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Outcomes

1. Describe steps in the formation of a nursing course in the program.
2. Describe decision-making behind selection of the didactic content.
3. Describe infrastructure to support students, including development, implementation, and integration of new graduates into practice.
4. Outline perioperative practice clinical rotations plan.
5. Discuss evaluation of the first year, including lessons learned and changes to implement.



Polling Question #1

Registered Nurses are expected to grow from 2.7 million in 2014 to 3.2 million in 2024, an increase of 439,300 or 16%.

- True
- False



The Shortage Isn't Stopping Soon

- The past decade, average age of employed RNs has increased by two years, from 42.7 years in 2000 to 44.6 years in 2010.
- Increase in the number of people over 65.
- The age group has medical and health needs which puts a strain on our health system.
- Recent reforms in health care give millions of people access to the health care system.
- More nurses and health professionals are needed in response.

Nursing Shortage. (n.d.). Retrieved December 30, 2017, from <http://www.nursingworld.org/nursingshortage>.



Bureau of Labor Statistics' Employment Projections 2014-2024

- Registered Nursing (RN) is listed among the top occupations in terms of job growth through 2024.
- The RN workforce is expected to grow from 2.7 million in 2014 to 3.2 million in 2024, an increase of 439,300 or 16%.
- The Bureau projects the need for 649,100 replacement nurses in the workforce: Number of job openings for nurses due to growth and replacements to 1.09 million by 2024.



Contributing Factors Impacting the Nursing Shortage

- Nursing school enrollment is not growing fast enough to meet the projected demand:
 - The need is for more nurse faculty, researchers, and primary care providers.
- A shortage of nursing school faculty is restricting nursing program enrollments. AACN's report on 2016-2017 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing.
 - U.S. nursing schools turned away 64,067 qualified applicants from baccalaureate and graduate nursing programs in 2016.
 - Insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints.



Contributing Factors Impacting the Nursing Shortage...

- Significant segment of the nursing workforce is nearing retirement age.
 - 2013 survey conducted by the National Council of State Boards of Nursing and The Forum of State Nursing Workforce Centers, 55% of the RN workforce is age 50 or older.
 - Health Resources and Services Administration projects that more than 1 million registered nurses will reach retirement age within the next 10 to 15 years.
 - 2008 National Sample Survey of Registered Nurses released in September 2010 by the federal Division of Nursing, the average age of the RN is 47.0 years of age, up slightly from 46.8 in 2004.



Contributing Factors Impacting the Nursing Shortage...

- Insufficient staffing is raising the stress level of nurses:
 - Impacting job satisfaction.
 - Driving nurses to leave the profession.
- Greater proportion of professional nurses at the bedside is associated with better outcomes for patients and nurses.
- Reducing nursing skill mix by adding assistive personnel without professional nurse qualifications may contribute to preventable deaths, erode care quality, and contribute to nurse shortages.
- 75% of RNs believe the nursing shortage presents a major problem for the quality of their work life, the quality of patient care, and the amount of time nurses can spend with patients



Contributing Factors Impacting the Nursing Shortage...

- High nurse retirement and turnover rates are affecting access to health care.
- September 21, 2015, issue of Science Daily, health care economist David Auerbach released findings:
 - 40% of registered nurses are over the age of 50.
 - Nurses leaving the workforce each year has been growing steadily from around 40,000 in 2010 to nearly 80,000 by 2020.
 - Growth in nursing school enrollment over the last 15 years has begun to level off.
- September 2007, Dr. Christine T. Kovner and colleagues:
 - 13% of newly licensed RNs had changed principal jobs after one year.
 - 37% reported that they felt ready to change jobs

Nursing Shortage Fact Sheet. (n.d.). Retrieved December 1, 2017, from <http://www.aacnnursing.org/News-Information/Fact-Sheets/Nursing-Shortage>



Registered Nurse Shortages by State, Projected

Difference between supply and demand expected by 2030

Most

Rank	State	Demand (2030)	Supply (2030)	Difference
1	California	387,900	343,400	-44,500
2	Texas	269,300	253,400	-15,900
3	New Jersey	102,200	90,800	-11,400
4	South Carolina	62,500	52,100	-10,400
5	Alaska	23,800	18,400	-5,400
6	Georgia	101,000	98,800	-2,200
7	South Dakota	13,600	11,700	-1,900
8	Montana	12,100	12,300	200
9	North Dakota	9,200	9,900	700
10	New Hampshire	20,200	21,300	1,100
11	Delaware	12,800	14,000	1,200
12	Arizona	98,700	99,900	1,200
13	Massachusetts	89,300	91,300	2,000
14	Louisiana	49,700	52,000	2,300
15	Vermont	6,800	9,300	2,500

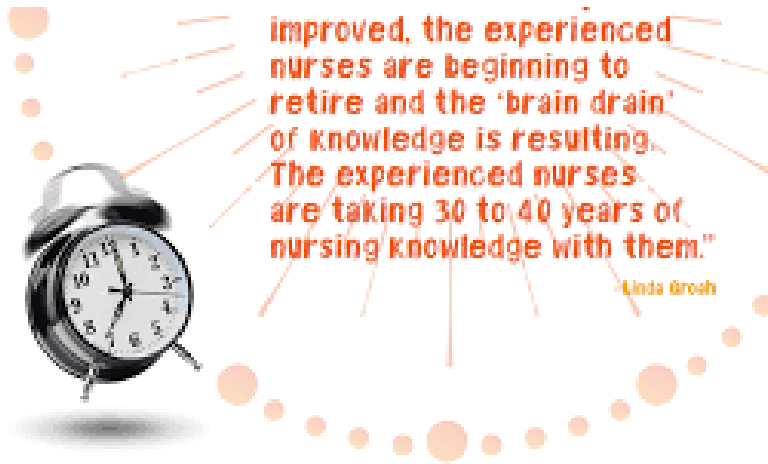
Least

Rank	State	Demand (2030)	Supply (2030)	Difference
1	Florida	240,000	293,700	53,700
2	Ohio	132,800	181,900	49,100
3	Virginia	86,500	109,200	22,700
4	New York	195,200	213,400	18,200
5	Missouri	73,200	89,900	16,700
6	North Carolina	118,600	135,100	16,500
7	Indiana	75,300	89,300	14,000
8	Kansas	34,900	47,500	12,600
9	Maryland	73,900	86,000	12,100
10	Kentucky	53,700	64,200	10,500
11	Iowa	35,300	45,400	10,100
12	Arkansas	32,300	42,100	9,800
13	New Mexico	21,600	31,300	9,700
14	Colorado	63,200	72,500	9,300
15	Tennessee	82,200	90,600	8,400



Nurses are retiring...

- Stress from the pandemic
- Impact the decision for retiring
- Long working hours



The Loss is 30 to 40 years of Nursing Knowledge!



Operating Room Nurse Shortage

According to a survey of more than 3,700 perioperative **nurses** conducted by the Association of periOperative Registered **Nurses** (AORN) in 2018, 73% reported the OR **nurse shortage** has had a moderate-to-crisis effect on their working environment.



OR Nurse Shortage is a Phenomenon

- Fewer nursing school programs offer OR training.
- A total of 34% reported retirements were one of the reasons for the shortage.
- “The demand for OR nurses also has increased in recent years as more surgeries are performed in the outpatient setting.” Linda Groah Executive Director AORN
- The number of ambulatory surgery centers grew from 3,000 to more than 5,600 in the last three years.

It's an urban legend that new grads have to begin their career in Med Surg

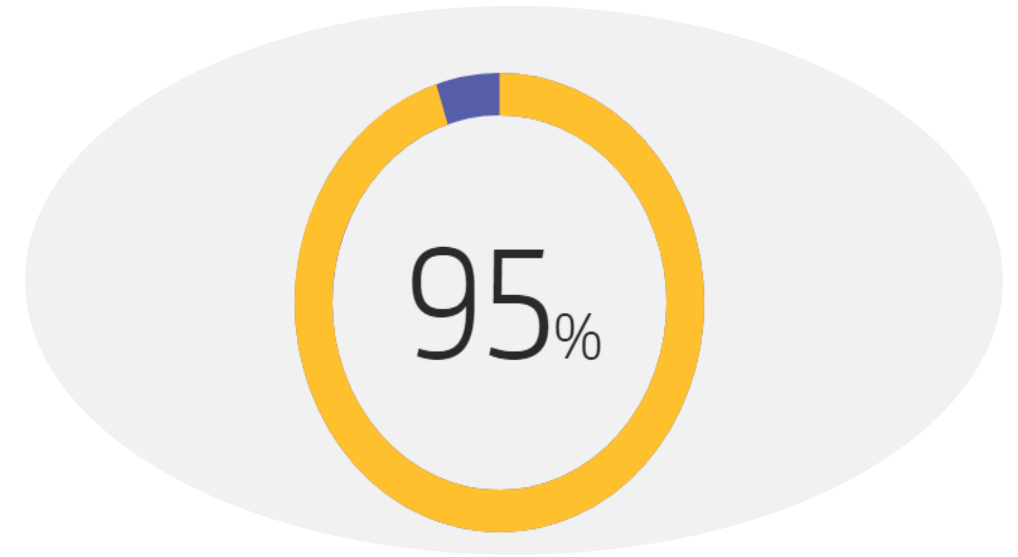


Vizient/AACN Nurse Residency Program

- Trusted by more than 300 hospitals and health systems nationwide.
- The Vizient/AACN Nurse Residency Program™ can be customized to meet the unique needs of your organization.
- Historically has served more than 80,000 nurse residents.
- Nurse residency program (NRP) helps new nurses develop their skills:
 - Individualized development plan
 - Teaches them how to bring research-based evidence into practice
 - Helps members improve patient outcomes.



Retention Rate



First-year nurse retention rate, far exceeding the 82% national average

Vizient/AACN Nurse Residency Program. (n.d.). Retrieved December 30, 2017, from <https://www.vizientinc.com/Our-solutions/Clinical-Solutions/Vizient-AACN-Nurse-Residency-Program>



Turnover Rate for New Perioperative Nurses

Preceptorship planning is essential to perioperative nursing retention: Matching teaching and learning styles.

It has been estimated that approximately 35-65% of new graduates will leave their work place within the first year of employment, lending to the 55% nursing turnover rate.

A 10-year panel study of new nurses found that 17.5 percent quit within their first year.

(Willemsen-McBride, 2010).



So Why Vizient/American Association of Colleges of Nursing and Periop 101?

- Vizient™ and the American Association of Colleges of Nursing (AACN), the Nurse Residency Program (NRP) is a data-driven solution.
- Allows participating organizations to focus on retaining new nurses.
- Offers a widely accepted curriculum.
- Benchmark performance against select peers



American Association
of Colleges of Nursing



The Nurse Residency Program is designed to support new graduate nurses in transition to competent professionals:

- Using effective decision making skills.
- Providing clinical nursing leadership at the point of care.
- Incorporating research-based evidence into practice.
- Strengthening professional commitment to nursing.
- Formulating an individual development plan.



Vizient/AACN

- Evidence-based curriculum that meets national residency accreditation standards.
- The curriculum includes sections on:
 - Leadership
 - Professional roles
 - Quality outcomes
 - Curriculum through monthly seminars and group discussion



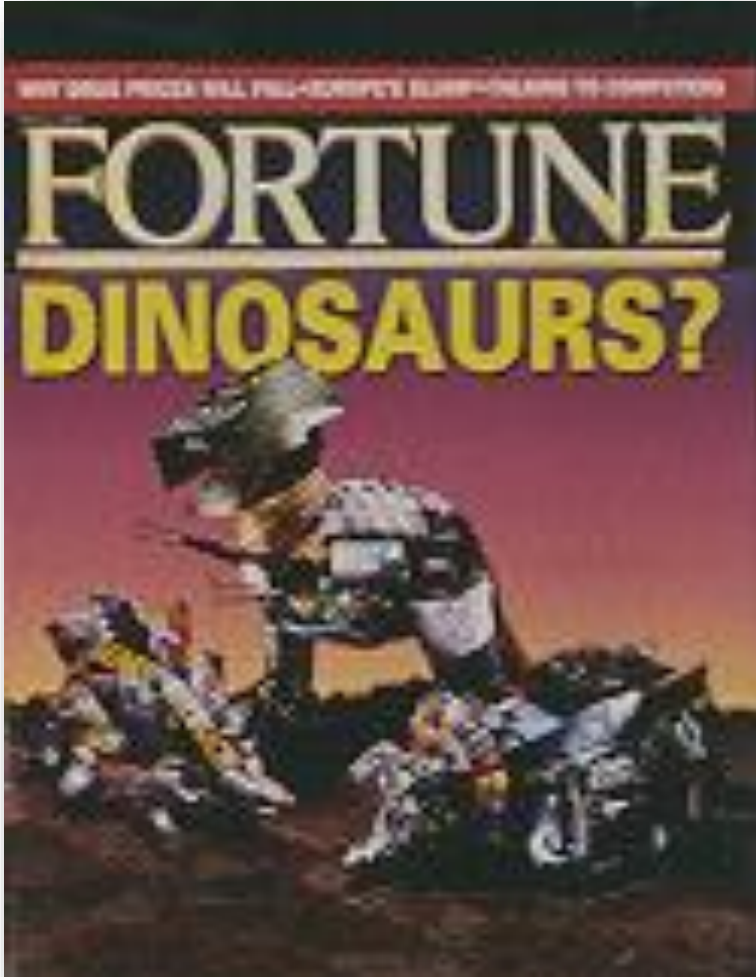
Polling Question #2

Vizient/AACN nursing curriculum:

- A. Has served more than 80,000 nurse residents.
- B. Individualized development plan.
- C. Bring research-based evidence into practice.
- D. Incorporates Periop 101
- E. Improve patient outcomes.

Answer is A, B, C, and E





In a time of drastic change it is the learners who inherit the future. The learned find themselves equipped to live in a world that no longer exists.

Eric Hoffer



Key Elements of the Clinical System

- RN Accountability
- MD Involvement
- Patient/Family Involvement
- Quality Assurance
- Patient Assignments
- RN Span of Control
- Multidisciplinary involvement



The Facts:

TURNOVER

Policy, Politics & Nursing Practice, August 25, 2014

Roughly half of NLRNs leave their first job within two years.



17.5% of NLRNs leave their first nursing job within the first year.



33.5% of NLRNs leave their first nursing job within two years.

QUALITY IMPROVEMENT

The Journal of Continuing Education in Nursing, Vol 44, No 1, 2013

Most NLRNs do not get quality improvement (QI) training or support.

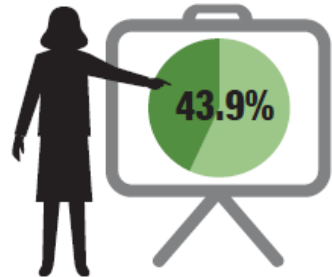


25.4% of NLRNs reported being sent by their employer to a QI training course or conference.

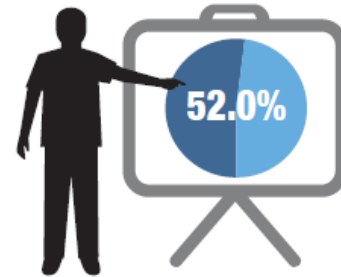


31.7% of NLRNs reported participating in an online QI course.

NLRNs who receive training report that it helps them improve patient care.

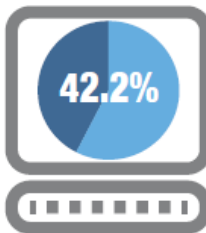


found attending a training "very effective" in helping them improve patient care on their unit.

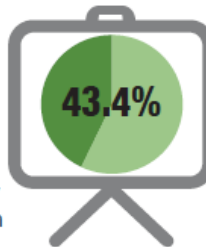


found attending a training "somewhat effective" in helping them improve patient care on their unit.

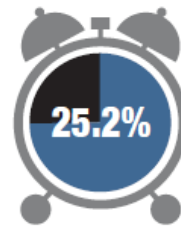
Lack of opportunity is the greatest barrier to QI training.



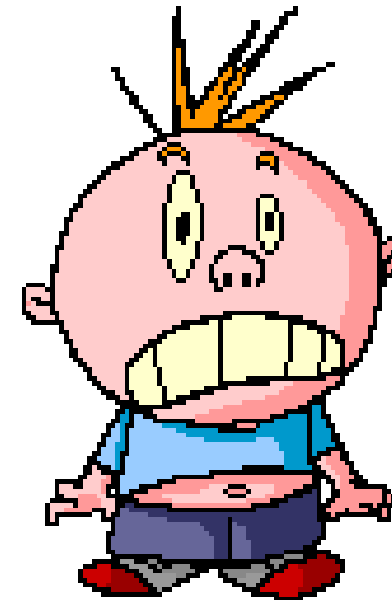
of NLRNs say they have not gotten training because were not offered the opportunity to participate in online training.



of NLRNs say they have not gotten training because they were not offered the opportunity to go to a training course or conference.



of NLRNs say they have not gotten training because the time commitment was too great.



More Sobering Stats

- Two-thirds of perioperative nurse leaders are over 50 years old and one-fifth are over 60.
- Thirty-seven (37) percent say they plan to retire within the next three years, and 65 percent plan to retire by 2022.
- Steep learning curve for new nurses entering the OR
- Technology is advancing so fast and training new OR nurse is a lengthy process.
- Finding qualified perioperative staff is difficult.
- Especially for specialty niche nurses: CVOR

Staff Shortages and Scheduling Strategies. (n.d.). Retrieved December 1, 2017, from <http://ortoday.com/staff-shortages-and-scheduling-strategies/>



Strategies

- Attracting, hiring, and retaining qualified perioperative nurses.
- Scheduling your existing staff to maximize efficiency.
- Recruitment of nurses who are coming out of school into the perioperative field.
- Once new perioperative nurses have been hired, they need to be partnered with experienced OR nurses in formal mentoring programs.
- Strong residency program so you can 'grow your own' perioperative nurses.
- Right workplace culture and environment is critical to retaining OR nurses.
- Strong support: OR leadership will have their backs.



The Perioperative Shortage

- Perioperative Nursing crisis in Metropolitan Atlanta
- Pandemic: Leaving the state for better pay
- Wage wars
- Moving pawns on a chess board
- In the end there were still not enough nurses to staff perioperative services



Best of Both Worlds...

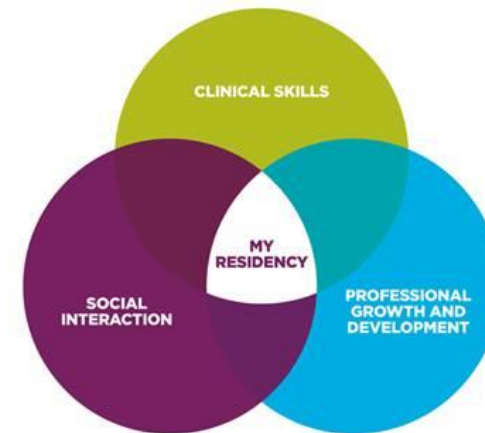
- Nurse Residency Program is one year.
- There were ten Nurse Residents
- Nurse Residents rotated through:
 - Pre-Assessment
 - Pre-Op
 - Intra-Op
 - PACU
- The Periop 101 curriculum was integrated into the Vizient curriculum.
- After three months, the resident decided the area of focus
- Remainder of the training focused on the specialized area
- Results were a well rounded nurse who comprehended...

All areas of Perioperative Nursing!!!



Vizient Nurse Residency

- Residents are required to have a evidence-based practice project (EBPP).
 - Supports the development of critical thinking.
 - Supports clinical reasoning skills.
 - Projects are presented at the end of the residency.



Characteristics of a Successful Residency Program

- The residency manager, or educator, is responsible for the administration of the residency program.
- Competency validation with peer verification. Peer verification uses a “collaborative approach among key stakeholders” to manage unit-based competencies.
- Nursing narratives.
- Journal clubs and unit-based CEU offerings.
- Preceptor education, including communication strategies and effective feedback techniques.
- Preceptor forum. Having a well-educated, stable preceptor group directly impacts the program.
- Healthy communication strategies include both nonverbal and active listening.

Strategies for staff engagement within a nurse residency program. (2017, November 22). Retrieved November 15, 2017, from <https://www.americannursetoday.com/strategies-for-staff-engagement-within-a-nurse-residency-program/>



Success Factors

- Partnering with “Matched Mentors”
- Monthly meetings with other residents across the system
- Open meetings with the residents to encourage dialog and transparency
- One-on-one time to discuss:
 - Opportunities
 - Weakness
 - Strengths
 - Personal feelings of their progress



New Periops...



Nursing Course in the Program

- Created to introduce nursing students to perioperative care
- Increased in preventive care and telehealth
- Small number of schools emphasizing ambulatory care
- Foundation of core curriculum from AACN



Perioperative Residency

- Ten Nurse Residents hired: New Grads and Tenured Nurses
- Offered to learn all phases: Preop/PATT/OR/PACU
- Eight-week Didactic and clinical training program before transitioning into the assigned units with a preceptor
- Able to choose which phase they wanted to work and eventually cross-train



Same Day Surgery Center

OR/Procedural Service Lines

- Ophthalmology (Glaucoma, Retina, Oculoplastics), General, GYN, URO, ENT
- Endoscopy and Minor Procedural Urology
- Physiatry and Orthopedics
- Ortho, Physiatry, Endoscopy, Ophthalmology



Level 1 Trauma Center

OR/Procedural Service Lines

- General, GYN, URO, ENT
- Endoscopy and Urology
- Orthopedics
- Robotics
- Neuro and Spine
- Trauma
- Buddy Call



Perioperative Residency

Goals

- Introduce the Novice RN and Tenured RN to the perioperative setting in a controlled environment
- Develop an understanding of:
 - The nursing roles in the various phases
 - Responsibilities of caring for patients
- Implement textbook knowledge into real life practice



Perioperative Residency

Residency Tools

- AORN Videos
- Alexander's Care of the Patient in Surgery
- Educators and Product Reps
- Managers and Staff



Perioperative Fundamentals

Lectures on Preop, PATT and PACU phase of care

- Assessment and documentation
- Commonly used medications
- Complications
- Skills Lab:
 - IV insertion
 - Medication administration

Anesthesia and Medications

- Anesthesia types
- Complications



Perioperative Fundamentals

Intraop

- Attire
- Positioning
- Electrical safety
- Orthopedics
 - Tourniquet
- Sterile draping
- Skin Prep/ Disinfection
- Surgical attire/ flow patterns
- Surgical Counts
- Specimen Collection
- Surgical Smoke
- Laser Safety

Specialties

- General Surgery
- Gynecology
- Orthopedics
- Urology
- ENT
- GI Endoscopy
- Plastic Surgery
- Ophthalmology
- Physiatry





Perioperative Fundamentals

- **Endoscopy**
 - Anatomy of digestive system
 - Ailments of the GI tract
 - Endo-mechanicals
 - ERBE
 - Pig Lab
- **Alexander's Care of the Patient in Surgery, 15th ed.**
- **AORN videos**
 - 30 DVDs viewed



Endoscopy Lab



Perioperative Fundamentals

- **Other Topics**

- Risk Management
- Vascular Access Team manager
- Human Resources
- Communication
- Medication errors, adverse events


FOCUS
- ON THE -
FUNDAMENTALS



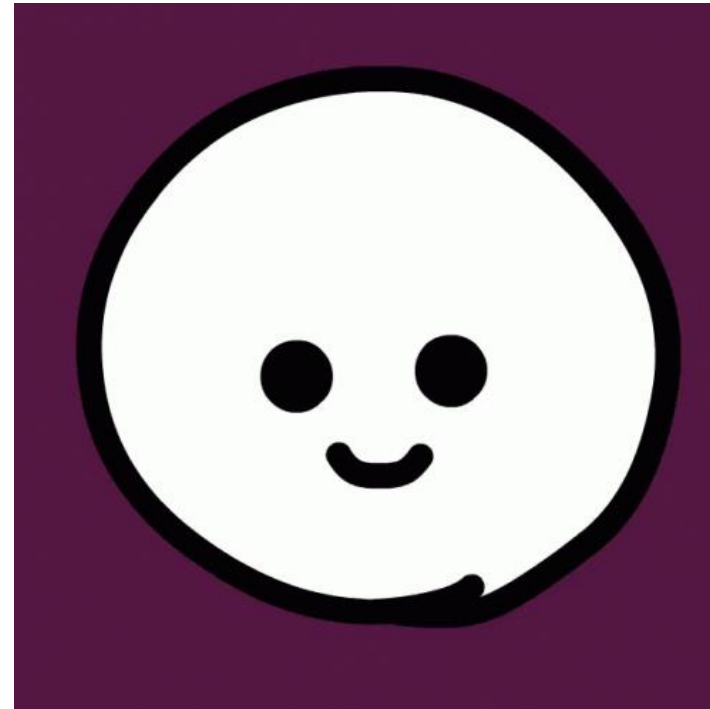
New Grads Transition

- **Vizient Program**
- **Bi-weekly Rounding (individual)**
 - Self evaluations
 - Preceptor evaluation
- **Quarterly group round table discussions**



Clinical Rotations

- All residents rotated throughout the Perioperative phases during the didactic portion
- Four of five residents started in a preop/PACU phase
- Five residents started in the OR



In-Patient Clinical Rotations

- Depended upon current training phase
- Residents spent one week in preop
- Residents spent four weeks in PACU
- OR rotation = one month
- Endoscopy rotation = two weeks



Evaluation of First Year

- Biweekly rounding for the first five months
 - Evaluation form for resident and preceptor
- Overall a success
- One resident has started a Master's program



Challenges

- Staff turnover (non-residents)
 - Consistency of preceptors
- Seasoned nurses being preceptors (voluntold)
 - Skill level of preceptors
- Limited OR space for skills lab vs. surgery schedule
- Critical thinking skills
 - Ambulatory vs. In-patient environment



Challenges

- Clinical Practice
- Nursing Etiquette
 - Professionalism
 - Workplace courtesy
 - Bullying
 - Comradery
- Interdisciplinary teamwork with other service lines
 - Anesthesia
 - Inpatient units for training



Changes

- Hire into specific perioperative phases
 - Preop/PACU
 - OR/Procedural
- Spend more time in the clinical area during the nurse residency didactics
- Require all preceptors attend training prior to working with nurse residents
- Learning modules throughout the year





**After two years, the attrition
rate of new residents was
100%.**

**All ten nurses are placed in
the periop area of choice
and are cross-trained!**



Thanks!!!



References

1. Nursing Shortage. (n.d.). Retrieved December 30, 2017, from <http://www.nursingworld.org/nursingshortage>.
2. Nursing Shortage Fact Sheet. (n.d.). Retrieved December 1, 2017, from <http://www.aacnnursing.org/News-Information/Fact-Sheets/Nursing-Shortage>
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6. Willemssen-McBride, T. (2010). Preceptorship planning is essential to perioperative nursing retention: matching teaching and learning styles. *Canadian Operating Room Nursing Journal*, 28(1), 8-10.

