



Nurse Practitioner Orientation Process at UMMC



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BACKGROUND

- 160 NPs & 3 PAs at UMMC
- Unit-based & specialty-based practice
- Description of initial orientation program
(Bahouth & Esposito, 2009)
- 40 NPs hired over past 2 years
- Recognition of need for improved
orientation process



Process Gaps

- Outdated onboarding resources
- Inconsistencies in accountability for oversight &
organization of orientation
- Inconsistencies in structure of orientation
components
 - Lack of clarity in orientation expectations
 - inpatient vs. ambulatory
 - novice vs. experienced
 - Limited learning methods
 - Inconsistencies in documentation of performance



GROUP PROCESS

- APN committee assembled to review orientation components
- Developed orientation framework composed of primary domains
 - Onboarding
 - Content competency: knowledge & skill acquisition
 - Evaluation & Feedback



ONBOARDING PROCESS

Pre-employment activities

- Licensure/NP certification
- DEA/CDS
- Credentialing process
- Other certifications: CPR, ACLS, PALS

Hospital orientation activities

- Computer training, etc

Scope of practice

- Position requirements
- Job description/role delineation
- National/state regulations
- Organizational standards of practice
- Procedures

Activity	Date Submitted	Date Approved/License
Attention: Review and application		
Licensure and Certification		
MSO Application		
Drug Enforcement Agency Application		
CDS Application		
CPR		
Specialty Cert PALS/ACLS/NRP		
Order		
Business Cards		
Office Keys		
Lab Coat and ID		
Pager Received		
Current Information		
Long Distance access Code		
Email A/C		
HIV		
Prenatal		
TMJ/CT		
Division Code		
Healthcare Compromises		
Notes		



CONTENT COMPETENCY

• System orientation

- Unit operations
- Unit/hospital standards of practice
- Policies & procedures
- Documentation guidelines

• Clinical training

- Orientation template
- Competencies specific to role identified
 - Cognitive & procedural
- Learning methods
 - Didactic, review course, simulation, self-learning or web-based modules, clinical precepted experiences

• Collaboration & communication abilities

- Weekly/biweekly meetings with Lead NP
- Novice APN network meetings

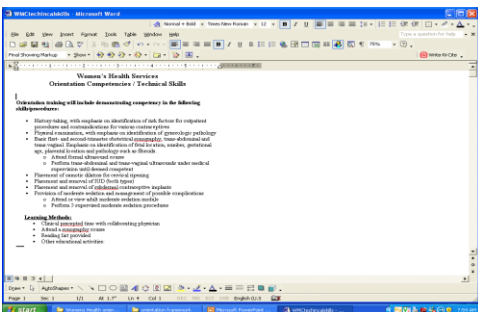
Clinical Orientation Timeline Template			
Orientation week	Activities/Tasks for Entry Level NPs	Activities/Tasks for Outpatient Based Providers	Activities/Tasks for Experienced NPs
Week 1	2 day Hospital Orientation Power chart module /prescriber training class Healthstream modules Pass PDM email dictation Day 3: APN Orientation Day 4: Unit Service Operations Day 5: Observation of Service/Unit Rounds	2 day Hospital Orientation Power chart module /prescriber training class Healthstream modules Pass PDM email dictation Day 3: APN Orientation Day 4: Unit Service Operations Day 5: Observation of Service/Unit Rounds	2 day Hospital Orientation Power chart module /prescriber training class Healthstream modules Pass PDM email dictation Day 3: APN Orientation Day 4: Unit Service Operations Day 5: Observation of Service/Unit Rounds
Week 2	Feedback and Goal Setting Shadow NP/MD Preceptor Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation Plan of Care D/C Process Patient Education One Day/Week: Didactic Content: Self Learning Simulation Medication Safety Diagnosis Specific	Feedback and Goal Setting Completion of Reimbursement and Insurance Provider Contracts with Practice Managers. One Day/Week: Didactic Content: Self Learning Simulation Medication Safety Diagnosis Specific	Feedback and Goal Setting Shadow NP/MD Preceptor Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation Plan of Care D/C Process Patient Education One Day/Week: Didactic Content: Self Learning Simulation Medication Safety

Week 3	Patient Care Delivery/Management with Supervision of 1-2 patients Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation Plan of Care D/C Process Patient Education One Day/Week: Didactic Content: Self Learning Simulation Medication Safety Diagnosis Specific Feedback and Goal Setting	Patient Care Delivery with Supervision of 1-2 Patients Activities to include the outpatient routine of the service: clinic or practice environment Assessment Presentation Coding/Billing Documentation One Day/Week: Didactic Content: Self Learning Simulation Medication Safety Diagnosis Specific Feedback and Goal Setting	Patient Care Delivery/Management with Limited Supervision of 1-2 patients Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation Plan of Care D/C Process Patient Education One Day/Week: Didactic Content: Self Learning Simulation Medication Safety Diagnosis Specific Feedback and Goal Setting
Week 4	Patient Care Delivery/Management with Supervision of 1-2 patients Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation Plan of Care D/C Process Patient Education	Patient Care Delivery with Supervision of 1-2 Patients Activities to include the outpatient routine of the service: clinic or practice environment Assessment Presentation Coding/Billing Documentation	Patient Care Delivery/Management with minimal supervision of 3-4 patients Activities to include the daily routine of the service: Rounds Documentation Assessment/Order Entry Presentation

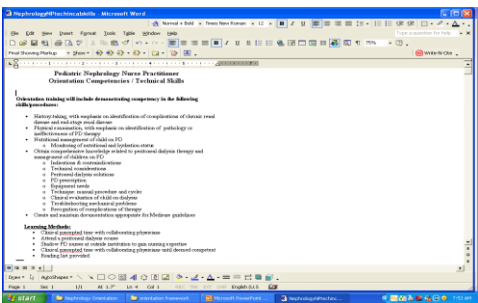
General Competencies

- Resuscitation & stabilization
- Evaluation & management of common signs & symptoms
- Management of populations specific diagnoses
- Application of physiologic monitoring & advanced technology
- Initiation & modification of fluid & electrolytes/nutrition
- Specific procedural competency
- Initiation & evaluation of laboratory tests & diagnostic modalities
- Coordination & facilitation of comprehensive patient management
- Patient & family advocacy & education

Example of Service Line Competencies



Example of Service Line Competencies





EVALUATION & FEEDBACK

- **Measurement Tool**
 - Knowledge acquisition
 - Communication skills
 - Technical performance
 - Log of skills (needed for BON, hospital credentialing and FPPE)
- **Feedback Mechanism**
 - Use of weekly evaluation tool
- **Mentoring and Ongoing Support**

NP Evaluation Tool

Competency Domain	Met (yes/no)	Assessment Method	Comments & Goal Setting
Didactic/education Knowledge acquisition			
Clinical Practice Clinical performance Technical skills Clinical decision-making Time management			
Teamwork & Communication Interactions with patients, families, staff, & interdisciplinary team Oral/written communication			
Professionalism Professional attitude Accountability Dependability Relationships with others			

Evaluation: PICU Knowledge/Skills Checklist

Diagnosis	Pathophysiology Described	Diagnosis Differentiated	Indications/ Work-up Described	Management Described	Prevent/ Complication Prepared	Prevent/ Patient Education
Common infections:						
- Tetracycline antibiotics						
- Sulfonamides						
- Acetaminophen						
- Hydrocortisone						
- Carbon monoxide						
Multi organ system failure:						
- Shock						
- Cardiac						
- Distributive						
- Hypovolemic						
- Obstructive						
Cardiac arrest:						
- Bradycardia heart block						
- CMI						
- Pericardial effusion						
- Cardiac tamponade						
- Hypertensive emergencies						
- Post-op organ management						
- SVT						
- VT						
- Myocarditis/Pericarditis						
ENT:						
- Foreign body						
- Obstructive sleep apnea						
- Post-op ENT management						
- Structural anomalies						
- Upper airway obstruction						
- Tracheo-Laryngeal Stenosis						
- Airway discharges						
- BKA						
- Respiratory distress						
- Respiratory arrest						
- Adrenal insufficiency						
- Hypothermia						

(Sorce, Simone, & Madden, 2010)

Evaluation of Orientation Process: Survey Results (n = 34)

Demographic Categories	Characteristics	Frequency	Percent (%)
Gender	Female	28	87.5%
	Male	4	12.5%
Age	25-30	9	27.3%
	31-40	13	39.4%
	41-50	7	21.2%
	> 50	4	12.1%
Nursing experience (years)	< 1	2	6.6%
	2-4	4	11.6%
	5-10	18	52.7%
	>10	10	29.2%
Experience in specialty (years)	< 1	6	17.6%
	2-4	6	17.6%
	5-10	14	41.3%
	>10	8	23.5%
Novice NP	Yes	22	64.7%
	No	12	35.3%

Evaluation of Orientation Process: Survey Results

Question	Response	Frequency (%)
Did you receive a flash drive from Human Resources with start-up activities to complete before & during your orientation?	Yes	29 (85.3%)
	No	5 (14.7%)
If yes, how helpful was it in completing the pre-employment & start-up activities?	Not helpful	1 (3.4%)
	Somewhat helpful	10 (34.5%)
	Helpful	13 (44.8%)
	Very helpful	5 (17.2%)
The role responsibilities for position were well defined?	Strongly disagree	5 (14.7%)
	Disagree	0 (0%)
	Agree	22 (64.7%)
	Strongly agree	7 (20.6%)
Overall orientation plan was described by supervisor/preceptor?	Strongly disagree	3 (8.8%)
	Disagree	5 (14.7%)
	Agree	21 (61.8%)
	Strongly agree	5 (14.7%)

Evaluation of Orientation Process: Survey Results

Question	Response	Frequency (%)
The clinical training, timeline & learning methods were well described by supervisor or preceptor?	Strongly disagree	2 (5.9%)
	Disagree	6 (17.6%)
	Agree	24 (70.6%)
	Strongly agree	2 (5.9%)
How long was your orientation?	1-4 weeks	4 (11.8%)
	5-8 weeks	7 (20.6%)
	9-12 weeks	7 (20.6%)
	13-16 weeks	5 (14.7%)
	Other (describe)	11 (32.4%)
I was adequately prepared to perform the NP role responsibilities at the end of orientation?	Strongly disagree	1 (3.0%)
	Disagree	1 (3.0%)
	Agree	28 (84.8%)
	Strongly agree	3 (9.1%)
When did you begin to feel confident in your NP role?	3 months	3 (9.1%)
	6 months	7 (21.2%)
	9 months	4 (12.1%)
	1 year	11 (33.3%)
	Other	8 (24.2%)

Evaluation of Orientation Process: Survey Results

Question	Response	Frequency (%)
I continue to feel mentored & supported by NPs &/or MD colleagues	Strongly disagree	1 (2.9%)
	Disagree	2 (5.9%)
	Agree	22 (64.7%)
	Strongly agree	9 (26.5%)
Do you participate in the quarterly New/Novice NP meet & greets?	Yes	11 (32.4%)
	No	23 (67.6%)
What could be done to improve the onboarding &/or orientation process?	Examples: Improved networking with other NPs not just novice NPs More structure/feedback New hire website	13 (38.2%)




Challenges

- Competing priorities & time!
- Assuring successful integration/transition of new roles
- Provision of ongoing mentorship
 - Including emotional intelligence competencies
 - Personal competence
 - Self-awareness
 - Self-management
 - Social awareness
 - Service/organizational
 - Relationship management/building



Opportunities.....



UNIVERSITY of MARYLAND

QUESTIONS??



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