Nurse Managers’ Views and Expectations of New Graduates Transitioning into Professional Nursing Practice
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**BACKGROUND**

New graduates face practice challenges as they transition to their professional role.

Interplay between intrapersonal, interpersonal and organizational factors can impact outcomes.

Nurse managers' leadership may impact workplace culture and influence new graduates.

Given the nursing shortage, there is a need to retain new graduates.

**METHODS**

IRB approval

Purposive sample recruited through professional colleagues and personal networking/referrals

Diverse hospitals in Mid Atlantic state

Nurse manager employed in acute care setting, in role for at least one year, hired at least three new graduates in past five years

Informed consent

Open ended interview. Nurse managers asked to describe their expectations of recently hired new graduates.

**SAMPLE**

Six managers from diverse hospitals in Mid Atlantic state

**Gender:** Five female, one male

**Caucasian,** between the ages of 41-60

**Nursing experience between 11 and 30 years**

**Average nurse manager experience 11-15 years**

**Most had bachelor’s degree (n = 5)**

**Hired between three and more than nine new graduates in the last three years**

**RESULTS**

Three themes

1. **Communication competency and struggles**
   New graduates are comfortable interacting with patients and families; uneasy when interacting with other health care providers, especially physicians
   Savvy with technology communication

2. **Moving from beginning skills to expanding roles**
   New graduates demonstrate basic technical skills
   Lacking complex or specialized skills
   Managers are understanding of skill deficits
   Encourage learning and practice

3. **Mismatched professional work expectations**
   New graduates not prepared for workload demands and caring for multiple patients
   Expect new graduates to assume responsibilities
   Disconnect between desired work schedule and expectations

**DATA ANALYSIS**

Interviews transcribed verbatim

Content Analysis

Strategies to Ensure Quality
   Peer debriefing
   Inter-coder verification

**RECOMMENDATIONS**

Educators
   - Teach problem solving and practice communication
   - Multiple patient assignments
   - Interaction with health care team, especially physicians
   - Provide practice with advanced skills, delegation and prioritization using simulation technology

Managers
   - Articulate work demands, schedules and expectations for new hires
   - Provide supportive environment