

The Nursing Pipeline

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Clinical Nurse Manager

What is the “Pipeline”?

The “Pipeline” is a continuous flow of newly graduated Registered Nurses who are hired, trained, and filling vacant positions and FMLA leaves within our system.



- New Grads couldn't find work
 - MUSC and Charleston Southern University graduates - were taking up to 6 months to gain employment
- Managers preferred experienced RNs over new graduates
- New graduates, including internal candidates were competing with experienced RNs for the same positions

- When vacancies appear, Pipeline RNs are ready to roll
- Continuous flow of new graduates from year to year
- More efficient means to fill RN vacancies
- To keep RNs in the Pipeline at all times



6 month temporary position with a 10-12 week orientation

- **BSSF**
 - Progressive Care Unit
 - Neuro-Spine Center
- **Roper**
 - 4 Heart and Vascular Tower
 - 7 Buxton Pavilion

One clinical coach on each unit- orient on days

*** orientation time charged to the Mobile Resource Pool**

Full-time benefit-eligible position with a 12-week orientation

All med-surg and intermediate care units at all three hospitals

- Roper Hospital
- Bon Secours St. Francis Hospital
- Mt. Pleasant Hospital

*Mother-baby and OR options available depending on department's needs

One clinical coach on each unit and orient on all shifts

*** orientation time charged to the Mobile Resource Pool**

- Position is posted
- “Pipeline” nurses are encouraged to apply
- Managers should consider “Pipeline” first
- Unit peer team interviews “Pipeline” Nurse

Opportunity Achieved

- Immediate transfer to area being hired
- Orientation continues in new unit
- Seamless transition as an existing employee
- Nursing orientation is already in process
- Reduced need for float pool and staff overtime
- No waiting for the start of a pay period or system orientation day



Utilized for long term FMLA assignments

- Assigned a “mentor” on unit
- Not included in the “float” rotation
- Time is then charged to the unit assigned
- Limited to two back-to-back assignments on one unit

Benefits

- Continue to develop clinical skills
- Unit based mentor to lean on
- Filling a need that might not be filled
- Still in “Pipeline” for vacancies

- Start off at new graduate rate
- Cost neutral-we would be paying to orient someone eventually to a vacancy
- Current PCTs to RNs- no system HR orientation costs (already an employee)
- Reduces days-to-fill RN vacancies
- Limits the need for overtime to fill the vacancy
- Limits marketing costs for recruitment or advertizing positions

- Staff satisfaction-filling the need quickly with the “Right” person
- New Grad has opportunity to “try out” unit as Pipeline before accepting position
- Meeting the needs of the local ADN and BSN nursing programs by putting their nurses to work faster
- Retention is high for the Pipeline RNs

Internal vs. External Hire Benefits

- Pre-employment screening has already occurred
- No waiting for monthly orientation
- Already engaged and immersed in our culture

Pipeline Program started August 2013

Hiring Data	
Hires YTD	114
Average Hires Per Year (2014 – 2017)	21.5
Retention (Stayed to take Unit-based Position)	93%

Position Data	
Avg Days to Transition to Unit-Based Position	93 Days
Median Days to Transition to Unit-Based Position	84 Days
Avg Days to Fill Open Positions with Pipeline RN	41 Days
Median Days to Fill Open Positions with Pipeline RN	24 Days

RN Pipeline
Types of Unit-based Hires



