

UPMC
Nursing

Student Nurse Pathways



Message from the Chief Nurse Executive

A career in nursing is more than just a job. It is a lifelong journey that provides professional and personal satisfaction at each and every level. In a career, there is collaboration and networking with colleagues. Individuals typically set out and take some risks to advance themselves. In a career, it is not just about getting a paycheck; there is an emphasis on outcomes and job satisfaction as well as lifelong learning.

As you build your career in nursing, you should look for ways to advance your knowledge and develop your skills. In your first position, this may be through participating in the Nurse Residency Program and hospital- or department-based learning activities. As you grow in your career, this could be achieved by accepting new roles in your department, such as charge nurse, preceptor, or committee member or chair. More formal methods, such as a change in position or a promotion to a clinician, manager, or advance practice nurse, or a move into a specialty, are other examples of career growth. At UPMC, we have created "My Nursing Career," the clinical ladder for nursing, as a vehicle for professional growth and advancement.

To support professional growth and advancement, UPMC offers multiple continuing education and professional development opportunities. There are system and local Nursing Grand Rounds,

hospital-based lunch and learn sessions, in-services, formal mentoring programs, evidence-based councils, and journal clubs. Many of our nurses attend and/or present at local and national conferences and symposiums. Through UPMC's Academic Service Partnership Council, we have collaborated with many of our local schools of nursing to support our future nurses as they pursue their education.

In this issue of the newsletter, you will be able to read in more detail about these programs. My hope is that you will find UPMC to be a place where you can have a lifelong career. ■

Holly Lorenz, RN, MSN
UPMC Chief Nurse Executive

UPMC uses a systemwide 360° student survey that allows nurses at the bedside, students, and faculty to provide feedback on their experiences at UPMC. The spring 2011 survey will be distributed via e-mail in early April. Please complete the five question survey to share your insights and experiences.

Starting My Career at UPMC

Congratulations! It is very exciting to begin your first job search as a recent or upcoming graduate nurse. Let's review some basics for success.

When should you begin applying? It is ideal to begin submitting

applications several months in advance. Once you begin applying, search for positions regularly and apply to those in which you are interested and for which you qualify. Take time to read the posted qualifications. If a position requires six months or a year of experience, you do not meet the basic

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UPMC Nursing Vision

UPMC Nursing will create the best patient experience, nationally and internationally, through the selection, development, retention, and reward of the highest-performing nurses, while creating systems and programs that create consistency and excellence in patient care.

STARTING MY CAREER AT UPMC *continued*

qualifications and cannot be considered, and your application to that position will be closed. Apply to a variety of positions, and be open to several areas and specialties that you would enjoy as a new graduate. There are many that would provide you with a wonderful foundation for your future career.

There are many opinions regarding what to include in your resume and application. When highlighting your education, you generally do not need to list basic components common to all nursing programs, such as a medical-surgical rotation, or an ICU rotation. You also do not need to list skills within those rotations that you are presumed to have, such as taking vital signs and performing physical assessments. But if you are applying to an orthopaedic unit and you did your senior transitions/leadership rotation on an orthopaedic unit, then that experience certainly would be something to highlight. **DO** include your internship experiences. Be sure to include previous nonclinical jobs. If you worked as a waitress for a year before beginning nursing school, that work demonstrates your experience in working with people, and should provide many examples that showcase your interpersonal skills. Any nursing assistant or related job experiences are a plus. Never omit work experiences that did not go or end well. You are far better off including them and explaining the circumstances than to be found excluding information. Above all, be sure your resume is neat and free of mistakes and typos.

It cannot be emphasized enough to be sure your phone messages, answering machine messages, e-mail correspondence, and in-person interactions are professional. Be sure your voice mail and e-mail boxes are not full, or you may miss a request for an interview.

Finally, although opinions vary, it is generally a good idea to obtain your Temporary Practice Permit (TPP) so you can begin work as soon as possible. There is no doubt that you should take your National Council Licensure Examination (NCLEX) as soon as possible after graduation. Studies support that the sooner you take this exam, the more likely you are to pass. If you do not obtain your TPP and wait to take your NCLEX, you may find yourself away from the clinical arena for six or more months, making it more challenging to get back into the environment.

Stay tuned — a future “Starting My Career at UPMC” will feature interviewing tips. ■

Easing the Transition to Practice

UPMC’s My Residency Program is designed to support new nurses and ease the impact as they transition from basic nursing education into the real world of nursing practice. While nursing orientation provides a foundation, the residency goes beyond clinical orientation by providing the essential skills needed to make the transition from student to professional nurse.

Core content for the residency builds upon the fundamentals, and includes such professional topics as delegation, prioritization, risk management, interprofessional communication, end-of-life care, and crisis management.

Core content is consistent across UPMC, but each facility incorporates key cultural pieces into the residency. Cultural examples include advanced clinical scenarios, the Magnet® model, and evidence-based practice projects. The residency coordinators at each hospital have collaborated with the UPMC Center for Nursing Excellence and Innovation staff to provide the best fit for residents at the various UPMC locations. Approximately 400 new UPMC nurses have completed the residency program. Many participants have shared their observations:

- “The basic forum of peers experiencing the same frustrations, fears, and accomplishments is invaluable. It is a community we are removed from after school, and has made a great impact toward competency and confidence on the unit.”
- “I really enjoyed the course. I liked learning to do a poster for education on my unit.”
- “Taking part in the My Residency Program was a great experience. Along with new knowledge, I also gained an increase in my confidence as a registered nurse.”
- “Supportive and informative.”

The My Residency Program also has impacted the nurse leaders who spoke with the residency participants or led an in-class activity. One leader commented, “I totally enjoy this presentation, as I never know what to expect from the group. Each session and each group of nurses present their ‘current’ work situation and their ‘ideal’ situation. I feel that each nurse who participates gains perspective that they are not alone and that there are best practices that each unit can incorporate. Each group takes full advantage of the ability to complain, laugh, and most importantly, learn.”

The residency program is built into a new hire’s orientation and development plan. An application process is not required. ■

Inclusion

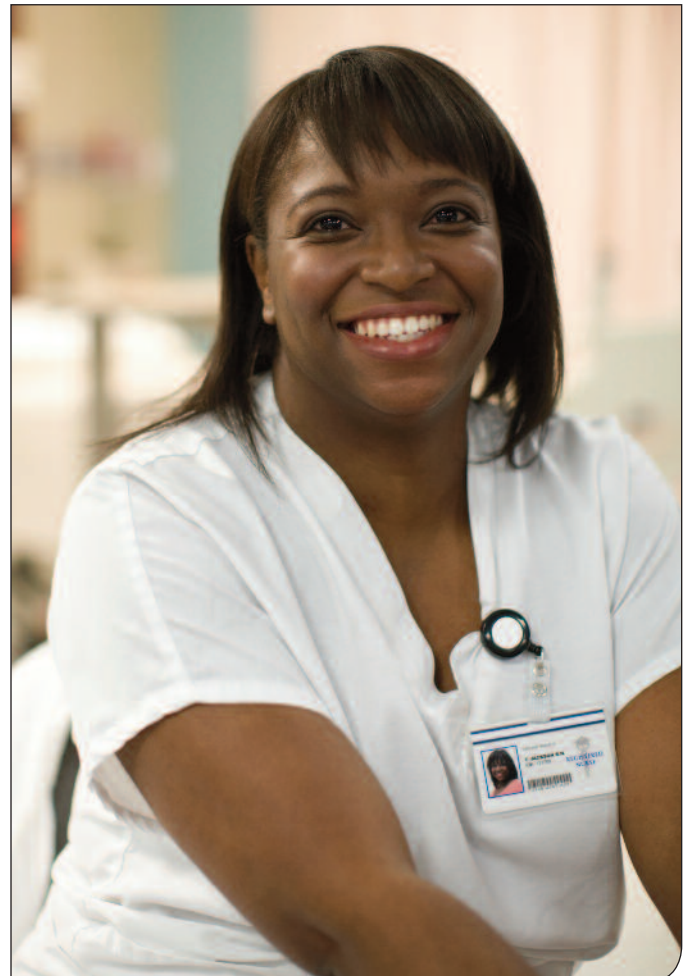
On our journey to create and sustain a culture of nursing excellence at UPMC, we embrace the philosophy of inclusion. UPMC Nursing has partnered with the Center for Inclusion at UPMC to make a difference for our employees and the patients that we serve.

Built on a foundation of dignity and respect in the workplace and cultural competencies in patient and family care, the mission of the Center for Inclusion at UPMC is to ensure that inclusion is at the core of what we do every day. UPMC inspires a culture of collaboration throughout our company and within the communities we serve, all based on the simple idea that inclusion matters to all of us, every day.

Diversity is a key component of the philosophy of inclusion. For years, UPMC has recognized the value of diversity, believing in the importance of a multicultural nursing workforce that reflects the ethnic and cultural patient populations served. In the very near future, we will again be facing a nursing shortage and an aging nurse workforce. Research supports recruiting, retaining, and offering leadership development of minority nurses will be crucial for meeting the nursing demand.

Some examples of nursing's inclusion initiatives include:

- The **UPMC Minority Nurse Mentorship and Professional Enhancement Program** which assist with the strategic planning, decision making and continuous improvements for inclusion strategies in nursing. Membership consists of nursing representatives from various UPMC facilities along with the Center for Inclusion. The chairman of the minority nurse program reports directly to UPMC nursing leadership
- Offer various continuous education sessions to UPMC and community minority nurses and nursing students



- Offer one-to-one mentorship for new UPMC nurses and nursing students with experienced UPMC minority nurses
- Promoted the Dignity & Respect Pledge which was completed by nurses at all levels at the chief nursing officers' meetings, Nurses Week Conference, and at various nursing education sessions
- Embedded a Dignity & Respect training session offered by the Center for Inclusion at UPMC in the new nurse manager leadership development course
- Implemented diverse recruitment strategies to include historical black colleges and universities; churches; diverse professional, educational, and community organizations; as well as beauty salons and barber shops

Through initiatives such as these, UPMC continually strives to set the standard for a healthy nursing workforce worldwide. ■

Fostering Growth to Prepare for the Future

To meet today's health care needs and prepare for tomorrow's challenges, UPMC fosters nursing leadership development from the staff level to the executive level. The American Organization of Nurse Executives (AONE) guiding principles for the role of the nurse in future patient care delivery and the AONE position statement on the educational preparation of nurse leaders provide the background for leadership development programs and activities at UPMC. AONE identifies the need for ongoing education for all nurses especially leaders in an increasingly complex health care environment. Relevant topics examples include communication, relationship-building, business skills, and professionalism.

Formal leadership programs provided through the UPMC Center for Nursing Excellence and Innovation (CNEI), business unit leaders, and UPMC Human Resources provide nurses with opportunities to learn more about the AONE identified topics and others. Courses range from one-day seminars to coaching programs, a nurse manager leadership development course and the leadership intensive.



The nurse manager **leadership development course** was designed to strengthen the leadership of nurses in leadership roles at the department or unit level. The five-day course focused on helping nurses understand their preferential leadership styles, strengths and opportunities for further development. The course provided didactic and experiential content related to the art of leading others and to the science of leadership in terms of finance and human resource principles.

The annual **Nurses Week Conference** offers the opportunity for the UPMC nurses to attend educational presentations, learn from seasoned professionals, network with schools of nursing and obtain contact hours for continuing education.

Nurses in all roles are encouraged to continuously seek leadership and professional development learning opportunities.

UPMC Nursing Grand Rounds

UPMC Nursing Grand Rounds provide a forum to showcase clinical expertise and best practices across the health care system. Each monthly session affords the presenter an opportunity to demonstrate their contributions to the nursing profession. The goals of nursing grand rounds are to:

- support the professional growth and development of nurses
- provide an opportunity for nurses to independently obtain continuing education
- keep nurses informed of new local and national methodologies, strategies, research, and initiatives
- create collaboration among the nurses across the health system

Attendance at grand rounds is voluntary and open to all UPMC nurses and other disciplines to attend or view a topic of interest. If a nurse is unable to join the live presentation, each session is recorded and loaded onto uLearn, an internal online education portal. A nurse can then access this online application from the convenience of any location with internet capabilities to view a resenatation and take a quiz to receive contact hours for continuing education. ■

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Reward and Recognition

UPMC proudly acknowledges the hard work of our employees through a number of award and recognition programs. UPMC nurses are eligible to win prestigious systemwide awards, such as the Award for Commitment and Excellence in Service (ACES). In addition, there are several awards that specifically recognize nursing.

The **DAISY Award** is a national program that recognizes and celebrates the extraordinary clinical expertise and compassionate care provided by nurses every day. Presented in collaboration with the American Organization of Nurse Executives (AONE), all of our hospitals participate in the DAISY program and select several nurses every quarter to receive the DAISY Award.

Each year, UPMC Corporate Nursing celebrates Nurses Week by presenting three days of educational speakers. On the final day, awards are given to exceptional nurses in the following categories: **Rising Star in Clinical Practice, Champion of Dignity and Respect, Champion of Nursing, Leading with Wisdom, and Legacy of Nursing.** A young nurse could win the Rising Star award and 20 years later receive the prestigious Legacy of Nursing award.

The **Cameos of Caring** awards recognize outstanding bedside nurses who treat patients and families with care, dignity, and compassion, while demonstrating excellence in nursing practice. Launched in 1999 by the University of Pittsburgh, the Cameos of Caring program and awards gala are recognized as heralding the rewards of nursing practice. The awardees are recognized as role models for the profession.

On a smaller scale, many units hold “Employee of the Month” contests in which the staff votes on the winner. At UPMC Presbyterian, Unit 6 F/G conducts a “High Roller of the Month” award that is voted on by staff. The winner’s picture is placed on the recognition board, and they are awarded a Starbucks gift card.

UPMC Nursing also recognizes the outstanding accomplishments of nurses systemwide in the Nursing Annual Report.

Recognition of outstanding nursing practice is only one benefit of working at UPMC. UPMC nurses would agree that the real reward is providing quality patient care and helping fellow nurses. ■

Introduction to Quality and the Vital Role Nurses Play in Quality

As a nurse who had been in the profession for many years, I really never knew the power I had to impact the patients I cared for in more ways than providing nursing care. While caring for patients is why we all went into nursing, I challenge you to stop, step back, and look at the larger environment affecting patients. Nurses and patients experience silent struggles every day. Nurses face 48 interruptions to an eight-hour medicine pass, patients waiting in pain after hitting their call bell as their information is passed through multiple providers before it gets to the nurse, and plans for patient care that are not developed as a team, leading to unmet expectations.

Having several years of work in the quality field under my belt, I now truly understand that quality is not just the care that each provider gives to patients; it is that plus the way all the pieces of the care delivery system work together to make sure that care is provided in a coordinated, timely, and safe manner. As a nurse, you have a front-line view on what works and what doesn’t in our care delivery system. As nurses care for patients, we are well-positioned to identify and address quality issues. The same analytical and observational skills that you use to assess patients can be used to see, understand, and take action on the broader quality problems that negatively impact patients. Findings about patient care told from the perspective of a nurse have a resonating power. Tell the stories of your patients to those who can promote change to help address the quality problems that your patients face.

The challenge is yours. Will you take a look to see what can be improved and take on this bigger quality responsibility?

Written by Susan Martin, RN, MSN

UPMC's Academic Service Partnership Council: Creating a Positive Student Experience

The Academic Service Partnership Council (ASPC) is comprised of academic partners who use the UPMC hospitals and other healthcare settings for clinical experiences. In addition to our academic partners from the Pittsburgh region, the council has representation from nursing leaders including directors of education and clinical directors at the UPMC clinical sites. The mission of the council is to collaboratively create systems which support the finest clinical experiences at UPMC, the highest prepared new graduate prior to hire at UPMC, and focus on hiring and retaining the best and the brightest in new graduates, both locally and nationally.

The ASPC has implemented a 360 student experience evaluation process to create the transparency critical to ensuring ongoing robust clinical learning environments that will help our future nurses become ready for today's healthcare environment. Students, faculty and UPMC staff nurses provide feedback on such topics as the clinical sites learning environment, collaboration between students, faculty and staff, student reception on a unit, and student preparation for clinical. The surveys provide UPMC and academic partner leaders with feedback to enhance the clinical experiences at UPMC.

Some student comments from a recent survey were:

"Very interesting unit, lots of clinical experience, nurses are very welcoming and receptive, great preceptors."

"The nurses and staff on this unit did a wonderful job of incorporating us into the patient's plan of care. If we were unsure about how to do something they were right there guiding us!"

Other ASPC initiatives include piloting creative clinical partnership programs, improving the eRecord account process, and developing a universal clinical agreement.

National nursing topics such as faculty shortages, increased nursing program enrollment rates, and healthcare reform expanding the mid-level provider role will serve as cornerstones for future ASPC initiatives. ■

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