

Better Onboarding, Thriving Potential Retention

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Background

Singapore National Eye Centre (SNEC) Operating Theatre (OT) is a highly specialized unique clinical field that is fast paced with high patient turnover. OT nurses possess a wide range of peri-operative nursing knowledge and skills which includes managing complex equipment and instrumentation and unique surgical concepts to care for patient peri-operatively. Despite having an extensive training to train a nurse to be specialized in peri-operative skills, being able to retain newly hired nurses is a challenging issue.

Problem: Retention rate for newly hired nurses remained lower than 60% within 6 months of employment. Figure 1. shows the newly employed registered nurse (RN) and enrolled nurse's (EN) retention rate in year 2018 to 2020.

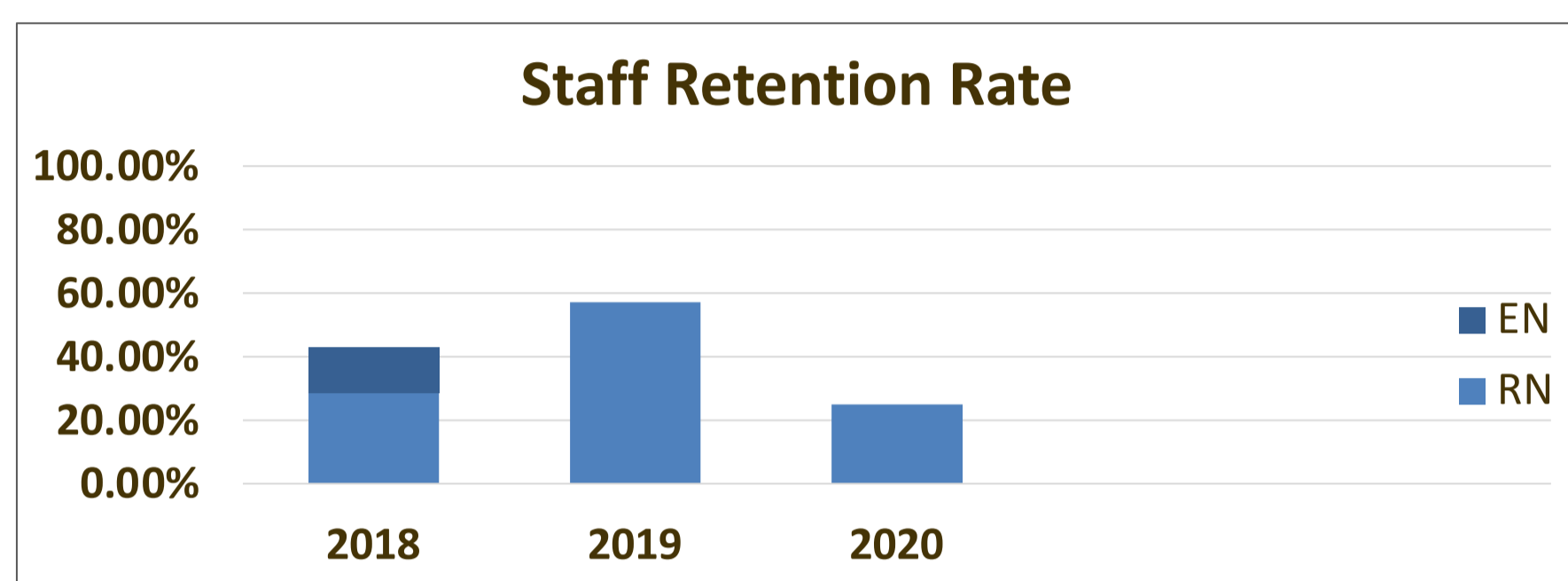


Figure 1.

Aim

To reach a retention rate of at least 85% of the newly hired nurse beyond 1 year.

Results

Newly hired nurse's retention rate was recorded with the 3 PDCA implementations. Figure 2. shows the number of newly hired nurse's retention and attrition recorded month from April 2020 to February 2023. PDCA 3 was reinforced in March 2021 to maintain consistency.

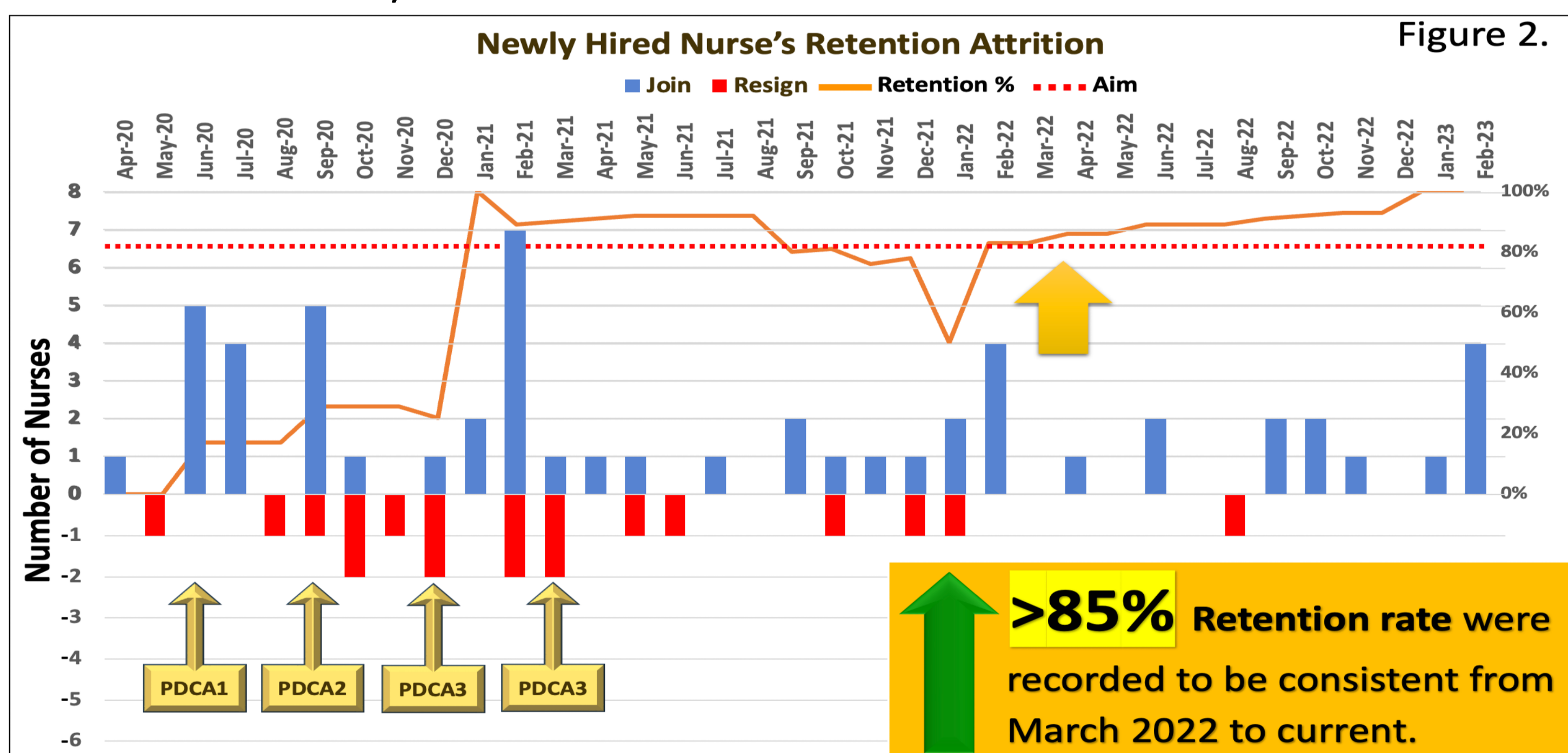


Figure 2.

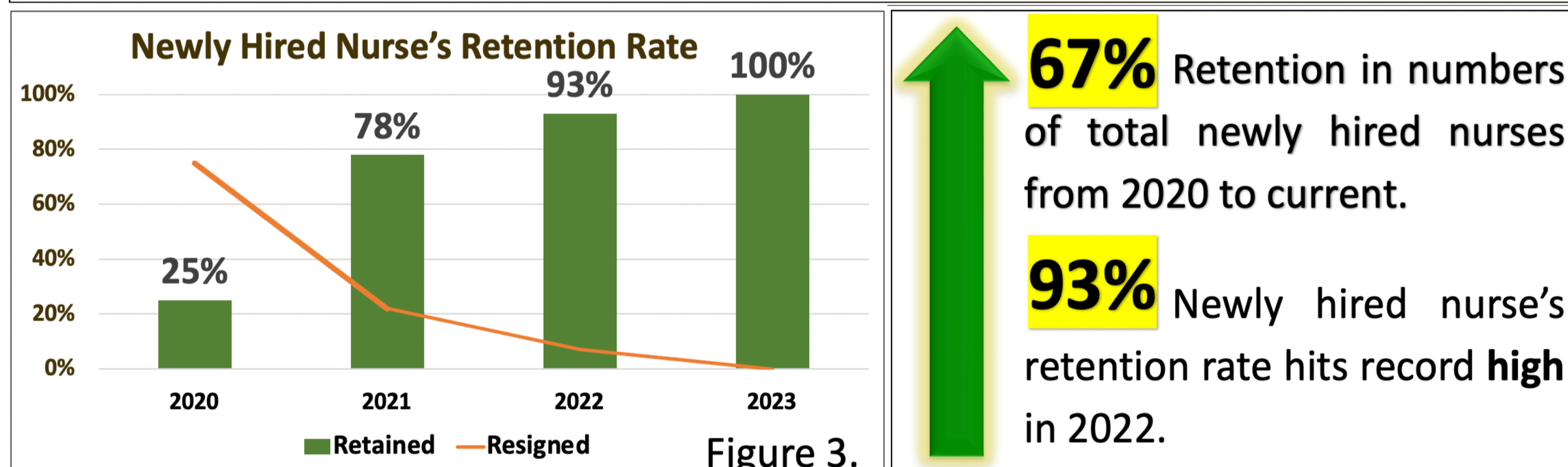


Figure 3.

Figure 3. shows the annual newly hired nurse's retention rate from 2020 to 2023. With 3 PDCA cycles implemented from June 2020 to March 2021, a steady improvement in retention rate was reported in 2021 to current.

Enhanced Orientation Training Programme Evaluation

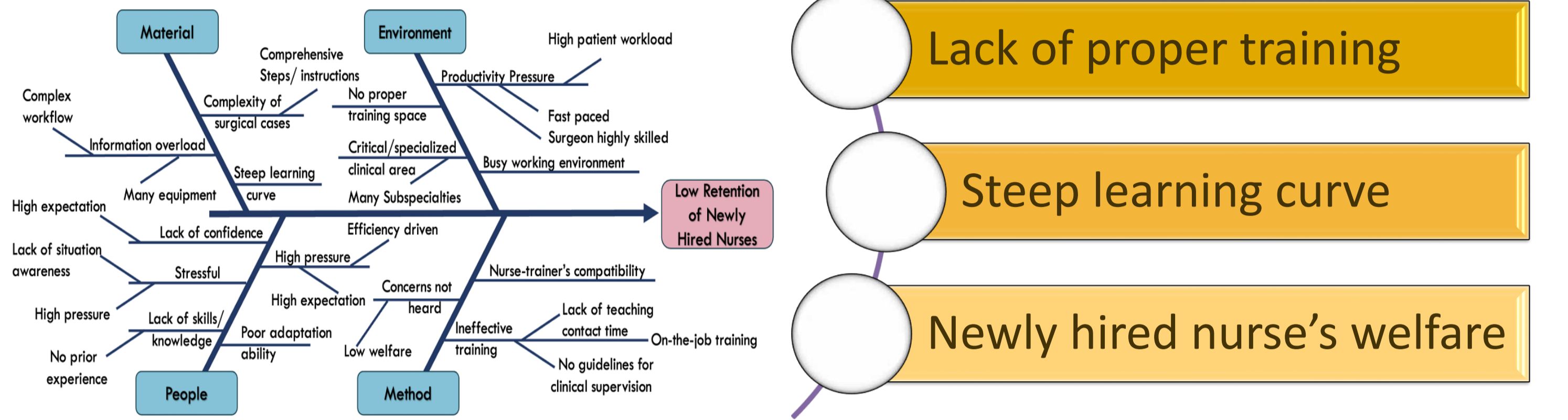
Newly Hired Nurse's Feedback

Preceptor's Feedbacks

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Objectives met ✓ Organised content ✓ Information delivered systematically ✓ Adequate programme length ✓ Training met expectations ✓ Feel supported by supervisors, preceptor and buddy | <ul style="list-style-type: none"> ✓ Newly hired nurses are better equipped and ready before clinical exposure. ✓ Better focus during on-the-job training. ✓ More protected time to teach advance skills. ✓ Good guidelines & pointer for performance assessment. |
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Methodology

This initiative employed the Plan-Do-Check-Act Cycle to tackle on newly hired nurse's retention issue in SNEC OT.



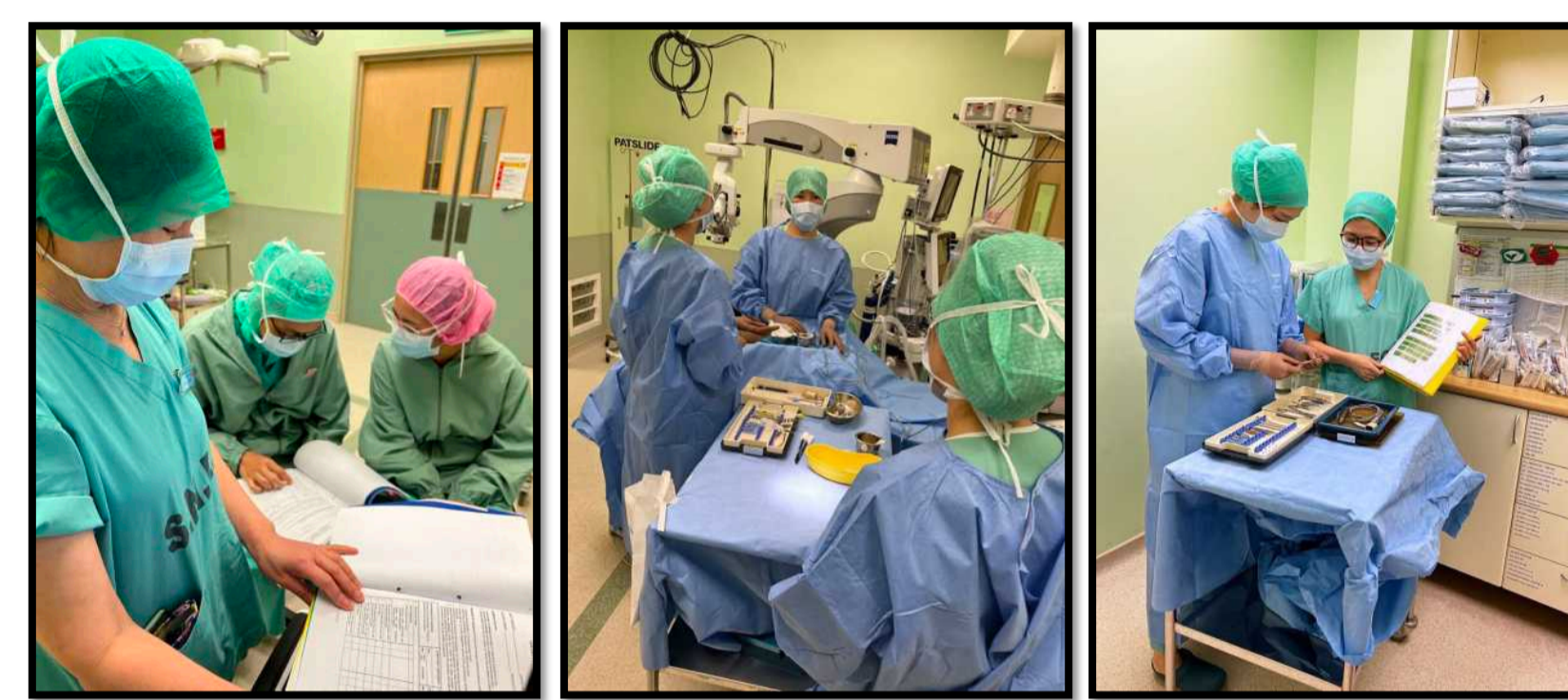
Lack of proper training

Steep learning curve

Newly hired nurse's welfare

PDCA 1

OT on-boarding orientation and simulation training was piloted before actual clinical exposure.



1 Lack of proper training

Two weeks didactic and simulation training before the newly hired nurses start their actual clinical posting.

PDCA 2

Implemented structured novice levels training timeline and evaluation for newly hired nurses.

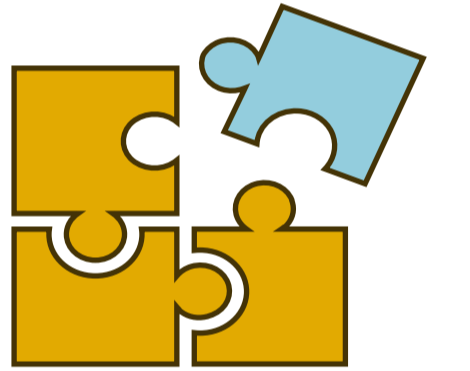
2 Novice 1 & 2 Training Timeline

Steep learning curve

- Progressive learning with the clinical logbook.
- Performance assessment during mid-point and end-point evaluations.

3 Job Role Fit

- Assessment of newly hired nurse's job role fit as a peri-operative nurse.
- Nurse's poor fit in the OT environment.
- Explore other nursing job roles within SNEC.
- Nurse transfer recommendation for better job role fit.



PDCA 3

Enhanced buddy system and regular check-in sessions with newly hired nurses and preceptors.



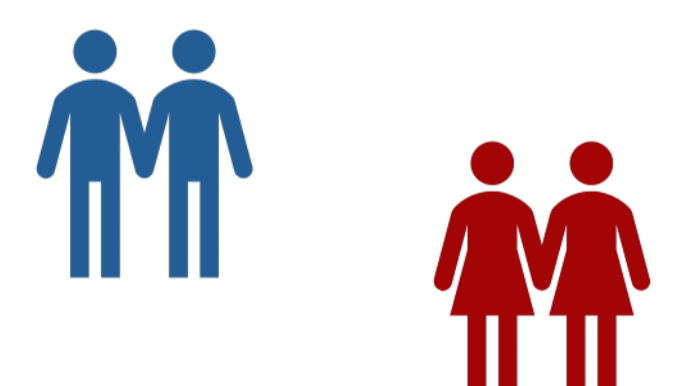
Newly hired nurse's welfare

4 More periodic check-in sessions

- Identify newly hired nurses and preceptor's teaching and learning compatibility
- A switch in preceptor and newly hired nurse will be done if incompatibility is assessed.

5 Enhanced Buddy System

- Assign staff of similar personality and traits
- Better buddy bonding to ensure support is provided



Conclusion

To maintain high percentage of newly hired nurse's retention is challenging especially in specialised clinical area like OT. Several PDCA cycles were implemented to achieve best outcomes to retain newly hired nurses in SNEC OT. In this enhanced orientation training programme, important factors such as progression and simulation training as well as staff welfare are essential to keep the nurse engaged and supported especially new hired whom will be having steep learning curve in the new environment. With better onboarding, it thrives the potential in retention.

Future Plan

Retention statistics were monitored continuously as a control measure in anticipation of any potential issue arising to maintain the retention consistency especially with the fast evolving changes in the society and expectations.

This enhanced orientation training programme is able to be adopted to various department not limited to nursing.