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 turnover, 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 Albani 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

![Orientee Evaluations](chart.png)

- 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

For more information, contact:
Justin DiLibero, APRN MSN ACCNS-AG, CNS
jdlliber@bidmc.harvard.edu