

# HealthStream Nurse Residency Program Enlists eLearning for Core Competency Curriculum

HealthStream - Healthcare Workforce Solutions and Allen Interactions

Best Unique or Innovative Learning and Development Program

September 2020



## Company Background

# HealthStream®

<b>Company-at-a-Glance</b>	HealthStream - Healthcare Workforce Solutions
<b>Headquarters</b>	Nashville, TN
<b>Year Founded</b>	1990
<b>Revenue</b>	\$231.6 million
<b>Employees</b>	850-plus
<b>Global Scale</b>	United States
<b>Customers/Output, etc.</b>	HealthStream solutions are contracted by healthcare organizations in the U.S. for workforce development, training and learning management, talent management, credentialing, privileging, provider enrollment, performance assessment, and managing simulation-based education programs.
<b>Industry</b>	Healthcare
<b>Stock Symbol</b>	HSTM
<b>Website</b>	<a href="http://www.healthstream.com">www.healthstream.com</a>

## Company Background

# alleninteractions

*EXPERIENCE. THE DIFFERENCE.*

<b>Company-at-a-Glance</b>	Allen Interactions
<b>Headquarters</b>	Mendota Heights, MN
<b>Year Founded</b>	1993
<b>Revenue</b>	\$15 million
<b>Employees</b>	78
<b>Global Scale</b>	Worldwide
<b>Customers/Output, etc.</b>	All Industries including Corporate, Governmental, Educational, Non-Profit and Commercial. Provided services for more than 300 of the Fortune 500 companies. Services provided include Strategic Consulting, Custom Blended Learning (the entire Learning Ecosystem), AR/VR, Gamification, Mobile Delivery, LMS/LXP, Tools and Technologies, and Training and Education.
<b>Industry</b>	Custom Learning Development, Talent Development for the L&D Industry, Learning and Performance Support Systems, Systems Integration
<b>Website</b>	<a href="http://www.alleninteractions.com">www.alleninteractions.com</a> / <a href="http://www.problemsolutions.net">www.problemsolutions.net</a>

## Budget and Timeframe

Overall budget	256,500
Number of (HR, Learning, Talent) employees involved with the implementation?	Five
Number of Operations or Subject Matter Expert employees involved with the implementation?	Three
Number of contractors involved with implementation	Four
Timeframe to implement	10 months
Start date of the program	December 2018

## Business Conditions and Business Needs

The driving business need was to ensure that new nurses always find enough time or the right time to conduct the in-person, on-the-job components of the Nurse Residency Program being provided. The reality at the time: They were not. Therefore, the goal was to create an improved, stronger system to include better training and precepts/peer support crucial to the onboarding intervention.

The analysis determined that although new nurse training was made up of evidence-based content from leading associations and publishers and presented across modalities, the identified gap was primarily caused by poor training designs that were too academic. This drove the need for designs that were engaging, practice-based and skill-building.

To ensure success around the core competencies of the program, updated methods of access and delivery for new nurses were created. The new curriculum integrated more effectively into the work context while maintaining the vision and standards for the judgment-level skillset known to be responsible for improving patient care and outcomes.

The high standards represented in the core competencies also were important for demonstrating development pathways for new nurses that were meaningful but didn't require a role change or additional people management. Providing new nurses with this "new" path for aspiration while giving them the competence and confidence to succeed was critical to getting all nurses started on development paths that benefit nurses, patients and the organization.

These considerations all drove the design to take a more learner-centered approach, directly addressing and solving the business need.

## Overview

The goals were to:

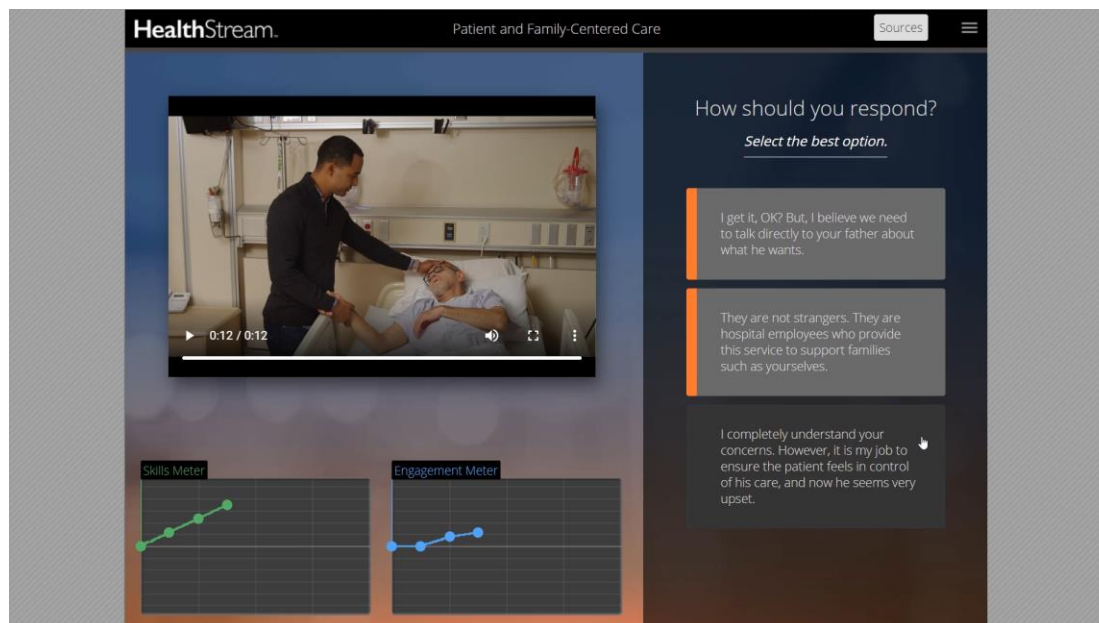
- Provide a stronger system to include better training and precepts/peer support crucial to the onboarding intervention
- Take a more learner-centered in our design approach

This was accomplished by utilizing video, simulation and immersive stories to produce engagement, and meaningful practice on critical core competencies. The level of challenge — through realism and the types of decisions made — needed to be sufficient to produce the level of clinical judgment tied to effective patient care and outcomes.

Self-paced delivery via tablet or laptop in chunks that could fit between role duties created flexibility, while the immersive and video-based storytelling ensured attention and engagement that was immediately captured in these smaller chunks of time.

Time was taken to fully translate the academic research on these core competencies into stories and practice opportunities that brought the concepts to life, grounding them in nurses' realities, to ensure they could be adopted and transferred to the job. Reducing reliance on precepts and peers for delivery of these high-order skills ensured appropriate pacing, consistency and on-time completion of the proven curriculum.

**Figure 1: Self-Paced Delivery Via Tablet or Laptop**



Source: HealthStream - Healthcare Workforce Solutions 2020

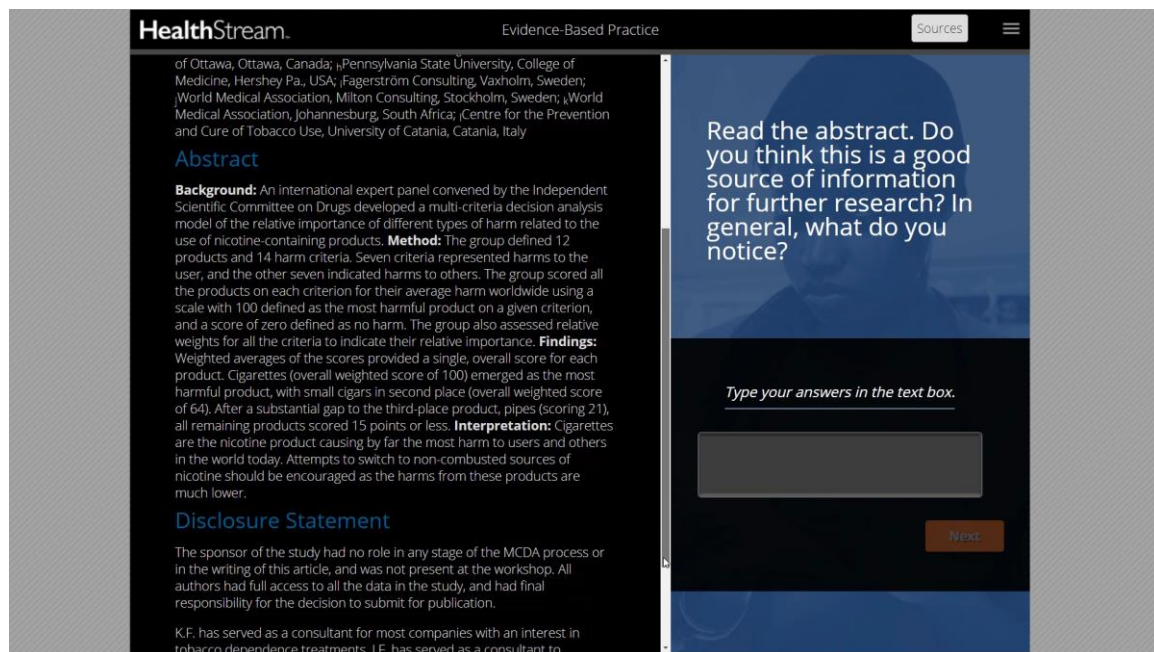
## Design of the Program

The curriculum used an innovative, blended approach of asynchronous learning, practice-based simulations, and mobile delivery supported by peers, precepts and other staff to effectively:

- Increase core competencies
- Invite learners to be active participants in the goals of the curriculum
- Provide clear, mastery-level skillsets to aspire to throughout the initial 12-week training period

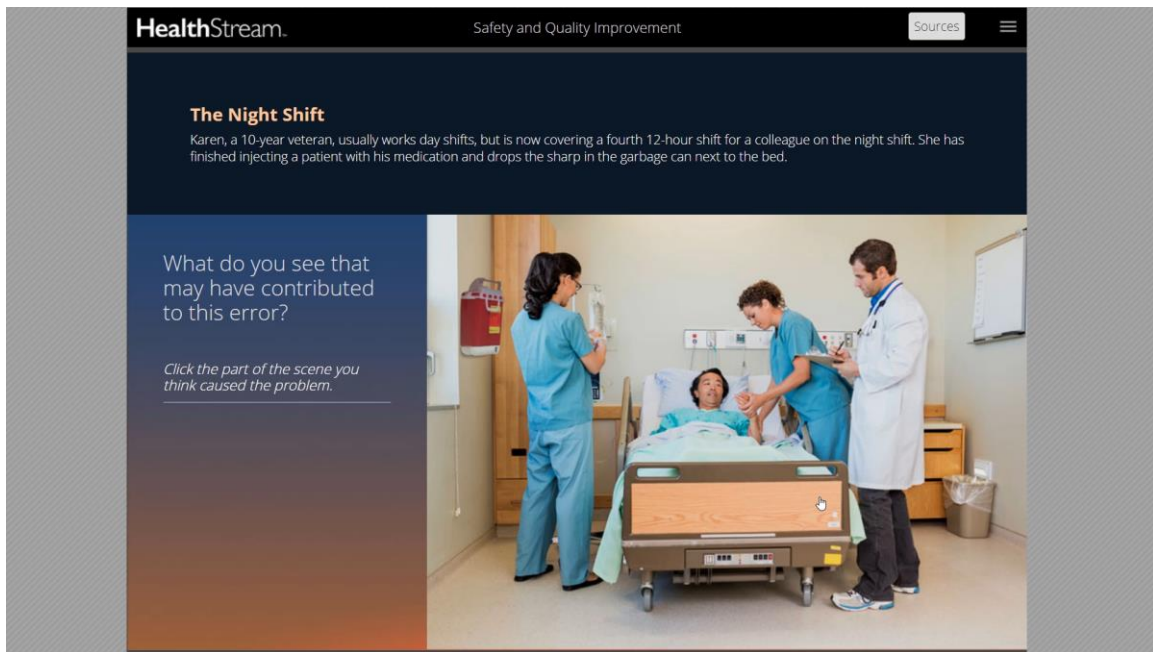
Core competencies around research and intervention tools ask learners to apply challenging concepts in specific cases to ensure adoption of and facility with these core competencies.

**Figure 2: Tools Ask Learners to Apply Challenging Concepts**



Source: HealthStream - Healthcare Workforce Solutions 2020

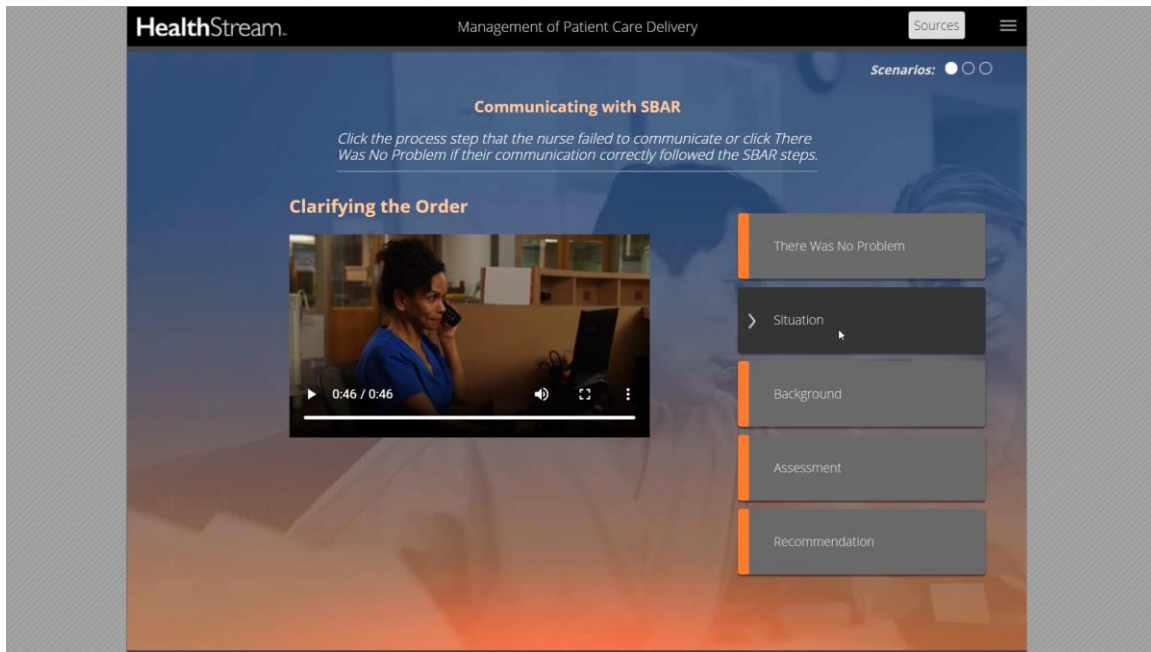
Other core competencies are treated with custom videos of colleagues and patients. These simulated interactions allow learners to practice in-the-moment decision-making along branching paths that accurately simulate how clinical judgment reaches beyond clinical knowledge and the decisions of nurses alone into opportunities nurses must recognize and seize to impact the larger flow of decision-making and care around a patient.

**Figure 3: In-the-Moment Decision-Making**

Source: HealthStream - Healthcare Workforce Solutions 2020

Learners engage in an unfolding drama asking them to stretch into new skillsets they may associate only with the most experienced nursing staff. Putting them on the spot through eLearning, providing the safety of private practice, and offering the support of feedback and guidance provide the meaningful and memorable experience nurses need to have across a range of challenging situations in their first weeks on the job.

Other richly acted video segments provide examples of nurses performing expertly in difficult conditions, the kind of witnessing of an expert that is difficult to organize, ensure and confirm in a more mentor-based curriculum model. The scripting, casting and acting of these characters were designed to be believable and provide the kind of ideal mentor examples that would motivate new nurses to aspire toward higher levels of professionalism than they get from school alone or from informal observation on the job.

**Figure 4: Nurses Performing Expertly in Difficult Conditions**

Source: HealthStream - Healthcare Workforce Solutions 2020

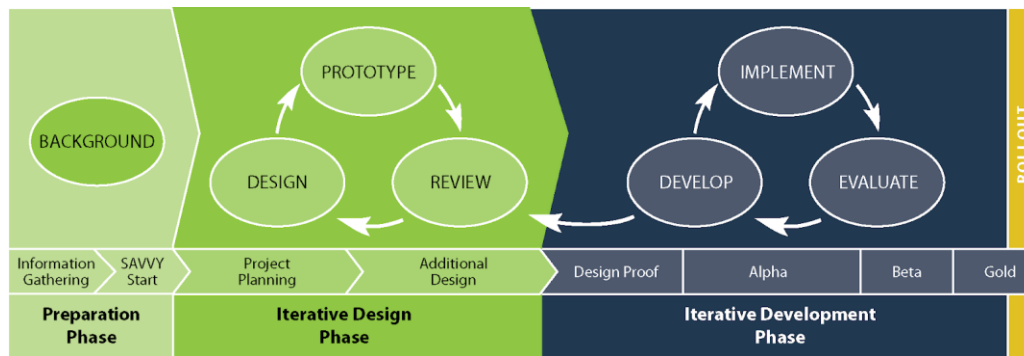
All of these interactions speed access to experiences that may not occur in new nurses' live hospital context for some time, while providing an opportunity to practice, get feedback and reinforce key learning points in a consistent manner that is difficult to achieve in more in-person formats.

## Delivery of the Program

The new curriculum was delivered via their LMS and OJT opportunities along with job aids. The new program is seen as a welcome resource for hospital staff enlisted in helping deliver the onboarding program and to have a platform designed to deliver and track progress on eLearning elements of the Nurse Residency Program.

Change management needs were low, and it was a seamless experience for new nurses coming into the program. Allowing for tablet or laptop access opened up new times and places for nurses to engage with the program.

HealthStream partnered with Allen Interactions to use the SAM agile process and the CCAF Design Methodology to mitigate challenges that arose in projects, content availability, content readiness, feedback/review/change cycles, late change requests, tight schedules, etc. Via professional and transparent project management, a true partnership mentality, the use of SAM and CCAF, all changes were managed through collaborative choices and adaptations.

**Figure 5: SAM Agile Process and CCAF Design Methodology**


Source: HealthStream - Healthcare Workforce Solutions 2020

## Measurable Benefits

Overall, the operational impact of the curriculum in hospitals was decreased by the adoption of greater self-paced access and delivery, through decreased need for mentor or peer time and increased flexibility in when and how the training could be accessed by new nurses. While not having metrics for it, progress through the curriculum has sped up, completions are occurring on-time, and engagement and consistency have been positively impacted by the eLearning updates to the core competency curriculum.

## Overall

Bringing together the academic world of evidenced-based best practice research with nurses working in real-world contexts requires bridging the gap between the wisdom of research findings and the motivations and barriers in nurses' day-to-day context.

High-fidelity eLearning simulations achieved through excellent video production and branching exercises is highly effective in delivering what is often considered skills best left to mentoring by highly advanced staff. Video of expert performance is an underutilized tool for motivating aspiring staff, setting clear bars, and providing ideal-mentor examples of what performance can look like, while providing diversity in the ways it can look.

Self-paced activities aren't a simple transfer of learning responsibility; the flexibility, when met with learner-centered, performance-based design, is a highly effective way of engaging nurses in their onboarding and providing effective training.

Highly nuanced skills and those requiring judgment can be taught asynchronously when learners are given the right activities and content. Rather than a mere alternative, this eLearning approach, together with the work required to translate the academic content into learner-led activities, provided more than organizational and logistical benefits. The new program has improved the curriculum and learning outcomes for the organization, as well as the nurse's learning and overall onboarding experience.



## About Brandon Hall Group

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