

NURSE TURNOVER, PATIENT, NURSE, AND SYSTEM OUTCOMES

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Study

- Prospective, longitudinal study
 - Conducted in two waves, one year apart
- Nurse survey
- Unit profile
- Patient data

3 States/Territories

11 hospitals

62 Medical-surgical
nursing units

Data Collected

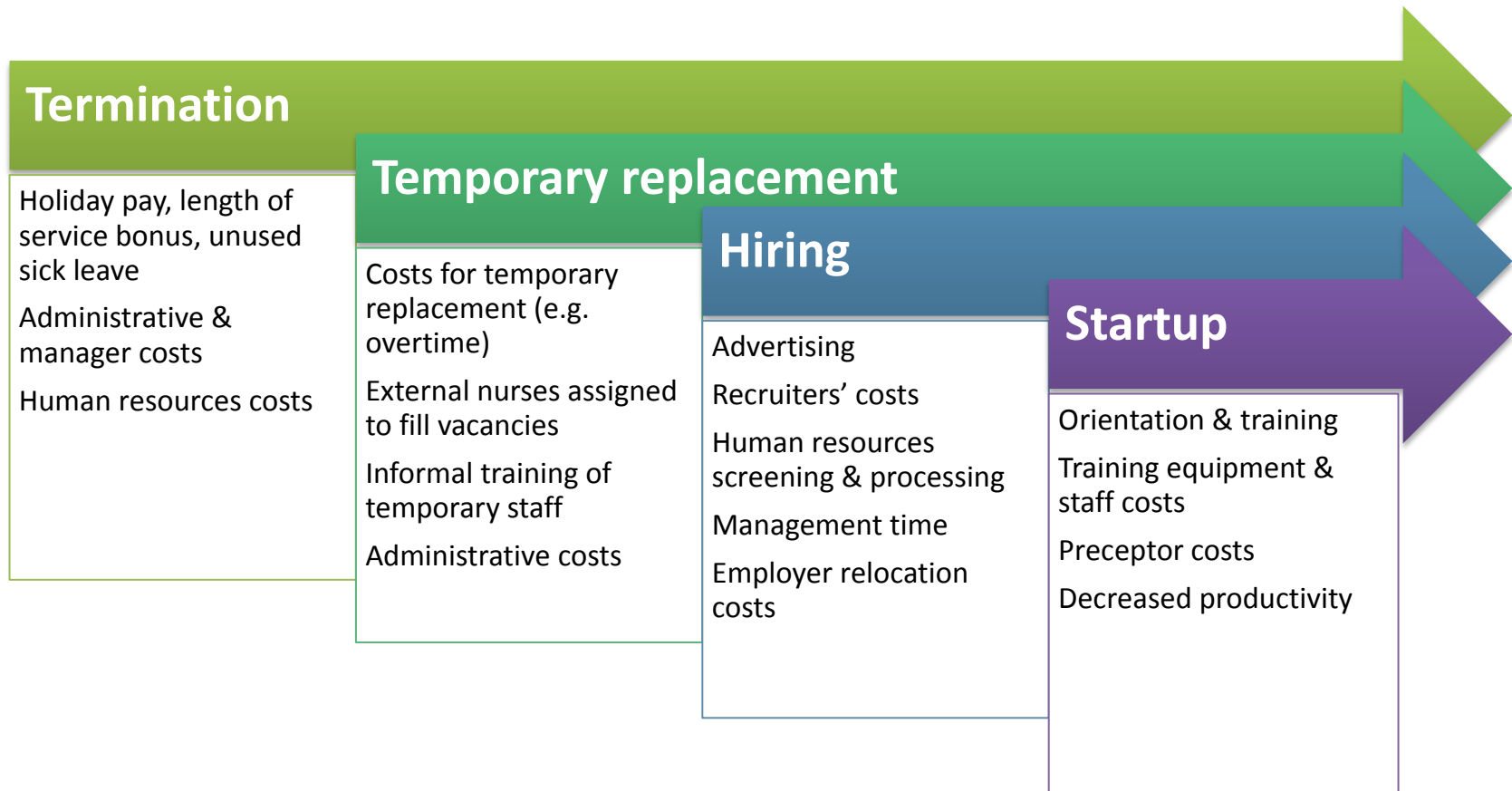
- Nurse survey
 - Demographics, experience, work activities
 - Job Satisfaction
 - (McCloskey & Mueller 1990)
 - Nursing Leadership
 - (Shortell et al. 1991)
 - SF-12 Health Survey
 - (Ware et al. 1996)
 - Practice Environment Scale
 - (Lake 2002)
- Nursing unit profile
 - Unit characteristics
 - Turnover
 - Turnover costs
- Patient data
 - Demographics
 - Adverse events
 - (falls, medication errors)
 - Adverse outcomes
 - (e.g. UTI or decubitus ulcer post admission)

Turnover

- Turnover
 - The voluntary transfer or resignation of nursing staff from their primary employment position
- Turnover rate
 - In accordance with previous studies
 - (Jones 1990, O'Brien-Pallas et al. 2006, North et al. 2012)

$$\frac{\textit{Fulltime Equivalent Terminations}}{\textit{Budgeted Fulltime Equivalent Positions}} \times 100$$

Turnover Costs

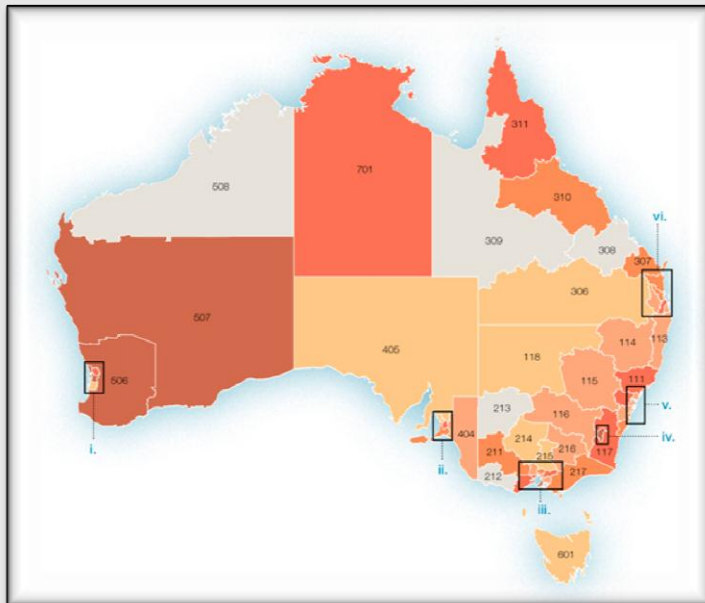


Data

- 1673 nurse surveys
 - 44% response rate
- 5268 patient files audited
- Up to 6 monthly turnover profiles for each of the 62 units

- Data were analysed at the nursing unit level
- First finding was in relation to executives...

Executive Turnover



State Health Dept.

19



Area/Hospital

30

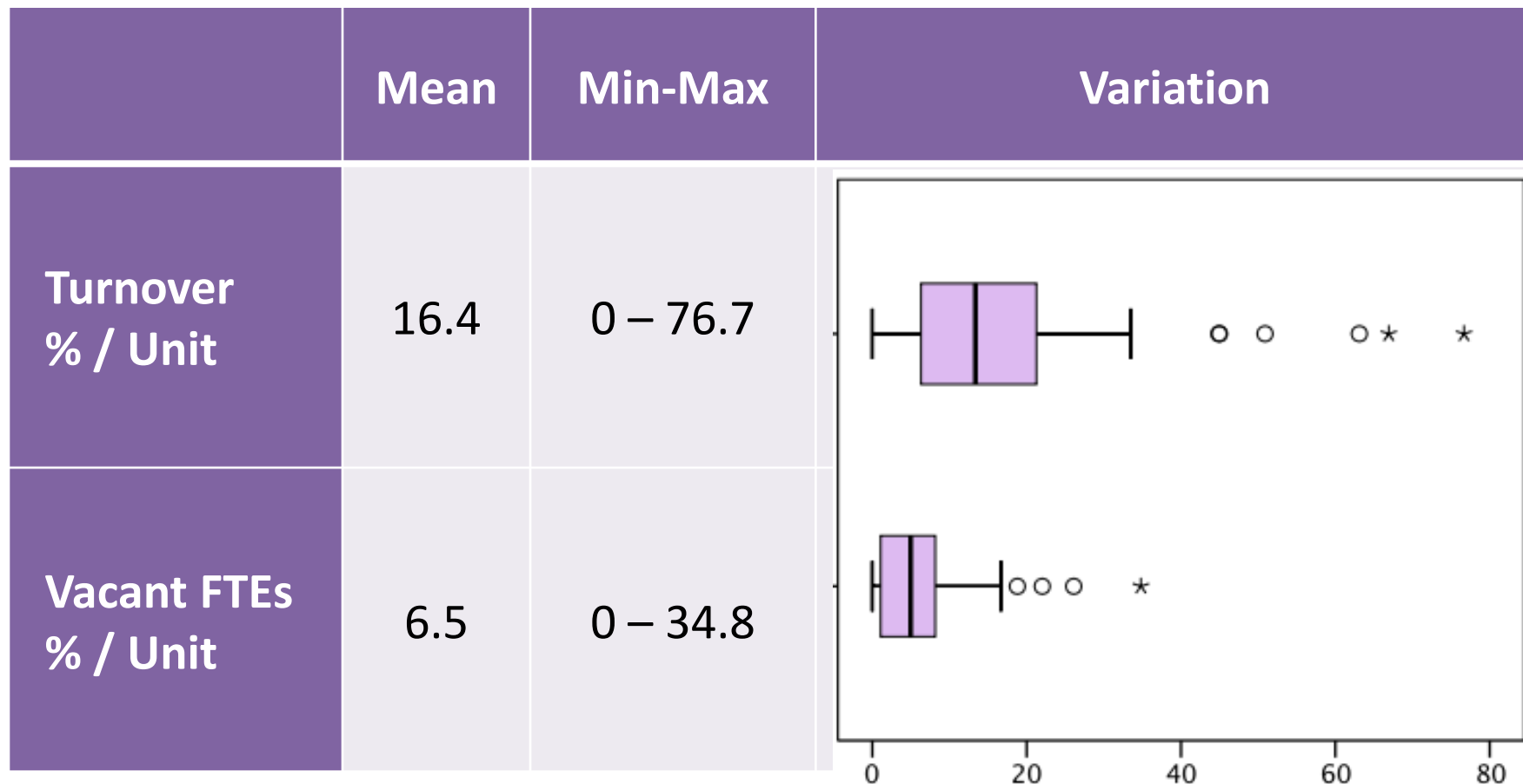
Overview

| Experience | Age | Worked \geq 41 hours last week | Overtime has increased |
|------------|------------|----------------------------------|------------------------|
| 7.7 years | 39.2 years | 13.4% | 35.5% |

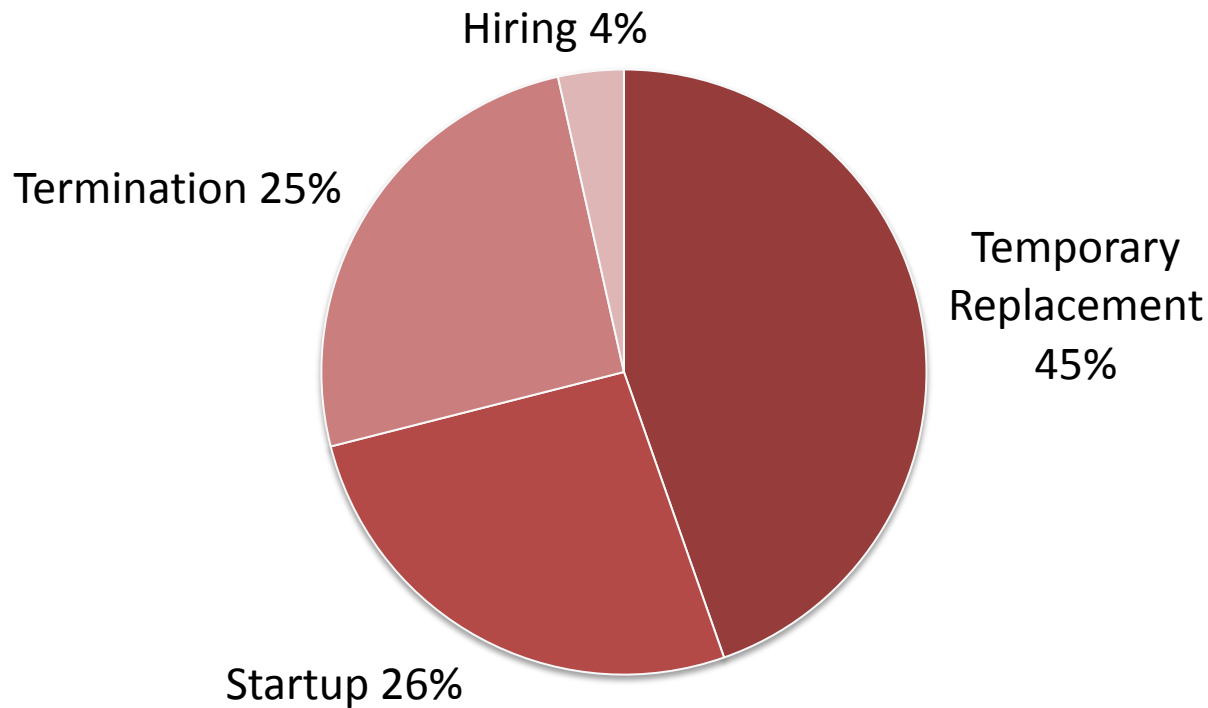
| Satisfaction | Leadership | Intending to leave | Actively looking |
|--------------|------------|--------------------|------------------|
| 6.1 / 10 | 7.3 / 10 | 22.3% | 19.6% |

| Tasks Delayed per Shift | Tasks Not Complete per Shift | Medication Errors | Adverse Outcome |
|-------------------------|------------------------------|-------------------|-----------------|
| 1-13 | 0-11 | 0-31% | 0-26% |

Nursing Turnover & Vacancies



Turnover Costs per FTE (AUD)



- **Mean \$ excluding Temporary Replacement: 26464 (9755-55677)**
- **Mean \$ including Temporary Replacement: 48342 (17519-104532)**

Turnover %

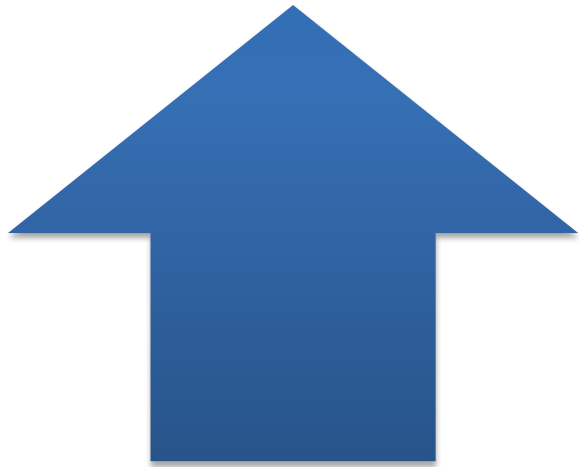


Increased Overtime
Working more than
41 hours / week



Quality of care

Actively Looking for a New Position

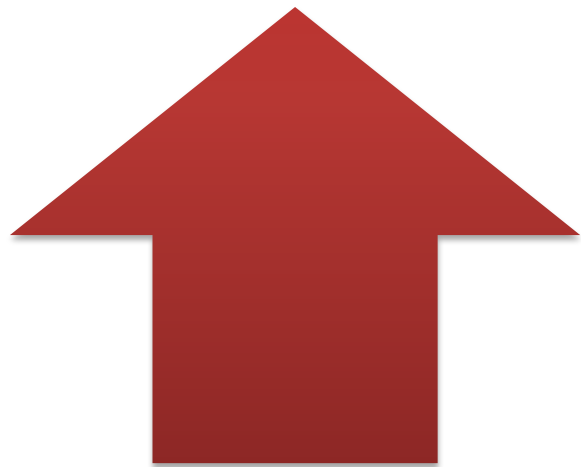


Nursing tasks not
completed

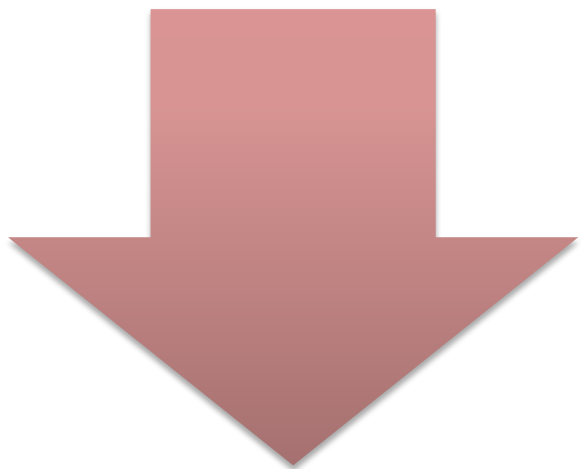


Job satisfaction
Adequate staffing
Quality of care

Medication Errors



Intention to leave current nursing position



SF-12 mental health score
Nurse experience
Adequate staffing

Overall

Negative

- Increased Overtime
- Working more than 41 hours / week
- Nursing tasks not completed
- Intention to leave current nursing position

Positive

- Nurse experience
- **Adequate staffing**
- **Quality of care**
- High SF-12 mental health score
- Job satisfaction

Investigators

- Co-principal investigators
 - Dr. Linda O'Brien-Pallas (Canada)
 - Dr. Judith Shamian (Canada)
- Team members
 - Dr. James Buchan (UK)
 - Dr. Christine Duffield (Australia)
 - Dr. Frances Hughes (New Zealand)
 - Dr. Heather Laschinger (Canada)
 - Dr. Patricia Stone (USA)
 - Dr. Pat Griffin (Canada)
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