

Job Satisfaction Among Nurses and CNAs Employed in Long-Term Care

Nicole Smith BSN, RN, MSN Student

PROJECT METHODOLOGY

A survey questionnaire was disseminated to nurses and CNAs within a long-term care facility using information gathered from the literature review. The questionnaire covers a variety of areas within the workplace that could play a factor in workplace dissatisfaction. The areas of the survey address leadership, communication, training, schedule, coworker relationships, supplies, and resident care. The questions are answered using a scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree.

Following the survey results, a PowerPoint was used to share the survey results with facility leadership. The PowerPoint assisted with leading a discussion of Root Cause Analysis using the Fishbone approach. An improvement plan was implemented using the 4-step action plan approach: corrective actions, identifying others at risk, systemic changes, and monitoring.

Based on the survey responses, communication within the facility needs improvement. The survey had 9 CNA responses and 4 nurse responses. Of those responses, 23% said they neither agree nor disagree that there is excellent communication between leadership and frontline staff. Additionally, the same 23% stated they neither disagree nor agree that there is excellent communication about resident care concerns. The remaining survey responses had positive outcomes. Staff unanimously agreed that the leadership cared for their wellbeing, the facility had sound systems in place, and they received adequate training. Facility leadership participated in a root cause analysis discussion and implemented an action plan to improve communication within the facility to improve staff retention.

Plan and Development

Long-term care facilities in Utah were evaluated for retention. A facility with a lower-than-average retention rate was asked to participate in this project. The facility has over 50 employees, including contracted employees, with 30 employees consisting of nurses and CNAs. The facility has 40 beds and is in a rural city in Utah.

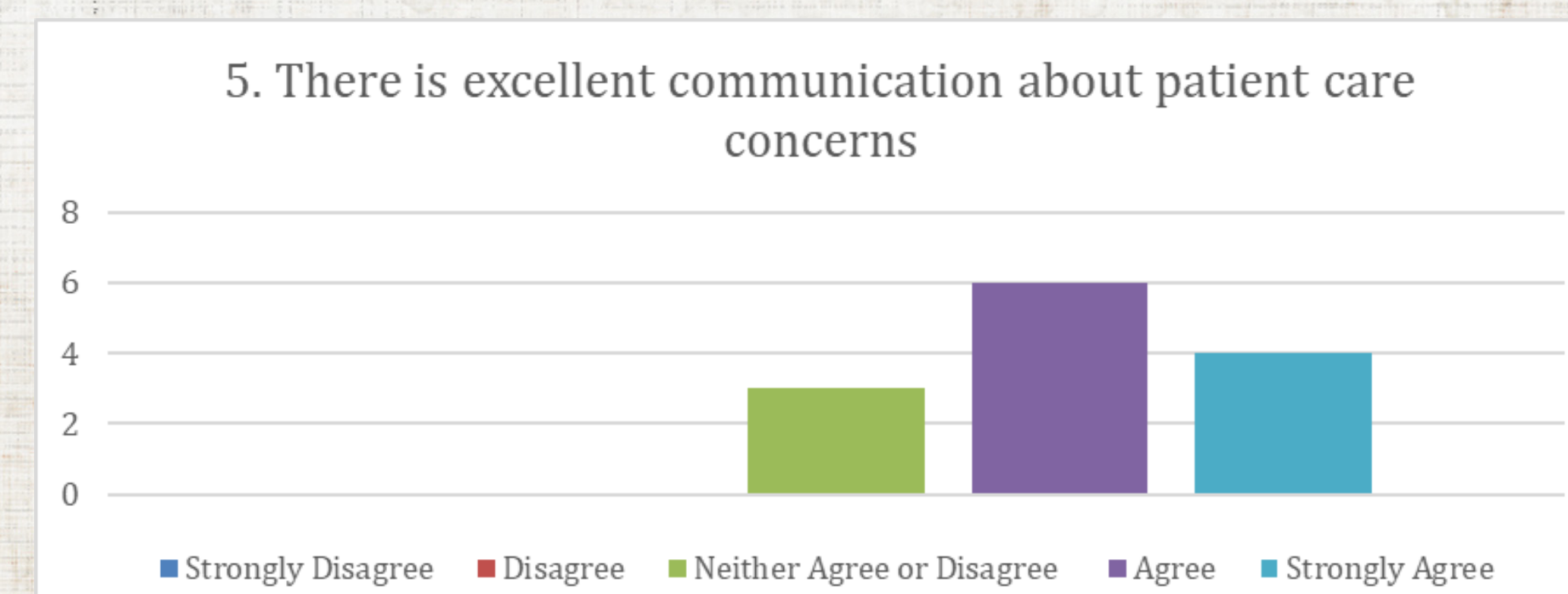
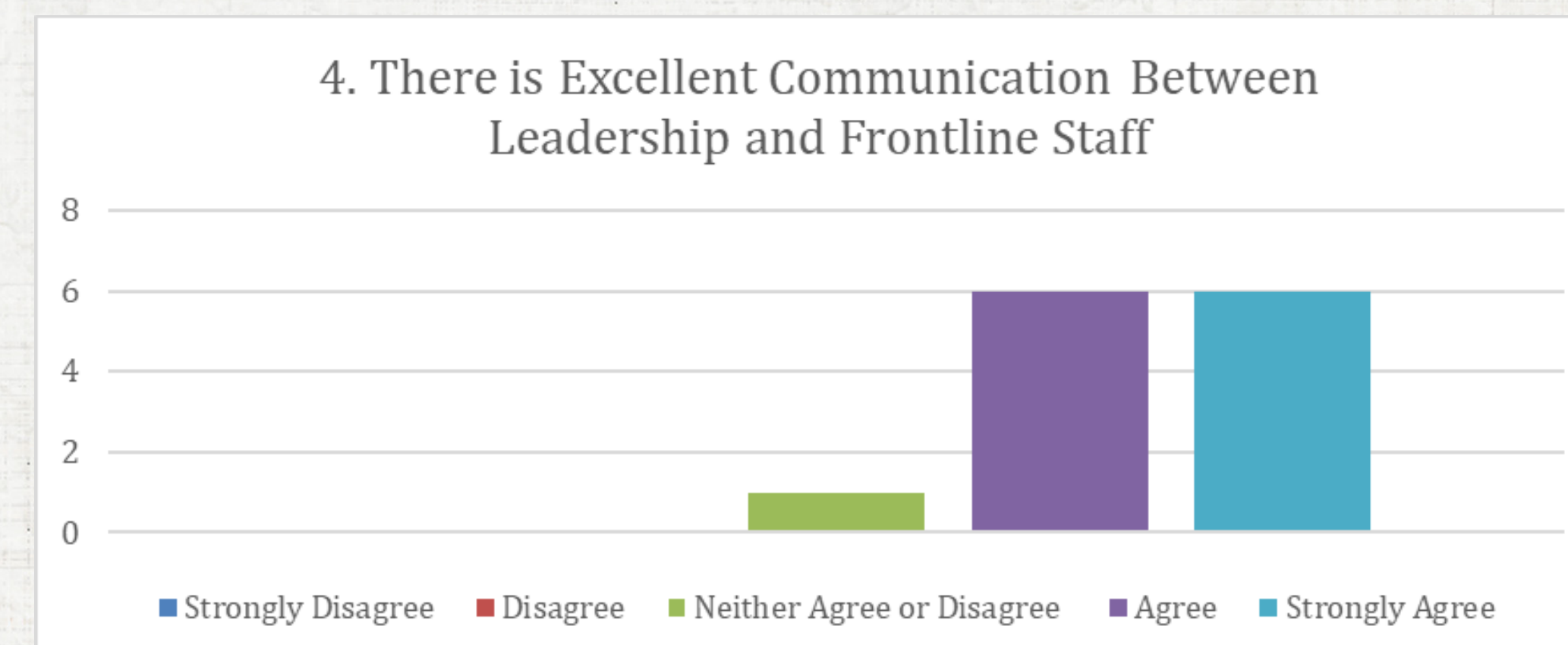
The Director of Nursing (DON) and Nursing Home Administrator (NHA) of the facility agreed to participate in the project. The surveys were posted online using survey monkey. In addition, the survey link was distributed to Nurses and CNAs utilizing the facility's employee communication system, OnShift.

Results of the survey were calculated using Microsoft Excel. Results were displayed in a PowerPoint for education and discussion improving retention using the survey results to identify root cause. Following the dissemination of products, a plan will be created using the 4-step action plan format.

Topic / Opportunity / Problem	Action / Interventions	Target Dates	Responsible Party	Follow-Up
Identification of Others at Risk:				
Systemic Changes:				
Monitoring:				

Evaluation

The NHA and DON will monitor the facility retention rate on a monthly, quarterly, and yearly basis and report the results. The retention rates will be reported during the facility's monthly quality assurance meeting. The NHA and DON will follow the improvement plan and report the results during the quality assurance meeting. Following the implementation of the project, the retention rate should increase each quarter.



THEORETICAL FRAMEWORK

Lewin's Change Theory has three steps: unfreezing, change, and refreezing. To improve staff retention, changes need to be made by leadership¹

1. Unfreezing: indicates a leader's readiness or willingness to change. The leader recognizes a problem and is willing to make a change by distributing the surveys to staff.¹
2. Change: occurs when evaluating the surveys and structuring a plan based on the survey results. The third step, refreezing, is making the change for a new process or habit. This ensures that the leadership does not fall back to the unfreezing stage.¹
3. Refreezing: requires facility leadership to follow the retention plan. Lewin's Change Theory is meant to cause change.¹

To improve staff retention, change must occur from the very top leadership to the frontline staff. Lewin's change theory accurately explains the process to implement at the facility to correct the change by unfreezing, change, and refreezing. The refreezing step is more important to ensure the change remains. Retention is not a small change, but a long-lasting new habit resulting in sustainable change.¹

CONCLUSIONS

The literature review indicated that leadership is key to retention. SNFs with solid leadership have higher retention rates than those facilities that do not. Survey results support that leadership that provides frequent communication with staff is crucial. The SNF industry is facing critical staffing shortages. Retention rates will need to be improved among nurses and CNAs for the industry to continue to provide care to such a vulnerable population. .

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