

Career Advancement Coaching Sessions to Increase Inpatient Oncology Nurse Knowledge, Satisfaction, and Engagement in Professional Development Opportunities and Access

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Introduction

- Nurse satisfaction influences nurse retention, patient satisfaction, and quality of care, and the ability of an organization to achieve the Quadruple Aim (Bodenheimer & Sinsky, 2014; McHugh, Kutney-Lee, Cimioti, Sloane, & Aiken, 2011; Sikka, Morath, & Leape, 2015).
- Nurse satisfaction scores from the 2017 National Database of Nursing Quality Indicators (NDNQI) Nurse Satisfaction Survey gathered from nurses on an inpatient oncology unit at a large medical center were below the benchmark for professional development opportunities and access.

Background

- Greater access to educational opportunities and leadership involvement in improving the nurse practice environment are associated with higher nurse satisfaction (Gardulf et al., 2008; Walker et al., 2014).
- Career coaching in nursing
 - can revive enthusiasm and satisfaction, which can then influence patient care and organizational effectiveness (Walker-Reed, 2016).
 - can help nurse leaders promote certification, practice transitions, leadership roles, and lifelong learning, which can impact job satisfaction and organization succession planning for growth and retention (Fletcher, 2016).

Purpose and Aims

The purpose of this quality improvement (QI) project was to determine the effect of unit leadership-led career advancement coaching sessions with the aims to increase nurses'

- knowledge of professional development opportunities
- knowledge of professional development access
- satisfaction with professional development opportunities
- satisfaction with professional development access
- engagement in professional development opportunities
- engagement in professional development access

Methods

- Design:** One group pre-test/post-test QI
- Setting:** Inpatient oncology unit at a large medical center in the Northeastern United States
- Sample:** 14 inpatient oncology staff nurses
- Intervention:**
 - Over a 14-week period, the nurse specialist conducted three individual career advancement coaching sessions with each of the nurses.
 - Topics discussed included clinical ladder, certification, practice transitions, leadership roles, and conference attendance.
- Data Collection:** Pre-test and post-test administered electronically through RedCap

Table 1. Analyses

Aim	Measure	Analyses
1	Knowledge assessment	Wilcoxon-Signed Rank test
2	Knowledge assessment	McNemar's test
3	Satisfaction survey adapted from the Revised Nursing Work Index (NWI-R) (Aiken & Patrician, 2000)	Descriptive statistics
4	Satisfaction survey adapted from the Revised Nursing Work Index (NWI-R) (Aiken & Patrician, 2000)	Descriptive statistics
5	Engagement questionnaire	Wilcoxon-Signed Rank test
6	Engagement questionnaire	McNemar's test

Results

Table 2. Baseline Characteristics of Inpatient Oncology Nurse Participants

Demographic characteristics	(N = 14)
Years practiced as a nurse at the organization, median (IQR)	4.8 (10)
Years practiced as a nurse on the oncology unit, median (IQR)	2.5 (5)
Gender, n (%)	
Female	13 (92.9)
Male	1 (7.1)
Ethnicity Hispanic or Latino, n (%)	2 (14)
Race, n (%)	
White	9 (64.3)
Black-American	1 (7.1)
Black-Caribbean	1 (7.1)
Black-African	1 (7.1)
American Indian or Alaska Native	1 (7.1)
Asian	1 (7.1)
Highest level of education in nursing, n (%)	
Associate's	1 (7.1)
Bachelor's	12 (85.7)
Master's	1 (7.1)
Pursued advancement through the clinical ladder program, n (%)	3 (21.4)
IQR = interquartile range	

Aims 3 and 4: Satisfaction with Opportunities and Satisfaction with Access

Figure 1. Nurse Satisfaction with Professional Development Opportunities and Access

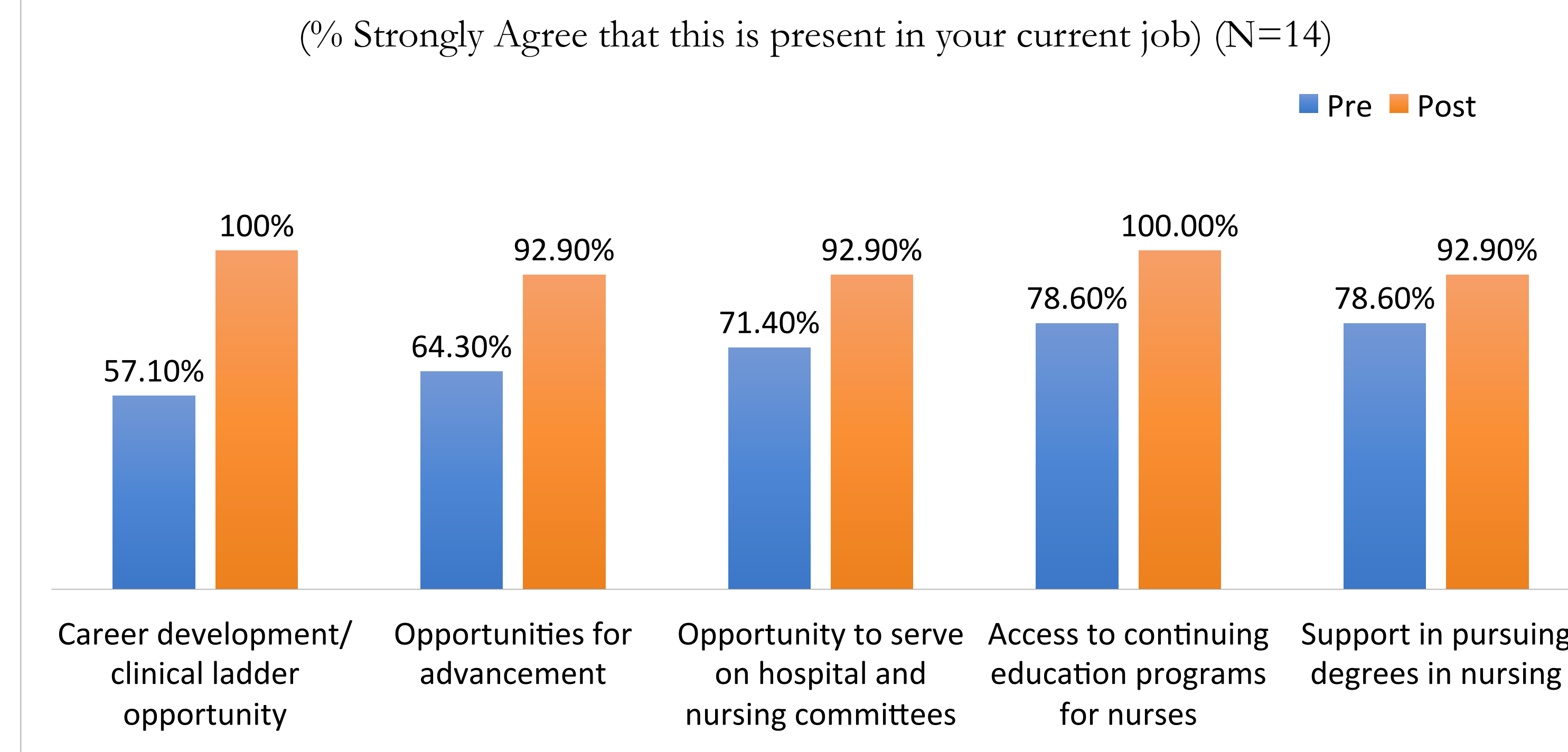


Table 3. Results of Pre- and Post-Survey Regarding Knowledge and Engagement in Professional Development Opportunities and Access

Aim	Domain	Pre Summary Score, median (IQR)	Post Summary Score, median (IQR)	p value ^a
1	Knowledge of Opportunities	4.5 (4)	7 (1)	0.002*
2	Knowledge of Access	2 (1)	3 (0)	0.001*
5	Engagement in Opportunities	4 (3)	5 (2)	0.021*
6	Engagement in Access	1 (1)	2 (2)	0.125

IQR = interquartile range

^aCorresponds to Wilcoxon-Signed Rank test or McNemar's test, as appropriate

*p value <0.05 are considered statistically significant

Aim 6: Engagement in Access

- Although there was no statistically significant improvement in engagement in professional development access from pre- to post-test, 7 (50%) nurses sought or were planning to seek tuition reimbursement pre-coaching versus 10 (71.4%) of nurses post-coaching.
- Post-coaching engagement in conference attendance interest increased from 3 (21.4%) to 8 (57.1%) and council meeting and non-mandatory educational activity attendance increased from 8 (57.1%) to 10 (71.4%).
- The number of nurses who answered "yes" to each item in each domain after the career coaching sessions increased, which signifies individual expansions in nurse knowledge, satisfaction, and engagement.

Conclusions

This QI project:

- contributed to the body of evidence on the effect of a coaching intervention on professional development opportunities and access.
- demonstrated the effectiveness of leadership-led career advancement coaching sessions on knowledge, satisfaction, and engagement in professional development opportunities and access for this adult inpatient oncology unit.
- contributed to the organization's pursuit of the Quadruple Aim.

Sustainability:

- Alignment with the organization's nursing vision and Magnet forces will aid the nurse specialist in incorporating coaching sessions into the organization's nursing structure and framework and promotes the long-term maintenance of the evidence-based intervention.

References

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