

Red Light, Green Light and Potholes, Oh MY!

Repaving Our Orientation Process

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Background

No formal process for preceptors to document or communicate RN new graduate orientation process. This resulted in:

- Late identification of problems and issues
- Communication gaps and associated frustration from preceptors, new grads, and leadership
- Extended orientation times
- Increased costs related to longer orientation

Note: Standard Critical Care orientation length is 12 weeks for all units except ICU which is 16 weeks



If we develop a tool to allow the preceptors to document progress throughout orientation and hold regular progress meetings, then problem areas will be identified and addressed promptly decreasing frustration and extended orientation lengths for new grads.



Collaborated with unit leadership to determine performance categories:

- Time Management
- SBAR
- Critical Thinking
- Technical Skills
- Confidence
- Customer Service

Utilized the LEAN concept of visual management to document orientation performance

- Green = Meeting expectations
- ♦ Red = Not meeting expectations

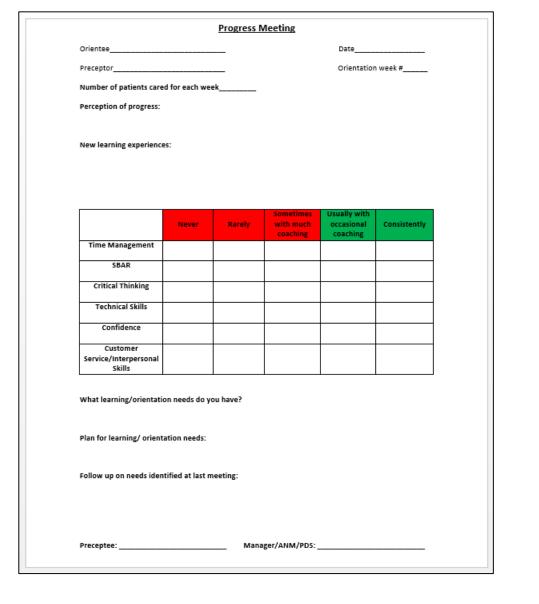


- One form completed per week by preceptor and reviewed with new grad
- Performance examples are provided to assist with evaluation
- Preceptors and new grad should collaborate to determine goals to turn red categories green

Preceptee Prec		eptor		Unit	Date	
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Expected # of patients cared for by Preceptee (guidelines only)	Observe and help with preceptors team	1	1-2	1-2	2- CVCU- 2-3 IMCU/NTCU	2- CVCU- 2-3 IMCU/NTCU
Actual # of patients cared for by Preceptee						
			tor Instructions	-		
n relation to the week of orienta			appropriate check d independently at	-		s whether the Precep
Category		Red	, , , , , , , , , , , , , , , , , , , ,		Green	
Time Management Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely Never Preceptor's Initials:	Performance Examples Consistently needs assistance from Preceptor Unable to delegate or delegates inappropriately Often misses breaks and lunches Documentation is consistently late Other			Performance Examples Occasionally needs assistance from Preceptor Delegates with prompting from Preceptor Takes breaks and lunches but may need to be reminded Documentation is routinely timely Other		
SBAR Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely Never Preceptor's Initials:	Performance Examples Report is disorganized or missing key elements and is not improving over time Consistent end of shift overtime due to length of report Other			SBAR report improving Able to answer most questions posed by oncoming RN Other		
Critical Thinking Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely	Relies on Preceptor to prioritize Completely task focused Relies on Preceptor to recognize changes in patient's condition Inability to develop plan of care Other			Performance Examples Prioritizes patient care appropriately with input from Preceptor Increasing ability to interpret data and draw a conclusion Increasing ability to recognize changes in patient's condition Beginning to see the "big picture"		

Technical Skills Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely Never Preceptor's Initials:	Performance Examples Lacks ability to perform routine skills even after instruction Appears disorganized Other	Performance Examples Completes routine skills competently with some coaching Displays confidence Other
Confidence Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely Never Preceptor's Initials:	Performance Examples Displays a lack of confidence in ability to make decisions independently and not improving No improvement in confidence when working with patients, families, physicians or other colleagues Other	Performance Examples Gaining confidence when working with patients, families, physicians and other colleagues Gaining confidence in nursing judgment Other
Customer Service/Interpersonal Skills Meets expectations: Consistently Usually with occasional coaching Sometimes with much coaching Rarely Never Preceptor's Initials:	Performance Examples Does not introduce self to patient Does not make eye contact with patients/families during conversations Gets defensive when feedback and constructive criticism is given by preceptor Is not willing to answer call lights or gets irritated when asked to do something by patient or staff Complains Other	Performance Examples Introduces self to patient/family Makes eye contact during conversations and listens to what is being said Easily converses with patient and other staff members Accepts feedback willingly Has positive attitude about helping others (patients/staff/preceptor/etc) Doesn't complain Other
Plan to address RTD categories:	hy:	
tteceptee	Preceptor Mar	nager/ANM

Progress Meetings



- Progress meetings are held every three weeks during orientation
- Scheduled and facilitated by the Nursing Professional Development Specialist (PDS)
- Participants include: Preceptor, new grad, unit leadership representative and PDS
- Weekly preceptor tools reviewed and discussed
- New learning opportunities are identified which ensures each new grad is getting the variety of patient experiences they need.
- Specific goals are set for the next 3 weeks to guide orientation. These are usually determined by areas that are in the red.
- Subsequent progress meetings start with a review of the previous goals, if they have been achieved or barriers encountered
- Entire team sets and agrees upon goals for the next three weeks
- At the end of orientation, all forms are placed into the employee's file to show documented progress during the orientation period.



- → Timely problem identification
- Fewer incidences of extending orientation
- Overall shorter orientation period
- Improved satisfaction preceptor, new grad, unit leadership and PDS
- ♦ ROI of 1262% in Critical Care units



	Costs				
Paper	0.13/page x 615 pages= \$79.95				
Time: 30 min per progress meeting x average salary for new grad, preceptor, PDS, and leadership representative	\$84/meeting x 76 meetings= \$6,384				
Savings					
Weeks saved of orientation	\$1260 (weekly salary) x 69 weeks saved = \$86,940				

\$86,940 - \$6384 = 12.62 X 100 = **1,262**% \$6384



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Riegel, E. M. (2013). Orienting a new generation of nurses: Expectations of the millennial new graduate. Open Journal of Nursing, 416-466. doi:dx.doi.org/10.4236/ojn.2013.37062.





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