

## SE11f

Provide one example, with supporting evidence, that demonstrates the effectiveness of the transition to practice program of Nurse Manager into the new role.

- Narrative must include a description of the five domains of the transition to practice program that facilitates effective transition.
- Evidence must include quality outcomes that demonstrate the effectiveness of the transition to practice program.

Note: The five domains of the transition to practice program must include

- Program Leadership
- Organization enculturation
- Development and design
- Practice-based learning and
- Quality outcomes

### **Example f: Nurse Manager Transition to Practice – Creating a Strong Foundation Program Overview**

Nurse Manager Transition to Practice: Creating a Strong Foundation is part of a series of courses in the Nurse Leader Transition to Practice (NLTP) program for nurses new to the nurse manager role at WakeMed Health & Hospitals. This program is a part of a series of classes targeting topics that nurse managers will face in their daily operations and responsibilities that are not covered in the New Manager Orientation (NMO) provided by Organizational Development. The focus of the NLTP program includes establishing a just culture of accountability and employee communication backed by supportive documentation in staff meetings, weekly updates, and employee recognition. This program is based on the American Organization for Nursing Leadership (AONL) core competencies from 2022.

#### **Program Leadership**

Elaine Marinello, MSN, RN, NPD-BC is a credentialed Nursing Professional Development (NPD) Specialist certified by the American Nurses Credentialing Center (ANCC). Guided by the Nursing Professional Development Scope & Standards of Practice (ANPD, 2022), Marinello is accountable for the quality of education in the program, including:

- Assessing practice gaps
- Identifying learning needs
- Identifying outcomes
- Planning
- Implementation to include course coordination and facilitation.
- Evaluating programming to compare with pre-course identified learning needs and updates content based on participant feedback

Following the course, Marinello is accountable for completing a summative evaluation to determine whether changes in the education are needed to meet learners' identified practice gap. She administers a pre-class query to determine learners' self-identified knowledge of the material prior to the education. The pre-class results are compared with post-course data to see what participants self-identify as having learned in the educational offering.

Josh Hostetter, Organizational Development Specialist, Organizational Development, gets an automatic report from Human Resources with a list of all new employees, including nurse managers, and enrolls each new nurse manager in the Organizational Development programs identified in the report. Hostetter sends the report to the Kaizen Development Office for nurse managers to be automatically enrolled in WakeWay 2 Excellence (WW2E) classes over the first year of employment. After receiving the report from Hostetter, Marinello communicates via email to invite new nurse managers to participate in the professional development offerings targeted for them from the Nursing Education Department.

### **Organizational Enculturation**

WakeMed Health & Hospitals recognizes the importance of orienting employees to new roles and responsibilities to foster their confidence and competence by conveying the initial expectations of a new nurse manager (NM) in the organization. NMs new to the organization participate in the New Employee Orientation and Clinical Orientation. NMs new to both the role and the organization are required to complete the Onboarding the Wake Way – Management Orientation program. This curriculum is assigned by Organizational Development.

As outlined in multiple organizational policies, WakeMed's orientation supports patient and employee safety, the understanding of performance expectations, and the integration into the organization's culture. Orientation programs and job-specific training are required for all NMs.

In addition to the NLTP program, NMs are enculturated to WakeMed's mission, vision, and values through orientation, which includes the following:

- **New Employee Orientation** – Completed on Day 1 by all NMs, facilitated by Organizational Development. Content includes WakeWay Behaviors, strategic plan, and culture overview provided by Donald Ginzig, President and Chief Executive Officer, along with corporate compliance, culture of safety, employee benefits, spiritual care, patient safety and risk management, and the employee assistance program. Each presentation begins with the WakeMed Pyramid and an explanation of how the content of the presentation aligns with WakeMed's mission, vision, and values.
- **Clinical Orientation** – Completed by Day 2 and 3 by all employees with direct patient care job responsibilities. Content includes professional education, emergency medical response, infection prevention, specimen labeling, point of care testing, nursing director welcome and overview, pharmacy overview, discharge teaching, donor services, central and peripheral lines, blood

administration, and mandatory learning modules. The Director's Welcome includes an overview of the Division of Nursing structure and processes based on the components of the Magnet Model.

- **Unit/Department Orientation** – Completed within the 90-day introductory period. NMs new to WakeMed are enculturated to their area of practice on Day 1 when the director meets with them during the morning break. An orientation plan is set prior to the NM's arrival, including a tour of their area of practice, office location, breakrooms, bathrooms, cafeteria, etc. Orientation to the shared decision-making structure includes meeting the Nurse Manager Council chair, being provided the dates/times of meetings, and introductions facilitated by the nursing director. NMs are also enculturated during the review of important leadership meetings such as System Nursing Leadership, where new NMs are introduced and welcomed. The nursing director facilitates meetings with interprofessional partners including other nurse executive leaders, Human Resource experts, Spiritual Care team members, the physician unit champion, Finance partners, Environmental Services partners, engineering experts, and clinical administrators.
- **Management Orientation – Leader Onboarding Program** – All NMs are required to complete Management Orientation within 12 months of hire. This foundational two-day course educates NMs on recruiting and retaining team members and developing the WakeWay Every Time Behaviors:
  - **Respect for People**
    - Value differences
    - Demonstrate compassion and empathy
    - Respect privacy and maintain dignity
  - **Commitment & Accountability**
    - Make safety your top priority
    - Conduct work with the highest integrity & honor
    - Do your best work at all times
    - Help pursue Kaizen (performance improvement)
  - **Teamwork**
    - Be a team player
    - Support a positive work environment
    - Show pride in WakeMed and the work you do
  - **Communications**
    - Be welcoming, helpful and polite
    - Be an active and attentive listener
    - Help others learn and understand

The curriculum also includes Unconscious Bias, Crucial Conversations, and 6 Critical Practices for Leading a Team courses. Leadership competencies are embedded in job descriptions, and NMs are evaluated on these competencies annually. These courses are designed to support the development of key competencies.

- **WakeWay 2 Excellence (WW2E) classes** – These classes introduce NMs to the process improvement method that increases patient safety and quality while reducing costs and achieving the 10 Aspirational Goals. The two components of

the class, behaviors and tenets, outline the approach taken to ensure patients and families have an exceptional experience and receive high-quality patient care to achieve WakeMed Health & Hospitals' goals.

### **Development and Design**

NLTP is designed to highlight aspects of the AONL Nurse Leader Core Competencies. The program elements fall under the domains of Professionalism, Communication & Relationship Management, Business Skills & Principles, and Leadership. The content includes ensuring a just culture of accountability; influencing and persuading others, building consensus, and gaining cooperation from others to share information and accomplish goals; engaging and managing conflicts and disagreements in a constructive manner; ensuring a safe and healthful work environment that promotes self-care and empowerment; delegating appropriately; and fostering professional governance. All these aspects are included in the AONL Nurse Leader Core Competencies.

The NLTP program consists of two standalone courses: Nurse Leader Transition to Practice: Creating a Strong Foundation, and Nurse Leader Transition to Practice: Team Development. The courses are offered quarterly, lasting two and a half hours. Marinello provides a formative evaluation, asking about the specific content NMs will implement at the end of each course, as well as a three-month follow-up email to remind participants of their commitment to building new learnings from the course into their daily practice.

- **NLTP: Creating a Strong Foundation** – Objectives include building a just culture of accountability and fostering professional governance. Participants practice using the various tools shared during the course, including the A4 conflict resolution technique (Acknowledge, Apologize, Amend, and Action). Post-course surveys show that 85% of the plan to implement unit ground rules from the presentation to foster a healthy work environment.
- **NLTP: Team Development** – Objectives include completing a CliftonStrengths® assessment before the class. Participants receive their report on their top five strengths in the class, which consists of a facilitated debrief led by Marinello. Participants also conduct a values sort using the values cards deck from the Center for Creative Leadership®, start a draft of their leadership philosophy, and have time for group work so these NMs can practice the team development activities to incorporate with their teams.

Marinello received feedback that the NMs also requested a course on how to manage budgets and staffing responsibilities. The Nurse Leader Transition to Practice: Budget and Quality Outcomes course was created in response, to be offered in September and November 2024.

### **Practice-based Learning**

Marinello and the planning committee developed “Creating a Strong Foundation” using a design incorporating a variety of teaching methods to ensure all participants’ learning styles are addressed. This educational programming includes interactive components such as group discussion, share and compare, case studies, and return demonstration.

This helps new NMs in conversations with their preceptor or mentor once they are in the practice environment. The NM competency checklist is used to help guide these conversations.

Participants are given various opportunities to reflect on their experiences in their leadership role to date and to share a communication opportunity from their unit in which the planned outcome was not necessarily achieved. They are asked to reflect on why it might not have gone as planned and what might have been done differently to achieve the desired result. NMs are given opportunities to identify items for their unit, such as Unit Councils and representatives and their unit's Clinical Nurse Council representative(s). They are asked to reflect on how the shared ground rules might work in their unit and what modifications might be necessary. NMs are also given the chance to identify employees to engage in various aspects of the unit work based on their unique passions/interests.

### **Quality Outcomes**

NMs are responsible for the direct oversight of patient outcomes and nurse engagement. Their key responsibilities include ensuring clinical nurses are engaged, have a voice in their daily autonomous practice, foster interprofessional relationships, and have opportunities for professional growth and development. Examining factors of NM engagement and job satisfaction are important to the engagement of frontline clinical nurses. NMs are essential to the retention of clinical nurses and quality patient care, but it can be difficult to recruit and retain NMs.

The impact of NLTP program is to enculturate NMs into the WakeWay behaviors and align them with the organizational goals. The quality and effectiveness of the NLTP program is determined by the nurse manager turnover rate, which is calculated by dividing the number of nurse managers who leave the job by the total number of nurse managers at WakeMed Health & Hospitals and multiplying by 100. The nurse manager turnover rate was 6.94 in 2021, 8.33 in 2022, 4.16 in 2023, and 1.38 in 2024 to date. ([Evidence SE11f-1, WakeMed Health & Hospitals, Nurse Manager Annual 1 Year Turnover Rate](#))