MITIGATING NURSE TURNOVER AT MOSES CONE HOSPITAL CARDIAC INTENSIVE CARE AND STEP DOWN UNIT

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INTRODUCTION

Background and Significance

1. Estimates of the cost of turnover vary by range from $17,000 to $68,000 per full time equivalent (FTE) (Duffield, et al., 2014)
2. Instability in the nursing workforce adversely impacts the quality of patient care (Li, Earlu, Mahrer, Klaristenfeld, & Gold, 2014)
3. Work environment significantly influence nurse job satisfaction and turnover rates (Aitken, Burmeister, Clayton, Dalais, & Gardner, 2011)
4. Nurse turnover at Moses Cone Hospital increased 11.2% from FY13 to FY14

Purpose Statement

To identify key factors contributing to nursing turnover at Moses Cone Hospital CICU/SDU and implement a quality improvement (QI) project to support nurse retention and increase job satisfaction

Objectives

As a result of participation in the interventions, participants will demonstrate measurable differences from pre to post intervention:
1) 5% increase in job satisfaction of nurses working in the unit
2) 5% reduction in nurse turnover in the unit.

SETTING AND PARTICIPANTS

- 28 bed CICU/SDU of Moses Cone hospital
- Participants - 30 registered nurses
- Range of experience of participants: 1 - 25 years
- Excluded were unit leadership and nurses-not employed in the unit

MATERIALS AND METHODS

Project Design/Tool/Measures

- Pre and post test non-experimental design
- Demographic characteristics - age, years of experience and gender of participants
- Thirty 5-point Likert scale questions from the Press Ganey Employee Engagement (PGEE) survey measuring job satisfaction
- Five 4-point Likert scale questions from Staff Perception of Key Strategies for Nurse Retention (SPNR) survey
- Nurse turnover - the number of nurses that left the organization voluntarily or involuntarily during the 3 month project period (Moses Cone Hospital Human Resources department)

Data Analysis and Outcome Evaluation

- Independent sample T-test statistics with a level of significance set at $p \leq 0.05$ to compare pre and post intervention of job satisfaction scores
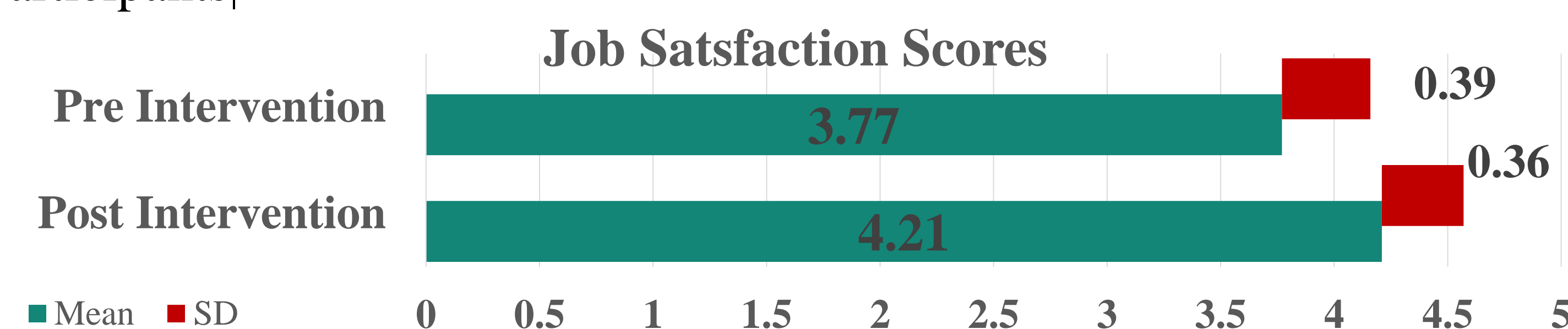- Descriptive statistics and content analysis

INTERVENTIONS

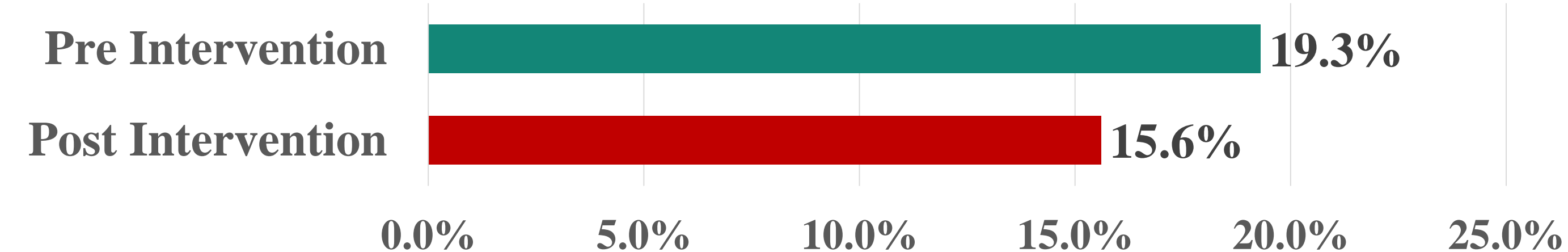| Communication Enhancement Activity	Bravoliness	Lunch for Launch	Creative Idea Award
Group discussions with staff nurses on issue of common interest selected through survey of participants	Employee recognition for excellence program designed to recognize acts of excellence performed by nurse peers during a work	Interactive lunch program to cultivate relationships between nurses and administrative leaders and boost job satisfaction	A monthly award given to participants who identify an idea that had the highest potential for improving operational performance

RESULTS

Demographics

|Thirty participants (50% participation) | Average age of participants = 39 years |Average length service in unit = 8 years |Average of 3 QI activities per participants|

Job Satsfaction Scores

Pre Intervention: Mean 3.77, SD 0.39
Post Intervention: Mean 4.21, SD 0.36

$t(58) = -4.60, p < 0.00$

Nurse Turnover Rate

Pre Intervention: 19.3%
Post Intervention: 15.6%

Communication Enhancement Activity

- Topic discussed - "Embracing other staff members that float to our unit"
- Factors that enhance successful float experience
  - assignment of less difficult tasks, introduction and tour of the unit, easy access to unit information and resources
- Factors inhibiting successful float experience
  - Fear of the unknown in nurses who float, unit nurses are unable to assist nurses who float

Bravoliness

- 29 individuals and 5 group submissions
- Recognition categories - inspiration, going extra mile, and acts of caring
- Nominees and submissions posted on the public poster board

Creative Idea Initiative

- Topic selected – "Mentoring of new graduate nurses in the CICU"
- A committee to explore the new idea was inaugurated

RESULTS

Lunch for Launch

1. A nurse is randomly selected monthly for a one time lunch with unit director and VP of nursing services
2. Activity bolstered outside of work relationship between participants and leadership

Staff Perception of Key Strategies for Nurse Retention Survey

Questions	Mean	SD
Activities were applicable to the current needs of CICU/SDU	3.51	0.51
Activities supported the quality improvement activities	3.71	0.46
Nurse leadership support for the QI activities is strong	3.67	0.50
Overall, the quality improvement activities have the potential of improving job satisfaction	3.46	0.51
Overall, the quality improvement activities have the potential of reducing turnover	3.44	0.51

CONCLUSIONS

- QI activities well received with satisfaction score 3.55 on a 4 point scale
- Employee recognition program (Bravoliness) could have positive impact on staff morale
- Communication enhancement activity generated new ideas on enhancing the float experience of nurses.
- Lunch for Launch program enhanced interaction between nurses and nurse leaders
- Average Job satisfaction of participants increased 11.7% over the duration of the project. Outcome 1 MET
- The nurse turnover rate reduced by 3.7% - Outcome 2 NOT MET

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