

# The Effectiveness of Nurse Residency Programs on Retention: A Systematic Review



JENNIFER VAN CAMP, MSN, RN; SHARON CHAPPY, PhD, RN, CNOR

## ABSTRACT

New graduates account for the highest numbers of nurses entering and exiting the profession. Turnover is costly, especially in specialty settings. Nurse residency programs are used to retain new graduates and assist with their transition to nursing practice. The purpose of this systematic review of the literature was to examine new graduate nurse residency programs, residents' perceived satisfaction, and retention rates, and to make recommendations for implementation in perioperative settings. Results indicate increased retention rates for new graduates participating in residency programs and that residency participants experienced greater satisfaction with their orientation than those not participating in residency programs. Residency participants also perceived the residency as beneficial. Because residency programs vary in curricula and length, effectively comparing outcomes is difficult. More longitudinal data are needed. Data on residency programs specific to perioperative nursing are lacking. Considering the aging perioperative nursing workforce, residency programs could address critical needs for succession planning. *AORN J* 106 (August 2017) 128-144. © AORN, Inc, 2017. <http://dx.doi.org/10.1016/j.aorn.2017.06.003>

Key words: *new graduate nurses, residency program, internship, perioperative residency, retention.*

Recognizing a preparation-practice gap and the high costs associated with new graduate nurse turnover, many health care organizations across the United States have implemented nurse residency programs (NRPs) to bridge the gap and reduce turnover costs. Additionally, many new graduate nurses actively seek out health care organizations that have NRPs for their first employment to ease the transition from student to novice nurse.<sup>1</sup> In a survey conducted by Pittman et al,<sup>1</sup> 36.9% of members of the American Organization of Nurse Executives who responded to a survey (N = 219 respondents) reported that their organizations implemented an NRP to transition new graduates into practice in the hopes of retaining graduate nurses for longer than one year. However, questions remain about the effectiveness of NRPs in retaining new graduate nurses and easing their transition into practice.

## BACKGROUND

Many new graduate nurses struggle with the transition from novice to competent nurse, and an estimated 35% to 60% of nurses leave their first place of employment within one year of hire.<sup>1-3</sup> Transitioning to the RN role can leave graduate nurses feeling stressed, and many have difficulty adjusting to the reality shock of caring for multiple patients with highly complex cases. New graduate nurses may doubt their clinical knowledge and lack self-assurance in performing common nursing skills, critical thinking, organizing, prioritizing, and communicating effectively.<sup>4</sup> Interestingly, nurse executives and organizational leaders hiring new graduate nurses identify the same inadequacies that graduate nurses perceive,<sup>5</sup> with some executives judging that as few as 10% of new graduate hires are fully prepared to enter the nursing workforce.<sup>6</sup>

<http://dx.doi.org/10.1016/j.aorn.2017.06.003>

© AORN, Inc, 2017

The current and projected nursing shortage further complicates the situation. It is estimated that by 2020, nursing positions will increase by 26% and the demand for RNs will exceed the supply.<sup>7,8</sup> Sherman<sup>9</sup> reported that the nursing shortage is even more critical in the perioperative setting, noting that 56% (N = 256 respondents) of perioperative nurse leaders have problems with recruitment and 68% anticipate problems, primarily because of the aging perioperative nursing workforce. The perioperative nursing workforce is older than the general nursing workforce; 48.3% of 2,877 respondents to an AORN survey reported being older than 50 years.<sup>10</sup>

Problems associated with the turnover of new graduates are further complicated by the costs of orientation. In a literature review, Li and Jones<sup>11</sup> found large discrepancies in how nursing turnover costs are calculated. The reported costs associated with each nurse turnover ranged from \$10,098 to \$88,000. Halfer<sup>12</sup> reported the cost of hiring a new graduate nurse to be approximately \$41,624 based on a four-month orientation. If hiring a new nurse costs more than \$40,000 and replacing a nurse can cost up to \$88,000, this can translate to a potential financial loss of more than \$120,000 for one new graduate nurse who completes orientation and leaves the organization. These costs could be even greater when orienting a new nurse to a specialty area such as perioperative services. Because of these factors, leaders in health care organizations and educational institutions have been focusing on nurse residencies to attract, retain, and socialize new graduate nurses into practice.

## PURPOSE AND OBJECTIVES

The purpose of this systematic review of the literature was to examine new graduate NRPs, residents' perceived satisfaction, and retention rates, and make recommendations for implementation in perioperative settings. Objectives included identifying

- common NRPs reported in the literature,
- graduate nurse satisfaction with and engagement in NRPs, and
- retention outcomes.

The PICOT (population, intervention, comparison, outcome, time) question that guided this review was *What are the common NRPs used in practice and what effect does NRP completion have on new graduate nurses' perceived satisfaction and retention rates compared with those of new graduates who did not participate in an NRP?*

## REVIEW METHODS AND SEARCH STRATEGY

The search strategy included using the Cumulative Index of Nursing and Allied Health Literature (CINAHL), Health Source Nursing/Academic Edition, Ovid Journals Online, and Academic Search Complete using the key words *graduate nurses, new graduate nurses, residency, internships and residency, perioperative, and retention*. Inclusion criteria were articles

- published in English,
- published between 2004 and 2016, and
- that addressed nurse retention rates, satisfaction, or perceptions associated with NRP participation.

We excluded articles if they

- addressed NRP development and curriculum without a discussion of retention rates,
- focused on preceptor-only orientation processes, or
- addressed NRPs implemented in the last year of nursing education.

We also excluded unpublished dissertations. Applying these criteria, we identified 48 articles for potential inclusion. We manually reviewed reference lists but did not identify additional works. After reading each article, we included 22 articles that fit the inclusion criteria of the literature review.

## FINDINGS

Many health care organizations began incorporating NRPs in the early 2000s to help close the preparation-practice gap.<sup>13</sup> Implementation of NRPs has gained support from the American Association of Colleges of Nursing (AACN), the National Council of State Boards of Nursing, The Joint Commission, the Robert Wood Johnson Foundation, and the Institute of Medicine as a way to transition new graduate nurses into practice by providing them with a rich educational experience and support.<sup>14</sup> In 2010, the Institute of Medicine, with support from the Robert Wood Johnson Foundation, published *The Future of Nursing: Leading Health, Advancing Change*.<sup>15</sup> This publication included recommendations that health care organizations, including community nursing settings, adopt NRPs to assist with the transition from nursing student to staff nurse. Other health care professions, such as medicine and pharmacy, have successfully used residency programs to facilitate the transition and provide guided career training.

By definition, NRPs are structured postlicensure programs that are adopted by health care organizations and that incorporate didactic education, clinical support by an RN nurse

Download English Version:

<https://daneshyari.com/en/article/5566983>

Download Persian Version:

<https://daneshyari.com/article/5566983>

[Daneshyari.com](https://daneshyari.com)