



Intentional Care Models and Pipeline Development  
Transition to Practice- Residency  
Kim Reddish, CNO, Tennova Healthcare Cleveland



# Goals

- Describe the journey from culture deficit to culture excellence
- Share the *Transition to Practice* plan for Tennova with common stakeholders
- Explore tactics/strategies for nursing team engagement

# Background (August 2022)

## Nursing

- Leaders were frustrated and disengaged- absent from real conversations
- Leadership structure was mismatched to skill and span of control
- No pipeline
- Hired 2 graduate nurses in May of 2022
- Goals:
  - Focus on culture: be the employer of choice for the immediate region
  - Improve our nursing pipeline- *Transition to Practice* as ultimate goal
  - Elevate nursing practice

## Reality

- New grads had not chosen us, even though they were ‘happy with their preceptors’
- 3 nurse externs employed with us
- Nursing schools had not been engaged with us (outside of transactional needs for clinical placement)
- Jersey College welcomes first cohort to Tennova Cleveland

# Why TTP Program? The Journey.....

- Vacancies at 50%-70%
- Leaders had given up

- Jersey College
- Nurse extern postings for all colleges

- 80% conversion rate of NEs to GN roles- Right leader/right seat

- Nursing PX scores ↑
- Vacancies ↓
- TO ↓
- Expect to hire 39 grads this year

April 2022

June 2022

Sept-Oct 2022

Dec 2022

Jan-May 2023

Dec 2023

Current State

- Nursing school road shows/faculty relationships
- Staff re-engagement

- 38 nurse externs enrolled in the program
- Revived the Daisy and BEE awards

- Pipeline > 80 NEs employed
- T2P program design
- TO < 11%
- Vacancies < 5%

# Next Steps

## Assess the leadership structure

- Significant changes in nursing leadership and leadership structure
- Leadership development
- Improved pay and span of control for the work
- Goals:
  - Focus on culture: be the employer of choice for the immediate region
  - Improve our nursing pipeline
  - Elevate nursing practice

## Assess relationships (internal and external)

- Using social media and rounding to engage with staff
- Visiting schools
- Developed nurse extern role and elevated pay with increasing scope over time **and socialized it!**
- Jersey College welcomes first cohort to Tennova Cleveland

# Pathway to Culture Driven Outcomes

- C-Suite support with advocacy and focus on the human experience
  - Reward and recognize those who excel and spend little time on those who are not bought in
  - Bucketlist, BEE, & DAISY
  - Be Present
- Significant changes in nursing leadership and leadership structure
- Staff contributions to the local mission- caring for the community
  - Staff designed mission statement: “To define excellence and give hope from our family to yours”
- Goals:
  - Focus on culture: be the nursing employer of choice for the immediate region
  - Improve our nursing pipeline
  - Elevate nursing practice
- New KPIs: focus on the goal and not the number
  - Keep people: **Informed, Interested, Involved, and Inspired**  
<https://www.rootinc.com/a-new-way-to-think-about-your-kpis/>

# How: Engagement with Staff and Students (2022)

Build the pipeline and share the intent with the nursing teams!

- Workload and staffing opportunities through recruitment and onboarding
- Re-boot of all best practices (huddles, leader rounding, etc)
- Daisy award
- **Milestone Celebrations**





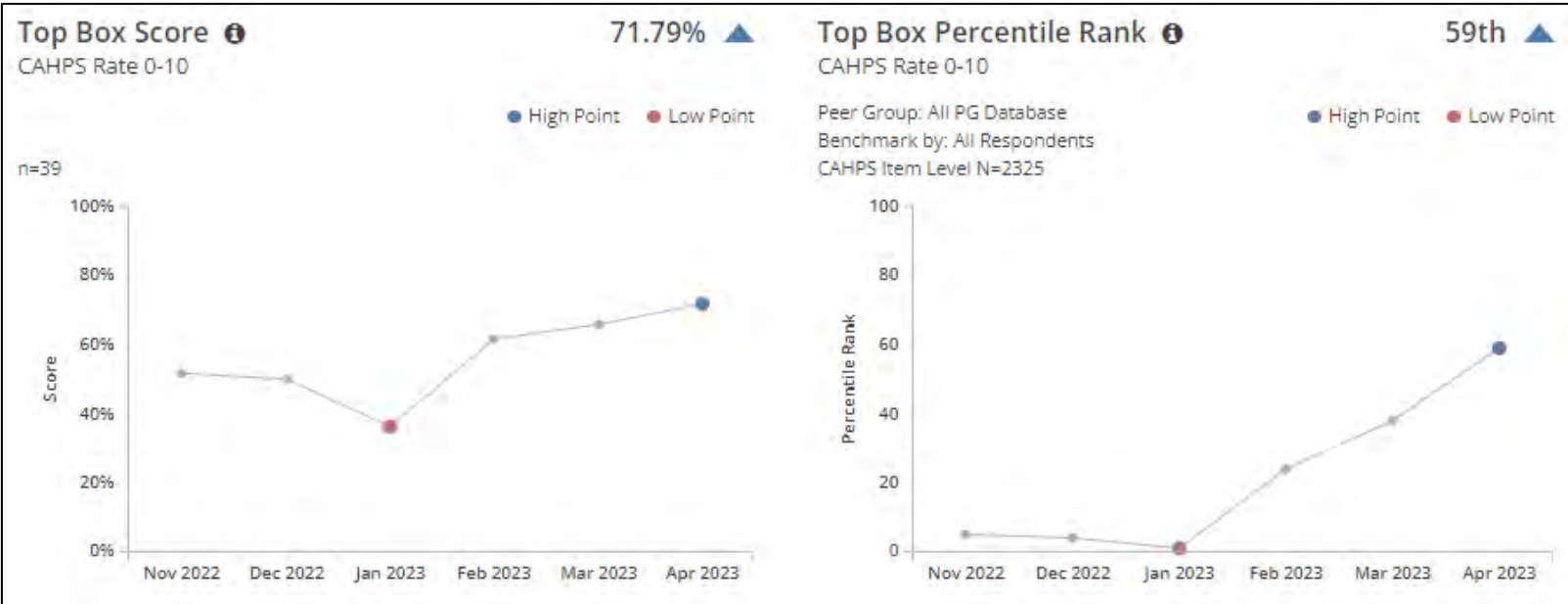
# Immediate Outcomes

- Pipeline of more than 50 nurses externs (85% conversion rate for those who graduated in May '23)
- Vacancies reduced by 50% over previous 9 months
- Care experience impact





# Care Experience Impact



# Transition to Practice Path

## Nurse Extern

Employed nursing student prior to final semester

- Expansion of clinical skills
- Role is nurse tech with all skill development within scope (EKG training, lab sticks, etc)
- Exposure to hospital culture, depts., policies, and activities
- Mentored by nursing staff and leaders
- Exploration of all departments of interest
- Productive hours are allocated to tech hours in departmental staffing grids*

## Senior Nurse Extern

Employed nursing student in final semester

- Paired with an RN on unit of hire
- Role is to perform all duties within scope and continue to develop skills and confidence (transitioning)
- More exposure to charting
- Introduction to professional practice initiatives (CAP & Practice Council)
- Mentored by nursing staff and leaders
- Competency based orientation
- Productive hours are allocated to nurse orientation*
- Pay increase*

## Graduate Nurse

New graduate working on the unit of hire

- Continues to be paired with an RN on unit of hire
- Performs added duties with preceptor within scope
- Continuing to develop skill and confidence
- Self scheduling
- Mentored by nursing staff and leaders
- Smooth transition to practice
- Productive hours are allocated to nurse orientation*
- Pay increase*
- Transition to practice*

## Experienced Nurse

New Nurse to the organization <12 mos

- Paired with an RN on unit of hire
- Builds specialty skills/new skills
- Competency based orientation
- Self- scheduling
- Transition to practice*

← Enculturation-Socialization-Ongoing Learning-Communication and Engagement →

# Culture and Socialization

*To define excellence and give hope from our family to yours!*



- The button- “Because we’ve always done it that way”
- Safety huddles
- Employee driven mission statement
- Mission focused and patient centered
- Leader rounding- on staff

# Communication

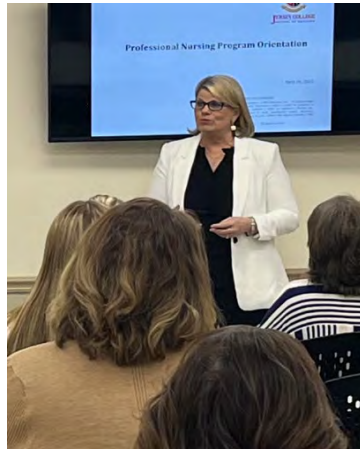
Podcasts, Newsletters, Social  
Media, Rounding

- 192 members- primarily nursing at the end of March 2023
- Today- there are 287 members
- Managing narratives
- Announcements
- Event and Education Invitations
- Podcasts from leaders and staff
- Acknowledgements/Recognition



# Onboarding

Live General Orientation  
Clinical Orientation



- Lunch with leaders
- Clinical face to face with CNO
- Care experience simulation
  - Care Experience  
Champion/Educators
- Assignment of preceptors and mentors- preceptor development
- Onboard all Jersey College students as if they are staff in a special session just for them

# Leadership/ Preceptor Development

Leaders are the key to  
engagement





# Education/ Ongoing Learning/Practice Advancement

- Education Calendar
- Professional Development Day
- Preceptor Development
- Mentor assignments (informal to formal)

**Upcoming events** Find events Create event

**THIS FRIDAY AT 11 AM**  
**Dr. Rutledge ABCDEF Bundle for ICU nurses**  
Created by Tanya Seibers  
Going Maybe Can't Go Invite Edit

**FRI, JUN 23 AT 7:30 AM**  
**Dr. Samuel Gastroenterology Q&A**  
Created by Tanya Seibers  
Going Maybe Can't Go Invite Edit

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**Clinical Practice Council Kickoff**

**When:** May 25th @ 10am  
**Where:** Education Classroom (next to MICU)  
**Who:** All bedside nurses

QR Code

**What's the purpose of the CPCC?**  
The purpose of this Council is to ensure that Tennessee high quality, evidence-based nursing care (bundle) was established and implemented to improve the outcomes of care.

**What is Evidence Based Practice (EBP)?**  
EBP is a process used to review, analyze, and evaluate the latest scientific evidence. The goal is to quickly incorporate the best available research along with clinical expertise and patient preferences into clinical practice to improve care outcomes.

**How will CPCC help you, as a nurse?**  
The CPCC empowers nurses to review and make policies, protocols, and standards of care. It also empowers evidence-based research findings into clinical practice. You will have a voice in resolving interdepartmental issues that impact patient care. Nurses participate in the selection of new clinical practice and equipment.

*"The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already."*  
-John Wooden

#definingexcellence  
#tennovanursing  
#TennovaFamily

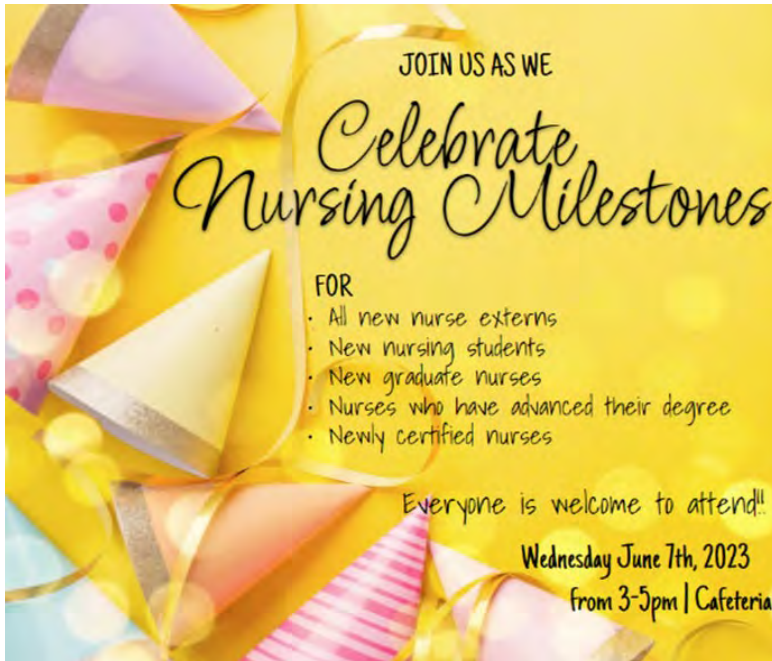
Dana Bryant, Ashley Bean Burris and 24 others

Seen by 120



# Celebrations: Recognition

- Milestone celebrations
- Leaders attend pinning ceremonies
- Gifts for those who meet milestones- new degree, certification, or acceptance into a program



# Meaningful Recognition & Breaking Down Silos

- Daisy Awards (monthly)
- BEE Awards
- Donate Life Luncheon
- Spending time



Say Hi to Dana Thornburg Coffman! Here is why she loves being a nurse and working at Tennova 🥰

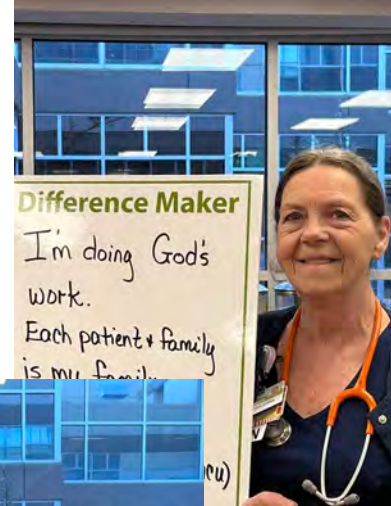
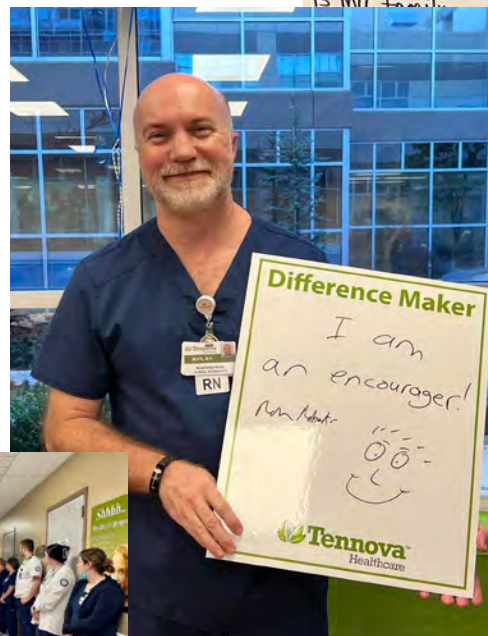


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4 comments Seen by 150



# Connecting to Purpose & Mission Difference Maker Campaign



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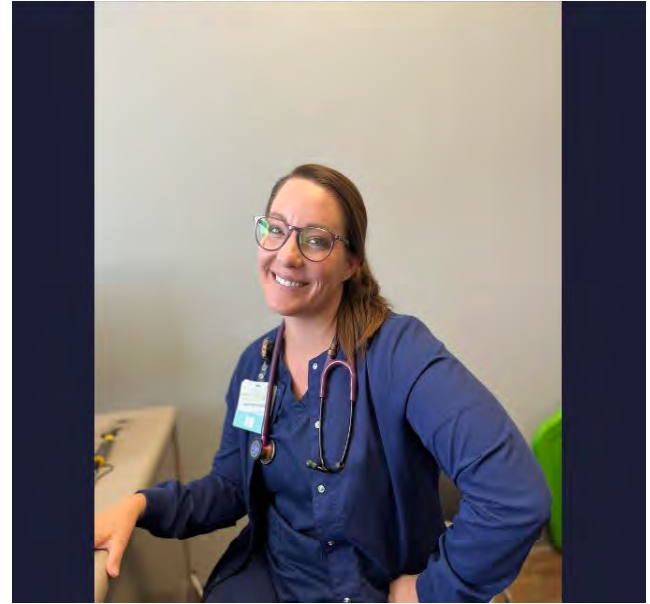


Dana Bryant

Admin · May 4 at 1:29 PM · 🌐



Amanda Gibson is one of our sicu nurses here at Tennova and we asked her why she is a nurse. Here's her response. "I enjoy taking care of people."  
Why did you choose Tennova? "My coworkers are like family to me. I love that nurse leaders and administration are seen on the floors on a regular basis and actually want to know me by name. They really care about the nurses and staff."  
"How long have you been a nurse?"  
"I've been a nurse for 11 years"  
Happy Nurses week, Amanda!! ... See more





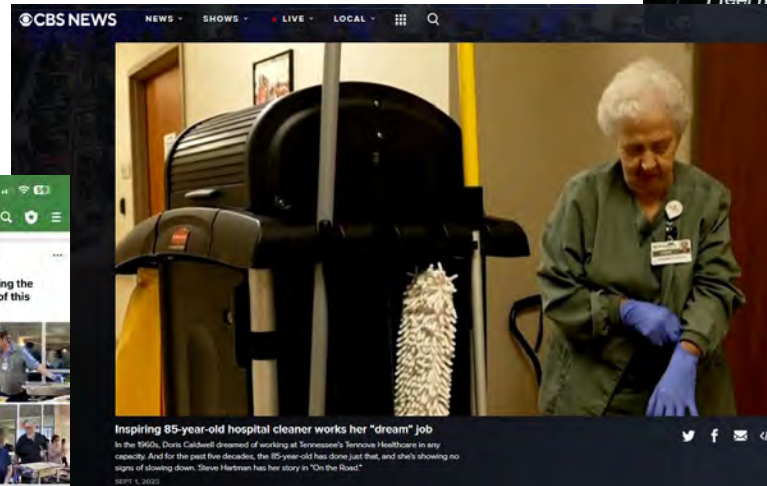
# Service Culture

- Relay for Life (American Cancer Society)
- Women of Impact (American Heart Association)
- Bark in the Park
- Donor Campaign



# Connections: Managing the Narrative

- Milestone parties for staff
- Attend graduations
- Celebrate publicly
- Luncheons events
- Radio events
- Chamber events
- SOCIAL MEDIA
- TELL THE STORY
- Create excitement



- <https://www.cbsnews.com/video/inspiring-85-year-old-hospital-cleaner-works-her-dream-job/>



# Community and Professional Engagement





# Current State



- In addition to outside hires- we anticipate 36 nursing graduates that we expect to hire this year—reminder: in 2022, we hired 5 nurse graduates
- Conversion rate for our extern program- 86%





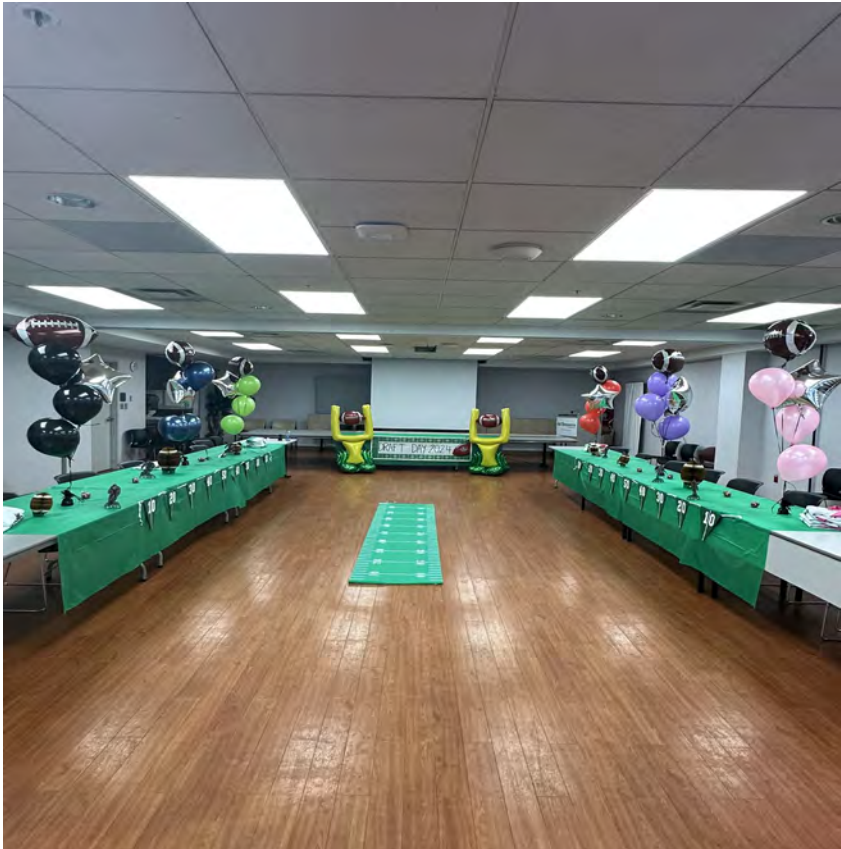
**ASHLEY  
IRVIN**



**OFFER:**  
**ICU**  
**OPERATING ROOM**



# Draft Day Signing: Celebrate!



17:48 5:21

< Laura's post

 **Laura McNabb** is with **Ashley Witt**.  
21m · 🌐

Tennova's Draft Day 2024  
Your looking at the next OR nurse and SICU nurse coming soon to you. We are so excited to be accepted as part of these teams @ Tennova. Now to finish school and graduate 🎓 😊 😊  
[#Nursingschoolbesties](#)

👍❤️ 19 6 comments 1 share

👍 Like 🗨 Comment 📄 Send 🔄 Share



My bestie 🤝

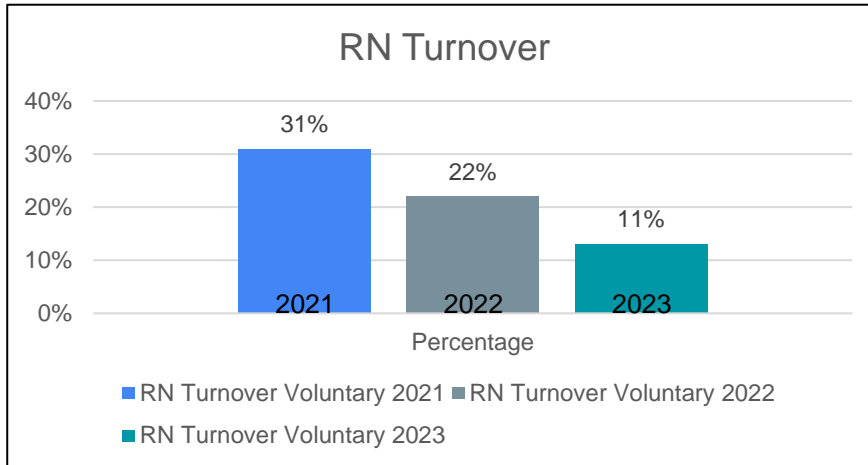
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# Mission driven engagement

## Clinical Excellence

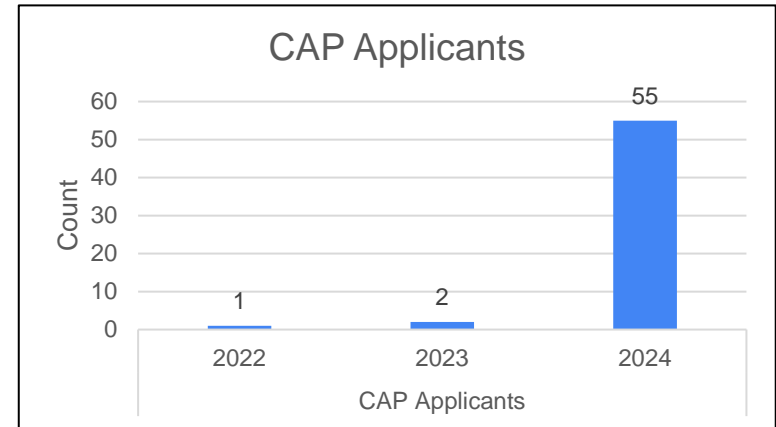
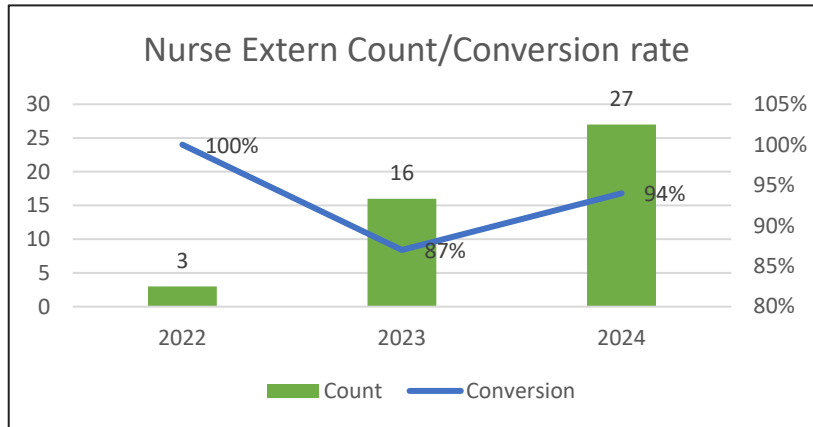
- Practice council kickoff
- Leader training on quality plans: Ambulating vent patients
- Peer accountability
- Front line leadership
- Provider education



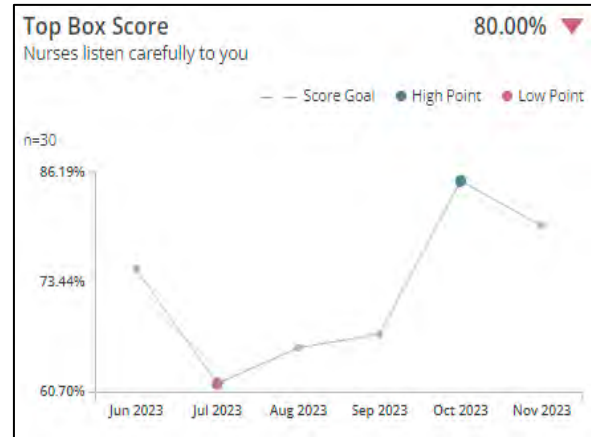
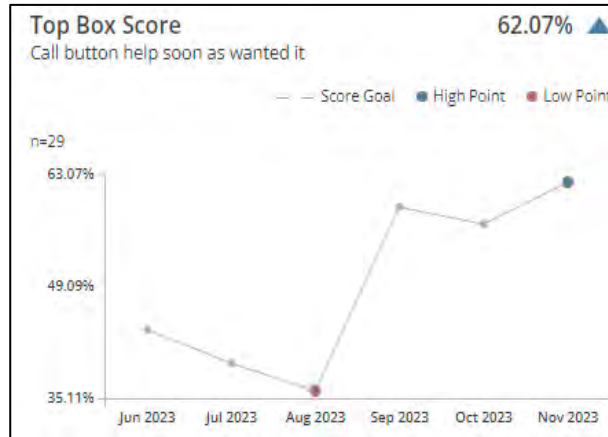
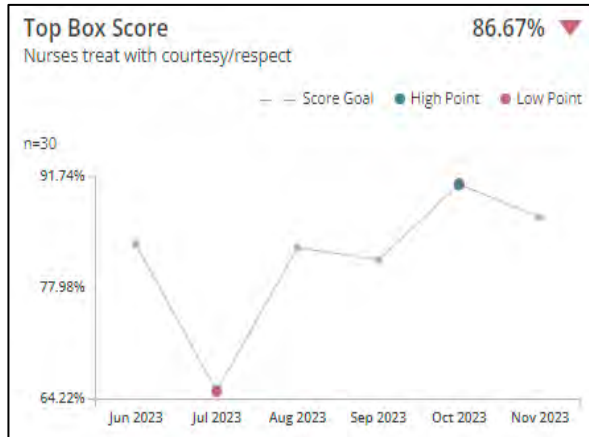
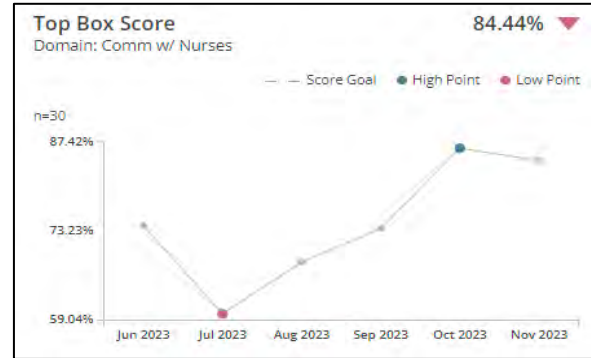
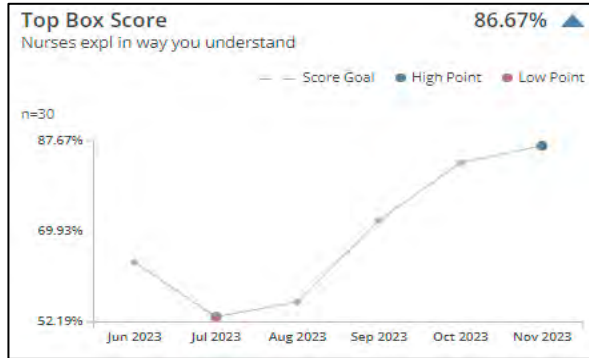
# Mission driven engagement

Academic Relationships and Professional Development: Create an environment where practice is important

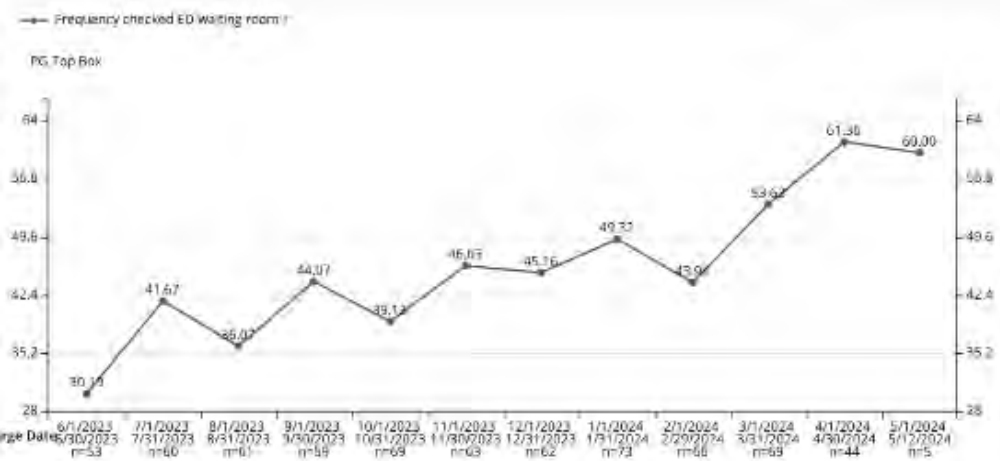
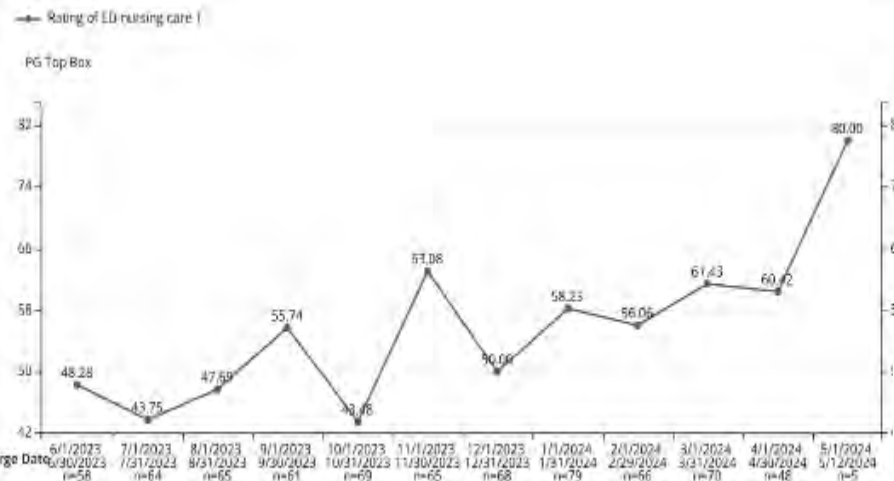
- Multiple attendees at professional conferences: NTI, ENA conference, Nurses Day on the Hill
- 8 schools with affiliations (includes Jersey College onsite)
- Road-mapping and skill sharing sessions between the schools and the hospital
- Practice council and acceleration of professional development
- Just say “yes” to students and build a culture of welcome: 2024 Draft Day for Extern Placement
- Education department committed to mentoring



# Outcomes: Nursing/Nursing Communication



# Outcomes: Nursing/Nursing Communication





# Current State

- 26 externs graduate this year between May and August (we signed 20 of those to FT positions at our January Draft Day)
- Another 16 graduate in December and 14 of those are communicating with us for early replacement (1/2 of those are from Jersey College)
- In addition to outside hires- this is an anticipated 36 nursing graduates that we expect to hire this year—reminder: in 2022, we hired 5 nurse graduates
- Conversion rate for our extern program- 86%



# Current State

- Culture and engagement between students and nurses remains positive
- Student input is valued
- Deployment of Transition to Practice Program
  - Draftees receive a passport and spend time in a variety of areas for a passport stamp

