

# Development of a Comprehensive Orientation Program to Support Massive Onboarding in the SICU/N-SICU

## The Problem

The SICU/N-SICU is a 15-bed unit. In 2012 census and acuity were consistently low necessitating the closure of 7 beds and redistribution of staff to other units. Since that time there has been a dramatic and sustained increase in census and acuity, and the SICU/NSICU had consistently run at >150% of capacity. This contributed to:

- Frequent floating of staff from other units into the SICU
- High percentage of nurses without specific SICU/NSICU expertise staffing unit
- High percentage of non-BIDMC agency RNs working on short term contract assignment
- Decreased staff satisfaction, increased staff turn-over, and low morale

## Aim/Goal

Based on these factors there was a need to re-open 7 beds in the SICU/NSICU, and an immediate need to onboard 23 new staff nurses including 10 RNs without previous ICU experience. The purpose of this program was to:

- Facilitate the onboarding of 23 new RNs in a 12 month period
- Develop a team of highly competent SICU/NSICU nurses as demonstrated by improvement in pre-post orientation BKAT scores, and subjective evaluation
- Achieve a high level of satisfaction among both orientees and preceptors
- Support the development of a highly functioning team in the SICU/NSICU
- Create a culture of nursing excellence

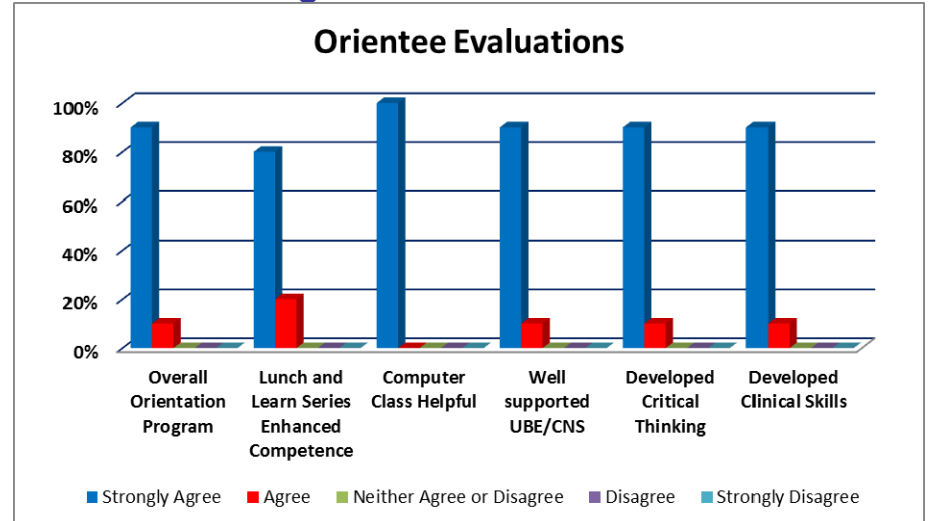
## The Team

Linda Albiani RN BSN	Resource RN
Joanna Anderson RN BSN CCRN	Unit Based Educator
Barbara Buckley RN	Unit Based Educator
Justin DiLibero APRN MSN ACCNS-AG	Clinical Nurse Specialist
Suzanne Joyner RN BSN	Nurse Manager
Sue Kelley RN BSN	Resource RN
Pat Sorge RN BSN	Resource RN

## The Interventions

- Developed tools and materials to better support preceptors
- Developed clinical support infrastructure (lunch and learn sessions, computer documentation/application class, clinical resources binder, badge card)
- Developed preceptor recognition program
- Created tools to support and standardize the orientation processes (meeting tool, orientation guide)
- Engaged and empowered staff nurses, preceptors and orientees to contribute to development and ongoing improvement of our program

## The Results/Progress to Date



- On-boarded 23 SICU/NSICU RNs including 10 without previous ICU experience
- 100% of Orientees report that the program facilitated development of clinical skills, critical thinking, and time management skills
- 100% of preceptors reported that the preceptor review program improved preparedness for working with an orientee
- Orientees demonstrated a mean improvement in post-orientation BKAT scores of 17% (Range 6% to 30%; SD 7.72%)
- Comments: "This was the most organized orientation I have ever had! By far the best orientation experience I have ever had as either preceptor or orientee! Computer Class was a great idea – my orientee came well-prepared with MetaVision!"

## Lessons Learned

- Successful implementation of a comprehensive competency based orientation program requires the coordinated efforts of the entire unit leadership team, education team, orientees and preceptors

## Next Steps/What Should Happen Next

- Evaluate ongoing outcomes and seek opportunities for continuous improvement