Aspire to Lead in Onboarding New Graduate Nurses: It’s Not Just About Orientation Anymore

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What are your expectations for this session?

1. 

2. 

Onboarding vs. Orientation

Orientation: ‘the process of introducing staff to the philosophy, goals, policies, procedures, role expectations, and other factors needed to function in a specific work setting’ (NCSBN, 2010)

Onboarding: A term taken from the business world that describes the global process of assimilating new hires into an organization.

Three onboarding phases:

- Phase 1: Pre-hire strategies

- Phase 2: Initial Strategies

- Phase 3: On-going strategies

Remember that orientation is a key piece—but only a piece—of Onboarding!
The Kirkpatrick Business Partnership Model
P.A.R.T.N.E.R.

**Pledge to work together**
NPD leaders see how the intrinsic value of onboarding fits the strategic direction/goals of the organization.

**Address stakeholder expectations**
Identify key onboarding stakeholders. Includes executives, managers, NPD specialists, and new nurses themselves.

**Refine expectations to define outcomes**
Convert broad expectations into targetable, measurable outcomes.

**Target critical behaviors/supports**
Identify and target what new nurses need to do/have to achieve outcomes.

**Necessities for success**
These items, events, or conditions set the stage for success during onboarding.

**Execute the program(s)**
Build onboarding programs that hit all 3 phases, and collect evaluation data that relates directly to stakeholder expectations (don’t collect data you don’t need or won’t use!).

**Return on Expectations (ROE)**
- Showcases the onboarding leader as a strategic business partner.
- Assemble data evidencing that critical behaviors contribute to key outcomes.
- Present the outcome ‘evidence’ back to the key stakeholders and demonstrate that program outcomes meet (or exceed) their expectations.
Onboarding Strategy Exercise

We’ll give you six Onboarding strategies soon, but bet that you can do pretty well with your immediate colleagues right now.

List several onboarding strategies your group came up with during the exercise:
1. 
2. 
3. 

Now, place them in their appropriate phase, along with other onboarding strategies that other groups identified in the group discussion.

Pre-hire Strategies:
1. 
2. 
3. 
4. 
5. 

Initial Strategies:
1. 
2. 
3. 
4. 
5. 

Ongoing Strategies:
1. 
2. 
3. 
4. 
5.
Six (more) onboarding strategies for new graduates

1) Externships (Phase 1)
Work-role experiences provided to nursing students. Usually a reduced scope of practice. Great for acculturation, recruiting, and reducing time spent in organizational orientation.

2) Selective Hiring (Phase 1)
Interview/hire for characteristics that are hard to develop in orientation (BSN, professionalism, EBP, collaboration skill).

3) Transition to Practice prep (Phase 1)

4) Nurse Residency Programs (Phase 2-3)
Designed to complement/complete bedside orientation/preceptorship, it embeds non-technical competencies in a way that a preceptorship can’t.

5) Mentorships (Phase 3)

6) Navigating the White Water (Phase 3)
Onboarding (organizational socialization)

• **Process** for how new employees acquire the KSAs needed to become effective members of the organization, department, and/or teams into which they are hired (*i.e.*, recruitment, orientation, preceptoring, mentoring, transition into role)

• **Tools** for this integration process include meetings, lectures, videos, printed materials (*e.g.*, manuals, guides, tests, checklists, evaluation forms), computer-based/web-based instruction, return demonstrations; sample model of onboarding for new employee orientation


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References


