Sustaining Preceptor Satisfaction: How Do We Help the Helper?

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Let us introduce ourselves...

- Children’s Hospital Los Angeles (CHLA) is a 365 bed freestanding pediatric hospital
- First Versant RN Residency; started 1999
- ~1100 have completed the Versant RN Residency at CHLA
- Formal preceptor program started over 30 years ago
- CHLA nurses precept over 170,000 hours per year

RN Residency Leadership

- RN Residency Steering Committee
  - Membership
    - RN Residency Manager
    - RN Residency Curriculum Coordinator
    - Director of Clinical Education and Professional Development
    - Education Managers or leader representative(s) from each in-patient unit
    - Nurse recruiters
    - Employee Assistance Program Manager
    - Current and past RN Resident Representatives
  - Preceptor Sub-committee
    - Focus on preceptor program at CHLA, including preceptor development
    - Meet twice per month
Objectives

- Explain the impact of precepting regularly on preceptors’ satisfaction and willingness to precept
- Identify three incentives that provide intrinsic rewards to preceptors at CHLA
- Compare factors that influence newer nurses versus experienced nurses to precept
- Discuss three elements that most commonly decrease satisfaction for nurse preceptors
- Describe the unit manager’s impact on preceptor’s satisfaction

Assessing our Preceptors Experience and Satisfaction

THE SURVEY

Why conduct this survey?

- Understand the feelings and perceptions of our preceptors
- Standardization of preceptor program
- Create a more conducive learning environment
- Preceptor subcommittee goal
Collecting and Analyzing Data

- 15 question survey
- Questions measured:
  - Willingness to precept
  - Looking forward to precepting
  - How supported preceptors feel
  - Incentives to precepting
  - Components of precepting that decrease satisfaction
  - Manager and peer support
- Exclusion criteria
  - Has never precepted
  - Precepts only nursing students

- 4-week time frame
- 338 respondents
  - 278 completed the survey in its entirety
  - 7 additional entries were completed outside this time frame and were included in the data analysis
- Total N = 285
- Data was extracted and analyzed by:
  - Individual question
  - Individual unit
  - Question comparisons
  - SPSS statistical analysis performed by Versant

Unit Data Example
Who completed the survey?

DEMOGRAPHICS

How long have you been a nurse at CHLA?

Where do you work?
How long have you been a preceptor?

- Less than 1 yr: 40%
- 1 - 3 years: 13%
- 4 - 5 years: 31%
- More than 5 yrs: 11%

How many shifts do you precept each year?

- Less than 5 shifts: 39%
- 5 - 19 shifts: 40%
- > 20 shifts: 19%

Who do you precept?

- Emergency Nurse: 16%
- New Grad: 8%
- Licensed: 55%
- Trauma: 48%
- First-Year: 55%
- Second-Year: 19%
- Misc: 34%

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Preceptors tell all...

ARE THEY SATISFIED?

Do you precept willingly?

- Yes: 96%
- No: 6%

Willingness to precept related to years of precepting

- Less than 1 year:
  - Yes: 90%
  - No: 10%
- 1-3 years:
  - Yes: 95%
  - No: 5%
- 4-5 years:
  - Yes: 90%
  - No: 10%
- More than 5 years:
  - Yes: 85%
  - No: 15%
I look forward to precepting...

- 60% always
- 40% mostly
- 21% sometimes
- 7% rarely
- 1% never

Do you feel comfortable asking for a break from precepting?

- 93% Yes
- 7% No

Preceptor Workshops Attended

- 34% Household preceptor workshop
- 27% Unit-based preceptor workshop
- 16% Both Household and Unit-based preceptor workshops
- 22% None of the above
Why Staff Did Not Attend a Preceptor Workshop

**Common Themes**

- Not aware of workshops
  - “I did not know these workshops existed”
  - “Not aware I need to attend a workshop”
- Workshop not offered to me
  - “Never offered any classes or opportunities”
  - “It was never offered to me by my manager. I was not aware there are workshops for preceptor”
- Schedule conflict
  - “The first time I was going to precept the class had already passed”
  - “Preceptor workshops always happen on my nights working”

Current Preceptor Training

- Preceptor workshops include:
  - Voyager training
  - Adult learning
  - Conflict resolution
  - Critical thinking
  - Generational differences
  - Feedback
  - Preceptor roles, responsibilities, and best practices
- Online preceptor learning modules
- Preceptor resource binder
- Just-in-time training

What do you like most about precepting?

**General Themes**

- Teaching
- Personal satisfaction
- Gaining knowledge
- Providing support
- Creating a positive culture on the unit and hospital
- Sharing of expertise
- Being a positive influence
• Teaching
  – “I like to impart to them the knowledge I have for them to continue giving excellent care to our patient population”
  – “Teaching someone the right way to do things. Being able to have some input in how these nurses will work on the unit and being able to share optimum work ethics”

• Personal Satisfaction
  – “It’s rewarding to see a new grad change and evolve from the beginning of residency to the end”
  – “Seeing the growth of the new residents is very fulfilling and it makes me feel proud that I helped contribute to their growth. It also helps to reinforce what I know and it helps me to learn concepts I might have forgotten”

• Gaining Knowledge
  – “I enjoy teaching and I learn at the same time”
  – “I learn new things myself for example updates/changes in policies/procedures”

• Providing Support
  – “Being able to help out new staff and allow them to see different approaches to nursing styles”
  – “Helping the young RN transition to independent RN”
Other Themes

- **Creating a positive culture on the unit and hospital**
  - “Being able to help welcome new staff to our department and getting them comfortable with our team”

- **Sharing of expertise**
  - “I like to teach and share my knowledge”

- **Being a positive influence**
  - “Ability to pass knowledge and mentor good practices”

What do you like least about precepting?

- **General Themes**
  - Time factors
  - Preceptor stress
  - Paperwork
  - Scheduling
  - Personality
  - Talking
  - Assignments
  - Pay Differential
  - Excessive precepting

- **Time factors**
  - “Sometimes it is very time consuming especially in the beginning. It is easy to get behind in your work if you have to explain everything as you go.”

  - “The challenges in juggling the preceptees needs, the patients needs, the families needs, and my own”
**Preceptor stress**

- “It can be stressful at times especially when your assignment gets busy or your patients sicker”
- “Can be exhausting especially when I precept very frequently and with many back to back cohorts”
- “If a person is not open to feedback or learning, it is very frustrating”

**Other Themes**

- **Paperwork**
  - There is a lot of paperwork
- **Scheduling**
  - May not be able to switch days
  - Trades can be hard
- **Inconsistency**
  - Multiple preceptors with the Resident
- **Personality**
  - Close minded
  - Not getting along with each other
- **Pay differential**
  - A lot of work no fiscal benefit

- **Talking**
  - Explaining as they go
  - Having to talk a lot
- **Assignments**
  - Inconsistent
  - Busy assignments
- **Excessive precepting**
  - Precepting without a break can be exhausting
  - Over time it can be draining or exhausting. Time to recover is often helpful
Where can we make a difference?

**MANAGER AND PEER IMPACT**

As a preceptor, how supportive are your managers?

As a preceptor, how supportive are your peers?
Manager's Impact on Factors that Dissatisfy Preceptors

- Inadequate training/preparation
- Lack of recognition
- Lack of support
- Lack of scheduling flexibility

Rarely supportive | Somewhat supportive | Supportive | Very supportive
0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100%

Why do they do it and what makes it difficult?

INCENTIVES, DISSATISFIERS, AND MORE...OH MY!

What incentivizes you to precept?

- Positive orientation/preceptor introduction: 82.7
- Professional growth: 72.3
- Personal satisfaction: 71.6
- Recognition on annual eval: 68.1
- Positive feedback: 68.1
- Preceptor differential: 56.5
- Receiving a thank you note: 24.1
- Insert from nursing: 18.7
- Receiving a small gift: 15.5
- Attending Recognition Event: 8.3
- Other: 4
Other Comments About Incentives

- "I don’t precept for incentives"
- "I enjoy the notes from the preceptees describing their experience and their appreciation"
- "I would like a small gift but it never happened"
- "I do think precepting should receive more recognition"
- "Seeing positive change and growth in an individual because of the help and guidance I have given"
- "It is not necessary to glorify my efforts, but to be aware that I am able to impact someone and teach them regardless of what their learning style is"
- "As additional points for CCN re-certification"
- "Sharpen my knowledge as I have to explain everything, know my rationales, and be current on policy"
- "The relationship you build with that person"

Incentives Related to Years of Precepting

- Positive orientee/preceptee progression
- Receiving positive feedback
- Receiving a preceptor differential
- Receiving a preceptor recognition event
- Receiving a thank you note
- Professional growth
- Personal satisfaction
- Recognition on annual evaluation (PAD)
- Exempt from floating while precepting
- Recognition at CHLA

- RN Residency Appreciation Luncheon with massages
- Preceptor appreciation gifts after each cohort
- Preceptor differential
- Thank you notes/letters
- House-wide preceptor appreciation day
- Preceptor pins
- Recognition on annual evaluation
- Verbal appreciation and recognition
- Most Valuable Preceptor Award
Factors that Decrease Preceptor Satisfaction

Most common Themes:

- Assignments
  - Inappropriate patient load
  - Difficulty getting assignments you need
- Lack of Preceptee’s Growth
  - Preceptee resistance to change
  - Unengaged preceptees
  - Negative or slower than expected preceptee progression

- Other Preceptors
  - Lack of involvement with preceptor partner
  - Inconsistent expectations between preceptors
- Emotional
  - Mentally draining
  - Exhausting to talk constantly
  - Causes reflection
  - Must be creative in delivering information in order to make things understandable
– Other factors that decrease satisfaction
  • Less time to take care of other paperwork or projects
  • Not precepting enough
  • Trading/scheduling issues
  • Low pay incentive - preceptor differential

Dissatisfiers Related to Years of Precepting

Dissatisfiers Related to the Number of Shifts Nurses Precepted
Let's dig deeper...

STATISTICAL ANALYSIS FINDINGS

Personal Satisfaction/Professional Development and Number Shifts Worked

The experimental hypothesis states that nurses who precept regularly, defined as nurses who precept for 20 or more shifts per year, will more often choose personal satisfaction/professional growth as an incentive to precept.

- A statistical t-test was conducted to assess the significance of nurses who indicated that their managers were “very supportive” and whether they would also look forward to precepting.
- The data analysis showed that a statistically significant amount of nurses who indicated that their managers were “very supportive”, also looked forward to precepting.
FUTURE IMPLICATIONS

So what now?

Future Implications

- Charge nurse education regarding appropriate resident assignments
- Use scheduling system for better communication regarding patient assignments
- Require preceptor workshop attendance
- Ensure house-wide and unit-based preceptor workshops provide consistent content

- Add to Preceptor Resource Binder
- Implement preceptor feedback evaluation forms
- Provide in-service on how to give feedback
- Develop an advanced preceptor workshop
Conclusion

• Recapping the survey results:
  – Almost all nurses precept willing and 80% look forward to it most or all of the time
  – Increased support from manager/peers = increase satisfaction, recognition and professional growth
  – Intrinsic reasons > extrinsic reasons are incentives for precepting
  – The more shifts/years one has precepted shows a slight decrease in satisfaction

Questions

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