Why do nurses leave or stay?
Nurse retention - a global issue.

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Overview of presentation

• Global factors impacting on nurse retention; relevance to education providers
• Why do nurses leave the profession?
• Burdett funded project: Exploring a universal, evidence-based model for improving nurse retention: TRACS
• Next steps
• Transferability
Why is the relevant for education providers?

1. Reputation
2. Impact on next generation of nurses and academics
3. Universities and Service Providers supporting career development
4. Need for joint solutions
UK Context

Leaving the profession
Nurses and midwives registered
690,773  end of March 2017
Leaving □ Joining □ 29,025
30,638  25,208
23,087  27,479
34,941
Source: NMC

2012-13  2015-16  2016-17
Applicants & acceptances for nursing courses in the UK

Source: UCAS 2017 End of Cycle Report

The Health Foundation © 2017
Why do nurses leave the profession?

• The RN4Cast European Study
• **42% of nurses** in England suffering burnout, the highest level by country
• Burnout is associated with certain care settings including working with older people
• **Leadership styles** based on *relationships* as opposed to *task* were associated with job satisfaction and increased retention
• Poor nursing leadership was linked with *staff stress/low resilience.*
• Key factors in intention to stay - *Engagement and Burnout*
Why do nurses leave the profession, other than retirement?

- Working conditions (eg. staffing levels, workload): 44%
- A change in personal circumstances (eg. ill-health, child care responsibilities): 28%
- Disillusionment with the quality of care provided to patients: 27%
- Concerns about being able to meet revalidation requirements: 26%
- Leaving the UK: 18%
- Poor pay and benefits: 16%

Nurses who left the profession but then decided to return:

Top reason for initially leaving:

- Lack of flexibility

Other reasons:
- Ongoing education and training opportunities
- Pay
- Pressure of work

Source: The NMC survey of people who had left the register between June 2016 and May 2017.
Total number of respondent: 4,544
Of these, 2,240 did not cite retirement as a reason for leaving.
For this group, these are the top reasons for leaving.

Source: Health Education England – oral evidence
Case study

• RBCH NHS Trust
  • Serves urban and rural population of 550,000
  • South of England: tourism key industry
  • High % of older people
  • 10% RN standing vacancy
  • Older Person’s medicine directorate (OPM) - highest staff turnover (11.72%)

• Staff survey data
  • Low participation rate OPM nurses
  • Absentee (sickness), monthly staff turnover, % of vacant posts higher in OPM
  • Key issues: resources, valuing work, appraisals, communication
• **Aim:** to investigate whether retention of registered nursing staff in one hospital can be improved through the development and implementation of an evidence-based retention model (TRACS).

• Collaborative ‘bottom-up’ approach designed to engender staff empowerment in the process.

• Joint project - Bournemouth University Faculty of Health and Social Sciences (FHSS) and the Royal Bournemouth and Christchurch NHS Foundation (RBCH) Trust.

• Funded by Grant from the Burdett Trust for Nursing; project timescale June 2017- May 2019
TRACS model

- Support
- Transition
- Commitment
- Resilience
- Authentic Leadership
## Design: mixed methods

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<td>Phase 1</td>
<td>Collate baseline data (NHS staff survey)</td>
<td>Aug-Sept 2017</td>
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<td>Phase 2</td>
<td>Pre-intervention Survey of RNs from two directorates using Maslach Inventory and Practice Environment Scale Nursing Worklife Index (PES-NWI)</td>
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<td>Phase 3</td>
<td>Consultation exercise to inform development of retention strategy</td>
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<td>Phase 4</td>
<td>Implementation of TRACS approach: Older Person’s Medicine (OPM) directorate</td>
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<td>Phase 6</td>
<td>Dissemination</td>
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Pre-intervention survey results

• Response rate was 39.5% from OPM (58 out of 147) and 48.8% from Surgical (64 out of 131).

• *PES-NWI* composite and 5 subscales scores were similar across both of the directorates, with OPM being slightly more positive which meant greater agreement with the survey.

• *PES-NWI* results showed nurses within OPM reported highest scores (positive impact on work life) that nurses think supportive managers, teamwork, and development through preceptorship are important. Reported lowest scores (negative impact on work life) was the lack of staff.

• The *Maslach* results showed that nurses within the OPM directorate felt a higher degree of burnout than those within the Surgical directorate.
Reasons for remaining in job:

• Convenience, flexibility of work hours, feeling valued and rewarded.

Retention aids:

• Support of a good team and manager
• Feeling heard and appreciated for their hard work.
• Education and further career development resources and support to study.

Factors negatively affecting intention to stay:

• Poor progression opportunities eg ‘Congestion’ top of band 5 (junior staff nurse)
• Lack of support with career development and at transition points; appraisals
• Not appreciated for work
• Physical and mental exhaustion
• Culture of ‘get the job done’ – task focused rather than person-centred
• Inflexible work scheduling
• Voice not heard – top down decision-making
Implementation of TRACS approach: supporting cultural change

- Mentoring and leadership
- Supervision
- Participatory decision-making
- Valuing contribution
- Career support
- Wellbeing
Next steps

Phase 4:
*Interactive web portal*: Add link when available
- Piloted with senior nurse students
- Implemented Trust-wide; promoted within OPM

*Band 5 development programme*

*Coaching following preceptorship*

*Mindfulness app*

*Action learning sets for nurse leads*

*Retention champions*

*Joint BU/RBCH Career and development clinics*

OPM qualitative data collection
Finalise nurse retention strategy

Phase 5: post intervention survey

Phase 6: dissemination
Transferability
References


• HEE (Health Education England) 2014 *Growing Nursing Numbers. Literature Review on nurses leaving the NHS*. Available at: https://www.hee.nhs.uk/sites/default/files/documents/Growing%20nursing%20numbers%20%E2%80%93%20Literature%20Review.pdf

• Heinen et al. (2013) Study to determine factors associated with nurse retention in a cross sectional observational study in 10 Euro countries. *International Journal of Nursing Studies*


Any questions?

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TRACS website:
https://research.bournemouth.ac.uk/project/making-tracs-to-improve-nurse-retention/