

Demystifying Local Nurse Retention in a Pediatric Academic Institution; A Qualitative Study

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Background

An initial quantitative study identified 2 key reasons for nurses to leave – workplace morale and pay and benefits

Local data	National data
Annual estimated turnover rate	
15%	13.5%
Why nurses leave	
Workplace morale Pay and benefits	Stressful work environment Inadequate staffing

Benefits of retaining nurses include

- Improved quality of care
- Increased patient satisfaction
- Increased nurse satisfaction
- Increased patient safety

Purpose

The purpose of this qualitative study was to identify more specific information to develop interventions that would increase nursing retention at a pediatric academic institution

Goal: Gain an understanding of staff perspectives and ascertain opinions on nursing retention and satisfaction

Analysis

Three focus groups with 6 to 10 participants were used to identify themes related to staff satisfaction

Shared governance council developed interview questions based on initial quantitative study findings

Focus Group Questions

- What do you consider to be pay and benefits?
- What are important pay and benefits to you and what benefits are needed?
- What do you consider recognition?
- When do you feel a nurse should be recognized?
- What are barriers to recognition?
- What affects your morale?



Results

Themes

• Feelings of Abandonment

“...the time clock recognizes us more than the management staff.”

• Lack of Knowledge of Benefits

“I think we can donate to people, but only when they say...”

“What is IMPACTs?” (Clinical Ladder program)

• Lack of Recognition

“I mean like all the different campuses, there's nurses doing cool things down the street. Or all the ambulatory settings. But it seems like maybe not always, but like the Daisy Awards are more geared towards inpatient nurses”

• Feelings of Loss

“Cash bucks / dollar gift card for coffee shop or cafeteria. Sounds simple. It's not there anymore.”

Application

We provided shared governance and nursing leadership with study results and site-specific information where they applied our findings/recommendations in the following ways:

- FAQ's for benefits
- Revamping of clinical ladder
- Updates to PTO
- Proposed update of parental leave to include care of aging parents

Improvements

- Improved nurse retention numbers
 - Turnover now at 11.5%, below the national average of 13.3% (2023)
- Increased clinical ladder applications

Conclusions

National data does not always support what needs to be changed at a specific site

Our findings differed from the national data which led to site-specific interventions for increasing retention

It is imperative for organizations to identify reasons that RN's are leaving their facility

References and contact information



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