From Training Sessions to Changing a Culture

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Transforming the culture of nursing is a journey to which the leadership of Spartanburg Regional Health System is committed. Lateral violence awareness training was introduced several years ago by the Education Department and incorporated into Nursing Orientation Classes and New Grad, Preceptor and Charge Nurse Workshops.

It was recently decided that additional efforts were needed. Nursing management and staff received in-depth training by attending “Preventing Lateral Violence” Workshops through a grant by Upstate AHEC. The Human Resource Department also introduced (from the HR Investment Center Advisory Board) the On-boarding Toolkit. Using this evidenced based orientation program as framework, a new hire orientation roadmap was developed to guide the new nurse throughout their first year at SRHS.

The On-boarding Toolkit provides an avenue to merge lateral violence prevention into the nursing orientation structure and gives a solid approach to supporting new nurses (and new hires), preventing lateral violence and managing disruptive behaviors in the workplace. It also provides a consistent tracking tool to monitor new nurse progression during their first year and to quickly identify concerns that need to be addressed. Nurse Managers, clinical unit educators, preceptors, and the hospital educators are accountable for accomplishing critical tasks that focus on issues effecting adjustment of new staff to their role and job satisfaction.

Everyone plays a part. Nurse Managers’ critical tasks include sending a welcome letter to the new hire, introducing the on-boarding concept and personal meetings with new nurses at designated times. Clinical unit educators have weekly, individualized “Coaching for Success” meetings with the new nurse. Preceptors receive extensive preceptor and lateral violence training. Hospital educators facilitate monthly confidential “M entoring for Success” meetings with new hires that allow them to openly voice their feelings and experiences in a supportive environment. Each nurse also completes a Casey-Fink Graduate Nurse Experience Survey during months one, six, and twelve. This tool collects data to track the success of the program and the success and retention of the new nurse. The program has been received with enthusiasm by new nurses, leadership, and nursing staff. At the end of the day, the prevention and eradication of lateral violence in the workplace relies heavily upon all who are a part of the organizational culture.