Medical/Surgical Fellowship: Onboarding Top Nurses One Relationship at a Time

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Objectives

• Identify three key components of a Medical/Surgical Nursing Fellowship

• Outline how fellowship goals address key initiatives of a nursing strategic plan

• Define metrics to monitor success of a Medical/Surgical Nursing Fellowship
OhioHealth

WE are a faith-based, not-for-profit healthcare system.

- 21,000 Associates
- 3,600 Physicians
- 350+ Residents & Fellows
- 3,500 Volunteers

2.7m Outpatient Visits
426,000 ED Visits
136,000 Admissions & Observations
96,000 Surgeries
600+ Clinical Trials

Represents Fiscal Year 2014 Data
Locations

WHERE WE ARE

hospital
1. OHIOHEALTH RIVERSIDE METHODIST
2. OHIOHEALTH GRANT MEDICAL CENTER
3. OHIOHEALTH DOCTORS HOSPITAL
4. OHIOHEALTH GRADY MEMORIAL
5. OHIOHEALTH DUBLIN METHODIST
6. OHIOHEALTH HARDIN MEMORIAL
7. OHIOHEALTH MARION GENERAL
8. OHIOHEALTH REHABILITATION HOSPITAL
9. OHIOHEALTH O’Bleness Hospital
10. OHIOHEALTH MEDCENTRAL MANSFIELD HOSPITAL
11. OHIOHEALTH MEDCENTRAL SHELBY HOSPITAL

managed
1. MORROW COUNTY HOSPITAL

affiliate
1. SOUTHERN OHIO MEDICAL CENTER
2. SAMARITAN HEALTH SYSTEM
3. BLANCHARD VALLEY MEDICAL CENTER
4. HOCKING VALLEY COMMUNITY HOSPITAL

Represents Fiscal Year 2014 Data
Recognitions
A Medical/Surgical Fellowship?
Background

Medical/Surgical units present unique challenges

• Hiring and staffing

• Providing outstanding patient experiences

• Gap between nursing school curriculum and patient-centric skills
OhioHealth

- Time to fill open positions
- Redundancy in the hiring process
- High costs associated with temporary nursing staff
# OhioHealth Nursing Strategic Plan | FY16–FY18

## Nursing Vision

Every nurse will be a leader in improving health across the continuum.

## Strategies

### Enhance Professional Nursing Practice

- Evolve the Nurse Leadership Academy
- Develop nursing care delivery models which utilize nursing at the highest level
- Develop leadership capability, readiness and ability to drive innovation, transformation and change

### Integrate Care Across the Continuum

- Collaborate internally and externally to maximize the role of nursing in population health management
- Increase community and professional association involvement of nurses at all levels
- Enhance observation care

### Advance Clinical Excellence

- Lateralize evidence based practices and processes across the care continuum
- Conduct research and evidence-based practice projects throughout all levels of nursing
- Develop and promote a culture of innovation that links daily work and clinical excellence

### Optimize Technology to Maximize Integration and Collaboration

- Optimize CareConnect by using the expertise of nurses at all levels and across all care sites
- Evaluate and execute new technologies that will improve efficiency and outcomes
- Improve efficiency and effectiveness of clinical Informatics
An innovative program to pro-actively hire and prepare RNs to be ready for immediate placement into Medical/Surgical positions.
Vision for the Fellowship

- **Top** candidates are recruited and hired
- Orientation and onboarding is **patient-centric** and individualized
- Candidates are monitored closely by **fellowship manager**
- **Leadership development** and **patient experience accountabilities** are introduced early
- RN Fellows are ready for **immediate placement** on high need units
3 Phases of the Program

- Recruitment and Hiring
- Orientation and Onboarding
- Final Placement
Recruitment and Hiring

• Collaboration with Local and Regional Schools of Nursing

• Hiring New Graduates and Experienced Nurses

• Specialized Hiring Events
Orientation and Onboarding

- Individualized
- Expectations clearly communicated
- Additional workshops provide the tools and knowledge needed to meet the expectations
Preceptors

- Additional Preceptor training reinforces service expectations
- Hand picked specifically for the fellowship
- Preceptor selection tool helped the leadership teams to “THINK” about their current preceptors
## Medical/Surgical Fellowship Preceptor Selection Tool

Name: ____________________________ Unit: ____________________________

*Use this tool to evaluate your current preceptors. Based on the individual’s interpersonal and behavioral qualities, as well as any professional accomplishments, you are able to select your top candidates. Answer the questions below (circle appropriate answer) based on your current preceptor’s overall performance. Add the total scores.*

### Interpersonal/Behavioral Qualities

<table>
<thead>
<tr>
<th>Item</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easily displays compassion toward others</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Consistently demonstrates commitment to delivering high quality patient care</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Frequently assists team mates</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Attends the majority of staff meetings or unit gatherings</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Does well on performance evaluations</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total ________**

### Leadership

<table>
<thead>
<tr>
<th>Item</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A positive leader during times of change</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Regarded as a leader by colleagues</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Participates in shared decision making initiatives</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Holds a Shared Governance council position</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Volunteer’s to help with unit-based activities</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total ________**

### Accomplishments

<table>
<thead>
<tr>
<th>Item</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received multiple Power of Ones from patients and families</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Nominated or received a customer service award</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Nominated or received a Prism Award</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Completed any formal or informal continuing education activities</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Recognized for a “Good Catch” from the quality department</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Additional awards or recognition</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total ________**
Leadership Teams

- Unit Manager support is a “Must Have”
- Clinical Educator engagement for ongoing support
- Fellowship Manager
Final Placement

• Open positions reviewed

• High priority units identified

• Fellow preferences are also a priority

• Each round of the fellowship supports final placement
Cohort #1 Highlights

• Patient Experience and Leadership workshops set key nursing expectations

• Preceptor handoff breakfast ensured individualization of orientation

• Collaboration with OhioHealth System Learning Consultants ensured consistent messaging

• Final placement decisions modified to ensure goals of the program were maintained
Program Metrics

• Reduce time to fill open positions

• 50% reduction of premium nursing salaries

• Elimination of targeted staffing incentive programs

• 1% reduction in medical/surgical nurses hired annually
Additional Outcomes

• Increased patient satisfaction scores in the *communication* and *response to call* nursing domains

• Decreased overall RN turnover by 1%

• Increased manager and associate satisfaction regarding new nurse onboarding

• 1% reduction in total open RN positions
Continued Goals

• MS Fellowship cohort timeline will align with FY15 forecasting trends

• Create a “pool” of nurses ready for immediate placement

• 80% of Central Ohio med/surg nurses will be hired through the fellowship
Further Considerations

• Regional Expansion
• Continued monitoring of program participants
• Ongoing program evaluation and modification
Questions?
Literature References:


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