

Not Just Another Retention Workshop

Results from a 9-Month Study
of Interviewing Nurses and
Front Desk Personnel

But first- A short negotiation exercise



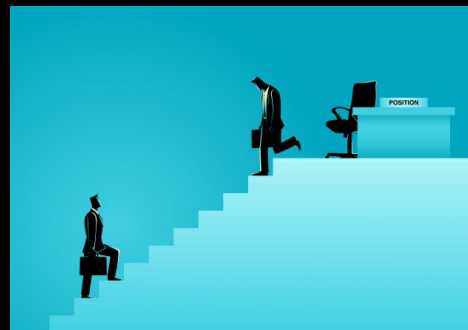
Outline for Presentation

- Current studies of the employee retention issues/ successes, failures and factors that are important to the employer/employee.
- What we have found in interviewing employees, including demographic data.
- What did we miss? Questions?

Turnover Intention vs. Turnover Definition

- **Turnover is easily defined as employees. leaving the organization over a period of time. It includes those who leave voluntarily and those who do not.**

Turnover intention is one of the biggest challenges. Although defined different ways, for this study it was defined as the employee's intent to leave within a year. Add to that the quiet quitting we now add as a reality.



Studies of Turnover Intention by Nurses Pre-Covid

Job Satisfaction

Commitment

Leadership Style

Culture of Organization

- The Impact of the Coronavirus Disease (COVID-19) Pandemic on Nurses' Turnover Intention: An Integrative Review
- by Rawaih Falatah ORCID
- College of Nursing, King Saud University, Riyadh 11362, Saudi Arabia
- Nurs. Rep. 2021, 11(4), 787-810;
<https://doi.org/10.3390/nursrep11040075>
- Received: 8 September 2021 / Revised: 11 October 2021 / Accepted: 12 October 2021 / Published: 19 October 2021

Study Parameters for Presentation

- Portion of larger study
- What is your Approximate RN to LPN, MA, etc. ratio?
- Our concentration for this session will be based on qualitative and quantitative measures looking at why clinical staff may leave your organization
- The results can help you implement a game plan that may be different than your plan currently.

Current studies of the employee retention issues/ successes, failures and factors that are important to the employer/employee.

What we have found in interviewing employees, including demographic data.

- We interviewed almost 500 nursing personnel, 332 of whom were not RNs and within 200 miles of Nashville.

History of Nurse Turnover Rates

- Nurse Turnover Rates Vary Considerably over time.
- In the 1970's turnover rates were about 19%
- In the 1980's turnover rates varied between. Price Waterhouse Cooper using their sample reported that between 13 and 40% of Nurses left during first year
- 1990's until 2013, while still varied the average was about 9.5%
- 2010 until 2019 approximately, turnover ranged from 7 to 24%.
- Since 2020 Turnover intention has been steady at about 65%

Recent Study Findings of Nurses (Clinicians) factors For Turnover Intention

- INCREASED WORK HOURS
- NON COMPETITIVE PAY
- NEGATIVE WORK SATISFACTION
- POOR EMPLOYER SUPPORT PERCEPTION
- LOW SELF ESTEEM
- BURNOUT
- RETIREMENT
- PROMOTION
- THREAT OF COVID RETURNING
- JOB INSECURITY
- HEALTH AND PSYCHOLOGICAL ISSUES
- OTHERS from your experience?

Who and how we studied and Confidence Level: Other Stats

n= total number of interviews/responses	492
RNs	160
LPNs, Medical Assistants, Other	332
Overall Confidence Level	95% Confidence level with \pm 5% Margin of error
Overall Top Results	
Looking to change employer within a year	71%
Possibly consider changing employer	18%
Not considering any change	11%

HOW RNs in Hospitals Compare to Medical Practices

Results	Hospitals	Medical Practices
Intent to leave within 18 months	83%	29%
Consider leaving	11%	16%
NO interest in leaving	6%	55%
Feel Satisfied With Current Employer	66%	74%
Likely to recommend nursing as a career choice	61%	68%

LPN, MA, Other Results in Medical Practices

n= total number of responses	323
How likely are you to remain in your current position (rank 1 to 4 with 4 being the highest)	71% scored this question 3 or 4
Level of overall Satisfaction	22% responded with a 4 36% responded with a 3
Level of Pay Satisfaction	68% responded with a 1 27% responded with a 3 or 4
Level of Workload Satisfaction	28% responded with a 3 or 4 and 63% responded with a 1
Work Environment or Culture Satisfaction	79% responded with a 3 or 4
Competitive Pay Satisfaction	18% responded with a 3 or 4 and 72% responded with a 1
Employer Support Satisfaction	49% responded 1 or 2, meaning little or no employer support.

LPN, MA, Other Results in Medical Practices cont.

On a scale of 1 to 4, with 4 being the most, how much burnout do you feel?	82% responded 3 or 4 *****
On a scale of 1 to 4, with 4 being very concerned about the return of COVID and enough to consider leaving profession, how do you feel?	41% responded 4 26 % responded 3 21% responded 1 or no concern
How likely are you to retire in the next 3 years? With 4 being very likely	Only 9% responded 4 And 7% responded 3 73% responded 1 or no plans to retire
Do you feel you suffer health or psychological issues in your position?	57% responded 3 or 4
Is there a possible opportunity for Promotion to another facility that you might consider?	43% responded 3 or 4 50% responded 1 or that is not a possibility currently

Partial Demographic Information of those who responded

Nn=	323 respondents' demographics
Age 25 or under	52%
Age 26-49	31%
50 or over	16% Other percentage refused to answer
Worked at current position for less than a year	63%
Worked at current position from 1 to 4 years	17%
Worked at current position 5 years or more	20%
Would you bring your family here for care?	82% said yes, 14% said no and others would not answer
Have you referred your organization to others?	77% said yes

Summary of Most Common Comments Made

I GOT TWO HOURS OF ORIENTATION AND WAS THEN ASKED TO ASSUME RESPONSIBILITIES

HAD A PRODUCTIVITY CHART FOR CALLS FOR PATIENTS SEEN, TIME IN CHARTS, TIME FOR EVERY CATEGORY. I AM NOT HAPPY

I AM PAID A \$3 MORE THAN I WAS AT A PREVIOUS SIMILAR JOB WITH ANOTHER DOCTOR OFFICE. NOT SURE OF MANAGEMENT YET.

OUR OFFICE IS LIKE A FAMILY-I NEVER THOUGHT I WOULD WORK AT A PLACE LIKE THIS-EVERYONE CARES

THE TURNOVER IS SO BAD, THE WORK I AM EXPECTED TO DO WOULD TAKE 15 HOURS A DAY. MAY QUIT THIS WEEK.

I AM HAPPY I FOUND THIS COMPANY 3 YEARS AGO. GOOD PAY, BENEFITS AND ARE FLEXIBLE FOR ALL OF US.

I WAS INTERVIEWED ON A MONDAY AND STARTED ON A TUESDAY, WHERE I LEARNED NO ONE HAS WORKED IN THIS POSITION MORE THAN A FEW MONTHS.

I AM GRATEFUL TO BE IN A POSITION WHERE I GET TO HELP PEOPLE AND GET TO KNOW THEM.

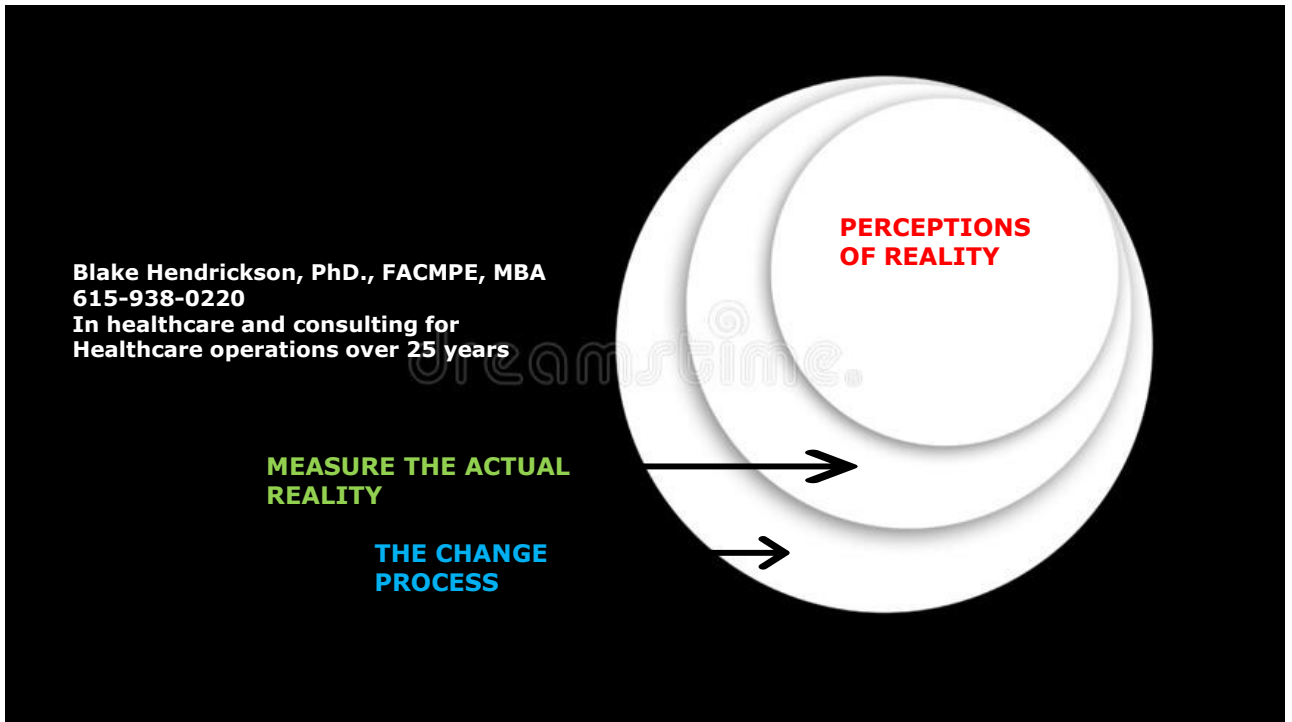
THE EXTRA THINGS ARE WHY I CONTINUE TO WORK HERE, LIKE SURPRISE DAYS OFF, BONUSES MONTHLY, AND ALWAYS AWARDED SOMEONE FOR GOOD SERVICE. I PLAN ON BEING HERE FOR YEARS.

AT 33 YEARS OLD, THIS IS THE MOST DISORGANIZED PLACE I HAVE EVER WORKED-NO TRAINING, NO INTRODUCTION TO NURSE PRACTITIONERS OR OTHER EMPLOYEES. I WILL BE QUITTING AS SOON AS I CAN.



What Can We Learn from this Study

- Satisfaction with pay does not equal intent to leave
- Burnout is a growing issue
- Not a lot of plans to retire
- Most respondents enjoy the culture, though feel overworked
- Overwhelming majority concerned about workload
- Most clinicians are feeling stress to the point where it is or may cause health or psychological issues
- Most likely to stay in spite of all concerns (vulnerable position)
- Most trust the organization to bring family for care.



The 2023 Healthcare Salary Survey is Open Now!

- **Statistics from other medical practices**
- **Benchmarking to provide real-time data modeling**
- **Commentary from healthcare experts**
- **Participants receive final report**
- **Scan the QR code to begin, survey closes Sept. 22nd**

