

**Title:**

Nurse Retention: Impact From Workplace Environment Assessments

**Rebecca Lucia Moore, MSN, BSN**

Staff Development, UnityPoint Health-St. Luke's Hospital, Cedar Rapids, IA, USA

**Session Title:**

Leadership Posters Session 2

**Keywords:**

nursing recruitment, nursing retention and workplace environment

**References:**

Buffington, A., Zwink, J., Fink, R., DeVine, D., & Sanders, C. (2012). Factors affecting nurse retention at an academic magnet hospital. *Journal of Nursing Administration*, 42(5), 273-281. doi:10.1097/NNA.0b013e3182433812

Cheng, C., Bartram, T., Karimi, L., & Leggat, S.G. (2013). The role of team climate in the management of emotional labour: Implications for nurse retention. *Journal of Advanced Nursing*, 69(12), 2812-2825. doi:10.1111/jan.12202

Hahtela, N., Paavilainen, E., McCormack, B., Helminen, M., Slater, P., & Suominen, T. (2015). Nurses' perceptions of workplace culture in primary health care in Finland. *International Nursing Review*, 62(4), 470-478. doi:10.1111/inr.12207

Trybou, J., Pourcq, K., Paeshuyse, M., & Gemmel, P. (2014). The importance of social exchange to nurses and nurse assistants: impact on retention factors. *Journal of Nursing Management*, 22(5), 563-571. doi:10.1111/jonm.12039

Twigg, D., & McCullough, K. (2014). Nurse retention: A review of strategies to create and enhance positive practice environments in clinical settings. *International Journal of Nursing Studies*, 51(1), 85-92. doi:10.1016/j.ijnurstu.2013.05.015

Wallis, A., & Kennedy, K. I. (2013). Leadership training to improve nurse retention. *Journal of Nursing Management*, 21(4), 624-632. doi:10.1111/j.1365-2834.2012.01443.x

**Abstract Summary:**

The Workforce Development team at UnityPoint Health-St. Luke's Hospital completed environmental assessments on nursing staff working in inpatient units. These assessments were used to optimize organizational performance to influence the institution's nurse turnover rates.

**Learning Activity:**

LEARNING OBJECTIVES	EXPANDED CONTENT OUTLINE
The learner will be able to identify reasons for decreased nursing satisfaction in an inpatient hospital environment.	Through a review of current literature and generational changes seen in the nursing workforce, the learner will be able to identify why nurses may not be satisfied with their positions and leaving an organization or unit.

	This includes but is not limited to nursing incivility, scheduling, work-life balance, school debt, workplace safety, professional development opportunities, and nurse salary.
The learner will be able to evaluate nursing feedback to generate an action plan and impact nursing satisfaction.	After reviewing the process of data collection, learners will hear how the Workforce Development team evaluated and categorized the documented feedback. Participants will also learn how the trended data was presented to nursing and organizational leaders, formed the Recruitment and Retention Council, and how the team moved forward creating an action plan in a shared-governance model.

**Abstract Text:**

Scope: It is well documented the impact a work environment has on nursing professionals. To achieve the mission, vision, and values of UnityPoint Health-St. Luke's Hospital, the Workforce Development team was tasked with addressing strategies focused on current and future nursing retention and recruitment initiatives.

Significance: The current turnover rate in UnityPoint Health-St. Luke's is approximately 5% above the national average compared to other Magnet facilities. In order to optimize organizational performance and the Magnet culture, a practice environment assessment was completed. The assessment was used to identify areas of improvement and positively impact nursing satisfaction and retention.

Literature Review: The Workforce Development team investigated nursing skill mix, innovative care delivery models, ancillary staff training and scope of practice, retirement succession plans, and how to plan for the future. Upon review of the literature, the need to assess the current state was identified. Decreased nurse retention negatively impacts healthcare organizations due to the financial burden that follows along with decreased continuity, quality of care, and productivity (Buffington, Zwink, & Fink, 2012). The secondary turnover is also concerning because of the loss of nursing knowledge, skill, and organizational commitment (Buffington, Zwink, & Fink, 2012). These components continue to decrease job satisfaction, negatively impact the workplace environment, and drive higher rates of nursing turnover (Buffington, Zwink, & Fink, 2012). By assessing UnityPoint Health-St. Luke's Hospital's nursing environment, a strategic plan could be created to address nursing concerns.

Evaluation: With the approval of the Chief Nursing Officer (CNO), the team conducted unit-based assessments with the nursing staff through face-to-face interviews and anonymous feedback options. All shifts had the opportunity to provide feedback equally. An unbiased and anonymous environment for feedback was established. To prevent biased assessments or untrusting environments, team members interviewed nurses they did not directly work with. After completion of the environmental assessments, the Workforce Development team identified common themes that were shared with hospital administration and nursing leadership. After completion of the workplace environment assessment, five themes were identified as global opportunities for improvement: retirement, rewards and unique benefit options, professional development, professional recognition, and environmental safety. In addition to the global themes, unit specific trends and opportunities for improvement were shared with respective leadership. Global and unit specific opportunities of improvement were communicated to the respective nursing staff using a PowerPoint presentation. A PowerPoint presentation was used to ensure nursing staff would receive the same information regarding the themes identified and prevent miscommunication between team members and nursing leadership. Changes made based on feedback gathered during the assessment period guided by the Recruitment and Retention Council include: out-of-cycle RN market

analysis and increase, physical safety improvements, funding for professional development and ongoing unit based improvements.