

BACKGROUND

One of the largest issues in healthcare today is poor retention rates amongst highly skilled workers, such as nurses and physicians. Decreasing job satisfaction rates amongst new nurses are a significant cause of this. Nurse residency programs provide an avenue to alleviate this issue via the addition of clinical rotations.

- Nursing turnover in 2018 was 19%, an increase from 12% in 2012¹
- Multiple reasons for turnover, including pay, hours, location, etc.
- Most significant reason listed was poor job satisfaction¹
- Losing a nurse can incur several tens of thousands of dollars²
- A small decrease in turnover rate can result in significant savings for the hospital, ranging from several hundreds of thousands to potentially millions of dollars long term²

METHODS

A thorough literature review was performed, which identified three common and significant themes relevant to the project. These themes were:

- Nurse residency participation on its own improves job satisfaction for new nurses³
- Confidence is a key to new nurses' success in the workplace and their job satisfaction moving forward and can be built via clinical experiences⁴
- Clinical rotations provide new nurses with a well-rounded skillset and more efficient teamwork at the workplace⁵

The PARIHS framework was utilized in this project due to its common use in developing evidence-based practice (EBP) and facilitating project implementation through the utilization of context and merging of research and clinical experience⁶.

REFERENCES

1. Lockhart, L. (2020). Strategies to reduce nursing turnover. *Nursing Made Incredibly Easy*, 18(2), 56. 2.
2. Shaffer, F. A., & Curtin, L. (2020). Nurse turnover: Understand it, reduce it. *My American Nurse*, 15(8), 57-59.
3. Eckerson, C. M. (2018). The impact of nurse residency programs in the United States on improving retention and satisfaction of new nurse hires: An evidence-based literature review. *Nurse education today*, 71, 84-90.
4. Ackerson, K., & Stiles, K. A. (2018). Value of nurse residency programs in retaining new graduate nurses and their potential effect on the nursing shortage. *The Journal of Continuing Education in Nursing*, 49(6), 282-288
5. Fowler, S. B., Lind, S. C., Johnson, P. R., & Lewis, J. (2018). Qualitative description of new graduate nurses' experiences in a nurse residency program. *Journal for Nurses in Professional Development*, 34(6), 319-324.
6. Bergström, A., Ehrenberg, A., Eldh, A. C., Graham, I. D., Gustafsson, K., Harvey, G., & Wallin, L. (2020). The use of the PARIHS framework in implementation research and practice—a citation analysis of the literature. *Implementation Science*, 15(1), 1-51.

INTERVENTION/EVALUATION

The implementation of this project will follow a six to seven-month timeline if all checkpoints and approvals are met in a timely manner. Improvement will be ongoing.

- Informational meeting with Hospital education and management staff
 - Follow up questionnaire to gauge learning and get suggestions
- Send project proposal to financial and nursing leadership for approval
- Implement clinical rotations into a new cohort of the nurse residency program
- Follow-up survey sent to nurse residents at end of one year mark for residency
- Survey findings will be analyzed and utilized as a baseline for continuous program improvement.

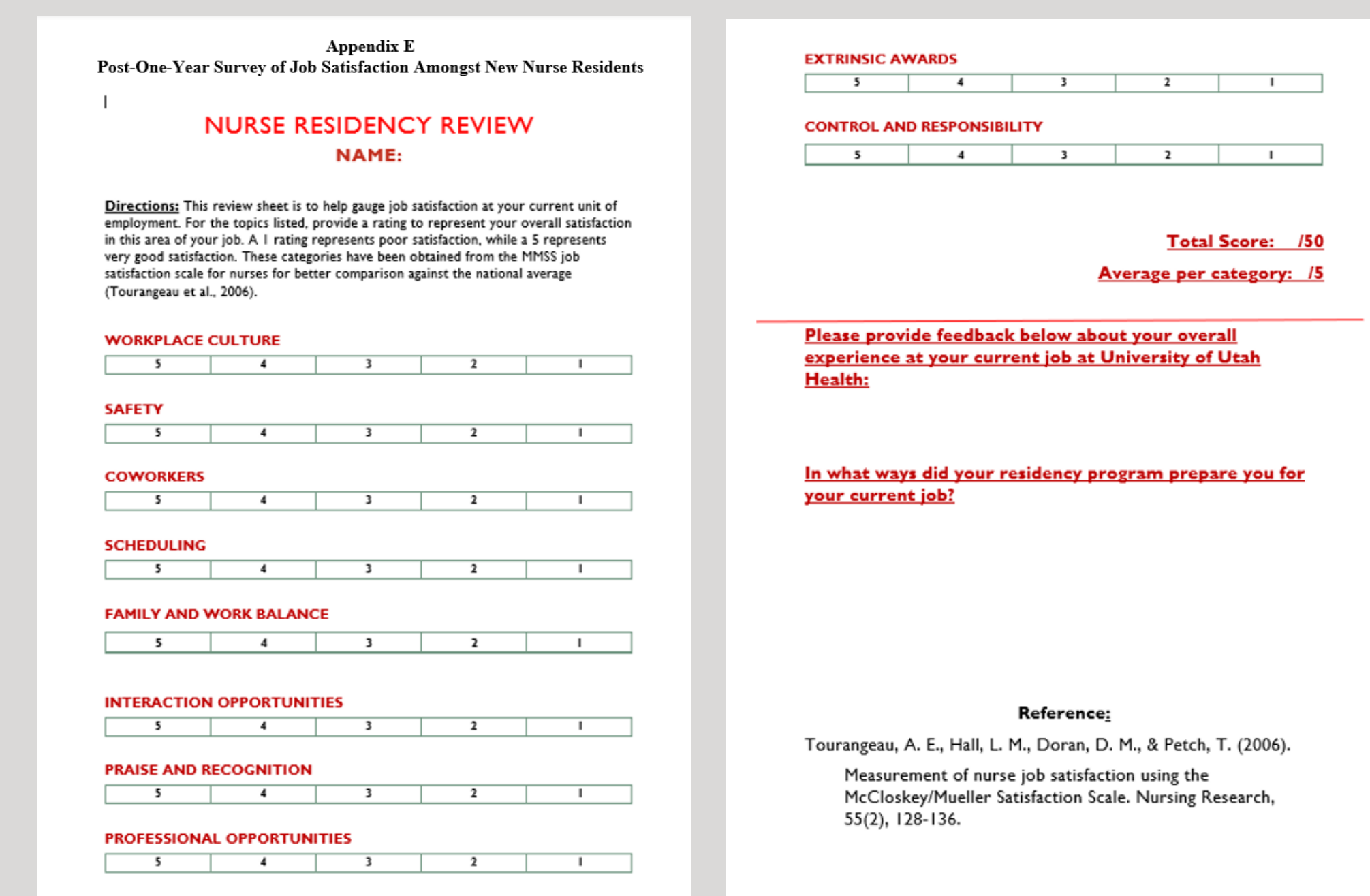
Project Proposal and Implementation				
Week 1	Week 2	Weeks 3 to 7	Weeks 7 to 15	Weeks 15 to 20+
The project deliverables will be created, and invites to an educational meeting will be sent out to shared stakeholders in the nurse residency program.	A meeting will be conducted during which the PowerPoint presentation will be presented and the discussion guided regarding the proposed change to the nurse residency program. Attendees will be surveyed regarding learning and opinions towards new changes.	The outline and proposal, along with any pertinent changes, will be sent to the nursing education director and committee in charge of the nurse residency program. Will await recommended changes or project approval to go to step 2.	The proposal and recommended changes will be submitted to nurse managers on rotation units and the nurse finance director for final approval. Approval of project implementation time is variable due to multiple administrative figures involved.	Suppose all sections of the project are approved. Will work with education staff to implement the clinical rotations into the residency program over the next few months so that the next nurse resident cohort can start rotations.

DISCUSSION

This project is expected to immediately impact the overall retention and job satisfaction rates of the first cohort of nurses in the University of Utah residency program. If results are not significant in this first cohort, the methodology being utilized allows for improvement based on the data being collected and the context of them in this project, per the PARIHS framework.

- It is expected that the addition of clinical rotations and the improved schedule for the residency program will significantly improve satisfaction rates and year-one retention numbers.
- More satisfied and better-trained nurses will provide the hospital with improved patient outcomes and unit standards across the board⁴.
- Results will be obtained for multiple cohorts and compared to nationwide job satisfaction benchmarks in healthcare. These results will also be compared to other similar residency programs for improvement ideas.
- If the project findings are significant, a publication will be created and submitted to journals for potential publication

SATISFACTION SURVEY



Approx. E
Post One Year Survey of Job Satisfaction Amongst New Nurse Residents

1
NURSE RESIDENCY REVIEW
NAME: _____

Directions: This review sheet is to help gauge job satisfaction at your current unit of employment. For the topics listed, provide a rating to represent your overall satisfaction in this area of your job. A 1 rating represents poor satisfaction, while a 5 represents very good satisfaction. These categories have been obtained from the PMSI job satisfaction scale for nurses for better comparison against the national average. (Tourangeau et al., 2006).

WORKPLACE CULTURE
5 4 3 2 1

SAFETY
5 4 3 2 1

COWORKERS
5 4 3 2 1

SCHEDULING
5 4 3 2 1

FAMILY AND WORK BALANCE
5 4 3 2 1

INTERACTION OPPORTUNITIES
5 4 3 2 1

PRaise AND RECOGNITION
5 4 3 2 1

PROFESSIONAL OPPORTUNITIES
5 4 3 2 1

EXTRINSIC AWARDS
5 4 3 2 1

CONTROL AND RESPONSIBILITY
5 4 3 2 1

Total Score: 150
Average per category: 15

Please provide feedback below about your overall experience at your current job at University of Utah Health:

In what ways did your residency program prepare you for your current job?

Reference:
Tourangeau, A. E., Hall, L. M., Doran, D. M., & Petch, T. (2006). Measurement of nurse job satisfaction using the McCloskey/Murphy Satisfaction Scale. *Nursing Research*, 55(2), 128-136.

CONCLUSIONS

Healthcare prices in the United States are trending higher at an alarming rate, showcasing the importance of finding new, unique solutions to lowering costs.

- New graduate nurse residency programs with clinical rotations are a feasible, inexpensive way of improving nurse job satisfaction and retention, allowing for significant cost savings.
- Clinical rotations provide additional benefits to new nurses, such as efficient teamwork, confidence, and a more robust skillset.

This project does feature some limitations, such as taking place at a single location and having a small sample size. This will be addressed by researching multiple cohorts. Future research will shift to different clinical areas, such as critical and ambulatory care.