RetentionPolicy of a Clinical Nurse Residency Program in ED
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Background
- Emergency Departments RNs experience an annual turnover rate of approximately 22% which is higher than national average.¹
- Benefits of RN retention include (but are not limited to):²
  - Reduction in advertisement and recruitment costs
  - Fewer vacancies and reduction in vacancy costs
  - Fewer new hires and reduction in hiring costs
  - Fewer orientees and reduced orientation and training costs
  - Maintained or increased productivity
  - Decreased patient errors and increased quality of care
  - Improved work environment and culture, increased satisfaction, increased trust and accountability
- New Graduate Residency programs increase nurse retention³
- To address staffing and retention, an ED Clinical Nurse Residency (CNR) Program for new graduate nurses has been successfully utilized in the Emergency Department at MMC for over 12 years
  - 65 ED CNRs successfully completed the ED CNR program from 2005 through 2016
  - Memorial Medical Center is a 220 bed hospital with a 44 bed Emergency Department
    - Level II trauma center, STEMI receiving center, Chest Pain Center, Primary Stroke Center
    - ED annual volume of 84,000 patients per year

Purpose
- Examine retention benefits of a Clinical Nurse Residency (CNR) program in the Emergency Department
- Compare retention of ED CNR RNs versus ED non-CNR RNs
- Examine the perceived benefits, challenges, and effectiveness of an ED CNR program and collect information about ED CNRs feelings, values, and opinions about the program

Methods
- Descriptive statistics used to describe retention rates
- Hire date and end date (if applicable) for all Emergency Department RN’s who started between 2005 through 2016 was provided by Human Resources
- Group separated into CNR’s and non-CNR’s
- 1 year, 2 year, 3 year, and 5 year retention rates calculated for ED CNR RN’s and ED non-CNR RN’s from 2005 through 2016
- Frequency distribution utilized and displayed as a percentage
- Focus groups utilized to obtain major themes regarding the Emergency Department CNR program
- 4 separate focus groups were executed utilizing purposive sampling of past and present CNR’s
- Open-ended questions were employed, notes were taken by the moderator, and notes were summarized for analysis

Results/Data
RN Retention: ¹
- Retention rates for RNs who completed the ED CNR program exceeded the retention rate of non-CNR RNs by approximately 20% in all categories.
  - 1 year, 2 year, 3 year, and 5 year

Focus Group Themes:
- 23 prior ED CNR’s participated in the focus groups
- What were the major factors that contributed to your success in the ED CNR program?
  - Support
  - Education
  - Program length
  - Camaraderie
- What were the most challenging aspects of the ED CNR program?
  - Learning to manage time and priorities
  - Pace and critical nature of ED
  - Volume of knowledge to gain
- What factors have contributed to your retention in the ED following the CNR program?
  - Teamwork and camaraderie
  - Coworkers “ED family”
  - Education
  - Support
- On a scale of 1-10 (1=poor; 10=exceptional), how well did the ED CNR program prepare you for your role as an ED RN?
  - Average rating = 8.6

Conclusion
- A Clinical Nurse Residency program in the ED is a cost-effective effective strategy to address nursing turnover and retention in the ED
- Retention rates for ED new grad CNR’s exceed the retention rates of non-CNR RN’s in ED
- Participants of a structured ED CNR program feel supported and prepared for their role as an ED RN

References

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