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CROSS-TRAINING





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Cross-Training Program

INTRODUCTION

In a staffing survey of nurses by the American Nurses Association (n = 7,301), over half (54%) identified an increase in staff floating between departments in hospitals as a strategy to assist during staffing shortages (American Nurses Association, 2001; Dziuba-Ellis, 2005). The decrease of number of staff due to vacation, leaves, emergency situation, sickness and others may result to diminish productivity of the unit or department. To avoid such scenario, the management had come up with the idea to have a pool of floaters or cross trained Staff.

Additionally the Nursing Affairs Department from King Abdullah Bin Abdulaziz University Hospital view cross training in a different manner. Cross-training is defined as an opportunity to learn and work in a different department within a limited period of time on a specific interest, while maintaining regular job responsibilities. This action will increase the productivity of the hospital by reducing the rivalry as crossed trained will be able to view and understand the what it takes to perform the other person's tasks and their responsibilities. The primary purpose of cross training is to allow individuals to pursue work interests outside their home departments in a structured way and increases interaction between the different departments.

PURPOSE

- 2.1 The cross-training program was created in order to alleviate the impact of low census on nurses, to allow staffing flexibility in units with changing patients and staff populations.
- 2.2 To provide a mechanism for provision of a safe patient care by nurses when working outside their usual area of assignment or responsibility.
- 2.3 Increase nurse satisfaction by providing opportunities for professional growth.
- 3.5 Leads to better coordination and teamwork
- 3.6 Erases differences, enmity and unhealthy competition
- 3.7 Increases knowledge, know-how, skills and work performance
- 3.8 Improves overall motivation

OBJECTIVES

- 3.1 Prevents stagnation
- 3.2 Offers a learning and professional development opportunity
- 3.3 Rejuvenates all departments
- 3.4 Improves understanding of the different departments and the hospital as a whole



Cross-Training Program



DEFINITION

- 4.1 Cross-training** is a competency-based; in-depth, organized preparation for a different role full patient care or management responsibilities on a unit with a patient population different from that on the nurse's regular unit of assignment.
- 4.2 Cross trained nurse (CTN)** is assigned to a work with a staff nurse assigned to the unit he/she is floated to, and is not expected to assume a patient assignment alone.
- 4.3 Home unit** is the unit to which a nurse was hired (not cross trained to).
- 4.4 Foster Unit** is the unit to which as nurse has been cross trained.
- 4.5 CRN** – Clinical Resource Nurse who is responsible in educating nurses with the up-to-date, high-quality, knowledge, skills and attitude in nursing care that goes in line with KAAUH's values, mission and vision.
- 4.6 Preceptor** is an experienced proficient staff nurse who facilitate integration of cross trained staff to their role and responsibilities on their foster unit, it may include, but not limited to, policies, procedures and unit standards, culture and norms of their patients and the work place.
- 4.7 Unit-based Competencies** is a learning technique that allows the preceptees to concentrate on mastering specific applied nursing knowledge, skills, attitude, values and judgments needed on their assigned unit.
- 4.8 Preceptor evaluation** provides preceptors with constructive feedback about their performance as a preceptor and promotes skill development.
- 4.9 Preceptee evaluation** provides preceptees with constructive feedback about their performance as a preceptee and promotes skill development. It is accomplished as part of their overall recommendation and qualification as an independent, proficient nurse in the assigned unit



Cross-Training Program

GUIDELINE

5.1 ELIGIBILITY

- 5.1.1 Nursing staff members who have satisfactorily completed competency-based orientation and the 90-day probationary period on their unit are eligible to undergo the cross training.
- 5.1.2 The candidate must be working on their unit for a full year contract and satisfactory or better rating on most recent employee performance appraisal.
- 5.1.3 Application form must be completed and permission from the nurse manager should be elicited.

5.2 LENGTH OF TRAINING

- 5.2.1 Cross training shall be **60 consecutive days** and should be **45 hours a week**. The cross trained nurses' home department and the training department will negotiate specific schedules with sufficient care to guarantee minimal disruption to the cross trained nurses' home department and to the foster department. Training is generally completed during normal working hours.
- 5.3 There must be a signed letter of agreement between the sister units prior to conducting the cross training.
- 5.4 The cross trainee must sign a contract stating that he/she is willing to have a training on different department.
- 5.5 The home unit must forward a list of names of the nursing staff who will be attending the cross training and the foster unit shall provide an acceptance letter to the home unit.
- 5.6 List of staffs who had undergone the training must be forwarded to the nursing affairs as a basis for possible floaters.
- 5.7 The foster unit shall utilize the preceptorship process for the cross trained skills checklist and competency criteria and adjust it according to the things a cross trainee needs to learn. The preceptor of the foster unit will be the direct supervisor of the cross trained assigned to each.
- 5.8 The cross-training program is mandatory in KAAUH.
- 5.9 Study manual shall be forwarded **one (1) month** prior to the beginning of the training in order for the nurses to have an opportunity to review the guidelines and have all questioned answered to ensure the participants understand the obligations and impact of entering the program.
- 5.10 A recognition and reward program for cross trainee shall be done once they have satisfactorily finished the cross-training.
- 5.11 The Number of people to be cross trained in a unit at a time is maximum of 2 or as agreed between Nursing Education and Nurse Manager of unit



Cross-Training Program

PROCESS

6.1 Home unit nurse manager shall have a signed agreement with the foster unit. If the 1st unit of choice will not agree the home CRN and manager shall contact the 2nd unit of choice.

6.2 The home unit shall forward the names of the staffs together with their application form to the foster unit making sure that the chosen staff had met all the requirement.

6.3 The foster unit shall review the qualifications of the staffs and if agree, forward an acceptance letter to the home unit together with the manual.

6.4 Cross training commencement

6.4.1 Week 1

6.4.1.1 Foster Unit Orientation shall be done

6.4.1.2 Scope of Cross training shall be introduced

6.4.2 Week 2 - 3

6.4.2.1 Unit-based Competencies and documentation lecture and demonstration.

6.4.2.2 Hands-on practice of Unit-based skills and equipment with supervision of preceptor.

6.4.2.3 Introduction of Workflow in clinical setting.

6.4.3 Week 4 – 5

6.4.3.1 Policies and Procedures Review

6.4.3.2 Workflow Process Review

6.4.3.3 Continuous practice in clinical setting with documentation under preceptor's supervision.

6.4.3.4 Theoretical discussion and Outstanding Unit competency

6.4.3.5 Expanded practice in clinical setting under continuous preceptor's supervision.

6.4.4 Week 6-7

6.4.4.1 The staffs will be evaluated. A written exam will be prepared by CRN, return demonstration will be done and their attitude will be evaluated.

6.4.5 Week 8- 12

6.4.5.1 The cross trainee will stay in the unit for additional 2 weeks to 4 weeks to handle patient on his/her own to assess the extent of knowledge gained during the cross training still with supervision of the preceptor

6.4.6 Remedial will be conducted if the cross trainee will fail the evaluation. The preceptor shall follow the Remedial process.

6.4.6.1 Didactics will be conducted to reinforce the knowledge and skills of the cross trained staffs.

6.4.6.2 1st re-evaluation will be done a day after the didactics.

6.4.6.3 If failed on the 1st re-evaluation, the staff will be given 24 hours to do the 2nd re-evaluation.

6.4.6.4 Failing the 2nd re-evaluation, the cross trainee nurse shall forward an explanation letter to the nurse manager. Nurse Manager shall decide for appropriate action.

6.4.7 Passing the Unit-based Competencies for cross training shall allow the cross



Cross-Training Program

trainee to perform the skill in clinical setting under preceptor's supervision.

6.4.8 Cross training culmination will be conducted.

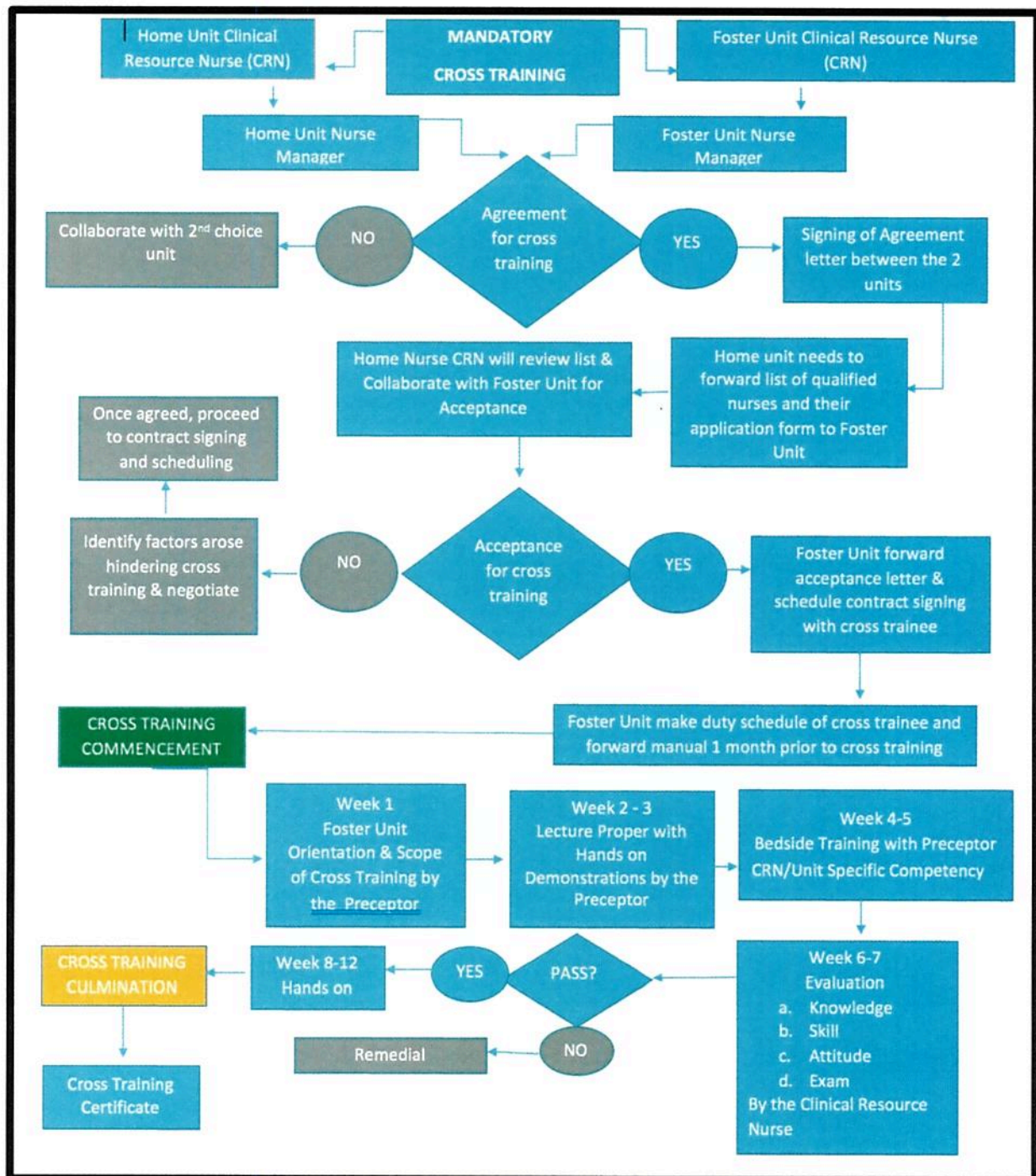


Figure 1. Cross Training Process



Cross-Training Program

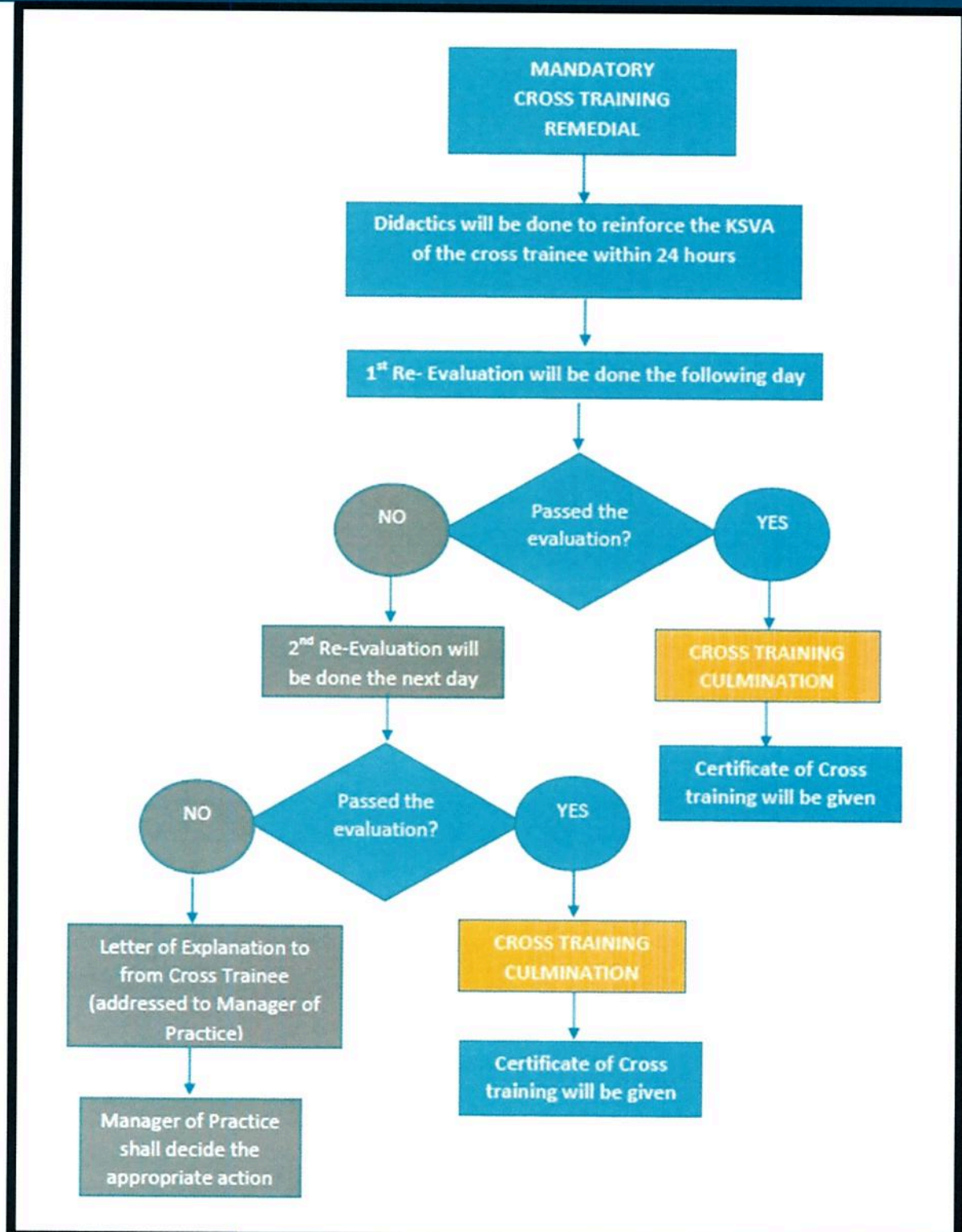


Figure 2. Cross Training Remedial Process



Cross-Training Program

VACATION / LEAVES


- 7.1 All cross trained nurse leaves must be planned prior to the cross training in order to allocate the schedule accordingly.
- 7.2 The cross trained nurse will have the sole responsibility to notify the nurse manager, preceptor in case of sick leave or any other reason for absenteeism.
- 7.3 All Muslim KAAUH staff work reduced hours during Ramadan as per government policy.
- 7.4 The cross trained staff may choice to be working or non-working during the holidays of Ramadan 'Eid as well as Hajj 'Eid.



Cross-Training Program

APPENDIX

A. Letter of Agreement for Cross Training (Foster Units)

 <p>مستشفى الملك عبد العزيز آل سعود King Abdullah bin Abdulaziz University Hospital Riyadh - Saudi Arabia</p>	<p>Attachment A</p> <p>LETTER OF AGREEMENT FOR CROSS TRAINING (Foster Units)</p>
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The _____ (Home Unit) and _____ (Foster Unit) have met to discuss the cross training program implemented for nurses in King Abdullah Bin Abdulaziz University Hospital, and have agreed to the followings terms.

Purpose. The cross training program was created to provide a mechanism for provision of a safe patient care by nurses when working outside their usual area of assignment or responsibility.

Guidelines. Nurses who are currently participating in the cross training program will receive a copy of the manual 30 days prior to the start of the training. The training will follow the Preceptorship Program Manual. The nurse who will undergo the training shall meet the necessary requirement prior to the training.

The nurse will have opportunity to review the guidelines and have all queries answered to ensure the full understanding or the context of the cross training program. The nurse who are enlisted by the nurse manager will complete the application form and attach the proof of qualification.

Participation. The cross training program is mandatory. Nurses are required to have a cross training and the result will reflect on their nursing portfolio. The foster unit may end the cross training of the staff once the nurse will not be demonstrating competency during the orientation period. The nurse manager of the foster unit will discuss this matter to the nurse manager of home unit. The foster unit may terminate the training if there are changes in the patient population and census that requires the service of the preceptors to meet the standards of the unit.

Vacation/Leaves. The cross train nurse must refer to the attached guidelines.

Upon reading the guidelines and the agreement is final, the nurse managers shall sign and place the date below to seal the agreement between the two departments.

Home Nurse Manager

Foster Nurse Manager

Date

Date



Cross-Training Program

B. Application for Cross Training

 <p>مستشفى الملك عبدالعزيز الجامعي King Abdullah bin Abdulaziz University Hospital بجدة - المملكة العربية السعودية</p>	<p>Attachment B</p> <h3>APPLICATION FOR CROSS TRAINING</h3>
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NAME : _____

DEPARTMENT : _____

DIVISION : _____

CONTRACT DATE : _____ BADGE NUMBER : _____

Date Training Begins : _____

Date Training Ends : _____

Days : _____ Time : _____ Hour per week : _____

TRAINEE SIGNATURE : _____ BADGE NUMBER : _____


HOME DEPARTMENT APPROVAL

NURSE MANAGER : _____ DATE : _____



Cross-Training Program

C. Agreement for Cross Training

 مستشفى الملك عبدالعزيز الجامعي King Abdullah bin Abdulaziz University Hospital Prince Sultan bin Abdulaziz University	Attachment C
	AGREEMENT FOR CROSS TRAINING (Cross Trainee)

TRAINEE NAME : _____
 HOME UNIT : _____
 FOSTER UNIT : _____
 PRECEPTOR : _____ BADGE NUMBER : _____

I am aware that I am participating in this cross-training program for the purpose of enhancing my skills, knowledge and skills without promise or expectation of compensations. My services will not be performed in my regular department or in connection with my regular duties, and I understand I will not displace a regular employee.

I am aware that this training will be beneficial to me and on my nursing career. I am willingly attending the cross training for my own development.

TRAINEE NURSE	:	_____	DATE	:	_____
SIGNATURE		_____			_____
NURSE MANAGER	:	_____	DATE	:	_____
SIGNATURE		_____			_____



مستشفى الملك عبد الله بن عبدالعزيز الحامضي
King Abdullah bin Abdulaziz University Hospital

Princess Nourah bint Abdulrahman University

جامعة الأميرة نورة بنت عبد الرحمن

