

A NURSING MANAGER'S ORIENTATION MANUAL

AN ABSTRACT OF

A THESIS PROJECT

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by

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### Abstract

This project involves the development of an orientation manual specifically designed to prepare individuals for the nursing manager role at an acute care hospital. The content of the manual has been derived from a variety of sources which include (1) the nursing manager job description, (2) a needs assessment of the current group of nursing managers, (3) a mail survey of the other 34 acute care hospitals in Connecticut to ascertain content covered in their manager orientations, and (4) a careful review of related literature. Three theories provided the conceptual framework for this project, including those related to (1) management, (2) adult learning, and (3) change. The orientation manual is formatted into five sections to facilitate the easy access of information. The sections will include (1) general information, (2) personnel management, (3) fiscal management, (4) unit management, and (5) staff education. The format for each broad section involves (1) title, (2) a summary of the section, (3) objectives, (4) content (i.e., presented as outlines, paragraphs, self-learning modules), (5) methods of teaching/information-sharing, (6) evaluation, (i.e., of knowledge gained, (7) additional references, and (8) suggested activities. The manual is designed to supplement, not replace other orientation activities. This concept was

sanctioned by the appropriate nursing bodies of the test site institution. The orientation manual will serve as a form of teaching plan for the assigned preceptor to use. This will insure that all of the important aspects of the nursing manager role are reviewed. The preceptor will be responsible to supplement the basic manual with division-specific or unit-specific material for his/her orientee. An inservice presentation was held for the leadership group. The presentation was comprised of (1) an overview of the program, (2) a history of the nursing manager's orientation manual, (3) the set-up of the manual, (4) content review of each section, (5) hints for the preceptor, (6) care of the manual, and (7) a question and answer session. Each participant was asked to complete a continuing education program survey. The overall rating of this program was excellent, as indicated by the evaluation surveys received. A form to evaluate the contents of the orientation manual was developed to help determine the effectiveness of the manual in preparing new nursing managers for their roles. The form was divided into two sections. The first section pertained to the written contents. The second section was developed to elicit reader opinions on the organization and set-up of the manual. A sample of five experts in the Department of Nursing was selected to complete this review and subsequent evaluation. These evaluations provided a

great deal of positive feedback, accompanied by some suggestions for minor revisions to the manual. The long-term effects of the nursing manager's orientation manual will need to be determined over time. Although this project involved the nursing managers at only one hospital, the contents of the manual could be adapted to meet the needs of managers at other acute care institutions. Additionally, this project could serve as a template for other types of positions (e.g., clinical nurse specialists) in the development of their own orientation manuals.