Nurse turnover in acute clinical settings

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Sheba Medical Center:

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Sheba Medical Center:

1,500 beds

**120 wards**

7,200 employees

2,500 nurses

Introduction

- Nurse shortages caused by high turnover is one of the most complex problems facing today's health systems.

- Nurse shortages affect health care and economic outcomes (Dimick et al. 2001; Aiken et al. 2002; Tourangeau et al. 2002; Cho et al. 2003; Kane et al. 2007)

- Mapping the causes of resignation is necessary for improving nurse recruitment and staff retention in hospitals.

Ratio of nurses per population 2013
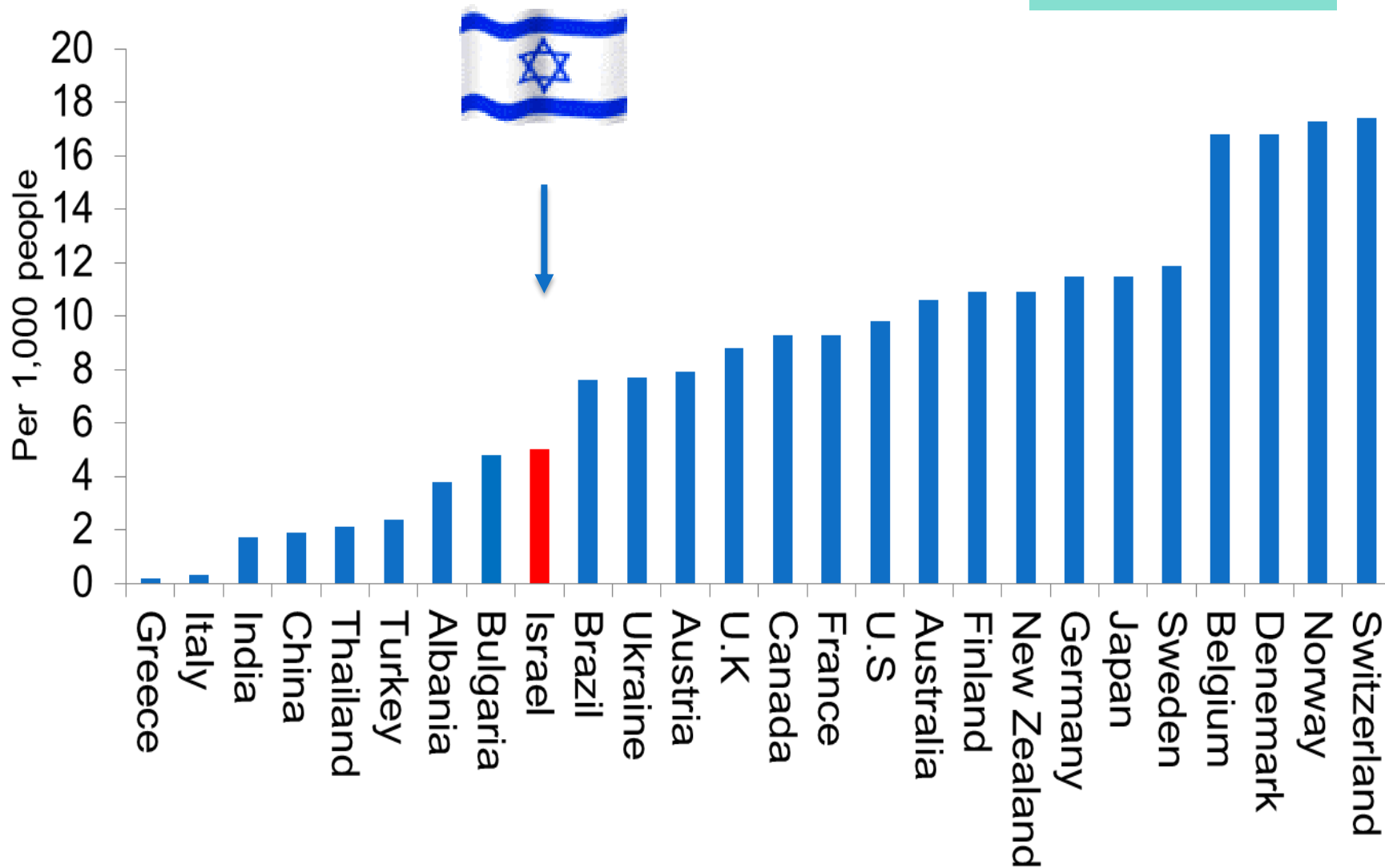
Methodological Variation

- Most frequent method: Surveys of working nurses regarding intentions to resign by means

- Less frequent method: Interviews close to the date of resignation

- Low response rate: Data collection by means of mail surveys

(Bowles & Candela, 2005; Morrell, 2005; Flinkman et al. 2010; Flint & Webster 2011;

Hayes et al. 2012; Li Y & Jones C.B, 2013)

Methodological Variation

- No distinctions are made between nurses who resign and those who are dismissed

- The wide variety of measurement tools used prevents valid comparison between research findings

- Qualitative methods elicit deeper understanding of the causes of nurse resignation.

(Bowles & Candela, 2005; Morrell, 2005; Flinkman et al. 2010; Flint & Webster 2011; Hayes et al. 2012; Li Y & Jones C.B, 2013)

Objectives

1. To compare demographic and professional characteristics between nurses who resigned with those who did not

2. To describe the causes of nurses' resignation

3. To compare attitudes of nurses who resigned with those of nurses who did not in two major hospitals

4. To compare department characteristics and nursing quality of care between departments experiencing turnover and those experiencing stability

Research Model

Department Level

N of registered nurses
N of academic nurses
N of nurses with post-basic education

Rate of resignation

Clinical quality of care:
Falls and medication error reports
Performance of clinical assessments at admission: pain, Norton, falls
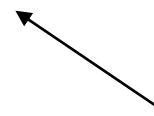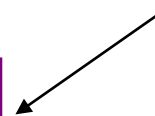
Individual Level

Resigned nurses/ remaining nurses

Professional autonomy

Job satisfaction

Perception of quality care

Demographic and professional characteristics

Methodology

3-Step Design

Step 1: Matching Case-Control Methodology

- Matching case-control - 100 resigning nurses (case) and - 200 remaining nurses (control)

- Matching by department, age and gender

- Data collection – Telephone interviews close to date of resignation from two governmental hospitals

Step 1: Matching Case-Control Methodology

Response rate to telephone interviews: resigning nurses

resigning nurses
67%

remaining nurses
76%

Step 2: Retrospective Study Individual Level

- Demographic and professional characteristics of one hospital's total nursing staff (n=1,897) compared with nurses resigning (n=153) during 2012.

Exclusion criteria

- New nurses who began working as of 1.1.2011

- Retired nurses

- Nurses resigning for medical reasons

Step 3: Retrospective Study Department Level

- All departments. including ER and ICU, from two hospitals (N=93)

- Departments were assigned to groups according to their resignation rates;

- Qualification criterion: At least one resignation during the research period

Comparison between Total Population of Nurses and Resigning Nurses

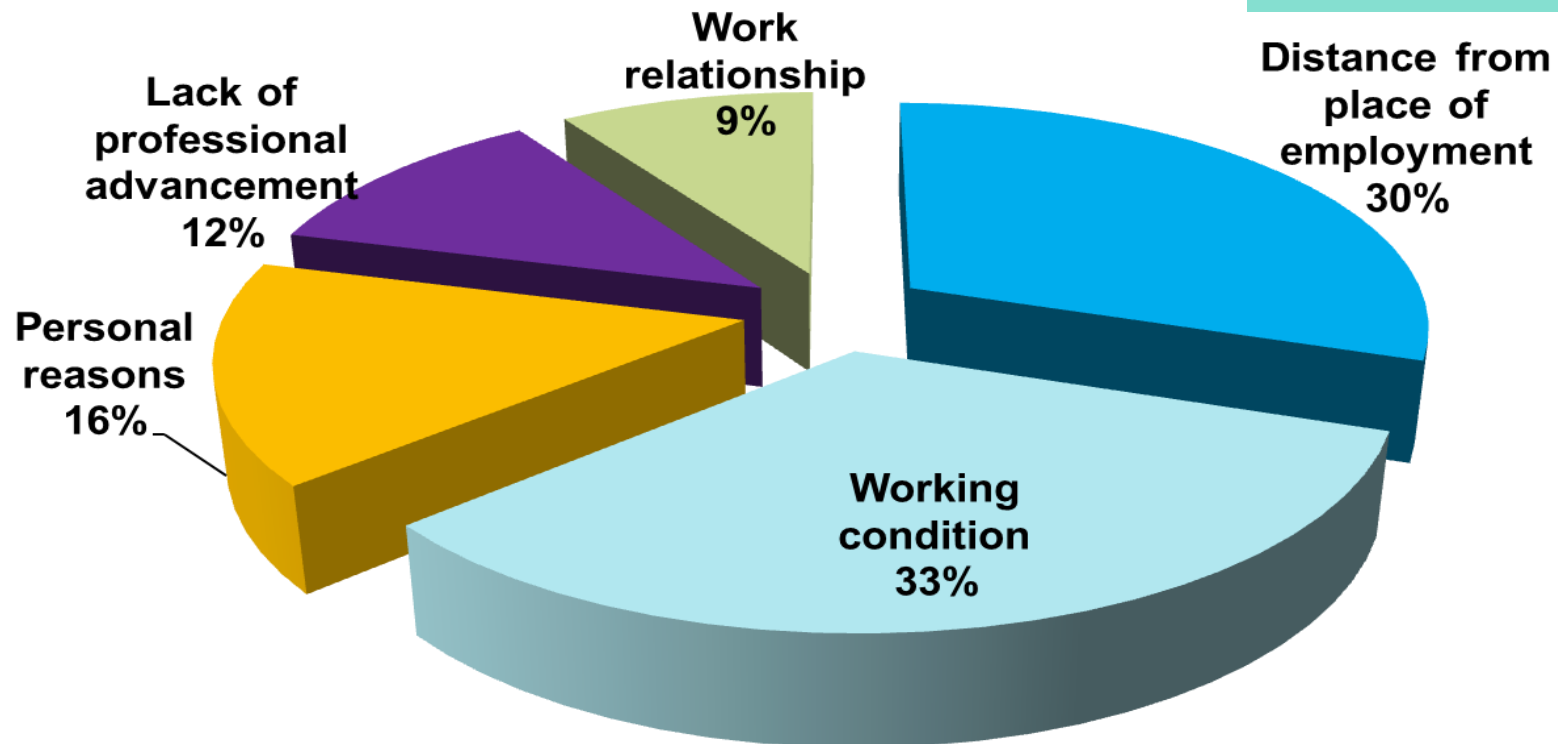|	Total Resignations (N=153)	Total Population (N=1,897)	
Variable	%	%	p-value
Female	77.8	86.0	.005
Age			
20-30	30.4	21.5	<.001
31-40	46.9	32.3	
41+	23.7	46.2	

The resigning nurses were characterized by young age and a high percentage of male nurses

Demographic Characteristics of Resigning Nurses – Case/Control

Variable	Study (N=100) %	Control (N=200) %	P-value
Married	66.0	69.0	.34
Children	58.0	68.8	.04
Employed Spouses	87.9	78.5	.08
MA degree	30.0	19.0	.02
Seniority in organization			
Up to one year	22.0	8.0	.001
Up to two years	39.0	20.5	.001
Full–time employment	50.0	53.5	.031
Post-basic education	64.0	43.0	<.001
Managerial position	9.0	26.6	<.001

Characteristics of resigning nurses: Low seniority in organization, no managerial position, MA degrees and post-basic education
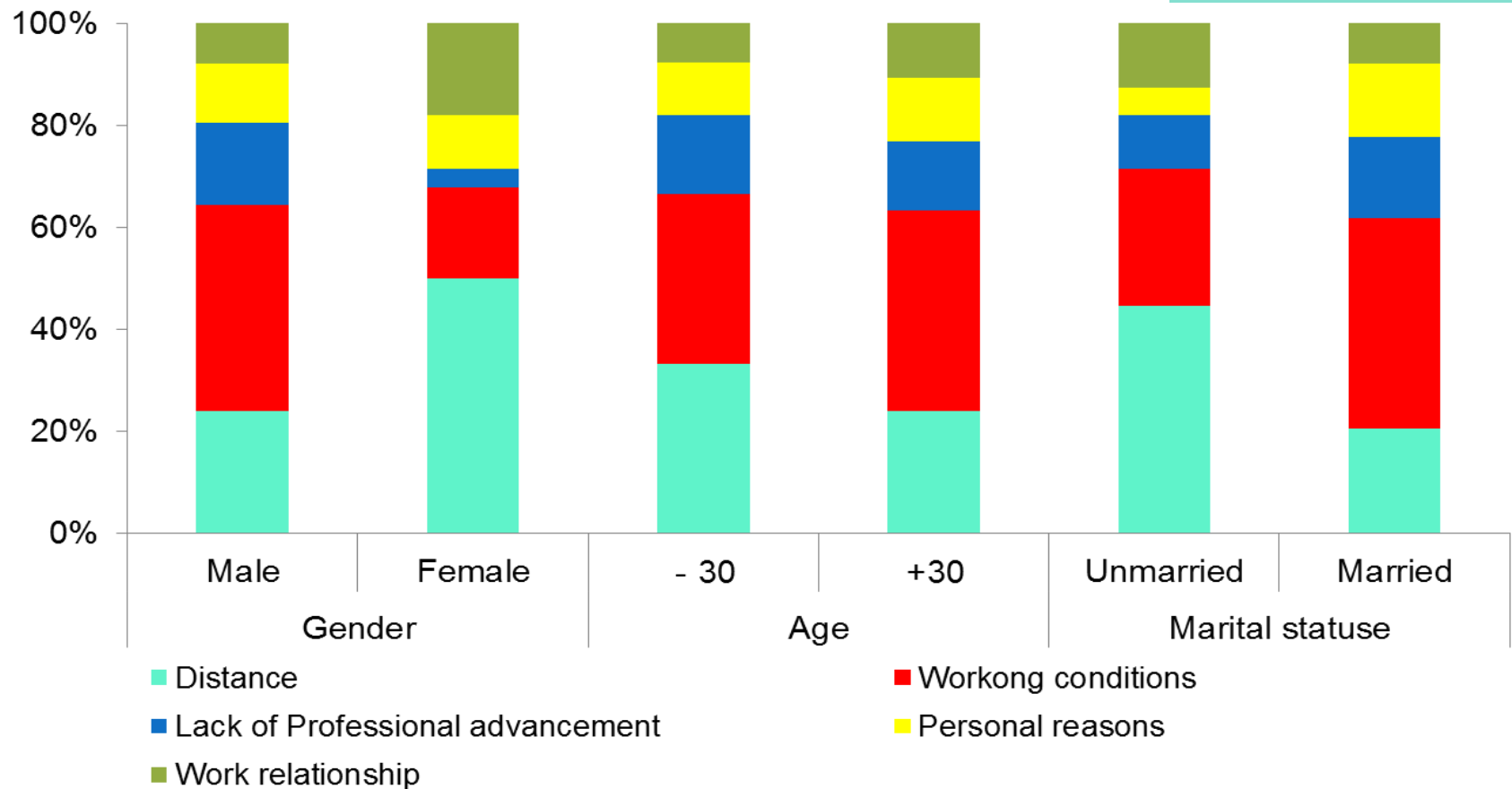
Results: Reasons for Resigning (n=182)

- Work relationship 9%
- Lack of professional advancement 12%
- Personal reasons 16%
- Distance from place of employment 30%
- Working condition 33%

Working conditions: night shifts, physical difficulties' too much responsibility
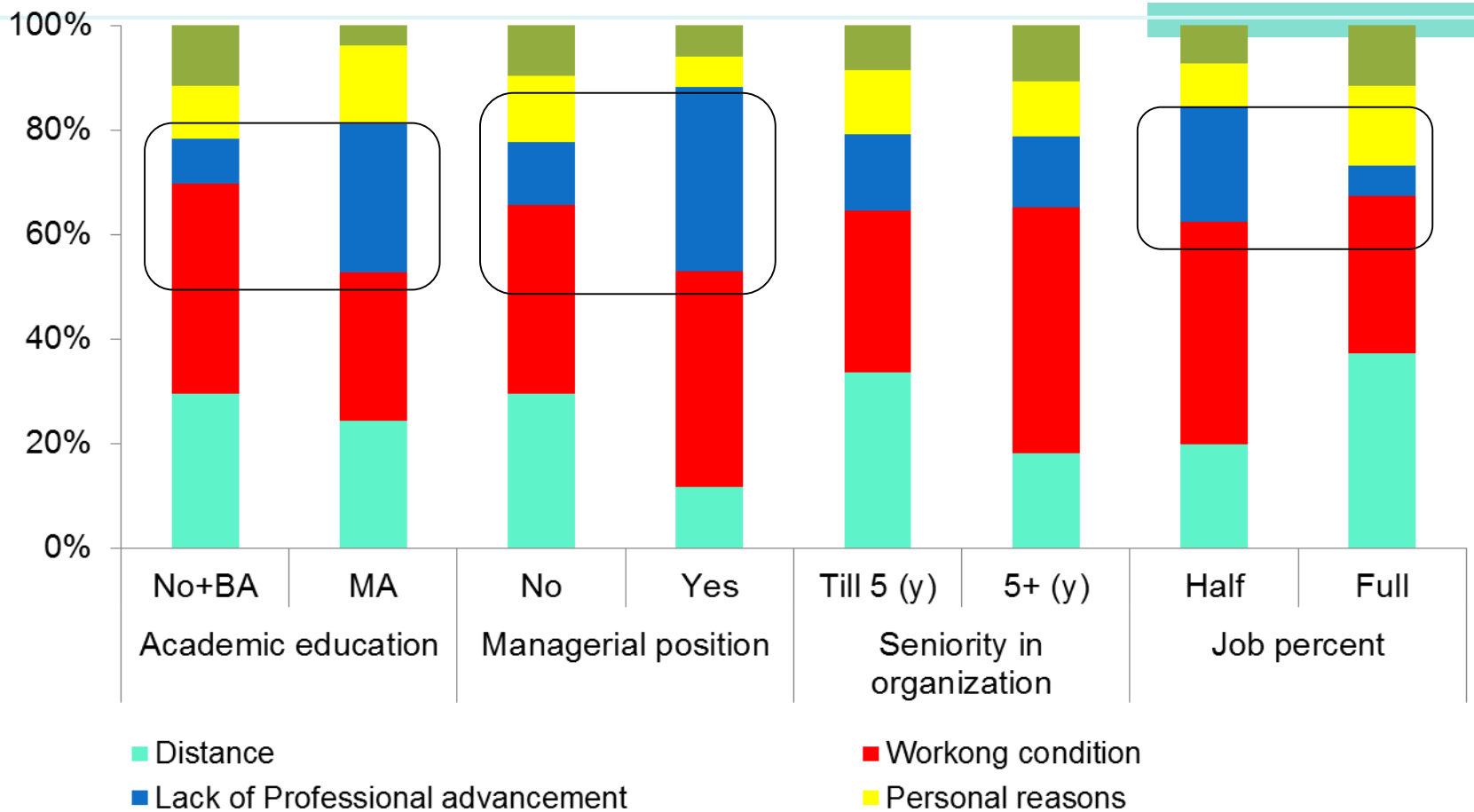
Reasons for Resigning by Demographic Characteristics

Working conditions were the most frequent reason given by married men aged 30+ working part time with up to 5 years of seniority

# Description of the reasons for resigning according to professional characteristics

Lack of professional advancement was most frequently cited by nurses with an MA education, holding a part-time job in managerial position

Comparison of Perceptions of Professional Attributes: Resigning vs. Remaining Nurses

- Contrary to the reports in the literature, we found no difference in perceptions of quality of care, job satisfaction and burnout between nurses resigning and those who did not

Perceptions of Professional Autonomy: Resigning versus Remaining Nurses
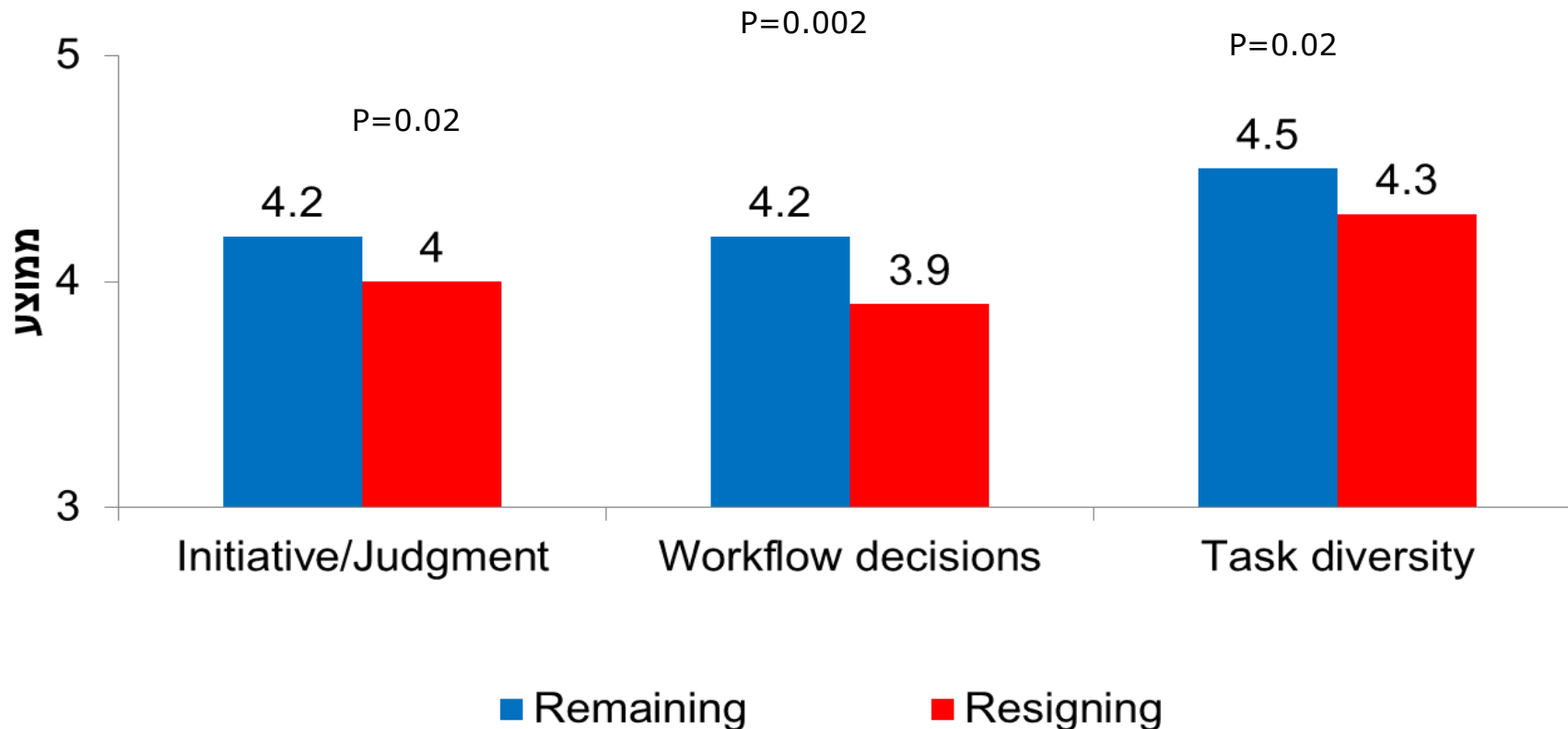
Resigning nurses reported lower levels of professional autonomy than did remaining nurses

Professional Satisfaction: Resigning versus Remaining Nurses
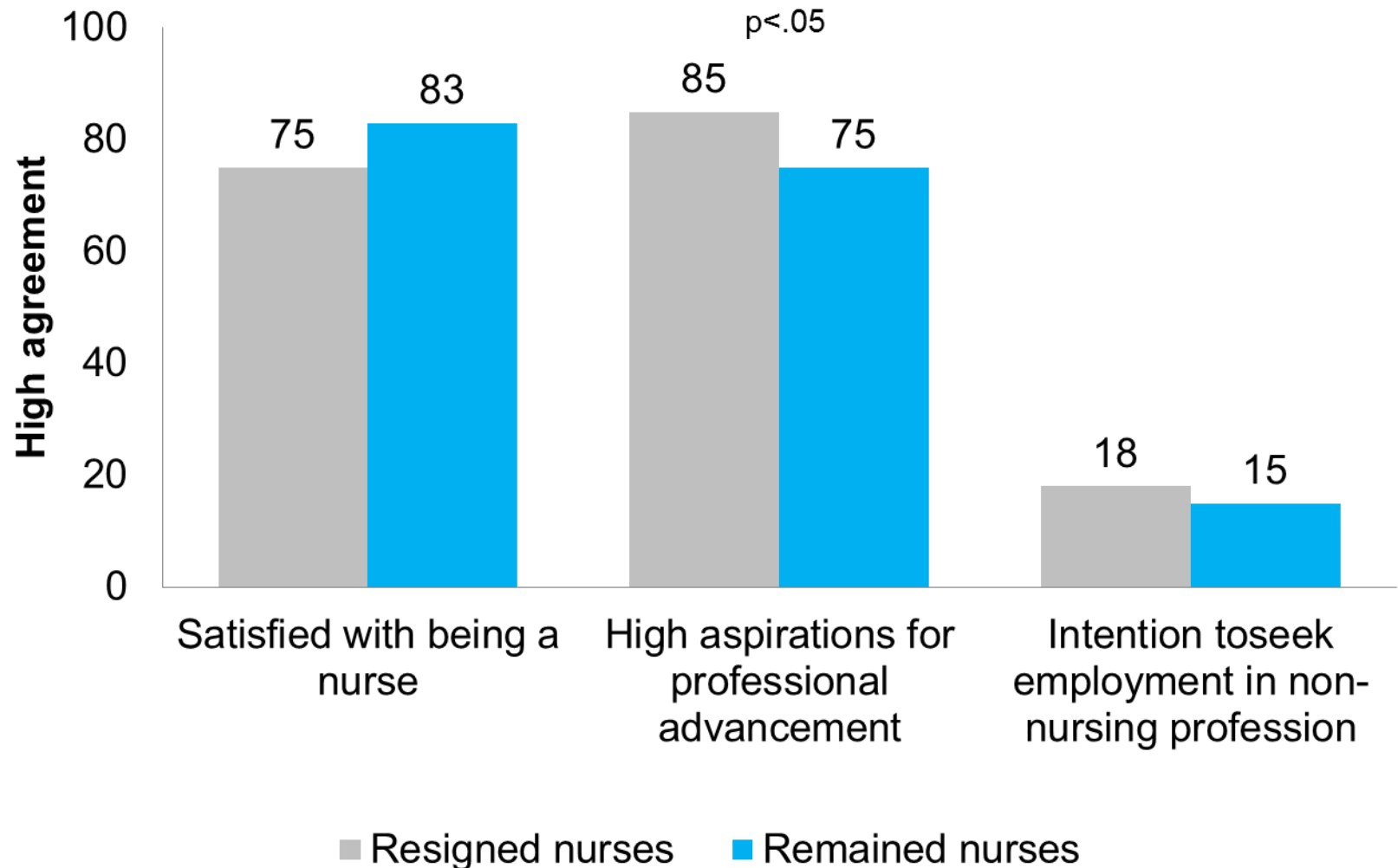
Logistic Regression Results: Factors Predicting nurses' resignation

Variables	Categories	OR 95%CI	P-value
Academic education	0- No + BA 1- MA	2.55 (1.35-4.79)	.004
Managerial position	0-Yes 1-No	2.63 (1.13-6.13)	.025
Seniority in organization	Continuity	0.89 (0.83-0.94)	<.001
Job percent	Continuity	0.98 (0.97-0.99)	.020
Post-basic education		____	
Professional autonomy		___	
High aspirations for professional advancement		___	

Nurses having an MA but holding no managerial position were found to be 2.6 times as likely to resign in comparison to other nurses. Less-experienced nurses and nurses working part time were much more likely to resign in comparison to more experienced nurses.
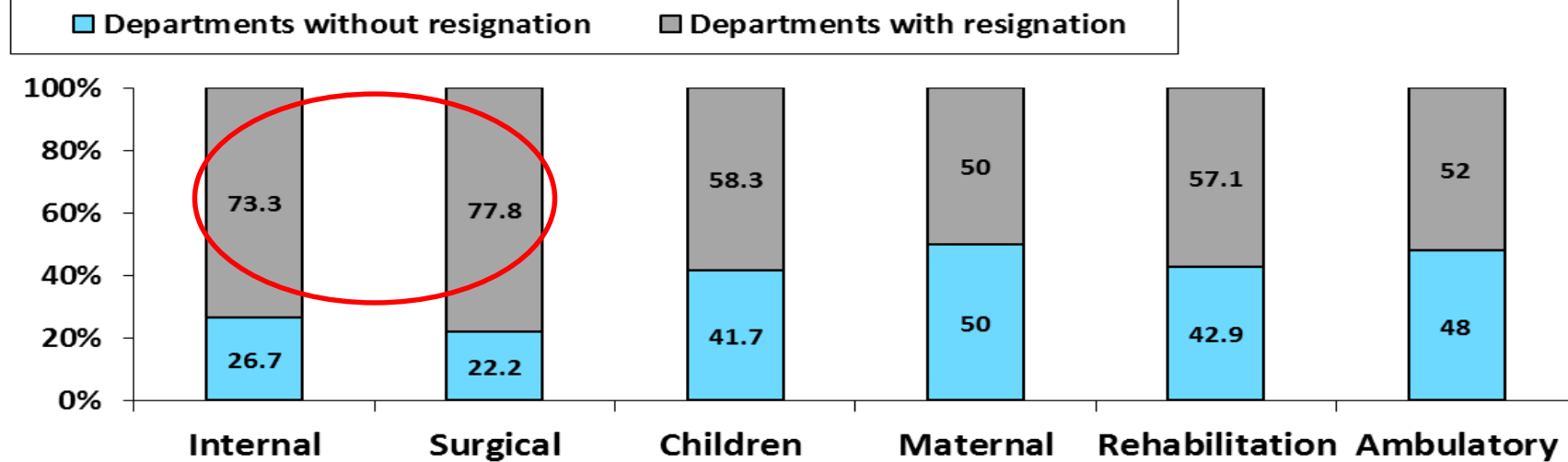
Distribution of Departments Turnover vs. Stability

Total number of departments (N=93)

Departments experiencing stability (n=35 or 38%)

Departments experiencing turnover (n=58 or 62%)

☐ Departments without resignation ☐ Departments with resignation

Department	With resignation	Without resignation
Internal	73.3	26.7
Surgical	77.8	22.2
Children	58.3	41.7
Maternal	50	50
Rehabilitation	57.1	42.9
Ambulatory	52	48

Most resigning nurses had worked in the internal medicine or surgical departments

■ No differences were found between departments with few if any resignations (no or low turnover) and departments with many resignations (high turnover) in terms of average length of hospitalization, average monthly admissions/releases, patient age, or clinical quality-of-care measures

Summary

- The current research made use of the Matching Case-Control methodology, meant to identify the risk factors affecting resignation

- The factors differentiating nurses who resign and those who remain focus on demographic variables and professional skills, not attitudes

- Among those resigning, most dominant were young nurses with an academic education and aspirations for advancement and professional development

Nurse Retention – Group Intervention

Distance

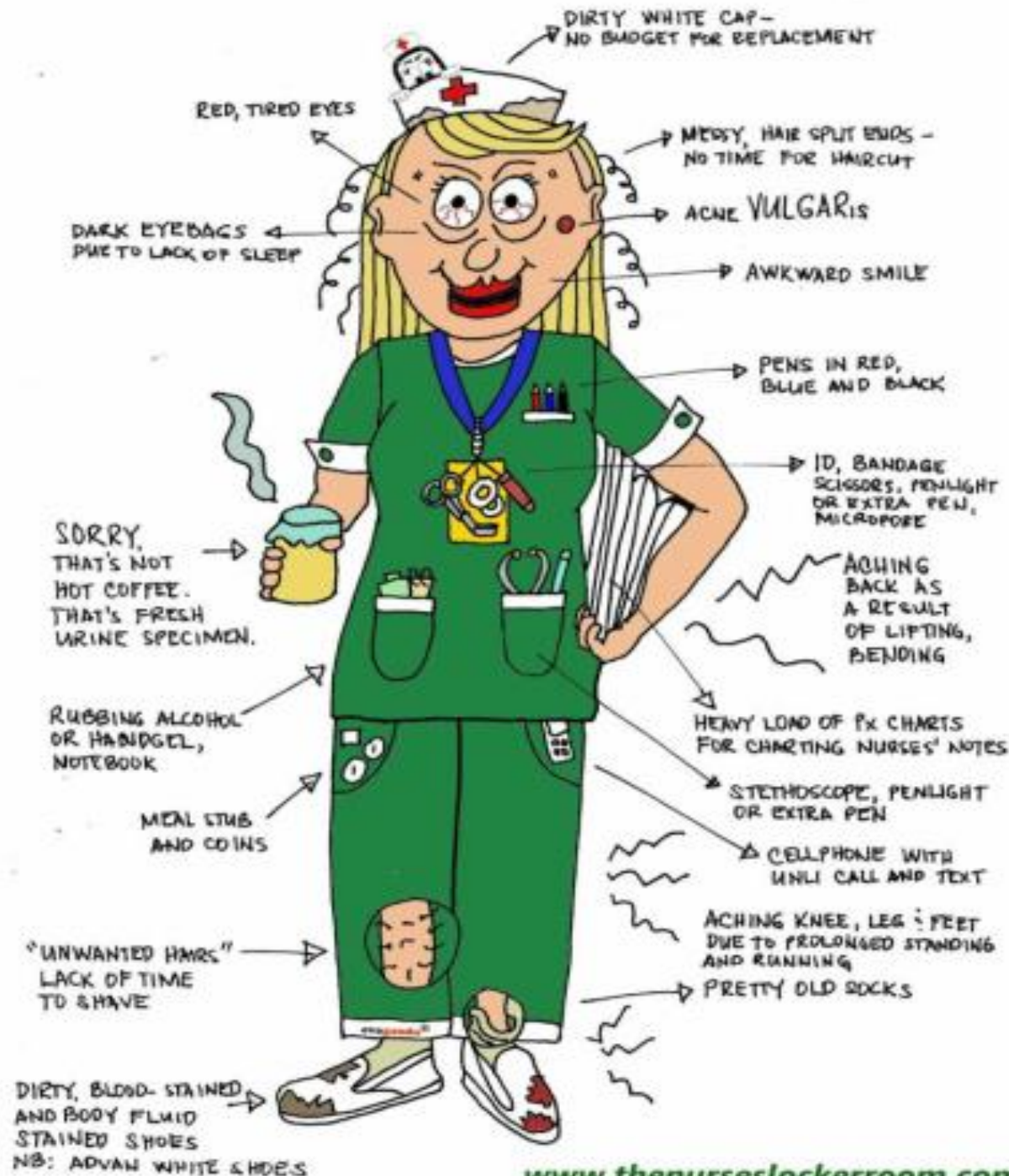| Full time job	Unmarried	Professional seniority of up to 5 years

Work conditions

Professional seniority of up to 5 years Part time jobs	Male nurses with seniority of up to 5 years

Professional career Development

Male nurses with no managerial jobs	Seniority of up to 5 years and MA education

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mahalo 고맙습니다

thank you

merci 谢谢 danke

Ευχαριστώ شكرا

どうもありがとう gracias