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### Nurse Manager Onboarding Program Impact on Self-Assessed Competencies

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# Nurse Manager Onboarding Program Impact on Self-Assessed Competencies

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Baystate Health

ADVANCING CARE.  
ENHANCING LIVES.

## Problem

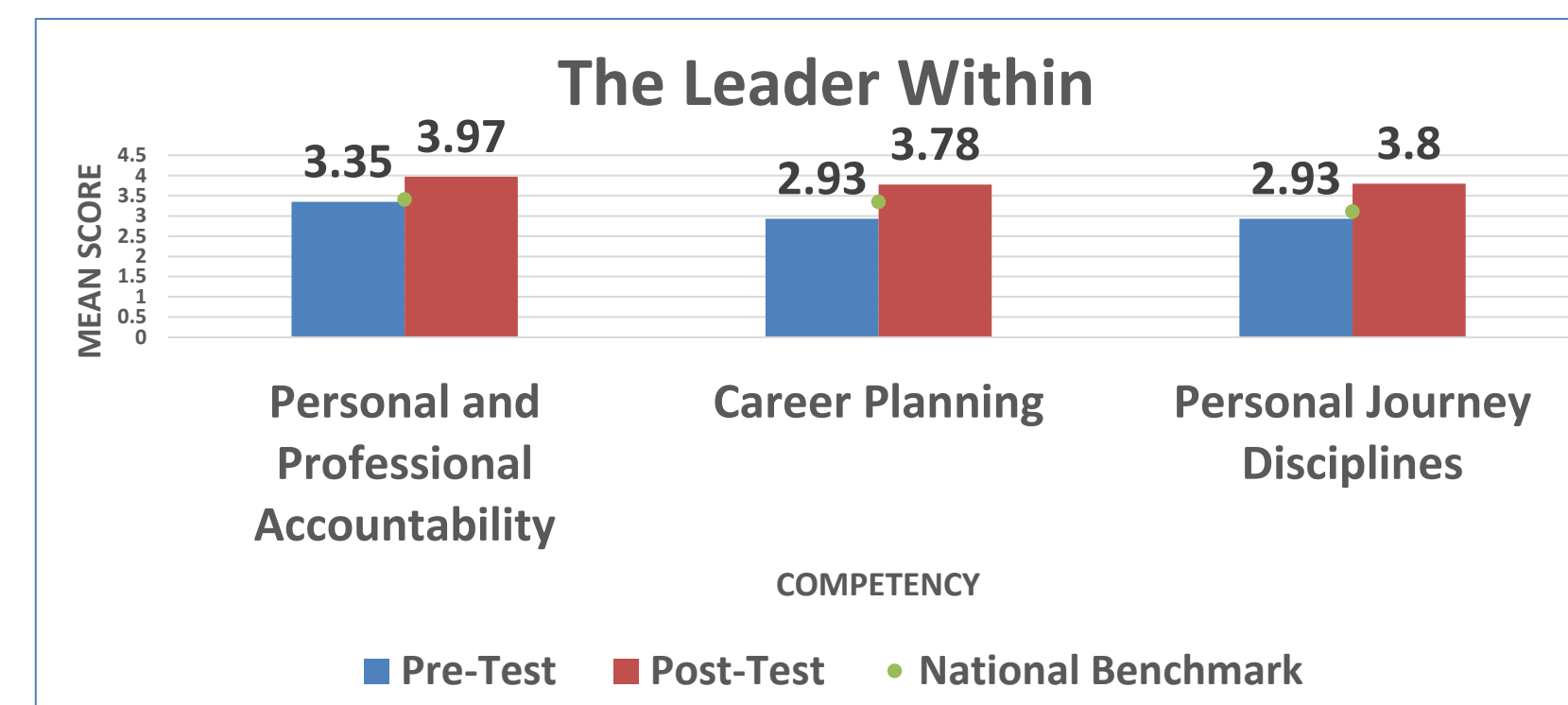
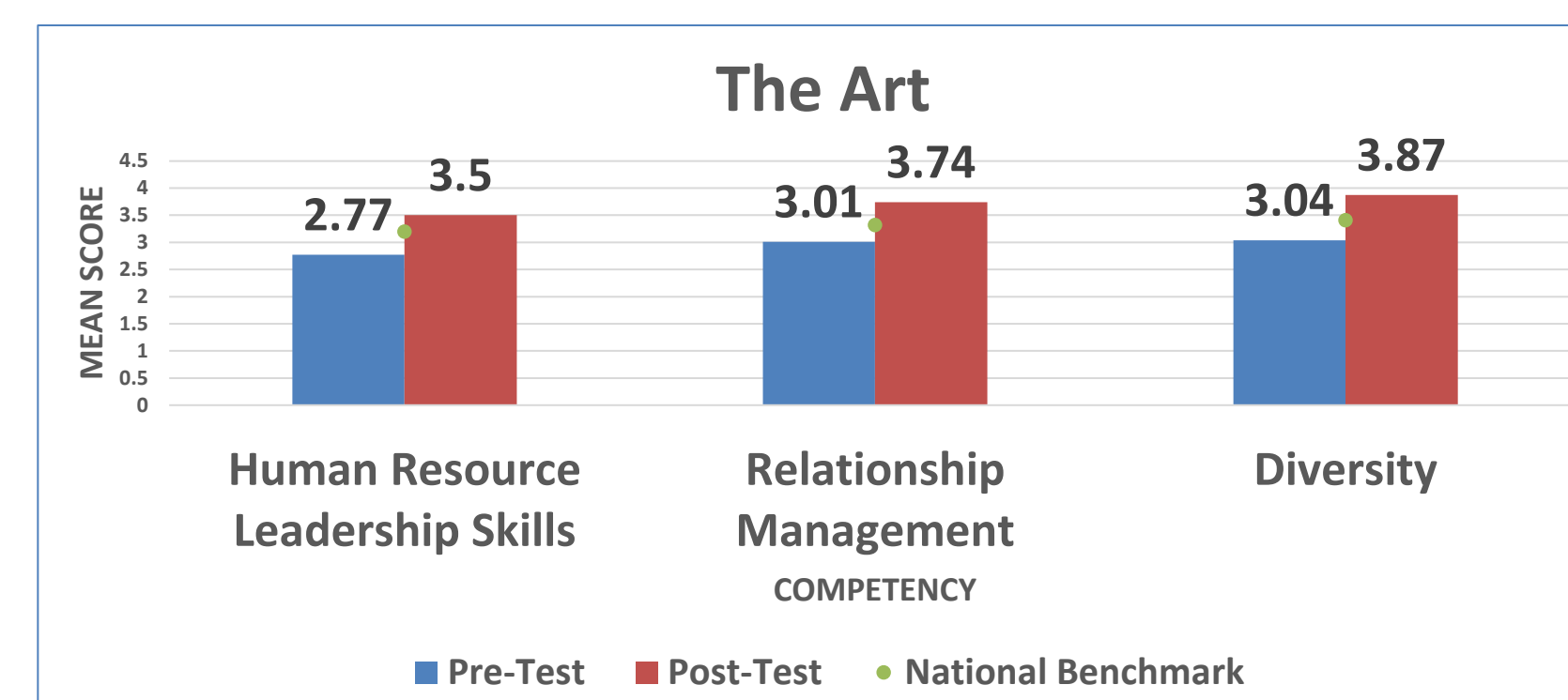
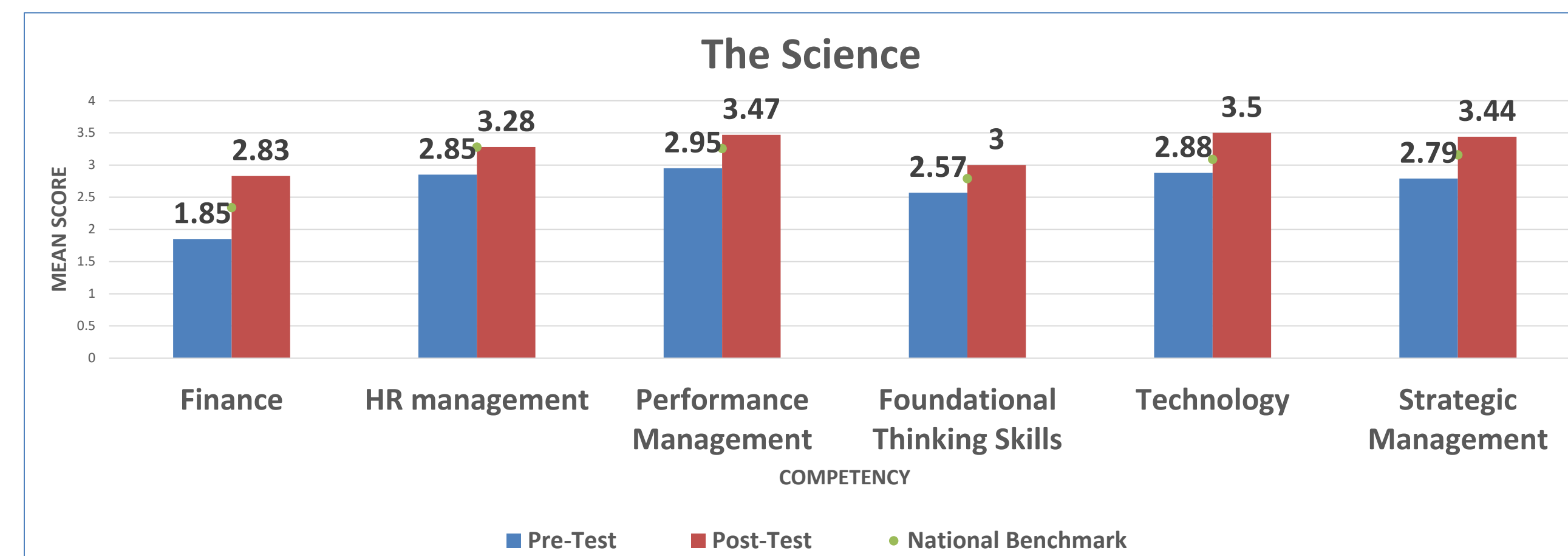
- Professional development for transition into Nurse Manager roles has not been deemed sufficient.
- The customer discovery assessment survey completed at Baystate revealed that the current onboarding for nurse managers is fair or poor.
- During the discovery phase, there were no identified specific nurse manager training programs broadly utilized for formal onboarding into a nurse manager role.
- Formal nurse manager training is needed to prepare the next generation of nurse managers to navigate the dynamic healthcare environment.

## Objectives

- Pilot an onboarding leadership program using the AACN's Fundamental for Nurse Managers Program for thirty members of the Nurse Manager team.
- Using the American Organization for Nursing Manager Self-Assessment Tool, assess improvement in the nursing management competence scores for those who are involved in the nursing management onboarding program.
- Conduct subject matter expert sessions after each module for awareness and applicability of the content of the Fundamental for Nurse Managers Program modules in the setting.
- Conduct post program survey about Fundamental for Nurse Managers Program and subject matter sessions to assess feasibility.

## Intervention

- This quality improvement project used a descriptive design with a pre-, and post-assessment methodology.
- The AACN "Fundamental Skills of Nurse Management" is composed of five modules that was delivered via an online program over the course of six weeks.
- Each session was composed of one hour of review/follow-up that allowed participants to meet with subject matter experts for the module they just completed, followed by 2 hours of dedicated time in which the participants completed the next online Fundamental Skills of Nurse Management module.
- The participants completed the AONL Nursing Leadership Competencies Self-Assessment Tool before they begin the program and again after they complete all online modules. A post-program survey was e-mailed to participants following the completion of the final module.



## Results

- FSMN Learning Checks
  - Mean Score: 92.5
  - Median Score: 92.5
  - Bimodal: 85, 100
- AONL Nursing Manager Competency Self-Assessment
  - The Science domain: increase of 25%
  - The Art domain: increase of 26%
  - The Leader Within domain: 26% increase
  - Using Benner's Novice to Expert model, all competencies increased
- Post-Program Survey
  - 79% Excellent, 21% Very Good
  - 72% Length was "just right"
  - 100% Course met their needs
  - 100% Confidence increased
  - 100% would recommend program

## Conclusion

Formal onboarding should be adopted by the organization to onboard new managers into their roles and complemented with subject matter expert sessions.

Domain	Module/Competency	Pre	Post	% Change	Qualitative Change
The Science	Finance	1.85	2.83	53%	From Novice to Advance Beginner
	HR	2.85	3.28	15%	From Advanced Beginner to Competent
	Performance Improvement	2.95	3.47	18%	From Advanced Beginner to Competent
	Thinking Skills	2.57	3	17%	From Advanced Beginner to Competent
	Technology	2.88	3.5	22%	From Advanced Beginner to Competent
	Strategic Management	2.79	3.44	23%	From Advanced Beginner to Competent
The Art	Leadership	2.77	3.5	26%	From Advanced Beginner to Competent
	Relationship	3.01	3.74	24%	No Change, but approaching Proficient
	Diversity	3.04	3.87	27%	No Change, but approaching Proficient
The Leader Within	Accountability	3.35	3.97	19%	No Change, but approaching Proficient
	Planning	2.93	3.78	29%	From Advanced Beginner to Competent
	Personal Journey	2.93	3.8	30%	From Advanced Beginner to Competent



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