

A Structured Timeline Standardizing New Graduate Nurse Growth & Development

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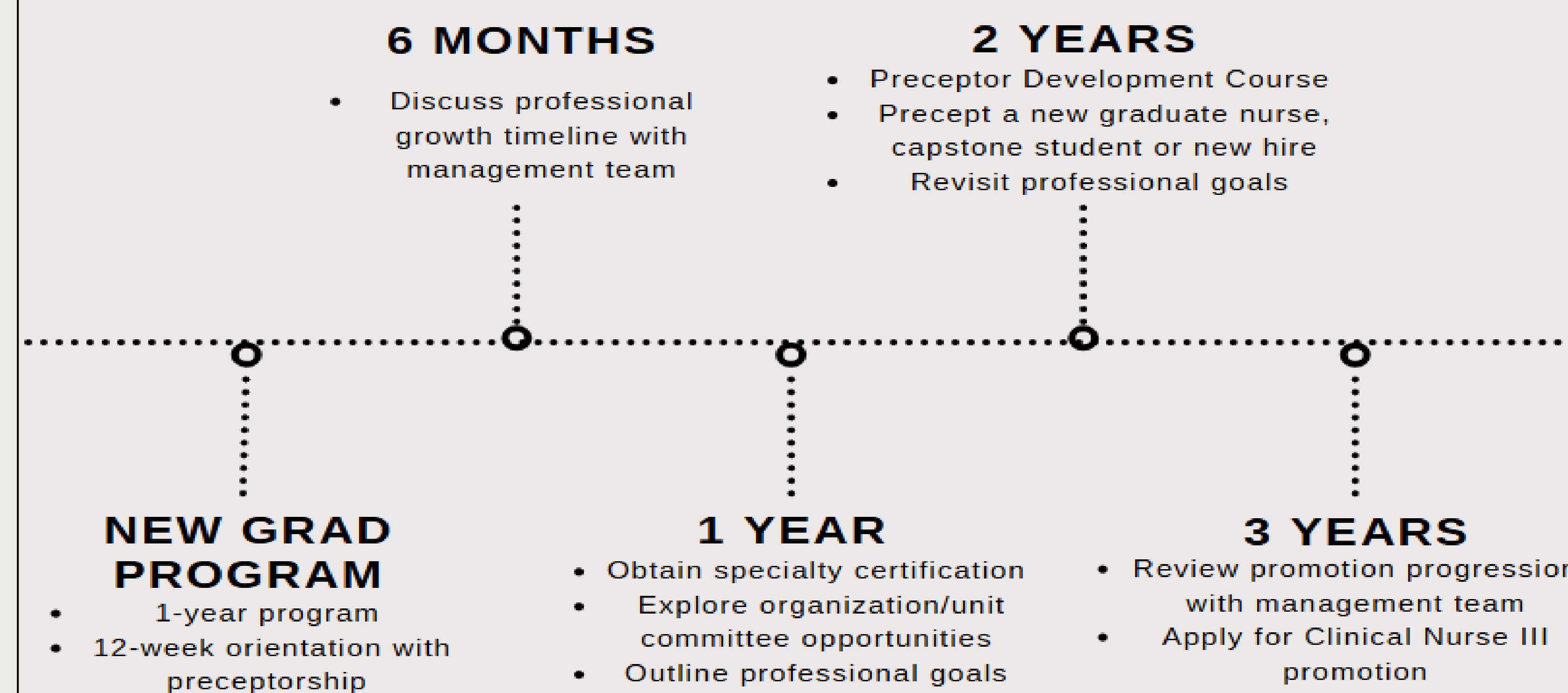
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Introduction

Hospitals are experiencing high nursing turnover and reduced retention, primarily due to job dissatisfaction¹. Lack of structured acculturation for new graduate nurses (NGNs) hinders their professional development and advancement, including unit- and hospital-based committee participation, specialty certification acquisition, role growth including preceptor and charge nurse, and promotion. Our project sought to enhance engagement of NGNs to increase job satisfaction and retention in the nursing workforce.

New graduate nurse to Clinical Nurse III

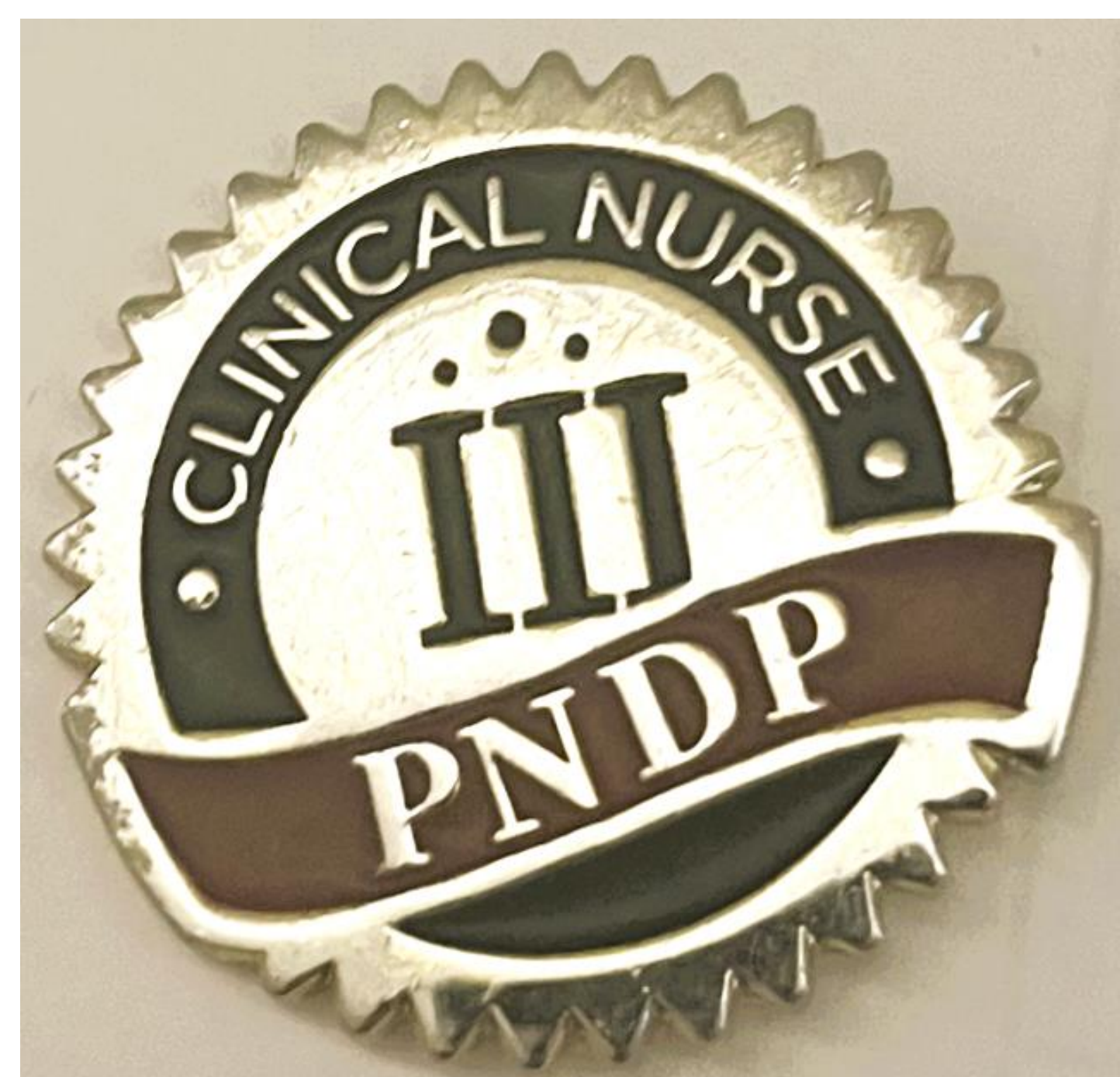
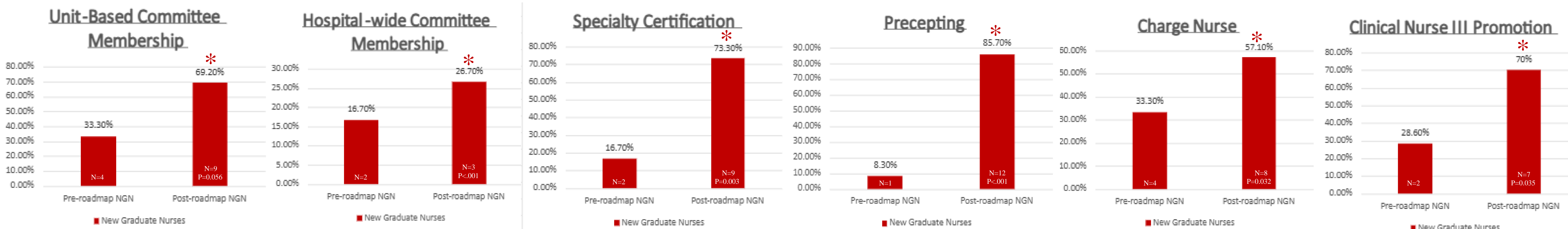


Methods

- Developed structured 3-year roadmap for NGNs to complement existing 1-year orientation program and enhance job satisfaction
- Roadmap included timelines for participation in unit-based leadership (e.g., committee membership, preceptor, charge nurse), hospital-wide involvement (shared leadership councils), specialty certification acquisition, and promotion to Clinical Nurse III
- Regular meetings between unit leadership (UL) and NGNs to discuss progression and expected advancement milestones
- Key components included UL time commitment, fostering trust between UL and NGNs, promoting NGN accountability, and NGN mental and emotional preparation and support

Results

Chi-squared comparisons between NGNs from 2016-2019 (pre-roadmap) and NGNs from 2019-2022 (post-roadmap). * = Statistically significant ($\alpha=.05$)



Discussion/Limitations/Conclusions

- Turnover rates for first year NGNs range 30-70%, increase hospital operating costs, and limit professional development opportunities²
- Turnover costs \$11,000-\$90,000 per nurse, not including intangibles such as preceptor burnout and staff stress¹
- Enhancing job satisfaction can reduce attrition and boost engagement.
- Integrating our new roadmap with the NGN program eased transitions and promoted professional growth

- Committee participation was limited by available opportunities at both unit and hospital levels
- NGNs' positive attitudes inspired increased engagement among more senior nurses
- Key lessons learned included the importance of peer mentoring for NGNs, as well as establishing timeline-based goals, regular leadership check-ins, and securing NGN buy-in to ensure project success
- Implementation of a structured, standardized roadmap for NGNs in their first three years of employment may help other managers reduce attrition while increasing unit and enterprise engagement, specialty certification acquisition, and professional promotion

Acknowledgments

Thank you to our colleagues for collaboration on our new graduate nurse promotions. You have greatly impacted the rising generation of nurses

References

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