

# Impact of Nurse Residency Program on First Year Nurse Turnover

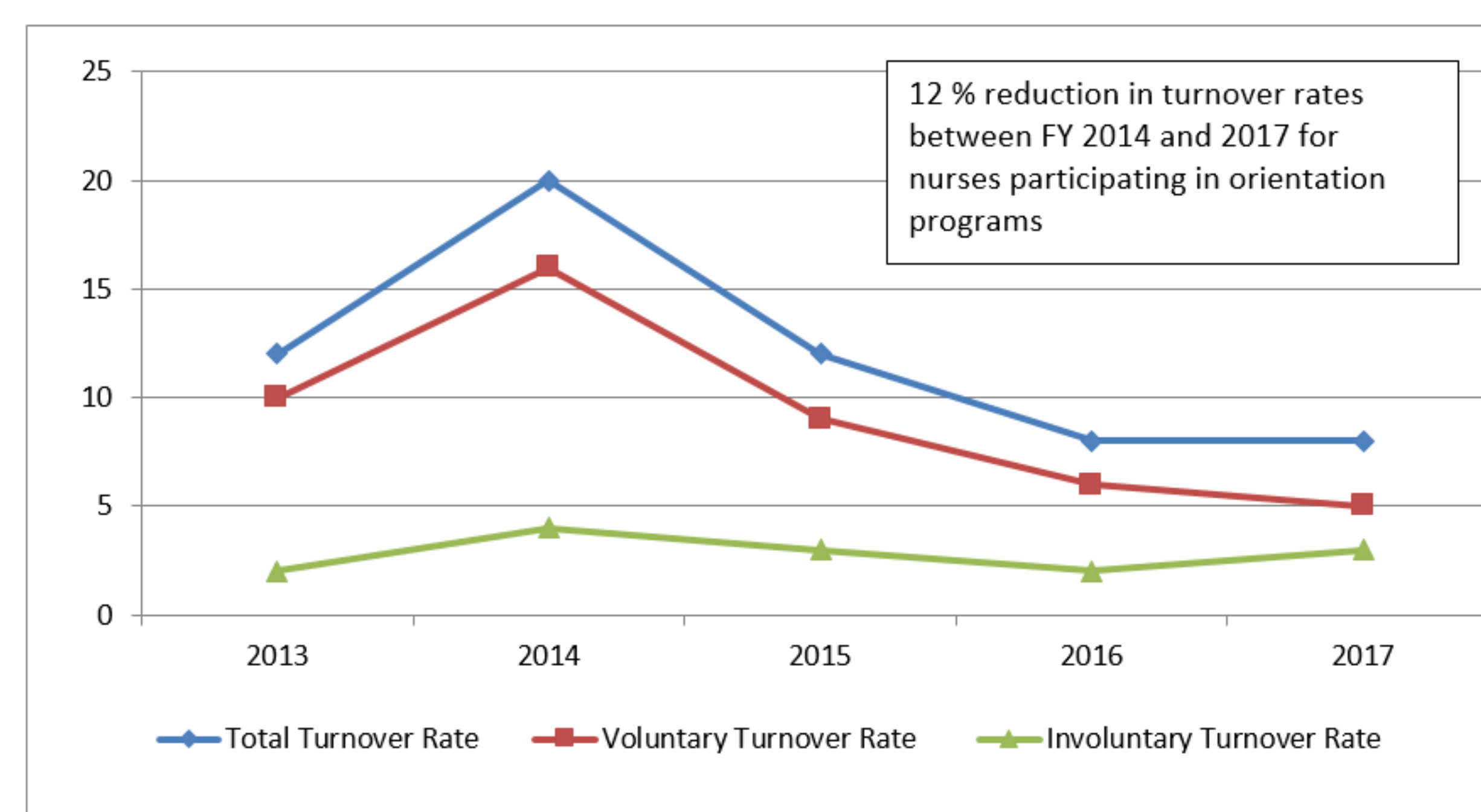
Leigh Chapman RN, MS, CIC; Amanda Curry, MSN, RN, CEN; Heidi Holdren, MSN, RN-BC; Brenda Martin, MSN, RN, CNML; Kim Sadtler, MSN, APRN/PMH-BC, NE-BC



## INTRODUCTION

- Organizations recognize the importance of reducing first year RN turnover.
- All acute care hospitals in Maryland require and fund new graduate nurses to complete the Vizient/American Association of Colleges of Nursing (AACN) Nurse Residency Program (AACN, 2019).
- The Advisory Board estimates that one RN turnover costs an organization \$90,000/year (Advisory Board, 2017).

Turnover Rates for Residency Participating Maryland Hospitals FY 13-17



Nurse Support Program I (NSPI) Outcomes Evaluation FY 2013-2017.  
Health Services Cost Review Commission

## PRACTICE QUESTION

- PICO question: Describe the impact of first year turnover on organizations and how a mentorship and residency program can positively impact turnover.

## METHODS

- Databases used:
  - CINAHL & OVID
- The following search terms were used:
  - First Year RN Turnover
  - Nurse Residency Program
  - Retention
  - Mentorship

## LITERATURE REVIEW

- Extending the NRP and providing a mentoring opportunity up to 3 years has been recommended to allow the baby boomer generations knowledge to be passed on to the novice nurse. Teamwork, support and engagement is heightened (Ulep, 2018).
- In a study designed to focus on retention of newly hired critical care nurses, a mentoring program using Benner's theoretical framework reported the retention rate of nurses with a mentor was 91%, a significant increase from 66% for the non-mentored group (Schroyer, Zellers, Abraham, 2020).
- Mentoring provides experienced nurses an opportunity to improve leadership skills, professional relationships and problem-solving skills (Nelsey & Brownie, 2012).

## CONCLUSION

- The Nurse Residency Program will facilitate a positive learning environment, which will increase retention, nursing satisfaction and reduce cost associated with RN First Year Turnover Rate.
- The investment of implementing a Nurse Residency Program has demonstrated a downward trend in nurse turnover rates.
- Mentoring programs supporting the transition into nursing practice may assist in long term retention strategies.

## IMPLICATIONS FOR PRACTICE

- Direction-Alignment-Commitment (DAC) Assessment
  - Role of peer to peer feedback in retention
  - Understanding strengths and developmental needs
- Situation-Behavior-Impact (SBI)
  - Value of 90 day evaluation and frequent coaching moments
  - Useful tool for mentors/preceptors
- Building and maintaining relationship
  - Influence
  - Constructive response to conflict

## REFERENCES

1. American Association of Colleges of Nursing (2019). Vizient/AACN Nurse Residency Program. Retrieved from: <https://www.aacnnursing.org/Nurse-Residency-Program>.
2. Health Services Cost Review Commission (2017). Nurse Support Program I (NSPI), Outcomes Evaluation FY 2013-2017. Pp. 1-12.
3. Nelsey, I., & Brownie, S. (2012). Effective leadership, teamwork, and mentoring: essential elements in promoting generational cohesion in the nursing workforce and retaining nurses. *Collegian*, 19(4): 197-202.
4. Schroyer, C., Zellers, R., Abraham, S. (2020). Increasing registered nurse retention using mentors in critical care services. *The Health Care Manager*, 39 (2), 85-99.
5. The Advisory Board Company (2017). Millennials Are a Third of Our Workforce-Here's How to Retain Them [Issue brief]; Retrieved from: <https://www.advisory.com/research/nursing-executive-center/expert-insights/2017/9-insights-on-how-to-build-millennial-loyalty>.
6. Ulep, K. (2018). The Nurse Leader's Pivotal Role in Retaining Millennial Nurses. *Journal of Nursing Administration*, 48, (12), 604-608.

## ACKNOWLEDGEMENTS

We would like to extend our sincere appreciation to the following:

1. Our organizations and mentors for their support
2. NLI leadership: Dr. Yolanda Ogbolu; Dr. Linda Costa; Jill Sullivan
3. Jennifer K. Stephenson, DNP, MS, RN; Nurse Residency Program Consultant/Coordinator