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, Maher, 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 who 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<0.05 to compare pre and post intervention of job satisfaction scores
• Descriptive statistics and content analysis

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]

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Communication Enhancement Activity

Pre Intervention
- Group discussions with staff nurses on issues of common interest selected through survey of participants

Post Intervention
- Employee recognition for excellence program designed to recognize acts of excellence performed by nurse peers during a work

Bravoliness
- Assignment of less difficult tasks,
- Instability
- 5% reduction in nurse turnover

Lunch for Launch
- Interactive lunch program to cultivate relationships between nurses and administrative leaders and boost job satisfaction

Creative Idea Award
- A monthly award given to participants who identify an idea that had the highest potential for improving operational performance

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
- 30 participants 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

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

REFERENCES


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