The Role Transition Characteristics of New Registered Nurses: A Study of Work Environment Influences and Individual Traits

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About Kennedy Health

Established in 1965 as John F. Kennedy Memorial Hospital in Stratford, NJ.

Kennedy became a multi-hospital system with the purchase of the Cherry Hill Medical and Washington Memorial Hospital in 1980.

In 2011, expanded to include Kennedy Health Alliance, a group of primary and specialty care physicians.
About Kennedy Health

Employs over 4,000 associates.

Over 900 physicians.

607 licensed beds.

Averages 26,000 admissions yearly.

Averages 148,000 ER visits yearly.

Averages 20,000 surgeries yearly.

Averages 60,000 yearly home care visits.
Awards, Certifications & Accolades

Nurses Improving Care for Healthsystem Elders
NICHE
NICHE Designated Hospital

TOP WORKPLACES 2015

METABOLIC AND BARIATRIC SURGERY ACCREDITATION AND QUALITY IMPROVEMENT PROGRAM
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KENNEDY HEALTH
Our Mission

Kennedy provides comprehensive quality healthcare in an academic setting where we are proud to serve patients, the community and each other.
Our Vision

To transform the healthcare experience for patients and their families through a culture of caring, quality, and innovation.
Our Core Values
The ‘Heart’ of Who We Are

Get to Know iHEART

Integrity - We are Honest and Trustworthy

Humanity – We are People Caring for People

Excellence – We Deliver a Superior Experience

Acceptance – We Promote Diverse Beliefs and Backgrounds

Respect – We Have a Culture of Mutual Respect

Teamwork – We Work Together in Everything We Do
Objectives

• Define components of the research process applied in this study.

• Discuss the top themes that emerged from the study.

• Describe recommendations to support role transition of new registered nurses.

• Create a new RN action plan to enhance role transition in the participant’s organization.
What do you think you know about New RN Role Transition (RT)?

• On the index card, draw a line down the center to create two columns. Then draw a line across the card to form four boxes.

• Label one side “Environment” and the other side “Individual.”

• Take a few minutes and think about your experiences and observations in working with new RNs throughout your nursing career.

• Write down 2 or 3 items in each box:
  • Influences in the work environment that promote positive RT
  • Influences in the work environment that are barriers to positive RT
  • New RN individual traits that promote positive RT
  • New RN individual traits that are barriers to positive RT
Background and Scope of the Problem

• The nursing profession is the largest segment of US workforce; about 3 million (IOM, 2010)

• Nursing shortage is world wide with RNs leaving the profession and changing occupations more than ever (Kelly & Ahern, 2009)

• New RN turnover rates ranged between 30%-60% within first year, and as high as 57% in the second year of practice (Penprase, 2012)

• *The Future of Nursing: Leading Change, Advancing Health* (IOM, 2010): implications for practice, education, interprofessional partnerships and workforce infrastructure
Purpose of the Study

• Explore role transition characteristics of new registered nurses within the first year of clinical practice:
  • Work environment influences: information/data, resources and incentives
  • Individual traits: knowledge/skills, capacity and motives
  • Performance Outcomes: clinical competence, confidence, retention and job satisfaction
Research Question

The research question was:

According to Gilbert’s Behavior Engineering Model (1978) what are the environmental influences and individual traits of new registered nurses within the first year of clinical practice that create positive performance outcomes in the areas of clinical competence, confidence, retention and job satisfaction?
Theoretical Framework: Performance Improvement/Human Performance Technology (PI/HPT)

• “Performance improvement (PI), also known as human performance technology (HPT), or human performance improvement (HPI), is the science and art of improving people, process, performance, organizations, and ultimately society” (Van Tiem, Moseley & Dessinger, 2012, p. 5).

• Study utilized the PI/HPT framework of Thomas Gilbert’s *Behavior Engineering Model* (1978) to provide structure to sort, categorize and rank the environmental influences and individual traits which best supported new RN role transition.

• Patricia Benner’s *Novice to Expert* Framework (1984) supported the PI/HPT foundation for the study since new RN experiences allow for the expansion of knowledge.
Theoretical Framework: Performance Improvement/Human Performance Technology (PI/HPT)

Gilbert’s Behavior Engineering Model Cells

Environment  1. Information

Individual

Theoretical Framework: Performance Improvement/Human Performance Technology (PI/HPT)

*Gilbert’s Behavior Engineering Model Cells*

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<tr>
<th>Environment</th>
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Theoretical Framework: Performance Improvement/
Human Performance Technology (PI/HPT)

Gilbert’s Behavior Engineering Model Cells

Environment 1. Information 2. Resources 3. Incentives

Individual

Theoretical Framework: Performance Improvement/Human Performance Technology (PI/HPT)

Gilbert’s Behavior Engineering Model Cells

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<tr>
<td>Individual</td>
<td>4. Motives</td>
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Design/Methodology

• Nature of the study was qualitative with a phenomenological design.

• Phenomenology provides a window to gain insight to a lived experience and to better understand the essence of a phenomenon (Creswell, 2003).

• A phenomenological approach allowed for exploration of the world and social realities (Burns & Grove, 2009) of new registered nurses to relate their perceptions as the meaning of role transition.
Design/Methodology

- Purposeful sampling procedure used to recruit participants who met inclusion criteria.

- Self-Report Data Collection Form and three focus group interviews were used to collect qualitative data from 21 participants using eight semi-structured open-ended questions.

- The use of focus group interviews as a method of data collection in nursing research have grown (Webb & Kevern, 2001).

- The use of focus groups can provide a greater understanding of the phenomenon under study (Bradbury–Jones, Sambrook & Irvine, 2009).
Data Analysis

• Description of the sample:
  – 21 new RN participants from a 621-bed acute-care, community based teaching hospital
  – 90% (n=19) were female
  – 90% (n=19) were white ethnicity
  – Age ranged from 23-46 with 34% (n=7) between 23-25 years old
  – 71% (n=15) with BSN degree
Data Analysis

• Description of the sample (continued):
  – Work units:
    • 42% (n=9) Emergency Department
    • 29% (n=6) Medical/Surgical
  – Orientation to initial position ranged from 8 to > 20 weeks
  – 52% (n=11) worked with more than one preceptor during orientation
  – Life/work experience before current position:
    • Experience in healthcare (n=4; 19%)
    • Sales/office or receptionist (n=8; 39%)
Data Analysis

• Transcribed audio-taped focus group interview sessions were analyzed using the Van Kaam Phenomenological Method (Beck, 1994).

• Van Kaam’s method was used to classify and rank the data according to frequency of occurrence followed by further reduction of data into descriptive expressions.

• Descriptive expressions were reviewed by panel of experts to yield the final phenomenological themes.
Findings: Top Themes related to Environmental Influences

• **Positive themes:**
  – orientation programs
  – helpfulness of others (nurses, charge nurses, preceptors, educators and doctors)
  – positive feedback
  – courses/classes

• **Negative themes:**
  – managing change
  – staffing concerns
  – disrespect
  – situations that cause frustration
Excerpts from Transcripts:

• “I thought the orientation was very good. I think that the information given to me starting with the orientation workbook helped. I guess structure of the orientation.”

• “…from the charge nurses to any other nurses on the team, they were always very helpful if I had any questions or any concerns or anything I was not sure about.”

• “I think my preceptor gave me guidance and gave me the most feedback because I worked with her every time I worked. So there was consistency and just progressed with her. That was the main factor that gave me confidence.”
Findings: Top Themes related to Individual Traits

• **Positive themes:**
  – being organized
  – desire to learn and help others
  – having a positive attitude
  – team spirit

• **Negative themes:**
  – compassion fatigue
  – lack of knowledge, skills and education
  – Lack of confidence
  – lack of organization
Excerpts from transcripts:

• “Just being able to keep everything organized. I never knew that being a waitress was preparing me to be a nurse. It’s the same flow and people all on different schedules and different times but you have to time it all with your day. Like the time management and organizing of multiple tasks.”

• “I love going to work every day and having the team that I’m on.”

• “I think my desire to learn by asking questions which always was a two-fold thing because people will say you ask too many questions but for me to ask questions is all about clarity and I think it’s a positive trait.”
Implications of Findings for PI/HPT and Nursing Practice

• New RN Residency Programs

• New RN Mentorship Programs

• Professional development opportunities for those who have influence on new RNs and their role transition

• Courses and classes for new RNs that are evidence-based and best practice

• Ongoing program evaluation and assessment of new RN needs
Implications of Findings for PI/HPT and Nursing Practice

• New RN support groups and reflective activities such as journaling, debriefing and self-reflection

• Simulation-based learning activities including content related to organization skills, team building, and clinical specialty knowledge

• Recruitment, selection and unit placement based on strategies including pre-employment assessments behavioral interviewing, pre-employment shadowing and peer interviews
Recommendations for Future Research

• Investigation of specific aspects of orientation programs that new RNs relate to successful role transition.

• Exploration of feelings and opinions of other professionals who interact with new RNs.

• An in-depth study of the impact of positive and negative feedback on new RNs.

• Exploration of the specific individual traits that facilitate positive role transition and investigation of the influences that helped them develop those traits prior to becoming an RN.
Recommendations for Future Research

• Study of the effect negative environmental influences have on the job performance of new RNs.

• Exploration of the specific individual traits that new RNs identify as having a negative effect on job performance and role transition.

• Replication of the study in other organizations, settings, and with new RNs from 12-24 months from the date of hire in their initial clinical nursing position.

• Replication of the study with a more inclusive mix of gender and culturally diverse RNs.
What do you now know about New RN Role Transition (RT)?

• On the top of the index card write “New RN Action Plan.”
• Then on index card, draw a line down the center to create two columns and a line across the card to form four boxes.
• Label one side “Environment” and the other side “Individual.”
• Take a few minutes write down 2 or 3 action items:
  • Environmental influences that you can foster that will promote new RN role transition
  • Individual traits you will look for in new RNs that will promote role transition
Conclusions

• The role transition of new registered nurses is impacted by factors present in the work environment and by the individual traits they bring to the work place.

• Work environment influences and individual traits were found to most strongly relate to the performance outcome of confidence.

• Information, resources and incentives available in the work environment coupled with the motives, capacity and knowledge of new registered nurses can be used to bolster current practices and strengthen methods to improve their role transition.
Questions?
Selected References


Selected References


