

## Grant UPDATE

All Work Environment Survey 2003 data analysis has been completed. The regional report and individual, confidential hospital reports are being prepared for distribution within the next month.

The May 14 Go for the Gold! Learning Exchange was a very successful benchmarking event, with 128 attending to learn about 47 recommended practices.

Work has begun in revising and reviewing the Work Environment Survey for fall 2004. A questionnaire has been sent to participating hospitals asking for feedback

regarding last year's Survey. Also, we are reviewing the 2003 Survey measures, survey method, and responses, the Ideal Work Environment Model, and new measures to determine if any measures should be eliminated or added.

The Survey Plan for 2004 is:

- Survey review/revision  
Summer 2004
- Invitations to Participate  
September 2004
- Completion of Survey 2004  
October to December 2004

Thank you for participating in this project!

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were found in which graduates were disciplined by the Medical Board of California between 1990 and 2000 for any of 8 disciplinary reasons defined as unprofessional behavior. These included negligence, self-use of drugs or alcohol, unprofessional conduct, inappropriate prescribing, sexual misconduct, conviction of a crime, fraud, and unlicensed activity. The principal reason for disciplinary action was violation of professionalism.

The study also looked at potential correlations between subsequent disciplinary action by the State Board and such factors as undergraduate grade point average, Medical College Admissions Test scores, medical school course and clerkship grades, and raw National Board of Medical Examiners Part 1 scores on first attempt. None of these variables was associated with disciplinary action by the state medical board.



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## Camp DISCOVERY

### Graduate Nurse Residency Program

by Kathy Shingleton

The well-documented nursing shortage has led organizations to search out ways that go beyond recruitment and include retention strategies for new graduate nurses (GNs). Texas Children's Hospital, an internationally recognized full-care pediatric hospital employing over 1500 nurses, found itself faced with the same problem as other area hospitals; how to provide an environment in which new graduate nurses are able to find the right combination of challenge and support that leads to long term employment.

TCH already had in place a robust orientation program for all new employees that combined three days of centralized orientation and 8 – 16 weeks of individual, unit based orientation utilizing such tools as preceptors, pathways, and competency checklists. Literature review, an internal survey of nurses completing one year of employment, and exit interviews all indicated the need for a program that provided support beyond traditional orientation. Camp DISCOVERY, an 18 month residency program, was designed to be a supplement to the existing orientation program for new graduate nurses (GNs).

Camp DISCOVERY provides an ongoing, supportive, and interactive environment for explor-



ing in transitioning from new graduate to confident professional nurse.

Each session contains three key design features: Fear/Reality, Socialization/Networking, and Knowledge and Skills. Fear/Reality provides psycho-social support for new graduates as they begin to experience the stresses associated with new roles and responsibilities. Strategies for deal-

ing the concerns and needs of new graduates.

This program assists GNs in addressing the realities of clinical practice, in overcoming their fear of making mistakes, and in dealing with the stress of managing multiple patient assignments. Group problem solving, critical thinking exercises, and hands on skill practice provide GNs with the tools necessary to discover their full potential

ing with participant identified fears are the focus of this portion of each session, and providing immediate support is a priority. It is through the initial fear/reality discussions that early sessions add more hands on experiences in code management simulation. Most Fear/Reality sessions are led by the lead chaplain at TCH.

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Socialization /Networking allows new graduates to build friendships with other new graduates and provides an extended support system. Socialization has been identified as an important aspect of retention. Feelings of value and belonging are important to employees and if these feelings are validated, employees are more likely to remain in their place of employment. Since the majority of each session requires group interaction, each participant has the opportunity to meet nurses working in all areas of the hospital through short, fun team-building activities. They learn about one another on a personal level, as well as learning about the challenges they deal with on their respective units.

Knowledge and Skills pinpoints some of the knowledge and skills about which new graduates may have limited exposure. This portion of each session provides the opportunity to practice skills in a non-threatening, interactive setting. Program content for each session is kept deliberately flexible so that needs identified through session evaluations can be addressed in a timely manner. For instance, it became very clear in the early months that considerable time needed to be spent on gaining comfort with technical skills, particularly code management. Other topics include communication, time management, patient safety, professional development, fiscal responsibility, performance improvement and the change process.

Celebrations are a key feature in the Camp DISCOVERY design. The inclusion of families

and significant others in some activities was determined to be an important aspect of bringing the new GNs on board. A welcoming dinner for GNs and guests was held during the first month. At that time, guides were available to provide a tour of the hospital for anyone interested. A party celebrating passing the NCLEX was included in the August session. A Christmas celebration that included families and significant others was held in December. A one year anniversary luncheon was the highlight of the June program, which also included job shadowing and beginning the application of process improvement activities. A graduation event is currently being planned for the 18 months milestone that leads into the mentoring program.

Participant evaluation plays a key role in Camp DISCOVERY. At the end of six months, a task force of participants was created to ensure that Camp DISCOVERY continues to meet the needs of participants and to provide input into the remaining program sessions. In addition, individual session evaluations assist in making strategic changes for future groups. These evaluations also provide data on goal accomplishment. Retention statistics at 12 months show that 90.6 % of the GNs hired in June 2003 remain employed at TCH. Session evaluations by the participants indicate a high level of satisfaction. Camp DISCOVERY is offered in January and June of each year and now boasts an enrollment of over 120 GNs.



## Unprofessional Behavior Associated with State Board Disciplinary Action

by Kathy Shingleton

Dr. Maxine Papadakis, professor of clinical medicine and associate dean of student affairs at the University of California, San Francisco, School of Medicine, recently visited with the leadership of the University of Texas Medical Branch at Galveston. She reviewed the results of a case-control study published in the March 2004 edition of *Academic Medicine* titled "Unprofessional Behavior in Medical School Is Associated with Subsequent Disciplinary Action by a State Medical Board." The study was designed to determine if students who demonstrate unprofessional behavior in medical school are more likely to have subsequent state board disciplinary action. It found that problematic behavior in medical school is associated with subsequent disciplinary action by a state medical board. Papadakis emphasized the importance of including professionalism as an essential competency that must be demonstrated in order for a student to graduate from medical school.

The UCSF School of Medicine uses a professionalism evaluation form to document any less than satisfactory rating on professional skills at the end of any course or clerkship. The student and the school then work to remediate the student's deficiencies. Though this form was not in use prior to 1995, student records from medical school graduates from 1943-1989 were reviewed. Information on problematic behavior was transferred to the current form and classified accordingly. Among 6,330 medical students that graduated from UCSF during that period, 70 cases

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## GO FOR THE GOLD! Improving the Work Environment in Hospitals First Annual Learning Exchange

The 1st Ideal Hospital Work Environment Learning Exchange was held on Friday, May 14, 2004 at the Houston Community College --- Southwest Campus. A gathering of 128 health and human resources professionals from 36 (80%) of the 45 hospitals participating in the Ideal Hospital Work Environment Project came together to share best practices and network with peers about innovations to improve the work environment. This was a wonderful turnout given the severe weather occurring the day before and forecast for this day.

The half-day began with a continental breakfast accompanied by a small jazz band, which provided uplifting music to get started on a high-energy note. This set the stage for an innovative Learning Exchange, which was held in a large auditorium that contained both traditional theater style seating and discussion areas organized around the five dimensions of an Ideal Work Environment. This arrangement facilitated both large and small group discussions in a single space. The room was filled with the energy of learning! The day ended with a networking lunch.

### Attendees heard:

- A review of the project, including early results from the 2003 Work Environment Survey
- Nationally-known expert, Dr. John Stobo, President of The University of Texas Medical Branch, who shared his remarkable progress in transforming UTMB using Professionalism as the driver
- Recommended practices from 15 area hospital presenters representing the five dimensions of an ideal work environment: Professionalism, Teamwork and Interpersonal Communication, Staff Training and Development, Environmental Factors and Economic Considerations.



Participants were also given a notebook containing brief summaries of the 47 recommended practices included in the Learning Exchange, as well as other documents, such as *Healthcare @ Work*, a report prepared by AON Consulting for the American Society for Healthcare Human Resources Administration.

Door prizes were awarded to attendees based on the Olympic theme, countries of the world, through gift certificates to various ethnic restaurants which were donated by region hospitals.

In the Go for the Gold! evaluation, 96% of attendees indicated that they would apply some of the work environment practices they learned to their organizations. In addition, 97% said that the work environment practices presented addressed issues relevant to their organization. One hundred percent responded that they would be interested in attending a similar event if this were made an annual event.

Make sure you are invited next year by assuring that your hospital participates in the 2004 Work Environment Survey!

