NURSE ENGAGEMENT & RETENTION

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PROJECT METHODOLOGY

This project examined nurse engagement, nurse turnover, burnout, & retention. The target audience included OR nurses, surgical techs, managers, the staff educator, & the staff engagement coordinator. The project goal was to enlighten staff about their company-sponsored benefits in order to increase employee engagement and decrease turnover.

ABSTRACT

Nurse turnover is an ongoing problem in healthcare. Nurse turnover financially affects healthcare facilities through hiring & training new staff. Nurse turnover affects the quality & safety of patient care by creating staffing discontinuity. Nurse turnover affects existing nurses & contributes to burnout. To prevent & reduce nursing turnover, this project examines the underlying causes of nurse turnover. This project will illuminate the factors behind nurse retention & engagement. With greater staff engagement, nurses will express higher levels of satisfaction & will be less likely to leave.

PICO QUESTION

Are nurses who experience organizational engagement more likely to maintain employment with their company compared to nurses without such engagement factors?

LITERATURE REVIEW

- Nurses leave due to a lack of staff engagement. This includes feeling unappreciated, dealing with a staffing shortage, scheduling issues, & workplace bullying. 1

- Nurses stay with adequate compensation, a competitive benefits package, feeling recognized and valued, having supportive management, flexible scheduling options, and an emphasis on safety. 2

- Burnout is more than average turnover. Burnout has physical & emotional signs. These include feeling drained, helpless, trapped, isolating from others, & using substances to cope. 3

- Workplace bullying is widespread. It includes criticism, backstabbing, sabotage, social exclusion, & sarcasm. 4

Project Plan & Implementation

The project plan was to educate staff members about the company-sponsored benefits package to promote employee engagement.

A presentation was created in the facility's educational area. Employees were educated about the company's retirement plan, the pension plan, the health savings account, the tuition reimbursement & educational opportunities such as the cohort plan, and the paid time off plan. Printouts were available that described the retirement and health savings accounts.

An outline was created to facilitate the educational process. A PowerPoint presentation also described the employer benefits and suggested reasons to stay with the company.

Nurses can strive towards professional fulfillment. Employees engaged in their work and committed to their organizations have higher productivity & lower employee turnover. 5
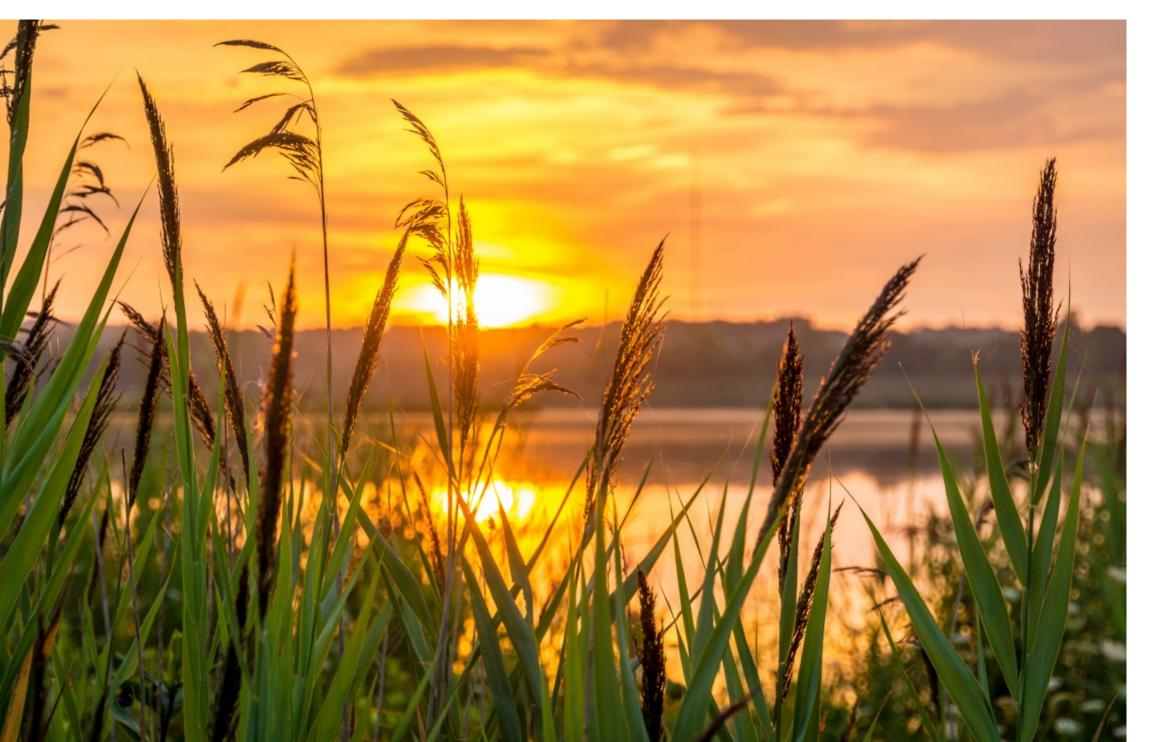
Project Evaluation

Staff members were asked to fill out a survey related to engagement factors and their workplace. These elements of engagement were described in a 2012 publication of Healthcare Quarterly (Lowe, 2012).

Staff members were asked to rank each statement from 1-5, with "5" as strongly agree and "1" as strongly disagree.

The results provided insight into staff morale. The survey indicated low levels of trust in the organization, and that employees do not feel valued. Supervisors cannot be counted on to help. However, staff indicated a positive team mentality and clear job objectives.

The survey results indicate that the organization should invest in employee engagement and strong managers in order to promote staff retention and decrease turnover.

THEORETICAL FRAMEWORK

Kanter's theory of structural empowerment lays the foundation for this project. When health care companies provide nurses the opportunity for growth, autonomy & support, nurses will feel engaged in their work & remain with their employer. Employees who are empowered are more committed to their organization. 6

CONCLUSIONS

Nurse retention is possible through intentional efforts made by healthcare administrators & managers. Healthcare administrators must value their employees by offering fair pay and a competitive benefits package. This must include a promising retirement plan, health savings account, scholarships & tuition reimbursement, profit sharing, stock options, & generous paid time off plans.

Managers can retain their staff by offering a mentorship program, flexible scheduling options, employee appreciation events, by having zero tolerance for bullying & harassment, & by providing support.

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