



New Graduate Nurse Residency

**Program Manual
2019 – 2020**

Transitions to Nursing Practice Program

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Transitions to Nursing Practice Program
New Graduate Nurse Residency
SBAR
March 12, 2019

Situation

Guided by the MUSC Health Nursing Professional Practice Model and the Care Delivery model, the mission of the Transitions to Nursing Practice Program (TNPP) Nurse Residency Program is to Support the successful acculturation of New Graduate Registered Nurses at MUSC Health while supporting the diversity and individuality of our nursing Care Team Members. To successfully fulfil this mission, the TNPP relies on the active engagement of stakeholders across the organization at all levels as our New Graduate Nurses cultivate professional and personal relationships with the MUSC Health Care Team to support our ultimate Organizational goal, excellence in patient and family centered care for our local community and across the state.

Background

Originally adopted as best practice at MUSC in 2007, the Nurse Residency realigned with the creation of the TNPP in May of 2018. The Nurse Residency Program achieved Accreditation with Distinction in February of 2019 from the American Nurses Credentialing Center's (ANCC) Practice Transitions Accreditation Program (PTAP). The accreditation process served as a framework for the evolution of the current program and the latest version of the Nurse Residency was effective January 1, 2019.

Assessment

As the TNPP Nurse Residency evolves to best support New Graduate Nurses at MUSC Health, the dissemination of information about our program and changes operationalized based on Resident and Stakeholder feedback is critical to the success of the program. The New Graduate Nurse Residency Program Manual for 2019 – 2020 provides an overview of Nursing at MUSC Health and serves as a document to help educate current and future Care Team Members on the Program curriculum and delivery plan. In conjunction with the Nurse Residency Website on the MUSC Intranet, the Program Manual informs Care Team Members at and exploring career opportunities at MUSC about the goals, outcomes, plan, and delivery of our Nurse Residency.

Recommendation

Table 1. Program Outline: Overview of a Tiered Delivery Approach

0 -12 Months of Practice		13-18 Months of Practice
Phase 1: Welcome and Orientation	Phase 2: Nurse Residency Discussions	Phase 3: Professional Development
<p>Organizational Orientation</p> <ul style="list-style-type: none"> • see MUSC Human Resources Website for most current schedule <p>Clinical Services Orientation</p> <ul style="list-style-type: none"> • see MUSC Human Resources Website for most current schedule <p>Unit-Based Orientation</p> <ul style="list-style-type: none"> • Individualized and practice-area specific <p>Nurse Residency</p> <ul style="list-style-type: none"> • Session 1: Introduction to the Nurse Residency Program (4 hours) <p>Resident Milestones</p> <ul style="list-style-type: none"> • Completion of Orientation • Completion of Practice Focused Skills-Lab • Start forming collegial working relationships with peers and colleagues. 	<p>Nurse Residency</p> <ul style="list-style-type: none"> • Sessions 2 – 10 (3 hours per session) <i>see Appendix C for Curriculum Outline</i> <p>Resident Milestones</p> <ul style="list-style-type: none"> • Completing Unit Based Orientation • Eligible for advancement to RNII at 12 months of clinical practice • Benner: Advanced from Novice to Competent • Completing Preceptor Development Training 	<p>Nurse Residency</p> <ul style="list-style-type: none"> • Shadowing Experience: One 4-hour shift to shadow any RN position in the MUSC Health System. • Session 11: Career Mapping and Professional Development (4 hours) • Session 12: Evidence-Based Practice and Advancing on the Clinical Ladder (4 hours) <p>Resident Milestones:</p> <ul style="list-style-type: none"> • Begin sharing clinical expertise in the practice environment • Begin planning Clinical Ladder Advancement

MUSC Health

MUSC Health is the clinical enterprise of the Medical University of South Carolina (MUSC) comprised of a 750-bed Medical Center, the MUSC College of Medicine and the physician's practice plan. It serves patients across South Carolina and beyond through four hospital facilities in Charleston and more than 100 outreach sites. Among these are the Hollings Cancer Center, one of only 66 National Cancer Institute-designated centers in the country and a nationally recognized Children's Hospital. The Medical University was founded in 1824 and has risen to become a premiere academic medical center at the forefront of the latest advances in medicine.

Mission: We improve health and maximize quality of life through education, research and patient care.

Vision: Leading Health Innovation for the Lives We Touch

- *As one of America's most preferred academic health systems, we will change what's possible with innovation that transforms expertise, learning and discovery into unrivaled patient-centered care. Our teamwork, coordination and accountability will provide the integrated breadth and depth to improve health and value for those we serve.*

Values:

- *Compassion - We treat all patients and their families with kindness, empathy and dignity.*
- *Teamwork - We recognize that people are our greatest asset and everyone has an important role in our care team.*
- *Diversity - We create a diverse community where every individual is respected, accepted and valued to help achieve health equity for everyone we serve.*
- *Accountability - We are responsible for our words, actions and use of resources.*
- *Innovation - We encourage new ideas and practices that lead to the continuous improvement of experiences and outcomes.*

Figure 1. Nursing Professional Practice Model – The Gate (MUSC Health, n.d.)



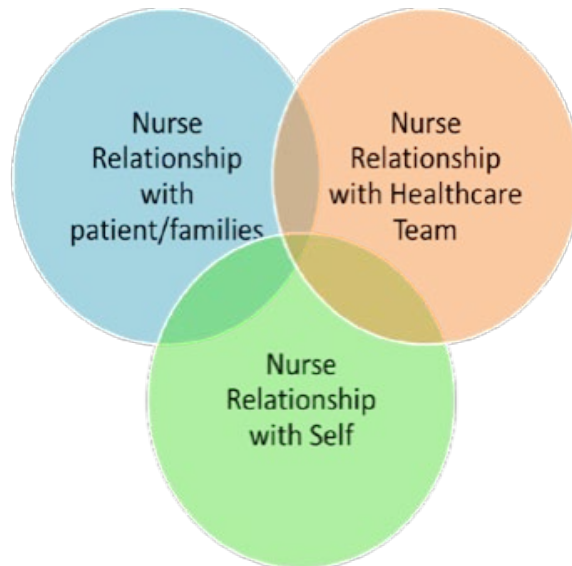
MUSC Health Nursing

Nursing Professional Practice Model

Our Nursing Professional Practice Model (Figure 1) represents what MUSC Health Nurses value most in our professional nursing practice ([MUSC Health, n.d.](#)). The Gate design was inspired by Charleston's beautiful wrought-iron gates and the expert local craftsmanship of Philip Simmons. The theme, *Caring Within a Tradition of Excellence*, keeps our patients, families, and the community we serve at the center of our practice. Values MUSC Health Nurses demonstrate in our service to our community include:

- *Collaboration* with the entire healthcare team. Nurses function as an equal member of a caring team that creates a healing environment and fosters trust between, clinicians, patients and the community;
- *Expertise* as nurses grow from novice to expert at the safe, effective delivery of nursing skills;
- *Advocacy* for the patient in all respects, including equity in access healthcare;
- *Integrity* by being worthy of the trust of patients, families, & colleagues;
- *Innovation* through creativity in all facets of our work; and,
- *Accountability* through responsiveness to outcome measures and by maintaining current knowledge.

Figure 2. Nursing Care Delivery System



Care Delivery System

MUSC Health Nurses adopted Relationship Based Care (Figure 2) as our nursing care delivery system ([MUSC Health, n.d.](#)). A subsystem of The Gate, our Care Delivery System describes our approach to delivering patient care. Relationship Based Care defines the way we use our nursing values to care for our patients, families, colleagues, and selves.

Transitions to Nursing Practice Program Nurse Residency

In July 2018, the Transitions to Nursing Practice Program (TNPP) was created at the Medical University Hospital Authority (MUHA) to incorporate: the New Graduate Nurse Residency Program, the Preceptor Development Program and an affiliation with the MUSC College of Nursing.

MUSC has proudly offered a New Graduate Nurse Residency Program since 2007 to support the goal of improving patient outcomes, supporting New Graduate Nurses, and reducing nursing turnover. Delivering a curriculum based on the Vizient/CCNE model customized to the Organization, the program and previous iterations serves as the foundation for the latest program plan operationalized in 2019. The Transitions to Nursing Practice New Graduate Nurse Residency Program received Accreditation with Distinction from the American Nurses Credentialing Center (ANCC)'s Practice Transitions Accreditation Program (PTAP) in February of 2019. The TNPP Nurse Residency starts with orientation and spans approximately the first 24 months of clinical practice. The program is delivered in 3 Modules (table 1).

Program Eligibility Criteria

- Graduation from an accredited nursing program (BSN or ADN)
- Current unencumbered RN licensure
- Employment as a RN I (< 12 months clinical experience) at MUSC Health

Program Mission

The mission of the TNPP Nurse Residency Program is to Support the successful acculturation of New Graduate Registered Nurses at MUSC Health while supporting the diversity and individuality of our nursing Care Team Members.

Program Goals

1. Support Resident's transition from novice to competent professional Registered Nurse in the clinical environment.
2. Support continued development of decision-making skills and critical thinking related to clinical judgement and performance.
3. Support creation of an individualized professional plan for Residents.
4. Support professional development of nursing leaders at the point of care.

Quality Outcome Measurement

The TNPP collects qualitative and quantitative evaluation data from participating Residents at each session. This data is coded and analyzed to identify themes that will guide the improvement of the TNPP and the Resident experience. Stakeholder feedback is incorporated through the collaboration of the Program Manager and the Transitions to Nursing Practice Program Advisory Council. The Council is composed of representation from Human Resources and all levels of Nursing at MUSC Health. Quality outcomes are currently determined to align with the goals of the Organization. To ensure all of these methods are congruent, the Program

Manager is the accountable leader for coordinating feedback from multiple stakeholders and Organizational Councils.

The following Outcomes Data are available on the [Nurse Residency Website](#).

- First-year turnover rate of New Graduate Nurses at MUSC Health (0-12 months).
- Second-year turnover rate of New Graduate Nurses at MUSC Health (13-24 months).
- Nurse Residency graduates in the Relief Staff Leader (RSL) role.

Peer Support

Nurse Resident participants of the Nurse Residency Program are cohorted quarterly by calendar year. Session 1 is held every month to introduce the Resident to peers and Nurse Residency at MUSC Health with the aim of reducing anxiety. For Sessions 2 – 10, the Resident Cohorts expand and are aggregated as outlined in Table 2.

During Phase 1, the Resident attends Organizational and Clinical, begins Unit-Based Orientation, and participates in a practice specific skills lab. Session 1 is included in the first phase to introduce the Resident to the program. Phase 2 lasts approximately 9 months and includes monthly three-hour sessions that are designed to support the Residents' transition to professional nursing at MUSC Health and connect the New Graduate Nurse with resources. At 12 months of clinical practice, the Nurse Resident is eligible for advancement to RNII and Phase 3 begins with a Preceptor Development Workshop.

Table 2. Nurse Residency Session 1 Schedule for Calendar Years 2019 and 2020

Cohort	Start Dates	Session 1
2019Q1	12/1/2018 - 12/31/2018	1/15/2019
	1/1/2019 - 1/31/2019	2/19/2019
	2/1/2019 - 2/28/2019	3/19/2019
2019Q2	3/1/2019 - 3/31/2019	4/16/2019
	4/1/2019 - 4/30/2019	5/21/2019
	5/1/2019 - 5/31-2019	6/18/2019
2019Q3	6/1/2019 - 6/30/2019	7/16/2019
	7/1/2019 - 7/31/2019	8/20/2019
	8/1/2019 - 8/31/2019	9/17/2019
2019Q4	9/1/2019 - 9/30/2019	10/15/2019
	10/1/2019 - 10/31/2019	11/19/2019
	11/1/2019 - 11/30/2019	12/17/2019
2020Q1	12/1/2019 - 12/31/2019	1/21/2020
	1/1/2020 - 1/31/2020	2/18/2020
	2/1/2020 - 2/29/2020	3/17/2020
2020Q2	3/1/2020 - 3/31/2020	4/14/2020
	4/1/2020 - 4/30/2020	5/19/2020
	5/1/2020 - 5/31/2020	6/16/2020
2020Q3	6/1/2020 - 6/30/2020	7/21/2020
	7/1/2020 - 7/31/2020	8/18/2020
	8/1/2020 - 8/31/2020	9/15/2020
2020Q4	9/1/2020 - 9/30/2020	10/20/2020
	10/1/2020 - 10/31/2020	11/17/2020
	11/1/2020 - 11/30/2020	12/15/2020

References

Benner, P. (1984). From novice to expert: Excellence and power in clinical nursing practice. Menlo Park: Addison-Wesley

MUSC Health (n.d.). Care Delivery System. Retrieved from <https://muschealth.org/patients-visitors/about-us/nursing/musc/care>

MUSC Health (n.d.). Relationship based care. Retrieved from <https://muschealth.org/patients-visitors/aboutus/nursing/musc/model>

Appendix A
ANA Standards of Practice and Professional Behavior Crosswalk

ANA Standards of Practice	TNPP Curriculum Alignment
Assessment	First Five Minutes- assessment of the deteriorating patient Population-based skills labs
Diagnosis	First Five Minutes- assessment of the deteriorating patient Population specific skills labs
Outcomes Identification	Evidence-based practice class Quality improvement introduction
Planning	Critical thinking reinforcement throughout experience, through facilitated discussions Delegation and the RN/PCT Relationship
Implementation	EBP Case Study ANA Scope & Standards Population specific skills labs
Coordination of Care	Introduction to care team members Communication classes
Health Teaching and Health Promotion	Integration of patient education network and resources
Evaluation	Skills Day (Lab Values, Respiratory Assessment, Hemodynamic Changes, etc.)
ANA Standards of Professional Performance	TNPP Curriculum Alignment
Ethics	Ethics presentation Facilitated discussion of ethical dilemmas encountered among current residents.
Culturally Congruent Practice	Several occasions during the program, including: online computer-based modules and in-class presentations, offer residents opportunities to explore culturally sensitive nursing themes and to reinforce the organization's commitment to these values.

	Introduction to Diversity and Inclusion.
Communication	Classes are provided with role-playing for difficult conversations and honest conversation techniques
Collaboration	Methods to assist with conflict management in order to achieve collaborative goal achievement are presented. The institution's approved method for conflict resolution, DESC, is introduced.
Leadership	Conflict Resolution Delegation and the RN/PCT Relationship Interprofessional Collaboration
Education	Current nursing knowledge is incorporated into the program. The organization's shared governance councils, nurse scientist, strong academic connection, and partnership with nursing professional development provides a resource rich environment to ensure content is current and fact-based.
Quality of Practice	This standard is inherent throughout the program. Evidence-based practice, quality curriculum, adherence to organizational and certification standards are reinforced to residents at appropriate opportunities.
Resource Utilization	Providing numerous presenters with different nursing experiences and specialties sets the expectation for the resident to utilization resources available within the organization to promote quality patient care.
Environmental Health	Diversity and Inclusion Quality Outcomes EAP – Stress Management Presentations

Appendix B
ANCC Competency Crosswalk

Competency	Curriculum Content	Description
Patient-centered care	Executive Nursing Officer presentation on Patient-Centered Care. Professional Boundaries Presentation Ethics in Nursing Practice Palliative & End of Life Care The MUSC Health Nursing Professional Practice Model Professional Boundaries	Introduction of methods to improve the patient and family patient experience and the role of the Resident in providing Patient/Family- Centered Care in the practice environment. The Gate, our professional practice model, was created by nurses to keep patients and families at the center of the Nursing Care we provide.
Quality Improvement principles	I.M.P.R.O.V.E. Quality Outcomes	Introduction to the Organization's Quality Improvement Process and Evidence-Based Practice concepts and resources at MUSC Health.
Effective functioning within an Interprofessional team	Interprofessional Presenters: Dr. Shelly Ozark, Eric Smathers, Terri Ellis, Nancy Pope-Faulk, etc. First-Five Minute Drills Delegation and the Nurse/PCT Relationship	Introduction to regulatory agencies such as JCAHO, CMS Overview of Healthcare Industry changes by Medical Director of Institution's Quality Department
Incorporation of evidence-based practice (EBP) principles	Presentation and case studies by Institution's Value Institute Nurse Scientist facilitated EBP Case Study	Review of evidence-based practice principles with an emphasis on introduction of the expectations and the resources available to increase Resident's commitment to and understanding of EBP at MUSC Health.
Use of informatics in	Orientation to electronic	Introduction of informatics

practice	medical record and documentation requirements Code Narrator Charting	solutions and resources available as an MUSC Care Team Member.
Basic safety principle application	Skills Lab: <ul style="list-style-type: none"> • Responding to Patient Care Needs • Interpretation and response to laboratory values, respiratory changes and hemodynamic changes Emergency drill/First Five Minutes Recognizing the deteriorating patient Institution patient safety initiatives	Introduction to basic principles of safety application begins in Organizational Orientation and continues through the Unit Based Orientation process and participation in the TNPP.