

BACKGROUND

Between 2013 and 2014, the Nurse Residency Program (NRP) at Yale New Haven Hospital (YNHH) experienced tremendous growth, with enrollment of newly licensed nurses (NLN) nearly doubling! Along with this growth surge came an *increase* in cost and turnover, and a *decrease* in program attendance and satisfaction. With more than 350 NLNs participating in the program each year, this was a call to action for a team of YNHH NPD Specialists to reimagine the NRP while targeting key deliverables across eight specific domains (*listed below*).

INTERVENTION

To optimize outcomes, a curriculum review and redesign was performed by a team of NPD Specialists.

The curriculum redesign included assessment of the:

- Purpose of the program
- Behavioral objectives
- Program content
- Learning sequence
- Instructional methods
- Quality of instruction
- Learner engagement strategies
- Evaluation methods

GOALS

Three key goals of the YNHH NRP are to:

- Provide NLNs with the necessary framework to achieve their personal best in nursing
- Contribute to the wellness of patients within their care
- Enhance the mission, vision, and values of the organization

Program goals, objectives, and outcomes focus on enhancing the knowledge, skills, and attitudes of participants, using learner engagement as the catalyst for transformation.



SAVINGS

Savings have been realized across the continuum in:

- Salaries
- Program costs
- Resources, supplies and equipment
- Time



RETENTION

Since 2014 turnover has improved from 10.2% to 5.3% currently.

This 4.9% improvement in retention is equivalent to 19 NLNs retained in the organization, and a 1.2 million dollar cost-avoidance.



PRODUCTIVITY

Deliberate infusion of learner engagement strategies throughout the YNHH NRP have resulted in:

- Reduced overall program length
- Abbreviated sessions
- Greater clinical immersion
- \$56,000 annual cost savings



ABSENTEEISM

Absenteeism is one of the most visible signs of learner disengagement.

Prior to the redesign of the NRP, absenteeism was approximately 20% at monthly seminars. This has decreased to an average of 3% (*range 1%-5%*), with pre-approval now required for absences.



PARTICIPATION

Engagement methods targeting enhanced program participation include:

- Activity-based learning
- Cooperative strategies
- Creative exploration
- Inquiry and discovery
- Multiple intelligences
- Technology and innovation



LOYALTY

Organizational loyalty is measured for NRP participants through electronic surveys administered during the year-long program. Performance on these surveys is benchmarked against like size and type organizations to evaluate the success of the program. In 2017, the YNHH NRP exceeded national benchmarks for employee loyalty.



WELLNESS

A Nurse-Centered Stress Management Program was introduced into the NRP to enhance employee wellness. Resultantly, 100% of participants now report routinely performing at least one form of stress-management/self-care activity. These wellness-based activities do not require specialized ability, preparation, or added cost to the NLN.



SATISFACTION

Professional satisfaction is measured at designated intervals for all NRP participants through the use of the Casey Fink Survey.

Since 2015, professional satisfaction among NRP participants has continued to improve, surpassing the national benchmark for like size and type organizations in 2017.

