



OUR LADY
OF THE LAKE

History



Mission



We are with God's help, a healing and spiritual presence for each other and for the communities we are privileged to serve.

Regional Medical Center



800
Licensed Beds

7,300
Team Members

1,000
Medical Staff

Magnet®
Designation,
2010, 2014



OUR LADY
OF THE LAKE

Heart & Vascular Institute





Trauma Center

The Region's
Only Level-Designated
Trauma Center

24/7 trauma surgery coverage
that's proven to save lives.



Graduate Medical Education



OUR LADY
OF THE LAKE

Our Lady of the Lake College



Doctorate, master's,
bachelor's, and
associate's degrees

PA and CRNA programs

17 fields of study



Why Go Anywhere Else?

- Best Hospital in the Region
- Multiple Specializations
- Teaching Hospital
- Magnet® Designation
- Nurse Residency



OUR LADY
OF THE LAKE

JOURNEY TO UNDERSTAND:
Development of the Research
Study

Research Team

- Heather Runnels, MSN, RN
 - Facilitator Nurse Residency, Nurse Manager
- Susan Steele-Moses, DNS, APRN-CNS, AOCN
 - Researcher, Faculty Our Lady of the Lake College
- Tracie Major, DNP, APRN-CNS, CPN
 - Academic Research Director, Nursing
- Richard Vath, M.Ed.
 - Qualitative Facilitator

Aims

- Determine the factors that motivate the new graduate to select their first nursing position
- Identify components of work life balance inherent to employment selection and satisfaction
- Explore variables that project individual job fit

Background

- There are more than 3.1 million registered nurses (RNs) licensed to practice in the country and the United States
- RNs are the fastest growing segment of the healthcare profession
- Sixty-three percent of RNs are employed in hospitals
- Twenty-five percent of RNs terminate employment in the first year

Background (cont.)

- Average cost of turnover for a bedside RN ranging between \$44,380 and \$63,400
- Average hospital loses \$4.21 – \$6.02 million because of RN turnover
- Our Lady of the Lake's turnover rate is less than the national average
- 52% of RNs who leave do so in the first year
- What is it that new graduates want in their first nursing position?

Research Purpose

The purpose of this research study was to obtain a deeper understanding of what new registered nurse graduates wanted from their first nursing position.

Theoretical Framework

- Husserl-Phenomenology
 - Most relevant information comes from the people themselves
 - Experiencing the situation at hand
 - Consider multiple aspects of the experience
 - Considers embodiment, or experienced from within
- Exploration of salient issues to understand

Sample

- Three baccalaureate nursing schools affiliated with Our Lady of the Lake
 - Southern University
 - Southeastern University
 - Our Lady of the Lake College
- Graduating senior class
- Three focus groups, one at each school

Focus Group

- 10-12 students
- Scheduled at a convenient place and time
- Lunch provided
- Facilitated by a qualitative researcher
- Tape recorded
- Two research team members assess non-verbal behavior

Focus Group Interviews

- Transcribed verbatim
- Checked for accuracy
- Read and re-read by each research team member to determine thematic connectivity
- Investigator triangulation to discuss and name themes
- Member checks to determine accuracy

Four Themes Emerged

Participants wanted in their first nursing position:

1. Financial stability
2. A feeling of connectedness
3. A variety of choices (scheduling, unit selection)
4. Supervised autonomy

Financial Stability

- The nursing students were asked about concerns or worries that they had regarding their first nursing job. A few of their comments:
 - “Having enough money. They’re telling you about 401ks; I don’t know what this means.”
 - “Not knowing how to use my money and probably being in debt in six months. I don’t know what I’m going to do when I’m getting a check that has more than one zero.”
 - “We should stay in the state. Louisiana should keep its investment. I would love to stay in Louisiana, but if the benefits aren’t great and they’re paying better elsewhere....”

Choices

- The nursing students were asked what characteristics they are looking for in their first nursing job. Their feedback was:
 - “I'd like to be able to choose what shift I want to work. Obviously I have to work forty hours a week but, say I only want to work nights, only want to work days, or something like that. To choose.”
 - “I want more of a full pull system for nurses. Similar to residency programs. I would like some kind of cross-training to be available, and it's not.”
 - “I feel that a lot of people go into nursing so they can switch jobs. They can go into other units and see different things.”

Supervised Autonomy

- The nursing students were asked what their ideal training and immersion onto a particular unit is. Their responses included:
 - “I definitely would like a personal mentor, and I know we have preceptors but, someone a little more in-depth, that I can call if I run into issues, whether it's work related or personal. Maybe advice on skills I'm lacking.”
 - “I would like to be treated as an equal and have someone facilitate my learning.”
 - “Someone like a preceptor who'd take me under their wing and, help show me the ropes and how things need to go.”
 - “I know what I know, and I know what I don't know. I want to be respected for what I can do, but have someone there to help me when I don't.”

Feeling Connected

- The nursing students were asked to discuss immersion to a particular unit. Their feedback included:
 - “It's extremely important in establishing that rapport with your colleagues because if you're not able to work as a team and everybody is kind of disjointed, the organization or unit suffers.”
 - “I think a new nurse's welcoming team has a lot to do with how strong the nurse ends up being for the unit.”
 - “The team is willing to work together.”

New Graduate Nurse Residency Programs

- Nurses in the focus groups often referred to nurse residency programs as a preferred foundation for their nursing career.
- The nurses felt as though residency programs provided improved structure and support for the new graduate nurse.
 - “I would prefer a residency program because of the additional support that you get, not only in the hospital but in the classroom. Also, I prefer the longer residency program, the year instead of just sixteen or eighteen weeks. The extended time would give me more support and a greater level of comfort in working with my patients.”

Limitations

- Phenomenology in its purest sense elicits salient beliefs with representative individuals
- A focus group method may have limited some of the more peripheral variations
- Our focus was informing practical decisions
- Focused on the larger themes that could be put in action

Our Lady of the Lake RN Residency Program

- The RN Residency program is designed to support the growth and guidance of a new graduate nurse in their transition to an acute care RN at Our Lady of the Lake.
- Two-year commitment
- New graduate only program
- Requires a current Louisiana RN License (unable to start on temporary license)
- Retention bonus
 - Upon completion of year one - \$1,000 retention bonus
 - Upon completion of year two - \$2,000 retention bonus

Hiring Process

- Panel of three nurse leaders interviewed each candidate
 - Divisional Director of Nursing, Medicine
 - Nurse Manager, Medicine
 - Nurse Manager, Surgical
- Interview questions were focused on the candidate's flexibility, assertiveness, accountability and confidence.
- The three nurse leaders unanimously agree on each chosen candidate.

RN Residency Group 1

- The first RN Residency Group included six new graduate nurses from across the country.
- The states represented within the group were Louisiana, Mississippi, Arizona and Illinois.
- The nurses were hired in June of 2013.
- The group consisted of one male and five females.
- All residency group members were new BSN graduates from an accredited school of nursing and had no prior experience in the hospital setting.

Orientation Plan

RN Residency: Group 1

- Eight weeks of orientation was completed that included both clinical or “floor time” and classroom style lecture.
- Weeks one through three of orientation was completed on a medical unit with one dedicated preceptor/mentor.
- Weeks four through six of their orientation was completed on a surgical unit with one dedicated preceptor/mentor.
- Weeks six through eight of their orientation included exposure to the units that the nurses had not yet worked within the medical and surgical divisions.

Orientation Plan

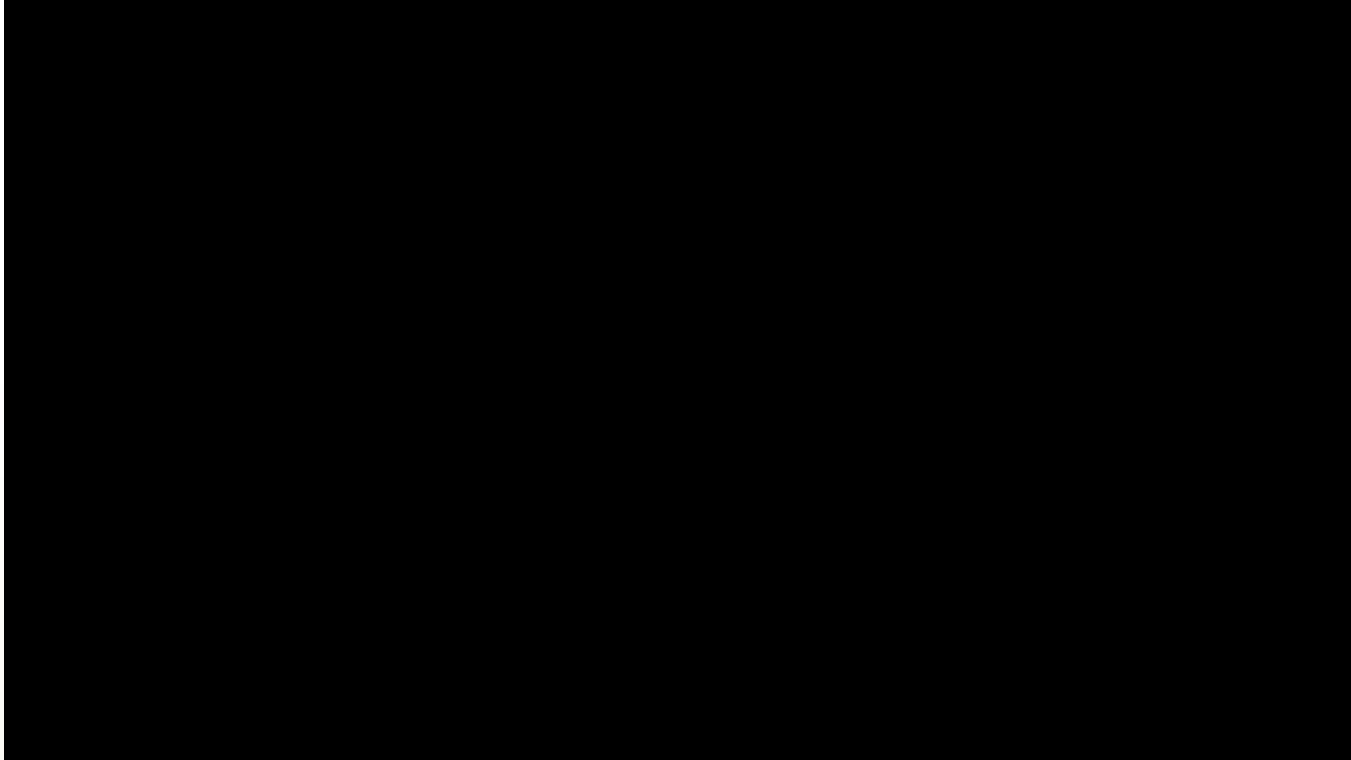
RN Residency: Group 1 (cont.)

- Each week the nurses participated in a classroom lecture to expand their nursing knowledge. The topics covered in these lectures included:
 - Sentinel Events
 - Wound Care/Skin Care
 - Core Measures
 - Quality Improvement Measures (Falls, CAUTI, CLABSI)
 - Patient Satisfaction/HCAHPS
 - Case Management
 - Two day EKG class, nurses must pass telemetry exam to continue with the program

Program Evaluation

- At the end of orientation, the RN Residents complete an anonymous evaluation that probed the strengths of the program, units that provided the best orientation process, recommendations for improvement.
- The evaluations were reviewed by the program coordinator and the suggestions were used to improve the next RN Residency groups experience.

Testimonial RN Residency Group 1 Participant



How has the research changed the program?

- Since 2013 there have been four RN Residency groups with modifications and improvements made with each new group.
- The research conducted in this study refocused the main priorities of what a new graduate nurse is looking for in their first job.
- The research was used to improve, modify and expand our current residency program at Our Lady of the Lake Regional Medical Center.

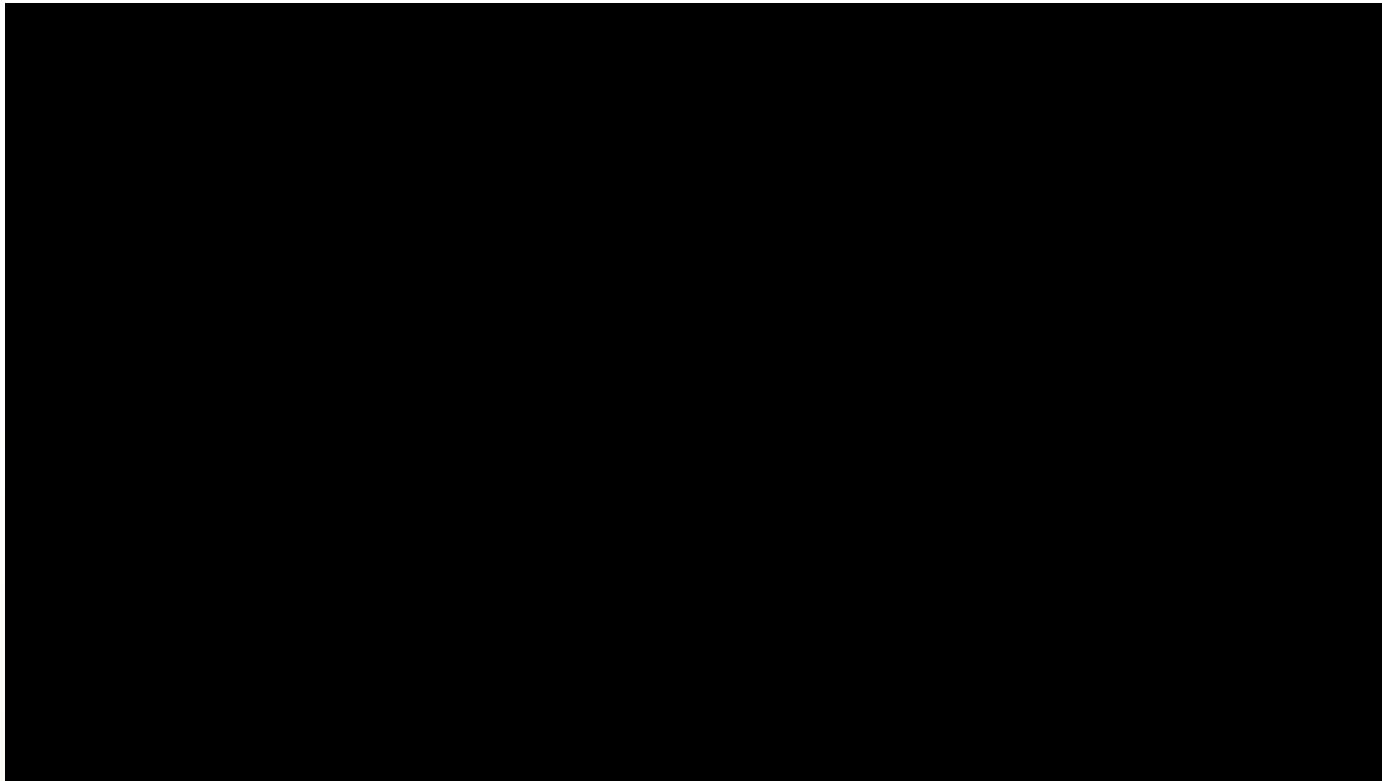
What's new with RN Residency Group 5?

- RN Residency Group 5 was hired in July of 2015
- The length of orientation for the program has expanded from eight to ten weeks.
- Weeks one through four of orientation is completed on a medical unit with one dedicated preceptor/mentor.
- Weeks five through eight of orientation is completed on a surgical unit with one dedicated preceptor/mentor.
- Weeks eight through ten of orientation is completed by working with a current RN Resident that had previously completed the program. This allows for relationship building between resident groups.

What's new with RN Residency Group 5?

- The classroom lecture component has expanded. New topics covered in these lectures include:
 - Safe Patient Handling
 - Risk Management
 - Palliative Care
 - Skills Fair
 - Documentation
- Eight hours of training with an infusion nurse at our outpatient cancer center added.
- These are in addition to courses from the original program.

Testimonial RN Residency Group 5 Participant



How has research expanded the RN Residency Program?

- Critical Care Residency Program
- Six month departmental orientation
- Critical Care Units involved:
 - MICU, SICU, TNCC, HVCU, RCU,& SPCU
- After the six month orientation the resident will rotate monthly through the five participating units
- After one year will be assigned to the ICU float pool
- End of year one resident will either select a home unit or remain in the ICU float pool for year two

Next Steps

- Phase 2: Fall 2015
 - What variables were priority in accepting their first professional position?
 - Conducted with new nurse hires with less than six months nursing experience
- Phase 3: Spring 2016
 - What variable are important to retention of new nurse hires, with less than one year experience
- Each phase will use a mixed methods design
- Tool kit development