



**Nursing Professional Practice**  
"Committed to Patient/Family Centered Care  
through Nursing Excellence"



The Ottawa Hospital | L'Hôpital  
d'Ottawa

**The Ottawa Hospital  
Nursing Internship Program for Novice nurses :  
*A Proven Recruitment & Retention Tool***

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**Pratique professionnelle  
en soins infirmiers**  
- Excellence des soins infirmiers : un  
engagement envers le patient et sa famille -

# The Ottawa Hospital (TOH) Nursing Internship Program (NIP)



- NIP is a "*learn while you work*"
- Fully preceptored 12 weeks program to consolidate clinical knowledge and technical skills in a supportive environment.
- Novice nurses (<2years since graduation) holding a fulltime or part time position at TOH
- Graduated from a Canadian nursing school or an accredited Nursing School
- Must have College of Nurses of Ontario (CNO) registration (either temporary, transitional or general class license)
- Selection & Interview process.

# TOH Nursing Internship Program Development



## Program Development

- Literature review was done to identify new nursing graduates (grad) issues/challenges/trends
- Review of 3 other Nursing Internship Programs in Ontario was conducted
- TOH Recruitment needs for nursing
- Collaboration between Nursing Professional Practice Department (NPPD) & Human Resources
- Ministry of Health and Long Term Care (MoHLTC) Nursing Enhancement Funding Proposal April 2004
- Governance : Nursing Internship Workgroup (VP Prof.Practice/CNE, 2 clinical directors, RRR Coord, Nsg.Internship Coord.)
  - 30 internship positions per fiscal year
  - 4 sessions per year (January, April, Summer, September)
  - Supports Internal Recruitment Strategy
  - Mental health (Higher number of nurses eligible for retirement)

# TOH Nursing Internship Program Development



- Highlights of the Literature Review
  - Winter-Collins (2000) state new grads' sense of belonging linked to successful transition into professional role
  - Owens et al (2001) found that new grads who completed a Nursing Internship program have more professional self confidence and job satisfaction
  - Oremann & Garvin (2002) found new grads demonstrated stress regarding competence, confidence, making errors, and adjusting to new workplace environments
  - Casey et al (2004) study found new grads do not feel skilled, comfortable and confident for as long as one year after hire
  - Casey et al (2004) found 2 year point significant, often when new grad starts to assume leadership role as fully functional team member
  - Cantrell et al (2005) found new grads were less stressed with supportive environment

# TOH Nursing Internship Educational Program



**BENNER MODEL(1984)**

**NOVICE to EXPERT**

**Professional Development**

**OBJECTIVES FOCUS ON 5 AREAS**

- Critical thinking / research and leadership
- Client and Nurse safety
- Professional Behaviour and Ethics
- Clinical skills
- Relationship and Caring

**ACTIVITIES**

**Participation in 2 educational workshops**

**Attendance at 1 Corporate Nursing Clinical Practice Committee meeting**

**1 half day orientation for interns/preceptors**

**2 half day meetings for interns/preceptors**

**Supportive activities ( related clinical activities/ observational visits )**

# TOH Nursing Internship Program



- 12 weeks TFT (450 hours) 60x7.5hrs shifts or 40x11.25hrs shift
- Salary is as per (ONA) Collective Agreement
- <1 year intern remains on current unit
- >1 year could choose to go to another unit
- Intern returns to initial employment status after completion of internship
- Intern & preceptor share the patient assignment
- Learning Plan (written individualized learning objectives)
- Evaluation Process/feedback
- Progress towards advanced beginner-competent (Benner 1984)
- Function at full scope of practice
- Manage the unit patient assignment at completion
- Full scope of practice
- Each intern must commit to continue employment at TOH for 18 months upon completion of the Nurse Internship Program

# TOH Nursing Internship BENEFITS



## (TOH)

- Generate interest for the hospital in the nursing student population
- TOH is perceived as a learning friendly environment
- Recruitment & retention tool
- Improve patient safety and overall nursing quality of care

## (INTERNS)

- Easier integration to clinical/work environment
- Foster development of professional identity
- Narrow gap theory/practice
- Gain experience/ feel / become more competent more rapidly
- Improve technical abilities
- Develop clinical judgement /critical thinking
- Effective time management and delegation skills
- Career Planning

# TOH Nursing Internship Program Evaluation



## QUANTITATIVE DATA:

### Turnover Rate

- New Grad turnover rate at 2 year mark: 23% to 1.88% during first year of the program
- TOH new grads turnover rate at 2 year mark: September 2006: 21 %
- Turnover rate nurse interns 2 year post TOH Nursing Implementation (September 2006): 6%
- Last year's participants of MoHLTC supernumerary initiative 7.8 %
- Orientation cost for new nurse \$33,841 (Casey et al 2004)
- Cost of replacing / training of new nurse to replace \$21,554 - \$31,486 (Bland Jones 2004)

# TOH Nursing Internship Evaluation



## QUALITATIVE DATA:

Semi formal discussion group

Satisfaction survey

Comments

- Please relate to us (interns) as colleagues not students
- Preceptors need clear directions
- Streamline the evaluation process (less writing)

# Testimonies from past participants



- Before the internship I was ready to go back to my cashier job
- I truly care for my patients and no longer feel like I am struggling to get all the work done
- I am more confident in my clinical abilities
- At long last I can sleep the night before starting my rotation
- I quite enjoyed being a preceptor to an intern ..much different than preceptoring a student. I recommend it..

# CHALLENGES:



- Communication
- Misunderstanding of the role & responsibilities of intern
- More recognition for the preceptors
- Staffing issues/replacement( Holiday Season, staff vacation)
- Clinical units needs
- Perception that internship is a remedial clinical placement

# Discussion



- Are the Nurse Interns better equipped to get a position in specialty areas ?
- Will the Nurse Interns remain with the organization?
- What is the real impact of such an internship on their nursing career?

*A Longitudinal study could help finding answers*

# TOH Nursing Internship Program Resource Kit



## ORIENTATION MANUEL :

- Interns et preceptors

## DOCUMENTS (paper /electronic format):

- **Self-evaluation** (TOH/LHO Model of Nursing Clinical Practice RN Scope of Practice Assessment Tool)
- Learning objectives (learning plan)
- Supportive Activities Log
- Narrative notes
- Intern Evaluation form
- Evaluation of the internship
- Nursing Passport of Professional Development

## EDUCATIONAL MATERIEL:

- Articles, handouts

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