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C925 - Friday, October 9, 2015 - 9:30 to 10:30 am

Implementation of an Advanced Practice Provider Orientation at an Academic Medical Center: Lessons Learned

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This is Penn State Hershey Medical Center

	Beds:	551
	Total Admissions:	29,140
	Total Outpatient Visits:	960,831
	ED Visits:	66,983
	Births:	1,913
	Surgical Procedures:	29,375



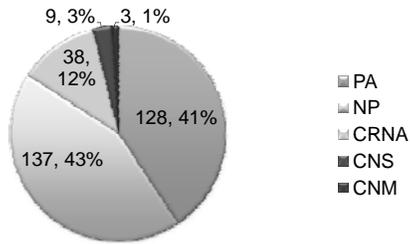


Learning Objectives

- Review the importance of advanced practice orientation
- Discuss the process of developing an advanced practice orientation model
- Recognize goals and benefits of new employee onboarding
- Discuss lessons learned



PSHMC Advanced Practice (N=315)



Open positions: 17



Changing Healthcare Paradigm

- Aging population
- Physician shortage
- Healthcare reform



(Barton Associates, 2014; OBAMACAREFACTS website, 2015; Ortman, Veikof, & Hogan, 2014)



National Focus on Advanced Practice Orientation

- NPs and PAs supplement and cover gaps in current healthcare system
- Difficult to recruit and retain adequate numbers
- Transitioning into new role and organization is challenging and stressful
- Few organizations have a formal advanced practice provider (APP) orientation

(Advanced Practice Provider Executives website, n.d.; Korte, Brunhaver, & Sheppard, 2015; Robb, 2012)



The AP Orientation Task Force

- Used the Shared Governance Structure
 - Advanced Practice Clinician Council
 - Appointed task force leader
 - Partnered with Nursing Education and Professional Development
- Established an interdisciplinary team
 - NPs and PAs
 - Inpatient and outpatient



Development of Advanced Practice Orientation

- Reviewed the evidence
- Assessed existing Advanced Practice Orientation process
- Conducted survey 2011-2012
- Identified gaps and lack of consistent structure

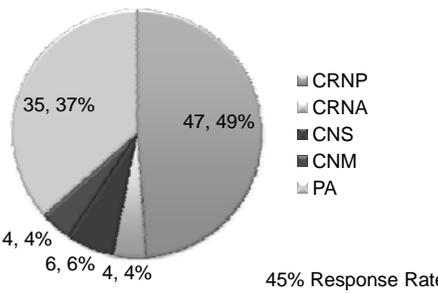


PSHMC Orientation

- Human Resources Orientation
 - General HR/Organizational
- Nursing Orientation
 - NEPD/Nursing Specific
- Physician & Resident Orientation
 - MSO/Physician & Resident Specific
- AP Orientation
 - Individual Departments



Advanced Practice Role

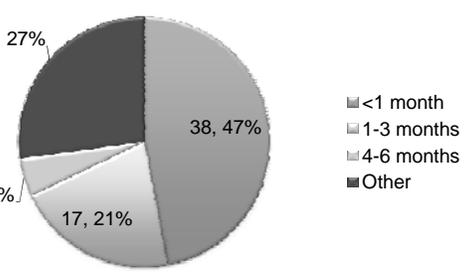


Role	Count	Percentage
CRNP	35	37%
CRNA	47	49%
CNS	4	4%
CNM	6	6%
PA	4	4%

45% Response Rate

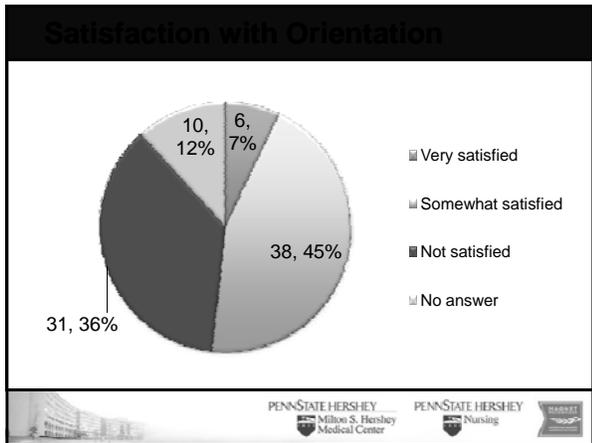


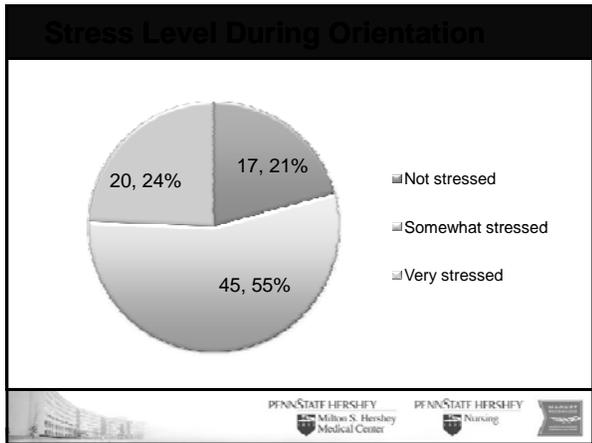
Length of Orientation



Length	Count	Percentage
<1 month	38	47%
1-3 months	22	27%
4-6 months	4	5%
Other	17	21%







- ### Survey Themes
- Wide variation in *Orientation*
 - Inconsistent *Evaluation* patterns
 - Variable *Preceptor* assignment
 - Inconsistent use of *Checklists*
 - Disorganized or difficult to find *Policies/Protocols*
 - *Other*
- PENNSTATE HERSEY Milton S. Hershey Medical Center
 PENNSTATE HERSEY Nursing

Summary of Findings

- Lack of existing orientation structure
- Evidence supports a well designed orientation:
 - Improves time to productivity
 - Reduces stress and frustration
 - Increases APP satisfaction
 - Improves retention



Recommendation for Change

- Develop a model for AP Orientation
 - Identify stakeholders
 - Identify resources
 - Identify challenges
 - Develop implementation plan



“All this would be great – a dream but great”

- Anonymous PSHMC Advanced Practice Clinician



Stakeholders

- Organizational Leadership
- Departmental Leadership
- APCC
- Human Resources
- IT
- Medical Staff Office
- Advanced Practice Providers



Resources

- Human Resources
 - APC recruiter
 - NEO
- Department of Nursing
 - NEPD liaison
 - Nursing Orientation
- Medical Staff Office
 - Physician Orientation
- Simulation Center



Challenges to AP Orientation

- Need for dedicated staff
- Multiple APP entry levels
 - New vs experienced
 - Internal vs external
- Starting on 'off-weeks'
- Various EMR requirements



Orientation Defined

A process, not an event

A formal, systematic process of introducing employees to their jobs, co-workers and the organization by providing information and resources needed to function comfortably & effectively in the organization

(BusinessDictionary.com website, n.d.)



New Employee Orientation Defined

New employee orientation (NEO) is mandated and designed by Human Resources. NEO introduces the employee to the organization and provides general information about benefits, organizational history, mission, vision, and values.



Onboarding Defined

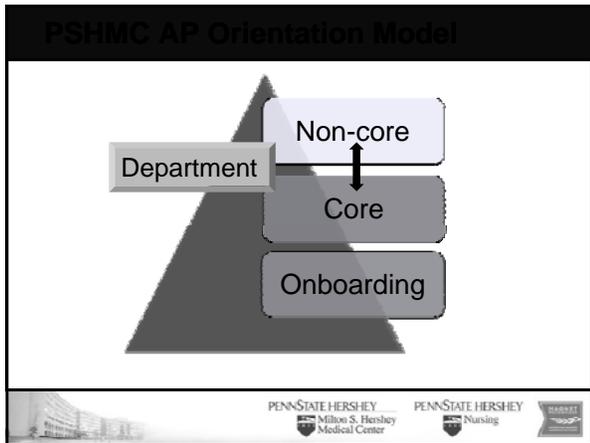
To bring someone onboard

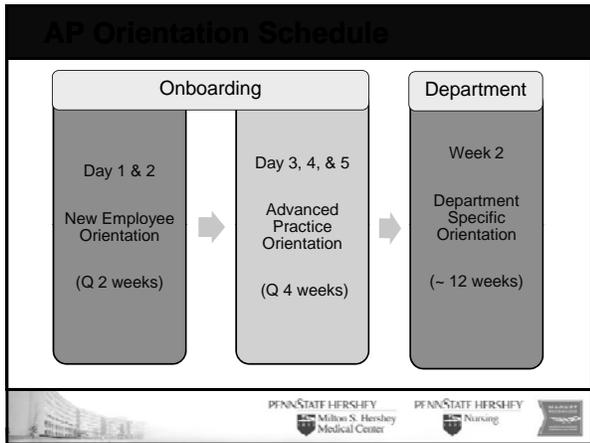
Accelerated, strategic process used for introduction and assimilation of the new employee into organization and their role

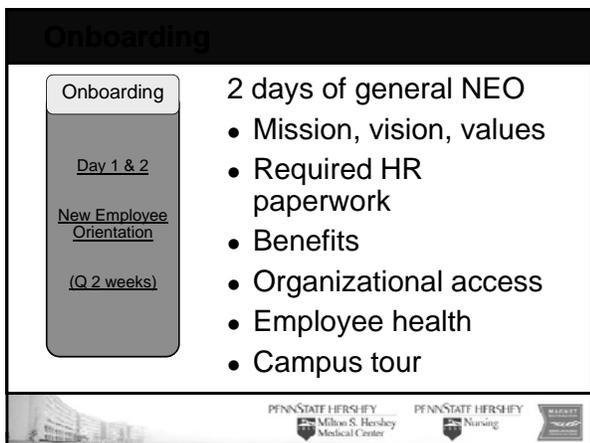
- Standardized onboarding programs decrease time-to-productivity, increase satisfaction, and improve retention rates

(DHRM, 2010)









Onboarding

Onboarding

Day 3, 4, & 5

Advanced Practice Orientation

(Q 4 weeks)

Informational sessions

Comprehensive, broad introduction

- AP structure
- Safety
- Quality
- Resources
- Hands-on clinical system training
- Socialization to the organizational culture

(Bahouth & Esposito-Herr, 2009)





Department Orientation

Department

Week 2

Department Specific Orientation

(~ 12 weeks)

Clinical (Job-specific):

- Core competency
 - Unique abilities and area of expertise
- Non-core competency
 - Special skill specific to an area of advanced practice





Department Orientation

Department

Week 2

Department Specific Orientation

(~ 12 weeks)

- Assigned preceptor
- Standardized checklists
 - Onboarding checklist
 - Clinical checklist
- Simulation
 - Safe environment
 - Encourages skill assimilation
- Evaluation

6 months to 1 year to be fully operational - based on role and individual





Onboarding



- Welcome the new employee
- Provide essential information
- Socialize employee to organizational culture
- Build relationships
- Create a positive 1st impression

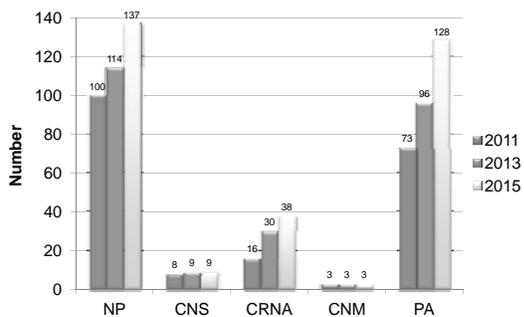


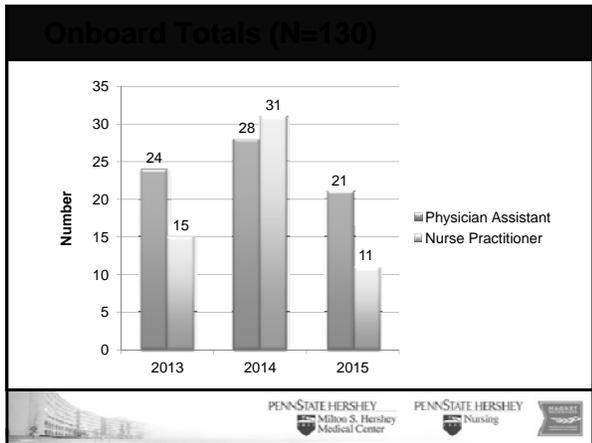
On-Boarding

- Focus on initial needs of the new APC:
 - Complete agreements and paperwork.
 - Obtain credentialing and privileging.
 - Gain access to computer and organizational resources.
 - Learn the hospital system.



APC Growth at PSHMC





- ### Onboarding Evaluation
- Onboarding provided a broad overview of AP and is applicable to my role at PSHMC
 - Somewhat to strongly agree
 - Satisfied with 1st week of orientation
 - Somewhat to strongly agree
 - Topics requested with more detail
 - Additional and specific EMR training
 - Leadership opportunities
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- ### Onboarding Evaluation
- “Great networking opportunity...”
 - “I found orientation week to be very informative...”
 - “I really appreciate the helpfulness and excitement the presenters had...”
 - “Try on coats during orientation...don’t have to wait...”
 - “...orientation would have been much more helpful before I actually started working.”
 - “Separate group for inpatient vs outpatient...”
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Follow-Up Survey Results

- **Orientation of less than 1 month**
 - 43% (2014-2015)
 - 47% (2011-2012)
- **Stress Level**
 - Very/Somewhat
 - ◆ 83% (2014-2015)
 - ◆ 79% (2011-2012)
 - Not Stressed
 - ◆ 17% (2014-2015)
 - ◆ 21% (2011-2012)



Follow-Up Survey Results

- **Satisfaction with Orientation**
 - Very/Somewhat
 - ◆ 67% (2014-2015)
 - ◆ 52% (2011-2012)
 - Not Satisfied
 - ◆ 11% (2014-2015)
 - ◆ 36% (2011-2012)
- **Checklist Provided**
 - 79% (2014-2015)
 - 15% (2011-2012)



Survey Themes

- Department *Orientation* continues to need more standardization
- Inconsistent *Evaluation* patterns exist
- *Preceptor* assignment could be better
- Use of *Checklists* needs to be more consistent



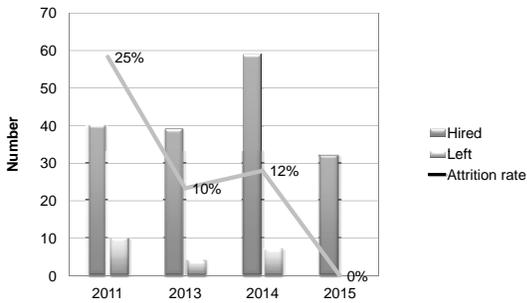
APP Attrition

- Attrition is expensive
 - Direct costs: recruitment and start-up
 - Indirect costs: investment in development, value of knowledge and experience, loss of productivity
- A new employee may decide whether to stay or start looking for new job within the first 10 days of hire

(McGuire, 2013; Robb, 2012)



PSHMC APP Attrition



Lessons Learned

1. Onboarding increases satisfaction and retention
2. An orientation program tailored to specific needs/role
3. Identify a preceptor
4. Consistency is an important feature of orientation
5. Sustainability requires dedicated resources and staff



Next Steps

- Share results with stakeholders
- Work with individual departments to establish more consistent job-specific orientation
 - Assist in development of department specific checklist
- Establish AP preceptor program



Acknowledgements

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Questions?

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