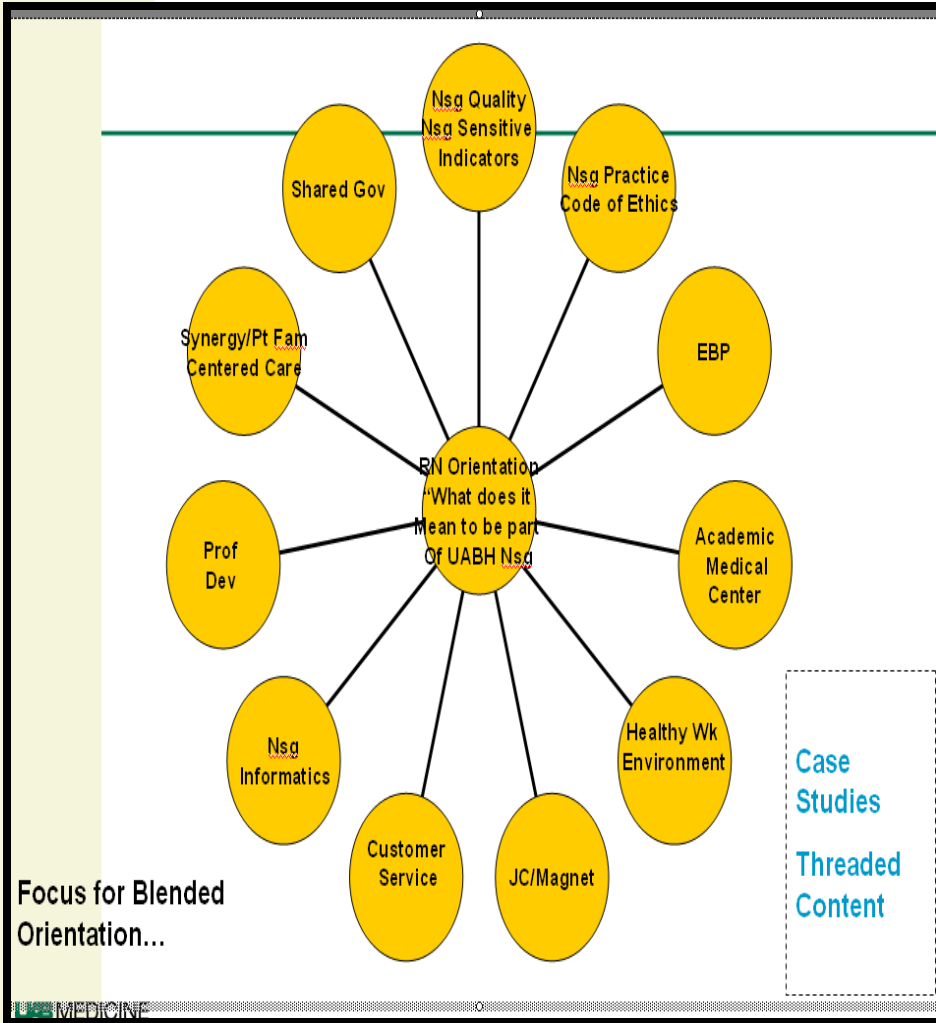
- UAB Hospital is 1000+ bed facility with > 2,700 RN.
- Although our RN turnover is low (10.8%) we still process 450 RN per year.
- RN Orientation (2 week Blended Model) 16 time per year.
 - ◆ We provide consecutive orientations every two weeks from June-August to accommodate the influx of new hires.



- **Each day of RN Orientation has a designated minimum of one Advanced Nursing Coordinator (ANC) team leader, 4 ANCs, and one Nursing Practice Congress Representative (NPC) representative.**
- **The purpose of the ANC orientation teams is to ensure necessary content revisions and coverage of classes for 2012.**



Blended Orientation – Concepts...



Methods: Blended Orientation

▪ Day I:

- ◆ The first half day focuses on the ***patient experience*** and includes UAB Hospital's patient satisfaction metrics, ***teamwork***, and ***Service Recovery*** training. In addition, a QSEN pre-test is administered to the new hires.

▪ Day II:

- ◆ The second full day focuses on ***patient safety and quality***. Specific content for the second day includes nursing sensitive indicators, the ***Lewis Black Video***, JC, Magnet, Shared Governance, Synergy, and UAB Hospital's ***Patient Family Centered Care*** video. In addition, the RNs participate in an ***evidenced based practice*** exercise.

▪ Day III:

- ◆ The third day of RN orientation is devoted to ***nursing informatics***. During the training, new hires receive all their essential sign on codes including codes to access the EMR and Pyxis.

Methods: Blended Orientation

- **Day IV-VIII:**


- ◆ **During these blended days, new hires spend ½ the day on the unit (0630-1130) & ½ the day in classes and debriefing (1245-1500). Each blended day has specific objectives for new hires to complete while on the unit. The blended day afternoon sessions provide structured learning activities to augment the clinical experience and objectives from the day.**

- **Day IX:**

- ◆ **Blended Day – Two hour bedside testing class scheduled for the morning. The afternoon session focuses on our “failure to rescue patient population”. The class includes policies related to Medical Emergency Team (MET) and escalation.**

- **Health Stream®:**

- ◆ **In addition to class and clinical time, a series of asynchronous learning modules are designed to further reinforce key concepts and assist in the on-boarding of new RNs. New hires complete these modules over their initial six months of employment. The modules culminate in a post orientation QSEN assessment.**

| Week I | | Week II | |
|--------|---|--|--|
| Mon. | Hospital | Mon. | 'Blended Day II' <i>Medication Safety</i> |
| Tues. | ½ Hospital ½ Generic Nsg | Tues. | "Blended Day III" <i>Healthy Wk Environment – IC, & Skin</i> |
| Wed. | Generic Nsg | Wed. | 'Blended Day IV' <i>Common unit procedures</i> |
| Thurs. | Informatics Day | Thurs. | Blended Day V' <i>Consent, Blood (lab, adm)</i> |
| Fri. | 'Blended Day I' <i>RN as Professional Care Giver</i> | Fri.  <i>Change for 2012</i> | ' Blended Day VI ' <i>Failure to Rescue Patient Population</i> |



Change for 2012

Note:

Bedside Testing Validations: 0730-0930 & 0930-1130 of Blended Day VI

So, How is that working for you?



Dr.
Phil

Rounding on New Employees

- During the blended orientation, new hires are ‘rounded on’ by members of the ANCC Orientation and On-boarding sub team.
- In addition to connecting with new hires and resolving any identified issues, rounding provides an opportunity to connect with unit leadership and staff working with the new hire.

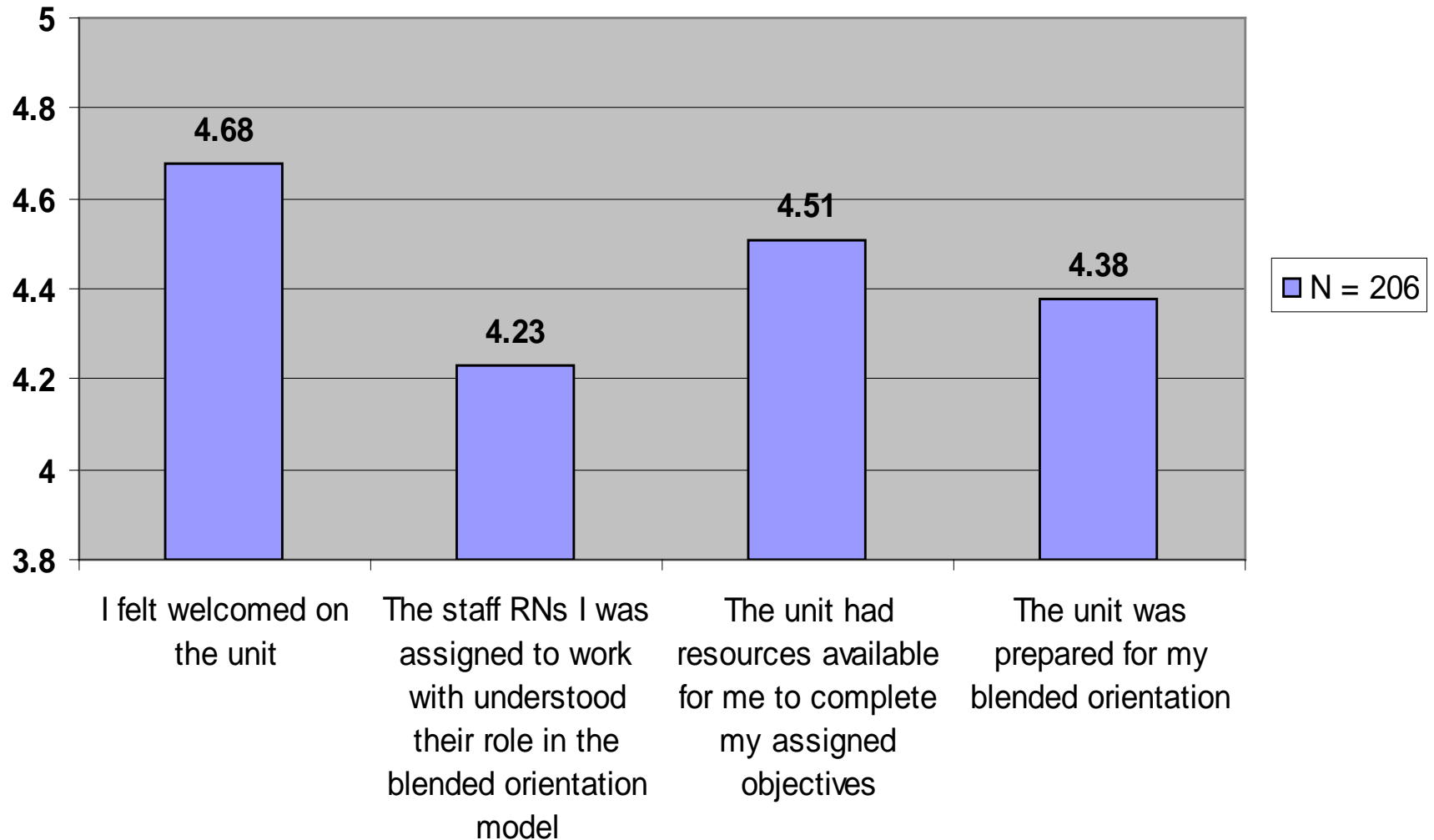
REACHING FOR EXCELLENCE
LEADERSHIP DEVELOPMENT - AN AMC 21 INITIATIVE

ROUNDING for Engagement Leader Name _____ Location _____

| Name and Date | Relationship Questions and What is working well? | Do you have the tools and equipment you need? | Systems working or not working and ideas to address | Peers or departments to be recognized | | Follow-up actions taken |
|---------------|--|---|---|---------------------------------------|--|-------------------------|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |
| 4. | | | | | | |

- On the last blended day, the CNO sponsors a luncheon for new hires.
- In addition to the CNO, the new hire support specialist and HR consultants attend.
 - ◆ Unit leadership and members involved in orientation **DO NOT** attend.
- Feedback from the CNO luncheon is carried back to the appropriate stakeholders.
- In addition, a formal evaluation of the blended orientation experience is completed at this time.

RN Blended Orientation Evals 2011

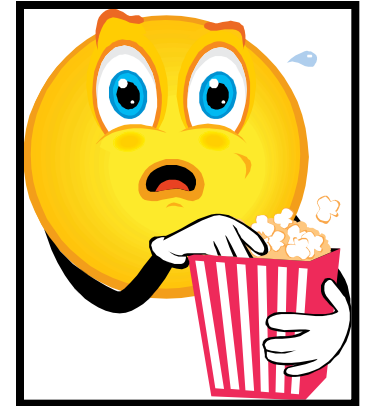




Comments From Staff:

- ***9S Staff: (Liked) Being assigned to a different nurse daily to learn different ways one performs.***
- ***UED Staff: Jumping in as fast as possible, hands on interaction***
- ***M7 Staff: People adapted well and it was good to have a plan laid out to go by. Easy transition***
- ***9S Staff: learning different topics in class and then being able to apply them***

QSEN Test????



TOTAL CRISIS
→
PANIC BUTTON

 **START RUNNING**
Danger Is Eminent

 **DON'T THINK**
Stay Fearful And Alert

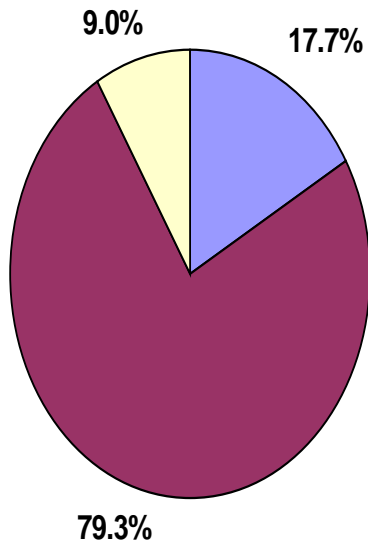
 **OBEY ORDERS**

WTF ?? CITY OF LOS ANGELES F34R



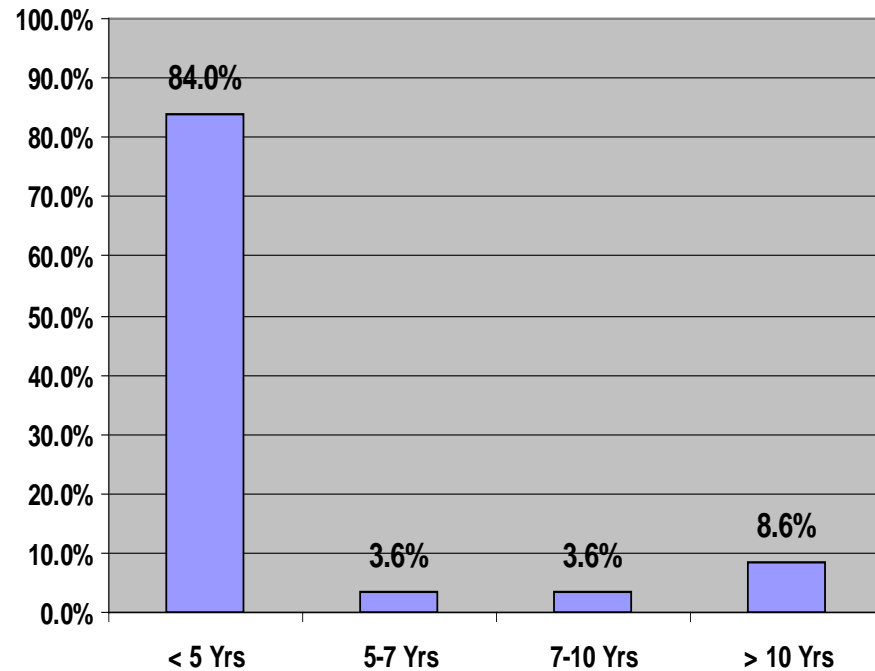
- **24 item test addressing each of the QSEN competencies.**
- **Developed by UAB Hospital content experts**
- **Started administering the test in June 2011**
- **Pre- Test:**
 - ◆ **Administered at the end of Day I of Nursing Orientation.**
- **Post Test:**
 - ◆ **Self Assigned Healthstream Module scheduled for 6 months from hire date.**

QSEN Pre-Test: Education Preparation



■ Associate's Degree ■ Bachelor's Degree ■ Mater's Degree

Years Experience - QSEN Pre-Test



■ Years Experience

Note: QSEN Pre-Test N = 307

QSEN Test Results

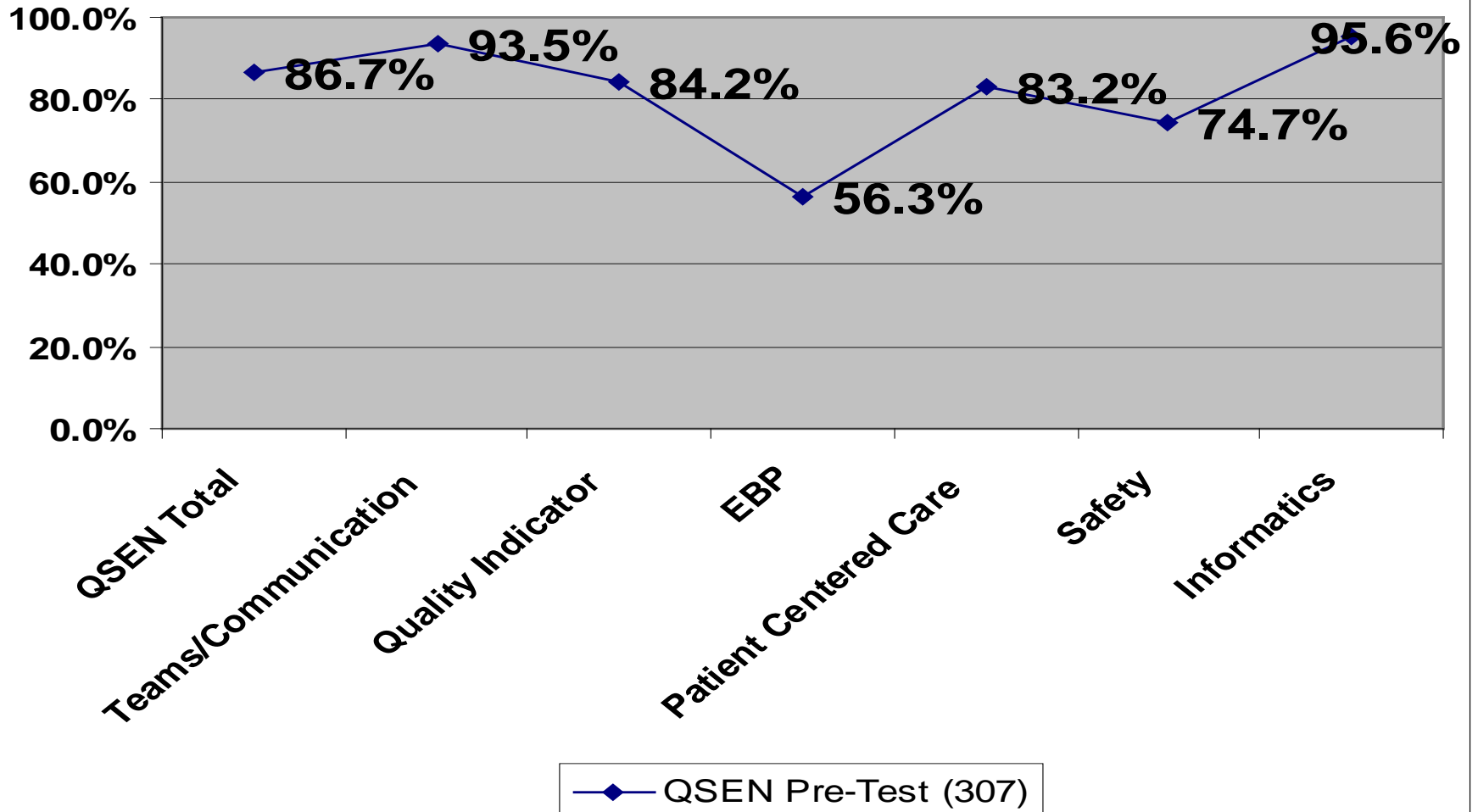


Table 2
Correlation Matrix for Demographics and QSEN Scores (Total and Subtests) ($N = 307$)

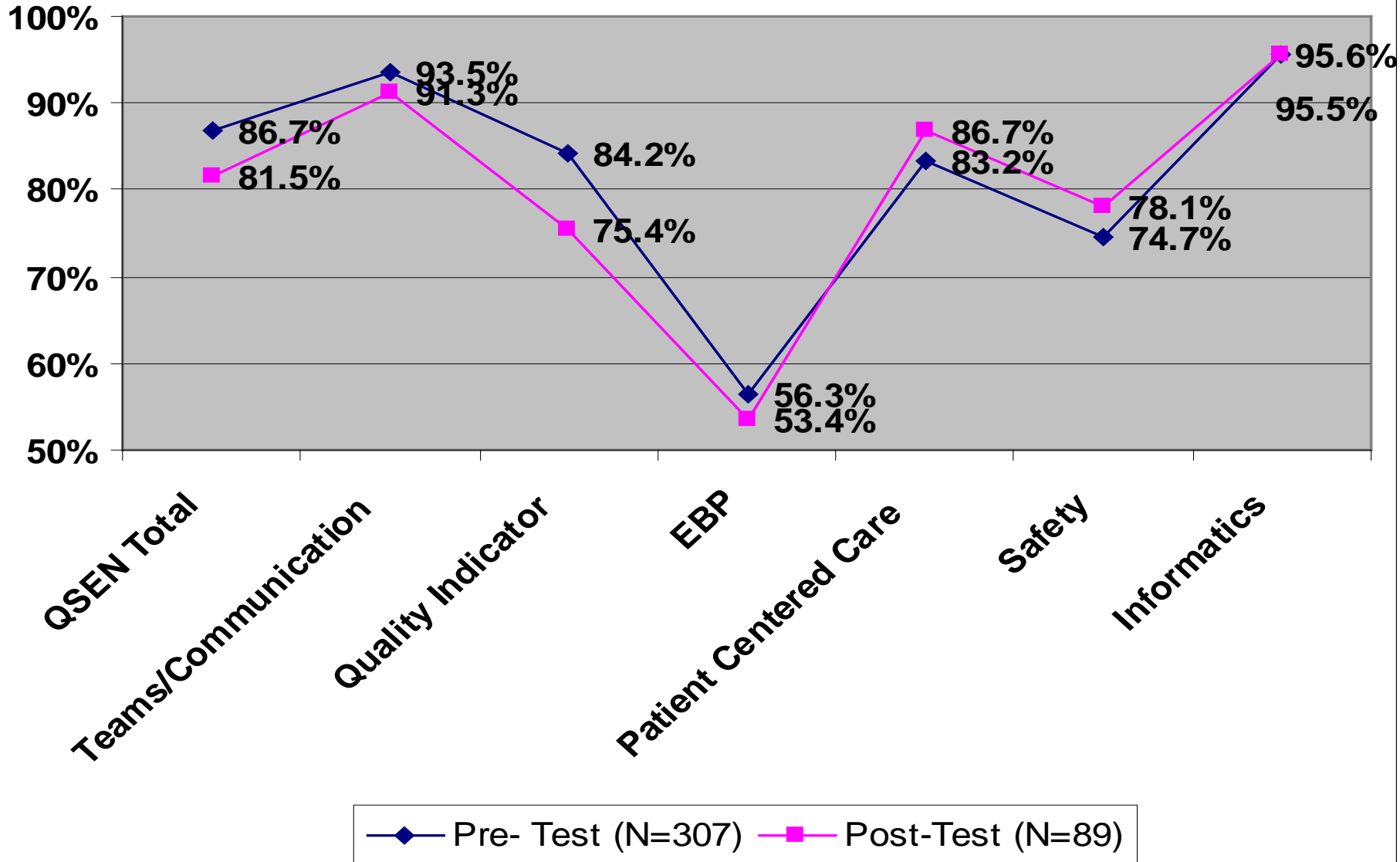
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------------------------------|---------|---------|---------|--------|-------|-------|------|------|------|------|
| 1. Degree† | 1.00 | | | | | | | | | |
| 2. New Graduate† | -0.24** | 1.00 | | | | | | | | |
| 3. Years of Experience† | -0.29** | 0.57** | 1.00 | | | | | | | |
| 4. QSEN Total | 0.23** | -0.03 | -0.11 | 1.00 | | | | | | |
| 5. Teams/Communication Subtest | 0.07 | -0.03 | -0.01 | 0.39** | 1.00 | | | | | |
| 6. QI Subtest | 0.11 | 0.03 | -0.02 | 0.48** | 0.05 | 1.00 | | | | |
| 7. EBP Subtest | 0.27** | -0.17** | -0.19** | 0.49** | 0.00 | 0.07 | 1.00 | | | |
| 8. Patient Centered Care Subtest | 0.06 | 0.08 | 0.02 | 0.58** | 0.12* | 0.06 | 0.07 | 1.00 | | |
| 9. Safety Subtest | 0.04 | 0.03 | -0.05 | 0.53** | 0.12* | 0.05 | 0.10 | 0.08 | 1.00 | |
| 10. Informatics Subtest | 0.15** | -0.09 | -0.12* | 0.29** | 0.07 | 0.12* | 0.01 | 0.03 | 0.04 | 1.00 |

Note. This data is for the pre-test QSEN data and does not include the 85 individuals who took the post test assessment online. For Degree, 1 = Associate's Degree, 2 = Bachelor's Degree, 3 = Master's Degree; For New Graduate, 1 = Yes and 2 = No; For Years of Experience, 1 = < 5 years, 2 = 5-7 years, 3 = 7-10 years, 4 = > 10 years; QI = Quality Indicators; EBP = Evidence Based Practice; All QSEN scores are percentages correct;

† = nonparametric correlations;

* $p < 0.05$; ** $p < 0.01$.

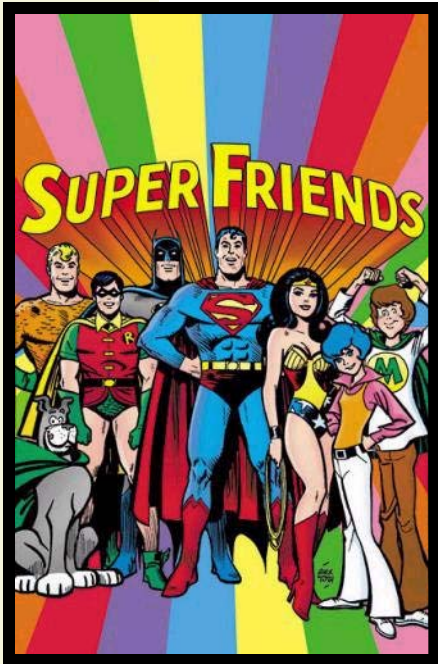
QSEN Test



Closing Thoughts & Considerations...

- Post Test:
 - ◆ Our post test process and limited sample size limit the ability to compare pre and post test data. However, the six month mark is associated with increased stress and self doubt for new grads and may color their test performance.
 - ◆ In addition the QSEN post test is embedded with a 'comprehensive UAB' test covering materials from orientation and policies highlighted in the Health Stream modules.
- QSEN provides a structured framework for quality and safety framework in RN orientation.
- Using QSEN in RN Orientation validates new grads prior course work (this is not just a 'school thing')
- We have confidence in the content validity of the test.
- EBP Subset:
 - ◆ Have SONs truly transitioned away from 'Research Methodology' courses?

KUDOS to an AWESOME TEAM !!



- The entire ANCC Orientation & On-boarding sub team
- Unit and Division leadership teams (Directors, ANC, NM)
- Selena, Imani – Office Associate extraordinaire
- Dr. Alberta McCaleb – Fearless Leader
- Pariya Fazeli - Stats guru

- Adapted from: QSEN Implementation (2009). Presentation Dr. Jean Johnson. Quality and Safety Education in Nursing (QSEN) Conference. February 23, 2011. UAB Hospital.
- Rollag, K., Parise, S., & Rob, C. (2005). Getting New Hires Up to Speed Quickly. *MIT Sloan Management Review*, 46(2), 35-41. Retrieved from Business Source Premier database