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

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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 (<2 years 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)
• 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

(INTERNIS)
- 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)
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
References


References

- Meissner, J. (1999). Nurses, are we still eating our young? *Nursing* 29(2), 42-44.
References


