

# Evidence Brief: Nursing Recruitment and Retention

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Produced by the HEE Knowledge Management team Evidence Briefs offer a quick overview of the published reports, research and evidence on a workforce-related topic. A starter for 10 on the evidence if you will.

## Key publications – the big picture

### [Interim People Plan](#) NHE/I and HEE, June 2019

The Interim NHS People Plan, developed collaboratively with national leaders and partners, sets a vision for how people working in the NHS will be supported to deliver that care and identifies the actions we will take to help them. See chapter 3 “Tackling the nursing challenge”

### [The NHS Long Term Plan](#) NHS, January 2019

The NHS Long Term Plan was developed in partnership with those who know the NHS best – frontline health and care staff, patients and their families and other experts. See Chapter 4 “NHS staff will get the backing that they need” which included the recommendation for the workforce implementation plan

### [Facing the Facts, Shaping the Future - a draft health and care workforce strategy for England to 2027](#) HEE, 2017

The draft strategy sets out the current workforce landscape, what has been achieved since 2012, the work underway and describe an approach to shaping the face of the NHS and social care workforce for the next two decades.

See Chapter 8 “Developing the NHS workforce: Nursing and Midwifery”

### [The General Practice Nursing Workforce Development Plan](#) HEE, November 2016

This report promotes the importance of general practice nursing, as well as providing details of potential workforce issues and provides appropriate recommendations. It sets out clear recommendations to improve the recruitment, retention and return of the general practice nursing workforce. Key report recommendations include:

- raising the profile of general practice nursing, to increase the uptake of the role as a first-destination career
- improving training capacity for the general practice nurse workforce by providing access to accredited training to equip them for each level of their role including preceptorship
- increasing the number of high quality pre-registration nurse clinical placements in general practice
- every nurse considering returning should be offered a specific general practice ‘return to practice’ programme
- developing GPN educator and leadership roles and developing mentorship programmes to grow the capacity of nurse education in a general practice setting

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### [RePAIR: Reducing Pre-Registration Attrition and Improving Retention report](#) HEE, October 2018

A report and set of resources aimed at supporting the NHS and higher education providers in reducing the level of student attrition. The RePAIR (Reducing Pre-registration Attrition and Improving Retention) project has enabled HEE to gain an in-depth understanding of the factors impacting on healthcare student attrition and the retention of the newly qualified workforce in the early stages of their careers. Covering the four fields of nursing (adult, child, learning disabilities and mental health), midwifery and therapeutic radiography, RePAIR explores effective interventions to improve retention across the student journey – from pre-enrolment to two-years post-qualification.

### [The recruitment, retention and return of nurses to general practice nursing in England](#) Ipsos MORI research, August 2016

A report by Ipsos MORI, which was commissioned by NHS England and partners, to research on the drivers and barriers to general practice nursing.

The research provides us with helpful evidence direct from GPNs about their role and the challenges they face, backed up with proposals to help:

- increase the number of pre-registration nurse placements

- improve retention of the existing nursing workforce
- support for return to work schemes for practice nurses and
- improve the training capacity in general practice.

### [The nursing journey: recruitment and retention](#)

Good Governance Institute, July 2015

This report from GGI explores the issues of recruitment and retention of nurses in the NHS. To inform this paper we have read widely and also spoken to a range of senior nursing figures in and around the NHS.

### [Moving into action: evidence based retention and recruitment policy initiatives for nursing](#) Canadian Foundation for Healthcare Improvement, March 2013

Main findings of this report:

- The majority of Canadian RNs in this study migrated to the US to obtain work, although some did so for the opportunity to travel or for personal reasons.
- High levels of work satisfaction were noted by Canadian-educated nurses working in the US.
- Over a third of Canadian nurse respondents who are currently working in the US are Baccalaureate-prepared.
- Close to a quarter of Canadian-educated nurse respondents working in the US plan to return to Canada to work.

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- The number of Canadian nurses (both RNs and LPNs) who migrate across Canada for work is not large.
- The majority of nurses who migrate across Canada for work do so for personal reasons.
- Challenges with reciprocal licensing across Canada's provinces/territories have been noted that impede mobility across the country.
- Few incentives are offered to Canadian nurses who migrate internally to different provinces/territories for work.

### [Your future nurse - the different routes to recruiting your workforce](#) NHS Employers, August 2018

Until recently, the routes into nursing have been limited, with university degree education being the primary way to train registered nurses. However, the introduction of the nursing degree apprenticeship gives a new opportunity for employers to train nurses. On top of this, the creation of the new nursing associate role can also be a bridge between healthcare assistants and graduate registered nurses. All the new options for recruiting registered nurses can create a confusing picture for employers and so we have developed an [infographic](#) to support you to make the most of the new and existing routes into nursing.

You can also find out more about the different routes below.

- [Nursing degree apprenticeship](#)
- [University degree](#)
- [Post-graduate diploma](#)
- [Return to practice](#)
- [International recruitment](#)

### [Factors affecting nurse supply: an update on progress](#) NHS Employers, June 2018

This briefing provides an update on the progress being made to address the ten key issues impacting the supply of nurses to the NHS. It offers an overview of what has been done to date, and what must be the next steps towards achieving a sustainable nursing workforce.

### [The nursing workforce: second report of session 2017-19](#) House of Commons, January 2018

In too many areas and specialties, the nursing workforce is overstretched and struggling to cope with demand. Over the course of our inquiry, we heard concerns about the impact of these pressures on morale, retention, and standards of care for patients.

[HEE staff can click here to download a Knowledge Management team summary of this report](#) (You will need to log in with Office365 credentials)

### [Past | Future | Reflect](#) NHS Employers, August 2019

This short briefing takes stock of the recent policy developments and future strategic direction for the shape and education of the NHS workforce, against three areas: alternative training routes, new and extended roles and nursing education. We also try to stimulate further thinking on these new and emerging options, such as apprenticeships or new roles, as enablers to the establishment of our future workforce.

### [How can workforce planning help you implement nursing associates and trainee nursing associates?](#) NHS Employers, 2019

Effective workforce planning can support your business case to present to the board. It can help with strengthening your organisation's understanding of current and future demand for services and how the nursing associate role can support with meeting this demand and delivering services.

### [The 4 Rs: the open doors of recruitment and retention in social care](#) Scottish Care, March 2018

Throughout 2017, recruitment and retention challenges intensified for care homes, care at home and housing support organisations throughout Scotland. With the demand for adult social services increasing, how can providers best attain the new National Health and Care

Standards, meet regulatory and registration qualification requirements and attract and retain a dedicated, compassionate workforce in 2018? This piece of Scottish Care workforce research aims to explore some of these questions through sharing the experiences of independent sector providers, owners and managers of care services in Scotland.

### [Improving staff retention: a guide for employers](#) NHS Employers, April 2019

Aimed at employers in the NHS, the guide has been developed from work which began during 2016/17 and continued in partnership with NHS Improvement in 2018/19. NHS Employers has engaged with a large number of NHS organisations to help understand their retention challenges and equip them with tools and resources to implement effective workforce retention plans. This guide showcases the work developed as a result of working with these organisations and contains key information on:

- using data to understand your workforce
- supporting new starters
- flexible working
- career development and planning
- building line manager capability and capacity
- good practice examples
- evaluating your retention initiatives.

In addition, within the guide we have highlighted a number of case studies that illustrate the breadth of great work already taking place across the NHS, as well as resources to help you think about improving turnover and managing staff effectively.

### [Recruitment and retention in adult social care services](#) King's College London, Social Care Workforce Research Unit, January 2019

This report provides an analysis of views from a range of stakeholders on recruitment and retention in the social care, and what needs to improve the situation. It is based on the responses of 140 people either working in or with an interest in adult social care, including a small number of people using services and carers. The report covers the subjects of: pay, competition between employers and work pressures; agency working; zero hours contracts and the 'gig economy'; status and rewards; leadership and organisational structures; new roles, apprenticeships and career development; values based recruitment; volunteers; and the impact of withdrawal from the European Union. The views reported include a need to improve terms and conditions, increase the status of social care work, and reduce the physical demands of care work. Participants also considered there was scope for more volunteering in the sector. Other issues include the need to attract under-represented groups, such as men, into the sector; the need to address competition with the NHS in terms of staff recruitment, and the need

increase the knowledge and skills for the workforce to support people with complex conditions, such as dementia and severe autism.

## Case Studies

### [Using data to improve nurse turnover](#) NHS Employers, Updated January 2019

Working collaboratively, staff from Buckinghamshire Healthcare NHS Trust used data to reduce nurse turnover by 2 per cent and the costs relating to recruitment of temporary and agency staff. Along with the knowledge that the trust had high nurse turnover, staff reviewed additional data to better understand the needs of the nursing workforce, and how this correlated with nurses' reasons for leaving. This informed an action plan with key priorities to make improvements. Find out more about how they did this in the case study.

### [Internal transfer scheme to improve nurse retention](#)

University College London Hospitals NHS Foundation Trust, June 2018

What was the solution? In 2015, UCLH's board agreed a strategy for nurse recruitment and retention which aimed to maintain and regulate the trust's nursing workforce. The trust established a recruitment and retention steering group, comprised of nursing and workforce leads, to design and implement improvements. A nurse retention strategy was developed to improve job satisfaction,

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morale and career development opportunities. Two unique nurse-led initiatives to support opportunities and prospects available at UCLH were piloted and introduced.

### [The Mid Yorkshire Hospital NHS Trust: nurse retention](#)

NHS Improvement, January 2019

The Mid Yorkshire Hospitals NHS Trust has produced an 'animated video scribe' to help explain what they are doing to improve nurse retention.

### [Tameside and Glossop Integrated Care NHS Foundation Trust – retention case study](#)

NHS Improvement, January 2019

The trust was struggling with large numbers of nurses leaving in their first and second years. Due (partly) to low engagement with exit questionnaires, there was also a lack of data that could accurately explain this trend. This study details the trust's strategy to address these issues, and the success they have enjoyed as a result.

### [Nursing skill mix in spinal cord injury rehabilitation – improving recruitment, retention and quality](#)

NHS Improvement, September 2016

What was the problem? The two largest spinal cord injury rehabilitation wards, totalling 46 beds, carried up to 20 whole-time equivalent (WTE) registered nurse (RN) vacancies and relied heavily on bank and agency staff. Staff experienced lack of cohesion as a result. Patients noticed this, and feedback was negative at times. What

was the solution? Revising the skill-mix reduced the number of RN posts at bands 5 and 6, and introduced a skilled spinal injury healthcare assistant and assistant practitioner (AP) trained to care for this patient group, while providing structured support to RNs.

## HEE Star

More resources and tools are available in the **Supply** section of the HEE Star. You can also search for “nursing” in the search bar.

<https://content.hee.nhs.uk/starv6/>

## Statistics

You can find relevant statistics on the Health and Care Statistics Landscape under **Workforce** or search for “nursing”.

<https://gss.civilservice.gov.uk/hc-statistics-landscape/>

## HEE National Data Programme

HEE staff can look at the [National Data Warehouse \(NDL\)](#) SharePoint site to find out more about datasets and Tableau products.



# Published Peer Reviewed Research

## Systematic Reviews

*Interventions that promote retention of experienced registered nurses in health care settings: systematic review* Journal of Nursing Management, June 2013

Peer workers (people with personal experience of mental health problems) are increasingly being employed in mental health services in England. The aim of this research was to find out if the international evidence available is useful for developing new peer worker roles in England.

*Personal and work-related factors associated with nurse resilience: a systematic review* International Journal of Nursing Studies, 2019

**BACKGROUND:** Nursing shortages have profoundly impacted hospitals and consequently increased financial expenditure, resulting in work overload, thus augmenting nurses' stress and burnout levels. Studies have found that resilience helps nurses reduce the effects of stress and burnout. However, the factors associated with nurse resilience are yet to be determined. **OBJECTIVES:** This systematic review aims to identify the associated personal and work-related factors of nurse resilience [...] **RESULTS:** A total of 38 articles met the criteria and were systematically reviewed and narratively synthesised. Various resilience scales utilised in these studies made it unfeasible to synthesise the evidence using a meta-analysis. Inconsistencies exist when examining personal and work-related factors. Job demands (stress, burnout, posttraumatic stress disorder, and workplace bullying) were negatively associated with resilience, while job resources (coping skills, self-efficacy, social support, job satisfaction, job retention, and general wellbeing) were positively related to resilience. Using a quality assessment tool, 23 studies

were rated as 'Good', 15 were assessed as 'Fair', and 20 were found to have a risk of bias. **CONCLUSIONS:** Understanding nurse resilience can proactively help nurses identify or prevent potential problems, thus fostering job resources and ultimately achieving personal and professional growth. Increased nurse resilience can help nurses reduce emotional exhaustion, increase work engagement, and enhance function when facing workplace challenges. This can assist nurses to establish strategies to deal with adversity and attenuate the effects of job demands. Further research is needed to explore nurse resilience and develop a consistent instrument for measuring resilience.

*Relationships among factors affecting advanced practice registered nurses' job satisfaction and intent to leave: a systematic review*

Journal of the American Association of Nurse Practitioners Journal of the American Association of Nurse Practitioners, February 2018 **BACKGROUND AND PURPOSE:** This systematic review explores relationships between advanced practice registered nurses' (APRN) job satisfaction and intent to leave. There exists a dearth of APRN providers compared with the ever-growing need for their services. Furthermore, the organizational costs associated with the APRN turnover are extremely high. It, therefore, behooves practice administrators to understand what factors most contribute to APRN job satisfaction and retention. **CONCLUSIONS:** The strength of existing evidence for this topic is weak. Studies have found that extrinsic factors, such as administrative support and salary, significantly contribute to job dissatisfaction, whereas intrinsic factors, such as autonomy and finding work meaningful, most significantly contribute to job satisfaction. Additional research is needed to better understand the factors relating to APRN job satisfaction and dissatisfaction, and how those factors influence practitioners' intent to leave. **IMPLICATIONS FOR PRACTICE:** Efforts to improve APRN job satisfaction will have positive implications for provider retention, practices, and patients.

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Administrators should consider the job satisfaction factors identified herein when implementing practice improvement and retention efforts.

### [Interventions to reduce adult nursing turnover: a systematic review of systematic reviews](#) The Open Nursing Journal, 2017

Background: Nurse turnover is an issue of concern in health care systems internationally. Understanding which interventions are effective to reduce turnover rates is important to managers and health care organisations. Despite a plethora of reviews of such interventions, strength of evidence is hard to determine. Objective: We aimed to review literature on interventions to reduce turnover in nurses working in the adult health care services in developed economies [...] Results: Despite the large body of published reviews, only seven reviews met the inclusion criteria. These provide moderate quality review evidence, albeit from poorly controlled primary studies. They provide evidence of effect of a small number of interventions which decrease turnover or increase retention of nurses, these being preceptorship of new graduates and leadership for group cohesion. Conclusion: We highlight that a large body of reviews does not equate with a large body of high quality evidence. Agreement as to the measures and terminology to be used together with well-designed, funded primary research to provide robust evidence for nurse and human resource managers to base their nurse retention strategies on is urgently required.

### [The Effectiveness of Nurse Residency Programs on Retention: A Systematic Review](#) AORN Journal, August 2017

*Athens log in required*

New graduates account for the highest numbers of nurses entering and exiting the profession. Turnover is costly, especially in specialty settings. Nurse residency programs are used to retain new graduates and assist with their transition to nursing practice. The purpose of this systematic review of the literature was to examine

new graduate nurse residency programs, residents' perceived satisfaction, and retention rates, and to make recommendations for implementation in perioperative settings. Results indicate increased retention rates for new graduates participating in residency programs and that residency participants experienced greater satisfaction with their orientation than those not participating in residency programs. Residency participants also perceived the residency as beneficial. Because residency programs vary in curricula and length, effectively comparing outcomes is difficult. More longitudinal data are needed. Data on residency programs specific to perioperative nursing are lacking. Considering the aging perioperative nursing workforce, residency programs could address critical needs for succession planning.

### [The effects of nursing preceptorship on new nurses' competence, professional socialization, job satisfaction and retention: A systematic review](#) Journal of Advanced Nursing, October 2017

AIMS The aim of this study was to determine the effects of nursing preceptorship on the competence, job satisfaction, professional socialization and retention of new nurses. BACKGROUND Although studies have focused on the effects of nursing preceptorship on new nurses' competence and retention, a systematic review of the overall effects is lacking. RESULTS The most adopted preceptorship was a fixed preceptor/preceptee model and one-on-one for 1-3-month duration. It showed that new nurses' overall competence increased significantly due to preceptorship. Only a few studies explored the effects of preceptorship on the job satisfaction and professional socialization of new nurses. Clear conclusions regarding the effect of preceptorship on nurses' retention rate could not be made because of inconsistent time points for calculation and a lack of control groups in the study design. CONCLUSIONS Preceptorship can improve new nurses' nursing competence; however, more studies are needed to ascertain its effects on new nurses' retention rates, job satisfaction

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and professional socialization to promote nursing care quality and resolve nursing shortages.

*Interventions that promote retention of experienced registered nurses in health care settings: a systematic review* Journal of Nursing Management, November 2014

**AIM**The aim of this review was to report the effectiveness of strategies for retaining experienced Registered Nurses.  
**BACKGROUND**Nursing researchers have noted that the projected nursing shortage, if not rectified, is expected to affect healthcare cost, job satisfaction and quality patient care. Retaining experienced nurses would help to mitigate the shortage, facilitate the transfer of knowledge and provision of quality care to patients.  
**KEY ISSUES**Twelve studies were included in the final analysis. Most studies reported improved retention as a result of the intervention. Team work and individually targeted strategies including mentoring, leadership interest and in-depth orientation increased job satisfaction and produced higher retention results.  
**CONCLUSIONS**Few published studies have examined interventions that promote the retention of experienced Registered Nurses in healthcare. Retention was highest when multiple interventions were used. Further research is needed to inform nurse leaders of ways to retain nurses and to maintain quality care in health care settings.  
**IMPLICATIONS FOR NURSING MANAGEMENT AND LEADERSHIP**Programmes targeting the retention of experienced nurses need to be considered when implementing measures to decrease the nursing shortage and its effects on quality care.

*Why not nursing? A systematic review of factors influencing career choice among healthcare students* International Nursing Review, December 2015

**BACKGROUND**A global shortage of healthcare professionals calls for effective recruitment and retention strategies. The nursing profession faces greater staffing shortages compared with other healthcare professions. Identifying these factors for choosing a career in health care is an important step in structuring future nursing recruitment strategies.  
**AIM**This systematic review examined the motivations for choosing a career in health care, then compared them to factors that influence the choice to pursue a career in nursing.  
**RESULTS**A total of 29 papers were included in the review. The themes and subthemes that emerged from this review included: (1) intrinsic factors, including a desire to help others and a personal interest in health care, (2) extrinsic factors, such as financial remuneration, job security, professional prestige and job autonomy, (3) socio-demographic factors such as gender and socio-economic status, and (4) interpersonal factors, encompassing the influence of family and other professional individuals.  
**DISCUSSION**Healthcare professionals were generally motivated by intrinsic factors. However, public perceptions of nursing as a low-paying and low-status job have significantly hindered the participants' choice to pursue it as a career.  
**CONCLUSION AND IMPLICATIONS FOR NURSING AND/OR HEALTH POLICY**Nursing institutions could provide more platforms to help school leavers better understand the nursing career. In turn, hospital administrators could invite parents to nursing career fairs, increase financial remuneration for nurses, and provide decision-making avenues aimed at recruiting and retaining more nurses.

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[What motivates men to choose nursing as a profession? A systematic review of qualitative studies](#) Contemporary Nurse, February 2016  
*Athens log in required*

**AIM**This systematic review was conducted to provide a deeper understanding of male nurses' motivations for choosing nursing as a profession. **RESULTS**Four main themes were identified which described male nurses' motivations for choosing nursing; 'Early exposure to nursing and other health care professionals', 'Choosing nursing as a profession by chance', 'Choosing nursing because of extrinsic motivating factors', and 'Choosing nursing because of intrinsic motivating factors'. **CONCLUSION**To help encourage more men to enter and remain in nursing, recruitment and retention strategies need to focus on addressing the gender stereotypes associated with the nursing profession.

[Characteristics of successful interventions to reduce turnover and increase retention of early career nurses: A systematic review](#) International Journal of Nursing Studies, March 2019

**BACKGROUND**Nurse shortages have been identified as central to workforce issues in healthcare systems globally and although interventions to increase the nursing workforce have been implemented, nurses leaving their roles, particularly in the first year after qualification, present a significant barrier to building the nurse workforce. **OBJECTIVE**To evaluate the characteristics of successful interventions to promote retention and reduce turnover of early career nurses. **RESULTS**A total of 11, 656 papers were identified, of which 53 were eligible studies. A wide variety of interventions and components within those interventions were identified to improve nurse retention. Promising interventions appear to be either internship/residency programmes or orientation/transition to practice programmes, lasting between 27-52 weeks, with a teaching and preceptor and mentor

component. **CONCLUSIONS**Methodological issues impacted on the extent to which conclusions could be drawn, even though a large number of studies were identified. Future research should focus on standardising the reporting of interventions and outcome measures used to evaluate these interventions and carrying out further research with rigorous methodology. Clinical practice areas are recommended to assess their current interventions against the identified criteria to guide development of their effectiveness. Evaluations of cost-effectiveness are considered an important next step to maximise return on investment.

[Interventions to Reduce Adult Nursing Turnover: A Systematic Review of Systematic Reviews](#) The Open Nursing Journal, 2017

**Background**Nurse turnover is an issue of concern in health care systems internationally. Understanding which interventions are effective to reduce turnover rates is important to managers and health care organisations. Despite a plethora of reviews of such interventions, strength of evidence is hard to determine. **Objective**We aimed to review literature on interventions to reduce turnover in nurses working in the adult health care services in developed economies. **Results**Despite the large body of published reviews, only seven reviews met the inclusion criteria. These provide moderate quality review evidence, albeit from poorly controlled primary studies. They provide evidence of effect of a small number of interventions which decrease turnover or increase retention of nurses, these being preceptorship of new graduates and leadership for group cohesion. **Conclusion**We highlight that a large body of reviews does not equate with a large body of high quality evidence. Agreement as to the measures and terminology to be used together with well-designed, funded primary research to provide robust evidence for nurse and human resource managers to base their nurse retention strategies on is urgently required.

### Retention (General)

Concept analysis of nurse retention Nursing and Health Sciences, July 2019

Nurse retention is widely acknowledged as a crucial international workforce issue, yet the concept remains ambiguous. This study focuses on a concept analysis in an effort to clarify the attributes of nurse retention, including its antecedents and consequences. The Walker and Avant approach was applied to analyze the concept of nurse retention. Four key attributes of nurse retention were identified in the analysis, specifically motivation, intention, and individual decision; strategy and intervention; geographic context; and attachment to work. Antecedents of nurse retention included the healthcare system at the macro level, the health care facility, health personnel, and living conditions. Retention has consequences for individual nurses, the healthcare organization, and the overall health system. Our concept analysis provides clarification to better understand nurse retention along with its implications for the healthcare workforce. The analysis further emphasizes the importance of retention as a comprehensive priority issue for human resources when recruiting and maintaining the nursing workforce internationally.

An empirical analysis of nurse retention: what keeps RNs in nursing? The Journal of Nursing Administration, February 2014

**OBJECTIVE**This study investigates the effects of stress, economic factors, altruism, and value congruence on intentions to leave jobs and the nursing profession.**BACKGROUND**Retaining nurses will be critical for healthcare organizations as the demand for nurses increases. Regulation and cost pressures are changing the nursing work environment.**METHODS**We surveyed 861 RNs in the southeastern United States. Structural equation modeling was used to analyze the survey.**RESULTS**Results confirm the importance of

stress and salaries and underscore the impact of both value congruence and altruism. Evidence shows a correlation between altruistic desires and intentions to leave the profession.**CONCLUSION**Efforts to retain nurses should include matching nurse and organizational values. Initiatives need to be undertaken to increase professional autonomy and provide opportunities for the expression of altruism. Further research is indicated to investigate the unexpected result that highly altruistic nurses are leaving the profession.

Promoting retention of nurses: A meta-analytic examination of causes of nurse turnover Health Care Management Review, 2015

**BACKGROUND**Because the health care field is expected to be the fastest growing job field until 2020, an urgent need to focus on nurse retention exists.**PURPOSE**The aim of this study was to examine the relationships between predictors of turnover (i.e., personal characteristics, role states, job characteristics, group/leader relations, organizational/environmental perceptions, attitudinal reactions) and turnover cognitions and intentions, as well as actual turnover among nurses, in an effort to determine the strongest predictors of voluntary turnover. **FINDINGS**Supportive and communicative leadership, network centrality, and organizational commitment are the strongest predictors of voluntary turnover based on meta-analytic correlations. Additional variables that relate to nurse turnover intentions include job strain, role tension, work-family conflict, job control, job complexity, rewards/recognition, and team cohesion.**PRACTICE IMPLICATIONS**The findings suggest that some factors, such as salary, are relatively less important in prediction of turnover. Administrators concerned about nurse turnover may more effectively direct resources toward altering certain job characteristics and work conditions in the effort to reduce voluntary turnover among nurses.

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[Nursing staff retention: Effective factors](#) Annals of Tropical Medicine and Public Health, November 2017

*Athens log in required*

Background: Nursing retention requires managers to focus on the retention of staff. Understanding the factors that influence the intent to stay of the staff is one of the strategies to keep nurses in the same work environment. Objective: The objective of this study is to find personal factors (physical, mental-emotional, social) and organizational factors (job stress, social support, and job satisfaction and organizational factors) that influence the nursing staff retention. Results: The results show that job stress, social support, and job satisfaction and organizational satisfactions are an influence on retention. Attention to requesting shifts of staff (98.9%); insufficient of staff (63.9%); enjoying working with the supervisor (75.1%); and salary, reward, and benefit (90%) were mentioned as the effective factors on retention. Conclusion: New graduate nurses' turnover intentions are a recurring problem, which could be reduced by improving nurses' working conditions. Retention of nurses could be enhanced by creating supportive working environments to cut the susceptibility to the workplace and lower turnover intentions. The findings of the study support the claim that job satisfaction affects the staff nurses' intent to stay in the same workplace and that it could improve the quality of nursing cares.

[Influences of Turnover, Retention, and Job Embeddedness in Nursing Workforce Literature](#) Online Journal of Rural Nursing and Health Care, July 2016

Examining literature related to nursing turnover, retention and job embeddedness has implications applicable to employer and patients. Turnover is expensive and can lead to adverse patient outcomes and few studies focus on rural nurses. Keywords of nurse, rural, turnover, retention, and job embeddedness entered

*HEE Knowledge Management Team, September 2019*

into three search engines produced 39 references from 1995-2015. Predominance of convenience samples, lack of discussion of reliability and validity information, and lack of theoretical or conceptual frameworks accompanied by lack of studies focused on rural nursing highlight the gaps in knowledge regarding what keeps nurses in their jobs.

### Recruitment (General)

[Reducing RN Vacancy Rate: A Nursing Recruitment Office Process Improvement Project](#) The Journal of Nursing Administration, June 2018

**OBJECTIVE**The aim of this study was to reduce the RN vacancy rate at an academic medical center by improving the hiring process in the Nursing Recruitment Office.**BACKGROUND**Inability to fill RN positions can lead to higher vacancy rates and negatively impact staff and patient satisfaction, quality outcomes, and the organization's bottom line.**METHODS**The Model for Improvement was used to design and implement a process improvement project to improve the hiring process from time of interview through the position being filled.**RESULTS**Number of days to interview and check references decreased significantly, but no change in overall time to hire and time to fill positions was noted. RN vacancy rate also decreased significantly. Nurse manager satisfaction with the hiring process increased significantly.**CONCLUSION**Redesigning the recruitment process supported operational efficiencies of the organization related to RN recruitment.

[Recruiting middle school students into nursing: An integrative review](#) Nursing Forum, April 2018

Middle school students interested in nursing need clarification of the nursing role. Students choose nursing as a career because they want to help others, yet they are often unaware of the need to for

arduous secondary education preparation to become a nurse. Middle school students, if not properly exposed to the career during their formative years, may choose another career or not have enough time for adequate nursing school preparation. This integrative review examined seven studies from years 2007 to 2016, which utilized various recruitment strategies to increase the awareness of nursing as a career in middle school and address the need for academic rigor. Implications of the review: there is a need for collaboration between nurses and school counselors to design more robust longitudinal studies of middle school interventions for students interested in nursing as a career.

### Values Based Recruitment

*The nurse match instrument: Exploring professional nursing identity and professional nursing values for future nurse recruitment* Nurse Education in Practice, May 2016

From April 1st 2015 it will be mandatory for Higher Education Institutions (HEI) in the United Kingdom (UK) providing pre-qualifying health care higher education to use a Values Based Recruitment (VBR) tool, to ensure only the candidates with the "right" personal identity and values commensurate with the Professional Identity of Nursing (PIN) are accepted for nurse education. "Nurse Match" instrument was developed to enhance the recruitment and selection of candidates for pre-qualifying nursing. Action Research into PIN commenced with voluntary, purposive, convenience samples of qualified nurses (n = 30), Service Users (N = 10), postgraduate diploma nurses in mental health (N = 25), third year mental health branch students (N = 20) and adult and child student nurses in years 2 and 3 (N = 20) in Focus Groups. Data collection and analysis occurred concomitantly between July 2013 and October 2014, aided by NVivo 10 software and revealed Key Quality Indicators (KQIs) of the social construction of PIN. Construct development included a literature review spanning the

last fifteen years, which identified four main themes; 1. Nursing's ethics and values. 2. Nursing's professional identity and caring. 3. Nursing's emotional intelligence. 4. Nursing's professionalism. Nurse Match offers an evidence-based enhancement to VBR, for future nurse recruitment locally, nationally and internationally.

*What is the value of Values Based Recruitment for nurse education programmes?* Journal of Advanced Nursing, May 2018

AIMA discussion of issues associated with Values Based Recruitment (VBR) for nurse education programmes. BACKGROUND Values Based Recruitment is a mandatory element in selection processes of students for Higher Education healthcare courses in England, including all programmes across nursing. Students are selected on the basis that their individual values align with those presented in the Constitution of the National Health Service. However, there are issues associated with the use of values as selection criteria that have been insufficiently addressed. These are discussed. DESIGN Discussion paper. IMPLICATIONS FOR NURSING Values Based Recruitment influences who is accepted onto a nurse education programme, but there has been limited critical evaluation regarding the effectiveness of employing values as selection criteria. Values are subject to interpretation and evidence regarding whether or how VBR will improve practice and care is lacking. The issues discussed in this article show that Higher Education Institutions offering nursing courses, whether in England or in other countries, should be critical and reflective regarding the implementation of VBR methods. CONCLUSION We call for a debate regarding the meaning and implications of VBR and further research regarding its validity and effectiveness.

### Cultural/ generational diversity

[Nursing faculty diversity: barriers and perceptions on recruitment, hiring and retention](#) Journal of Cultural Diversity, 2016

*Athens log in required*

The purpose of this study was to identify perceptions of nursing faculty on the barriers to recruitment, hiring, and retention of minority nursing faculty who are Black/African-American, and Hispanic/Latina (o) in order to understand the current dynamics limiting the representation of these two minority groups in nursing education. The design was a descriptive, comparative design, using an online survey. A multi-stage sampling method selected 667 nursing faculty from 56 colleges, resulting in a final sample size of 103 (15.4%). The two minority groups reported physical appearance and speech pattern had an affect on being hired. In comparing the perceptions of White, Black/African-American, and His panic/Latina (o) nurse faculty on recruitment, hiring, and retention issues, there were two statistically significant items. Responses on the major barriers to retention indicated six items were statistically significant. In conclusion, Black/African-American and Hispanic/Latina (o) nurse faculty indicated the barriers and perceptions to hiring and retention that still affect them, and confirmed the lack of financial assistance and mentors continues to be key issues for hiring and retention.

[Measuring success: results from a national survey of recruitment and retention initiatives in the nursing workforce](#) Nursing Outlook, 2014

OBJECTIVESThe purpose of this study was to identify common components of diversity pipeline programs across a national sample of nursing institutions and determine what effect these programs have on increasing underrepresented minority enrollment and graduation. programsRESULTSTwenty percent (n = 33) of

surveyed nursing schools reported a structured diversity pipeline program. The most frequent program measures associated with pipeline programs included mentorship, academic, and psychosocial support. Asian, Hispanic, and Native Hawaiian/Pacific Islander nursing student enrollment increased between 2008 and 2012. Hispanic/Latino graduation rates increased (7.9%-10.4%,  $p = .001$ ), but they decreased among Black (6.8%-5.0%,  $p = .004$ ) and Native American/Pacific Islander students (2.1 %-0.3%,  $p \geq .001$ ).CONCLUSIONSNursing diversity pipeline programs are associated with increases in nursing school enrollment and graduation for some, although not all, minority students. Future initiatives should build on current trends while creating targeted strategies to reverse downward graduation trends among Black, Native American, and Pacific Island nursing students.

[Cultural and Generational Considerations in RN Retention](#) The Journal of Nursing Administration, April 2019

OBJECTIVEThe aim of this study was to identify evolving cultural and generational factors influencing nurse retention.BACKGROUNDMultigenerational/culturally diverse workforces challenge the nurse leader's understanding of nurse satisfaction. RESULTSWhile generally satisfied with their current position, generational differences in the average number of years nurses intend to stay at their current employer exist with Millennials anticipating staying 3.03 years; Generation X, 5.83 years; and Boomers, 8.25 years. Perceived inability to meet patient needs, which varied by generation, was significantly related to nurse satisfaction ( $P < .01$ ). Factors identified by the nurses that may improve retention, regardless of generation, were pay, staffing, and nursing leadership support. Preferred leader traits varied by generation and ethnicity. Hispanic nurses value hardworking, honest leaders, whereas non-Hispanic nurses value dependability.CONCLUSIONNurse leaders must individualize



efforts to retain an ethnically diverse and multigenerational nursing workforce.

[Retention of faculty of color in academic nursing](#) Nursing Outlook, March 2017

**Background** Racial and ethnic diversity among nursing faculty is low, preventing schools of nursing (SON) from reflecting the populations that they serve academically and clinically. Few studies address the experience and success of faculty of color (FOC) in nursing. **Purpose** The purpose of this article is to summarize the current literature related to FOC retention and promotion. **Methods** We reviewed 25 articles from the nursing literature following PRISMA guidelines, using a critical race theory framework. **Discussion** We describe barriers and promoters to retention, benefits of retaining FOC, and proposed solutions to FOC attrition. We also highlight policies by several SON that netted increased retention and promotion of nursing FOC. **Conclusion** FOC meet substantial challenges that influence their career pathway. SON can improve faculty retention through focused efforts on improving the institutional culture to promote an inclusive environment.

[Retention of older nurses: a focus group study in UK hospitals](#) NHS Improvement, March 2019

This piece of research was led by Professor Anne Marie Rafferty of King's College London and commissioned by us to explore the perspective of older nurses (50+) working in acute hospital trusts.

### Nurse imagery

[The history of nurse imagery and the implications for recruitment: a discussion paper](#) Journal of Advanced Nursing, July 2014

**AIM**This paper presents a discussion of the history of nurse imagery in the context of recent career choice research and the need for contemporary images for nursing recruitment. **BACKGROUND**The critical and growing shortage of nurses is a global concern. Understanding how individuals come to know nursing as a career choice is of critical importance. Stereotypical imaging and messaging of the nursing profession have been shown to shape nurses' expectations and perceptions of nursing as a career, which has implications for both recruitment and retention. **DISCUSSION**Historical images of nurses and nursing remain prevalent in society today and continue to influence the choice of nursing as a career among the upcoming generation of nurses. Students interested in nursing may be dissuaded from choosing it as a career based on negative, stereotypical images, especially those that position the profession as inferior to medicine. **IMPLICATIONS FOR NURSING**Understanding the evolution and perpetuation of popular images and messages in relation to the profession has implications for not only how we recruit and retain future generations of professional nurses but also holds implications for interprofessional collaboration between nursing and other health disciplines. **CONCLUSION**Strategies for future recruitment and socialization within the nursing and the health professions need to include contemporary and realistic imaging of both health professional roles and practice settings.

### Nursing students

[Recruitment, advising, and retention programs - Challenges and solutions to the international problem of poor nursing student retention: A narrative literature review](#) Nurse Education Today, May 2016

**OBJECTIVE**The aim of this literature review was to identify emerging themes in current research to identify challenges to nursing student retention internationally, as well as strategies to improve persistence. **RESULT**The literature review supports the idea that poor retention is related not only to student ability, but also to a lack of necessary intervention by faculty beginning with the admission process and continuing throughout the curriculum. Alterations should be made in the recruitment and student selection process. Aggressive academic advising strategies should be implemented, and retention programs should be interwoven in to the nursing curriculum. **CONCLUSION**Student retention is a multifaceted issue that requires a multi-modal approach. Changes in recruitment, implementation of academic advising, and curriculum integration have the potential to help correct the problem.

[Effects of a retention intervention program for associate degree nursing students](#) Nursing Education Perspectives, 2014

*Athens log in required*

**AIM**To evaluate the effects of a retention intervention program on nursing students' persistence in obtaining an associate's degree. **BACKGROUND**An associate degree nursing program at a large community college used a three-year grant from the US Department of Labor to create a program to improve retention of nursing students. **RESULT**The program produced a statistically significant improvement in retention, but no specific intervention or mixture of interventions was significantly correlated with

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retention. **CONCLUSION**Retention programs must be comprehensive, integrated efforts in order to increase the degree completion rate.

[Emotional intelligence and clinical performance/retention of nursing students](#) Asia-Pacific Journal of Oncology Nursing, 2015

**OBJECTIVE**This exploratory, quantitative, descriptive study was undertaken to explore the relationship between clinical performance and anticipated retention in nursing students. **RESULTS**Statistical analysis revealed that although the group average for total EI score and the 6 score subsets were in the average range, approximately 30% of the individual total EI scores and 30% of two branch scores, identifying emotions correctly and understanding emotions, fell in the less than average range. This data, as well as the analysis of correlation with clinical self-report scores, suggest recommendations applicable to educators of clinical nursing students. **CONCLUSIONS**Registered nurses make-up the largest segment of the ever-growing healthcare workforce. Yet, retention of new graduates has historically been a challenge for the profession. Given the projected employment growth in nursing, it is important to identify factors which correlate with high levels of performance and job retention among nurses. There is preliminary evidence that EI a nontraditional intelligence measure relates positively not only with retention of clinical staff nurses, but with overall clinical performance as well.

[Don't go with the 'FLO' - a student mobile texting service to enhance nursing student retention](#) Nurse Education Today, October 2016

**BACKGROUND**The review undertaken revealed that there is an abundance of literature concerning retention and the high levels of attrition among undergraduate students and of relevance here, nurse education. The study undertaken evaluated the use of mobile

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phone automated texts designed to provide information, support and reassurance to help alleviate the stress and anxieties that some undergraduate nursing students experience during the early phase of their studies and which can lead to some students leaving their programme. **OBJECTIVE** The objective of the study was to evaluate how use of automated mobile phone texts, using a system known as FLO, could usefully supplement pastoral support, as an intervention to reduce attrition among undergraduate nursing students. **RESULTS** A range of key themes emerged from the analysis including that text messages were helpful and supportive, increased a sense of belonging to the University and encouraged retention. There were some unresolved issues concerning the costs incurred by participants when sending reply text messages. **CONCLUSIONS** It is concluded that FLO or use of similar mobile phone protocols can be a useful addition to approaches to improve undergraduate nursing student retention rates.

*The Lived Experience of Being a Male Nursing Student: Implications for Student Retention and Success* Journal of Professional Nursing, 2018

**BACKGROUND** Despite the need to improve gender diversity in the United States nursing workforce, limited studies have explored the experience of former male nursing students and research is needed to provide guidance about teaching and mentoring strategies that can promote male student retention and success. **PURPOSE** This study was conducted to explore the lived experience of former male nursing students. **RESULTS** Five themes emerged during data analysis: (1) gender bias exists, (2) being singled out, (3) doing manly stuff, (4) limitations in clinical settings, and (5) no male role models. **CONCLUSIONS** Based on study findings, recommendations to promote male nursing student retention and success include improving media portrayals of male nurses, providing faculty development to heighten self-awareness of gender bias and

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understanding of barriers and facilitators in nursing education for male students, addressing negative experiences in maternity clinical rotations, and implementing mentorship programs to provide male role models for male nursing students.

*Retention of Nursing Students: An Integrative Review* Nursing Education Perspectives, March 2019

**AIM** The purpose of this integrative review is to identify ways to decrease student attrition in schools of nursing. **BACKGROUND** Many nursing students have anxiety, lack finances, face an absence of faculty or peer support, and have decreased overall satisfaction with the realities of nursing. This integrative review demonstrates that a significant percentage of nursing students leave school before completing their program. **CONCLUSION** Educators have the option of using several supportive measures to decrease attrition in nursing programs.

*GROWTH: A Strategy for Nursing Student Retention* The Journal of Nursing Education, March 2019

**BACKGROUND** Faculty focused on student success may look for opportunities to facilitate nursing student retention. Students commonly struggle with study skills, time management, and critical thinking in the nursing curriculum. This article presents the GROWTH (Growth, Readiness, Opportunity, Work, Time management, and Habits) form, an open-ended question form aimed at the identification of affective, environment, and psychosocial variables known to impede nursing student success. **RESULTS** Using the GROWTH form facilitates structured, focused faculty-student meetings and individualized action plans for students who are not achieving their desired level of academic performance. The GROWTH form also encourages students to take ownership of their own learning. **CONCLUSION** Using the GROWTH form facilitates faculty-student meetings and encourages student

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self-reflection. Future research should investigate whether use of the GROWTH form has further implications for program progression and retention.

[Addressing Retention within the Student Nurse Population: The Intervention Project for Nurses Student Services Initiative](#) Florida Nurse, March 2019

*Athens log in required*

The article discusses the formation of the Intervention Project for Nurses (IPN) to address retention of student nurses and alleviate the nursing shortage in Florida. Topics discussed include ways on dealing with stress and burnout among student nurses; statistical data on the nursing shortage, according to the Florida Center for Nursing; and recommendations from the National Council of State Boards of Nursing.

[Morale in nursing students: A priority for nurse retention](#) Journal of Advanced Nursing, August 2018

The article reports on the rise in number of nurses and midwives registration in Great Britain. Topics discussed include challenges surrounding balancing theory and practice with shift work and financial pressures in profession; improving quality of nurse training; and educating nurses for supporting community.

[Emotional Intelligence and Nurse Recruitment: Rasch and confirmatory factor analysis of the trait emotional intelligence questionnaire short form](#) Journal of Advanced Nursing, December 2015

Aim: To examine the construct validity of the Trait Emotional Intelligence Questionnaire Short form. Background: Emotional intelligence involves the identification and regulation of our own emotions and the emotions of others. It is therefore a potentially

useful construct in the investigation of recruitment and retention in nursing and many questionnaires have been constructed to measure it. Results: Participants ( N = 938) completed Trait Emotional Intelligence Questionnaire Short form. Rasch analysis showed the majority of the Trait Emotional Intelligence Questionnaire-Short Form items made a unique contribution to the latent trait of emotional intelligence. Five items did not fit the model and differential item functioning (gender) accounted for this misfit. Confirmatory factor analysis revealed a four-factor structure consisting of: self-confidence, empathy, uncertainty and social connection. All five misfitting items from the Rasch analysis belonged to the 'social connection' factor. Conclusions: The concurrent use of Rasch and factor analysis allowed for novel interpretation of Trait Emotional Intelligence Questionnaire Short form. Much of the response variation in Trait Emotional Intelligence Questionnaire Short form can be accounted for by the social connection factor. Implications for practice are discussed.

### Mental Health Nurses

[Nursing practice environment: a strategy for mental health nurse retention?](#) International Journal of Mental Health Nursing, June 2015

Historically, mental health services have faced challenges in their ability to attract and retain a competent nursing workforce in the context of an overall nursing shortage. The current economic downturn has provided some respite; however, this is likely to be a temporary reprieve, with significant nursing shortages predicted for the future. Mental health services need to develop strategies to become more competitive if they are to attract and retain skilled nurses and avoid future shortages. Research demonstrates that creating and maintaining a positive nursing practice environment is one such strategy and an important area to consider when addressing nurse retention. This paper examines the impact the

nursing practice environment has on nurse retention within the general and mental health settings. Findings indicate, that while there is a wealth of evidence to support the importance of a positive practice environment on nurse retention in the broader health system, there is little evidence specific to mental health. Further research of the mental health practice environment is required.

### Nursing Assistants

*An Approach to Recruitment and Retention of Certified Nursing Assistants Using Innovation and Collaboration* The Journal of Nursing Administration

Turnover rates for nursing assistants (NAs) cause considerable financial cost to healthcare organizations and negatively impact the quality of care and patient satisfaction. In 1 organization, a task force was created to focus on NA recruitment and retention. The task force evolved into a committee consisting of NAs representing all inpatient settings, a nursing director and manager, and human resources. Recruitment and retention were evaluated, and collaborative strategies were initiated for improvement in recruiting and retention of the current NA workforce.

*Improving Retention Among Certified Nursing Assistants Through Compassion Fatigue Awareness and Self-Care Skills Education* Journal of Holistic Nursing, September 2019

Background: Retention of certified nursing assistants (CNAs) is an ongoing challenge for nursing homes. Purpose: To combat the effects of providing complex care needs to residents, this quality improvement project explored a 90-minute evidence-based education program on compassion fatigue awareness and multiple self-care skill strategies for CNA retention. Design: A single-group pre- and posttest design, mixed-methods approach. Results: Forty-five CNAs participated. After 1 month, CNA retention increased by

43%, and at the end of the fourth month, the facility's retention rate was 100%. Forty-four percent of the full-time supplemental agency CNAs became full-time facility employees. The use of supplemental agency staff decreased to less than 5% of the total CNA hours worked. CNAs improved their compassion satisfaction, burnout, and secondary traumatic stress scores. Conclusion: This education program proved to be an effective, low-cost intervention. The quality improvement project highlighted the need for additional study on holistic interventions such as workplace education programs addressing compassion fatigue awareness and self-care skill strategies in this understudied group of formal caregivers.

*Stayovers, leavers, and switchers among certified nursing assistants in nursing homes: a longitudinal investigation of turnover intent, staff retention, and turnover* The Gerontologist, October 2011

This study investigated the job factors and work attitudes associated with staff retention of full-time certified nursing assistants (CNAs) in a nursing home. A random sample of 620 CNAs were identified through the Pennsylvania Department of Health's CNA registry, and surveyed by at baseline and 1 year. Findings revealed that 85.8% remained, 8.4% switched to another facility, and 5.8% left the industry. At baseline, switchers reported higher turnover intentions and fewer benefits compared with stayers and left for new opportunities. Leavers had lower job satisfaction and emotional well-being and generally left for health reasons. Turnover intentions were predicted by low job satisfaction and low emotional well-being. Pay was not a predictor of turnover intent or turnover. This turnover rate was lower than previous studies, which use alternative methods and include part-time workers. The authors concluded that this study should help nursing home administrators better understand factors related to staff turnover.

### Leadership

*Head nurse strategy for increasing nurse retention: A factor analysis* Enfermeria Clinica, July 2019

**OBJECTIVE**The purpose of this study was to identify factors that may influence strategies for increasing nurse retention.

**RESULTS**The results showed that there is a significant relationship between retention strategy and organizational structure, leadership support, planning function, staffing function, and controlling function ( $p=0.002-0.044$ ,  $\alpha<0.05$ ). The most dominant factors that influenced retention were leadership support ( $p=0.032$ ,  $OR=2.817$ , 95% CI) and staffing function ( $p=0.042$ ;  $OR=2.714$ , 95%

CI).**CONCLUSIONS**Nurse retention strategies employed by the head nurse need strong support from hospital management to achieve success in improving nurse retention international databases.

*When nurse emotional intelligence matters: How transformational leadership influences intent to stay* Journal of Nursing Management, May 2018

**AIM**The purpose of this study was to examine the role of staff nurse emotional intelligence between transformational leadership and nurse intent to stay.**BACKGROUND**Nurse intent to stay and transformational leadership are widely recognized as vital components of nurse retention. Staff nurse emotional intelligence that has been confirmed improvable has been recently recognized in the nursing literature as correlated with retention. Yet, the nature of the relationships among these three variables is not known.

**RESULTS**Transformational leadership and staff nurse emotional intelligence were significant predictors of nurse intent to stay, accounting for 34.3% of the variance in nurse intent to stay. Staff nurse emotional intelligence partially mediates the relationship between transformational leadership and nurse intent to

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stay.**CONCLUSION**The findings of the study emphasized the importance of transformational leadership in enhancing nurse emotional intelligence and to provide a deeper understanding of the mediating role of emotional intelligence in the relationship between nurse manager's transformational leadership and nurse's intent to stay.**IMPLICATIONS FOR NURSING MANAGEMENT**Nurse leaders should develop training programmes to improve nursing manager transformational leadership and staff nurse emotional intelligence in the workplace.

### Nurse Residency Programs

*The impact of nurse residency programs in the United States on improving retention and satisfaction of new nurse hires: An evidence-based literature review* Nurse Education Today, December 2018

Entry into practice for newly graduated nurses can be a demanding and overwhelming experience. These stressful work conditions have contributed to decreased retention and satisfaction amongst new nurse hires. The aim of this literature review is to answer the following question: in newly hired BSN graduates, how would the use of a one-year nurse residency program compared to a traditional orientation affect turnover rates and reported satisfaction of the new nurse hires over a one-year period? Peer-reviewed research and systematic reviews between the years of 2012-2017 found on the Medline, Nursing & Allied health, and CINHALL were used. Inclusion criteria were peer-reviewed literature that addressed the impact of one-year NRPs on nurse retention or nurse satisfaction. Exclusion criteria were articles that addressed NRPs without discussing retention or satisfaction. The JHEBP Appraisal Tools were used to extract and appraise evidence. Use of NRPs showed increased satisfaction and retention of new nurse graduates over a one-year period, leading to the conceptualization

that this is a more effective method than traditional orientations for new nurse hires.

*Effectiveness of a Psychiatric-Mental Health Nurse Residency Program on Retention* Journal of the American Psychiatric Nurses Association

**BACKGROUND** Nurse residency programs (NRPs) provide new graduate nurses (NGNs) with social support and experiential activities as a formal transition to clinical practice. **AIM** The study was conducted to answer the question: What is the effectiveness of an NRP in retaining NGNs in a psychiatric-mental health setting? **RESULTS** The study yielded a turnover rate of 11.7% in Year 1 (88.3% retention) and 2.9% in Year 2 (97.1% retention rate), which are lower than reported turnover rates (17.5% and 33.5%, respectively). Significant correlations are described in the workplace domains of knowledge and skills, social support, organizational citizenship behavior, civility, coping self-efficacy, organizational and occupational commitment, person-organizational fit, and burnout. **CONCLUSIONS** NRPs are effective in attracting and retaining competent, confident NGNs in psychiatric-mental health nursing.

*Establishing a nurse residency program to boost new graduate nurse retention* Nursing Management, March 2019

This article explores a study to evaluate the effectiveness of a nurse residency program on less-than-1-year RN turnover and work engagement and quantify the program's return on investment.

### Financial Incentives

*Financial Recruitment Incentive Programs for Nursing Personnel in Canada* Nursing Leadership, March 2015

Financial incentives are increasingly offered to recruit nursing personnel to work in underserved communities. The authors describe and compare the characteristics of federal, provincial and territorial financial recruitment incentive programs for registered nurses (RNs), nurse practitioners (NPs), licensed practical nurses (LPNs), registered practical nurses or registered psychiatric nurses. The authors identified incentive programs from government, health ministry and student aid websites and by contacting program officials. Only government-funded recruitment programs providing funding beyond the normal employee wages and benefits and requiring a service commitment were included. The authors excluded programs offered by hospitals, regional or private firms, and programs that rewarded retention. All provinces and territories except QC and NB offer financial recruitment incentive programs for RNs; six provinces (BC, AB, SK, ON, QC and NL) offer programs for NPs, and NL offers a program for LPNs. Programs include student loan forgiveness, tuition forgiveness, education bursaries, signing bonuses and relocation expenses. Programs target trainees, recent graduates and new hires. Funding and service requirements vary by program, and service requirements are not always commensurate with funding levels. This snapshot of government-funded recruitment incentives provides program managers with data to compare and improve nursing workforce recruitment initiatives.

### Job Satisfaction

#### [Nurse staffing and the relationship to job satisfaction and retention](#)

Nursing Economics, 2014

*Athens log in required*

The purpose of this quantitative, correlational research study was to examine the relationships between nurse staffing, job satisfaction, and nurse retention in an acute care hospital environment. Results indicated a moderately strong, inverse relationship between job satisfaction and nurse retention. A weak positive relationship between job satisfaction and nurse staffing was identified. Nurses reported experiencing job dissatisfaction in the past 6 months specifically related to the number of patients assigned. Analysis suggested nurses are staying with their current employer because of the current economic environment. Improving nurse staffing will be necessary when the economy improves to prevent the departure of discontented nurses from acute care facilities.

#### [An examination of retention factors among registered practical nurses in north-eastern Ontario, Canada](#)

Rural and Remote Healthcare, 2015

INTRODUCTION Literature from the past two decades has presented an insufficient amount of research conducted on the nursing practice environments of registered practical nurses (RPNs). The objective of this article was to investigate the barriers and facilitators to sustaining the nursing workforce in north-eastern Ontario (NEO), Canada. In particular, retention factors for RPNs were examined. RESULTS Completed questionnaires were received from 506 respondents (37.8% response rate). The likeliness of ITS in the RPNs' current position for the next 5 years among nurses aged 46-56 years were greater than RPNs in the other age groups. Furthermore, the lifestyle of NEO, internal staff development, working in nursing for 14-22.5 years, and working

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less than 1 hour of overtime per week were factors associated with the intention to stay. CONCLUSIONS Having an understanding of the work environment may contribute to recruitment and retention strategy development. The results of this study may assist with addressing the nursing shortage in rural and northern areas through improved retention strategies of RPNs.

#### [A New Perspective on Nursing Retention: Job Embeddedness in Acute Care Nurses](#)

Journal for Nurses in Professional Development  
Job embeddedness considers job satisfaction while incorporating the concepts of environment and community. This exploratory, mixed methods study used the Job Embeddedness Instrument to examine factors that influence retention of acute care nurses. Qualitative methods informed the survey results. Increasing age, ties to community, and peer relationships were found to be most indicative of job embeddedness. Nursing professional development practitioners can impact retention by focusing on factors that encourage nurses to stay in their positions.

#### [RN Job Satisfaction and Retention After an Interprofessional Team Intervention](#)

Western Journal of Nursing Research, April 2019

Despite continuing interest in interprofessional teamwork to improve nurse outcomes and quality of care, there is little research that focuses on nurse job satisfaction and retention after an interprofessional team intervention. This study explored registered nurse (RN) job satisfaction and retention after a purposeful interprofessional team training and structured interprofessional bedside rounds were implemented. As part of a larger study, in this comparative cross-sectional study, pre- and post-intervention data on RN job satisfaction and turnover rate were collected and analyzed. It was found that RNs had significantly higher job satisfaction after the interprofessional team intervention. The 6-month period turnover rate in the post-intervention period was



slightly lower than the 6-month period turnover rate in pre-intervention period; however, the rate was too low to provide statistical evidence. Ongoing coaching and supportive work environments to improve RN outcomes should be considered to enhance quality of care and patient safety in healthcare.

### Widening Participation

[Working towards widening participation in nurse education](#) British Journal of Nurse, 2016

The widening participation agenda has particular significance for worldwide nursing since it is a profession which is under increasing scrutiny in its recruitment and retention practices. Debate about this agenda within nurse education is strengthened by careful scrutiny of the research within the wider context of higher education, some of which challenges commonly held assumptions. This paper examines four areas of relevance to the UK widening participation agenda: disability, ethnicity, socioeconomic status and family responsibilities. Taken together, they indicate that nurse education operates within a particularly complex context with some important implications for the future design of pre-registration programmes. These complexities should be debated in depth by educational commissioners and providers, in tandem with regulatory bodies.

[Why here and why stay? Students' voices on the retention strategies of a widening participation university](#) Nurse Education Today, March 2014

**BACKGROUND** Whilst concern about nursing student retention remains a key priority of governments and educators, much research is focussed on determining the causes and experiences of withdrawal. Further work is required to understand the perspectives of those students who successfully negotiate their programme of study. **OBJECTIVE** The study aimed to explore student

motivations, experiences and support requirements during their first year to determine the efficacy of institutional retention initiatives. **RESULTS** Students utilise a range of support mechanisms before and during their studies in order to maintain their motivation and to juggle the many demands on their time. These include university staff, fellow students, friends and family and those they currently know within the profession. **CONCLUSION** Expectations play a significant role in student satisfaction, suggesting that institutions should ensure prospective students have a realistic understanding of what a nursing/midwifery programme and career will entail. Nurturing a sense of belonging to both the university and profession appears beneficial in promoting retention.

[Widening participation in nurse education, an integrative literature review](#) September 2017, Nurse Education Today

**Background:** Widening participation into higher education is espoused within educational policy in the UK, and internationally, as a mechanism to promote equality and social mobility. As nurse education is located within higher education it has a responsibility to promote widening participation within pre-registration educational programmes. It could also be argued that the profession has a responsibility to promote equality to ensure its' workforce is as diverse as possible in order to best address the health needs of diverse populations. **Objectives:** To undertake an integrative review on published papers exploring Widening Participation in undergraduate, pre-registration nurse education in the UK. **Design:** A six step integrative review methodology was utilised, reviewing papers published in English from 2013-2016. **Results:** 14 papers were included in the review; these were analysed thematically identifying four themes; knowledge and identification of WP, pedagogy and WP, attrition and retention and career prospects. **Conclusions:** Whilst widening participation is a key issue for both nurse education and the wider profession there is a lack of conceptualisation and focus regarding mechanisms to both

encourage and support a wider diversity of entrant. Whilst there are some studies, these focus on particular individual widening participation groups rather than a wider strategic focus across the student lifecycle.

### Rural nurses

*Development of the Nursing Community Appar Questionnaire (NCAQ): a rural nurse recruitment and retention tool* Rural and Remote Health, 2014

**INTRODUCTION**Health professional shortages are a significant issue throughout the USA, particularly in rural communities. Filling nurse vacancies is a costly concern for many critical access hospitals (CAH), which serve as the primary source of health care for rural communities. CAHs and rural communities have strengths and weaknesses that affect their recruitment and retention of rural nurses. The purpose of this study was to develop a tool that rural communities and CAHs can utilize to assess their strengths and weaknesses related to nurse recruitment and retention. **RESULTS**A quantitative interview tool consisting of 50 factors that affect rural nurse recruitment and retention was developed. The tool allows participants to rate each factor in terms of advantage and importance level. The tool also includes three open-ended questions for qualitative analysis. **CONCLUSION**The NCAQ was designed to identify rural communities' and CAHs' strengths and challenges related to rural nurse recruitment and retention. The NCAQ will be piloted and a database developed for CAHs to compare their results with those in the database. Furthermore, the NCAQ results may be utilized to prioritize resource allocation and tailor rural nurse recruitment and retention efforts to highlight a community's strengths. The NCAQ will function as a useful real-time tool for CAHs looking to assess and improve their rural nurse recruitment and retention practices and compare their results with those of their peers. Longitudinal results will allow CAHs and their

communities to evaluate their progress over time. As the database grows in size, state, regional, and national results can be compared, trends may be discovered and best practices identified.

*Interventions for supporting nurse retention in rural and remote areas: an umbrella review* Human Resources for Health, 2013  
Context: Retention of nursing staff is a growing concern in many countries, especially in rural, remote or isolated regions, where it has major consequences on the accessibility of health services.  
Purpose: This umbrella review aims to synthesize the current evidence on the effectiveness of interventions to promote nurse retention in rural or remote areas, and to present a taxonomy of potential strategies to improve nurse retention in those regions.  
Findings: Of 517 screened publications, we included five reviews. Two reviews showed that financial-incentive programs have substantial evidence to improve the distribution of human resources for health. The other three reviews highlighted supportive relationships in nursing, information and communication technologies support and rural health career pathways as factors influencing nurse retention in rural and remote areas. Overall, the quality of the reviews was acceptable. **Conclusions:** This overview provides a guide to orient future rural and remote nurse retention interventions. We distinguish four broad types of interventions: education and continuous professional development interventions, regulatory interventions, financial incentives, and personal and professional support. More knowledge is needed regarding the effectiveness of specific strategies to address the factors known to contribute to nurse retention in rural and remote areas. In order to ensure knowledge translation, retention strategies should be rigorously evaluated using appropriate designs.

### Public Health Nurses

[Factors That Influence the Recruitment and Retention of Nurses in Public Health Agencies](#) Public Health Reports

**OBJECTIVE** Given challenges to recruiting nurses to public health and the growth in national policies focused on population health, it is crucial that public health agencies develop strategies to sustain this important group of employees. The objective of this study was to examine factors that influence nurses' decisions to work in public health agencies. **RESULTS** After controlling for personal and organizational characteristics, the influence of 5 recruitment factors was significantly stronger among nurses than among non-nurses: flexibility of work schedule (  $P < .001$ ), autonomy/employee empowerment (  $P < .001$ ), ability to innovate (  $P = .002$ ), specific duties and responsibilities (  $P = .005$ ), and identifying with the mission of the organization (  $P = .02$ ). The influence of 5 retention factors was stronger among nurses than among non-nurses : autonomy/employee empowerment (  $P < .001$ ), flexibility of work schedule (  $P < .001$ ), specific duties and responsibilities (  $P < .001$ ), opportunities for training/continuing education (  $P = .03$ ), and ability to innovate (  $P = .008$ ). **CONCLUSIONS** Some factors that influence nurses to begin and remain working in local governmental public health agencies, such as flexible schedules and employee autonomy, are factors that governmental public health agencies can design into positions and highlight when recruiting from health care organizations, private industry, and academia.

### Emergency/ critical care nurses

[Future Emergency Nursing Workforce: What the Evidence Is Telling Us](#) Journal of Emergency Nursing, March 2019  
*Athens log in required*

**INTRODUCTION** In Australia, on any given day, there are more than 300 advertised emergency nursing positions, and this situation can be replicated in nearly every country internationally. The nursing shortage globally is known. The importance of not only why nurses specialize in the field of emergency nursing but also why they remain in the field requires an understanding of the evidence and research into nursing recruitment and retention. Leadership within the emergency department has a strong correlation to staff retention. It is hoped that, by gaining a greater understanding of the elements that influence staff retention, we will be able to lay down a strong foundation for the future of emergency nursing. **METHODS** This literature review used a bibliographic search as well as the author's own experience. **RESULTS** This article presents the key factors that have impact on emergency nursing retention: workplace environment, demands on emergency nurses, resilience, and education and training. **DISCUSSION** Emergency nursing recruitment and retention is a multifaceted issue that requires urgent attention to develop tools and strategies to support organizations to build a sustainable workforce. This literature review has highlighted the need for further studies to understand why emergency nurses lack the knowledge or capability for a long-term career in emergency nursing.

## Evidence Brief: Nursing Recruitment and Retention

*Identifying the key predictors for retention in critical care nurses*  
Journal of Advanced Nursing, October 2015

**AIMS**The aim of this study was to explore the key predictors of retention in nurses working in critical care areas. **METHODS**On-line survey data were collected from on a convenience sample of 188 registered nurses working in critical care areas of hospitals in the province of Manitoba, CANADA in 2011. **RESULTS**Twenty-four per cent of the respondents reported that they would probably/definitely leave critical care in the next year. Based on bivariate and regression analyses, the key influencing factors that were significantly related to the intermediary factors and intent to leave critical care and nursing included: professional practice, management, physician/nurse collaboration, nurse competence, control/responsibility and autonomy. Of the intermediary factors, all but compassion satisfaction were related to intent to leave both critical care and nursing. **CONCLUSION**This study highlights the importance of exploring multiple organizational and intermediary factors to determine strategies to retain critical care nurses. The findings also support the Conceptual Framework for Predicting Nurse Retention as a theoretical basis for further research.

*Understanding the factors which promote registered nurses' intent to stay in emergency and critical care areas* Journal of Clinical Nursing, March 2018

**AIMS AND OBJECTIVE**To explore the influential factors and strategies that promote an experienced nurse's intent to stay in their emergency or critical care area. **RESULTS**Four themes were identified: leadership, interprofessional relationships, job fit and practice environment. In addition, the ideas of feeling valued, respected and acknowledged were woven throughout. **CONCLUSIONS**Factors often associated with nurse attrition such as burnout and job stresses were not emphasised by the respondents in our study as critical to their intent to stay in their

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area of practice. This study has highlighted positive aspects that motivate nurses to stay in their specialty areas. **RELEVANCE TO CLINICAL PRACTICE**To ensure quality care for patients, retention of experienced emergency and critical care nurses is essential to maintaining specialty expertise in these practice settings.

*An intervention to improve retention in emergency nursing*  
Emergency Nurse, March 2019

The UK has a serious shortage of nurses and for the first time in recent nursing history 27% more UK registrants left the register in 2016-2017 than joined it. Emergency nurses are particularly affected as their environment is unpredictable, fast-paced and increasingly crowded. This article reports the results of a study of a successful initiative to retain senior emergency nurses in a London trust.

### Nurse Practitioners

*Predictors of nurse practitioner retention* Journal of the American Association of Nurse Practitioners, May 2018

**BACKGROUND AND PURPOSE**Increased utilization of nurse practitioners (NPs) has been proposed to reduce the shortage of primary care providers, so identifying factors related to retention of NPs is important for health care organizations. The purpose of this study was to examine the relationship of Misener Nurse Practitioner Job Satisfaction Scale factors and nurse demographic characteristics with NP retention, as defined by the number of years at the current position and intention to leave the current position within 5 years. **CONCLUSIONS**Three hundred fifteen NPs participated in the study. Years of experience ( $p < .001$ ), salary ( $p = .018$ ), and benefits ( $p = .007$ ) were significantly associated with longer duration of employment at the current position, after controlling for the other variables in the linear regression model.

After adjusting for the other variables in the logistic regression model, higher challenge/autonomy factor scores ( $p = .016$ ) and higher annual salary ( $p = .032$ ) were associated with significantly lower odds of intention to leave the current position within 5 years. **IMPLICATIONS FOR PRACTICE** Interventions to increase NP autonomy and facilitate employment in positions with more competitive salaries are likely to improve NP retention.

### Newly Qualified Nurses

#### Newly Licensed RN Retention: Hospital and Nurse Characteristics

The Journal of Nursing Administration, October 2017

**OBJECTIVE** The aims of this study were to examine the relationship between 1-year retention of newly licensed RNs (NLRNs) employed in hospitals and personal and hospital characteristics, and determine which characteristics had the most influence. **METHODS** A secondary analysis of data collected in a study of transition to practice was used to describe the retention of 1464 NLRNs employed by 97 hospitals in 3 states. Hospitals varied in size, location (urban and rural), Magnet® designation, and university affiliation. The NLRNs also varied in education, age, race, gender, and experience. **RESULTS** The overall retention rate at 1 year was 83%. Retention of NLRNs was higher in urban areas and in Magnet hospitals. The only personal characteristic that affected retention was age, with younger nurses more likely to stay. **CONCLUSION** Hospital characteristics had a larger effect on NLRN retention than personal characteristics. Hospitals in rural areas have a particular challenge in retaining NLRNs.

#### Incivility, retention and new graduate nurses: an integrated review of the literature

Journal of Nursing Management, September 2014

**AIM** To evaluate the influence of incivility on the new graduate nurse transition experience. **BACKGROUND** Incivility in the work environment is a major source of dissatisfaction and new graduate

nurses are especially vulnerable. Incivility contributes to the high levels of turnover associated within the first 2 years of new graduate nurse employment. **CONCLUSIONS** While graduate nurse transition programmes are associated with improved satisfaction and retention, they appear to address incivility by acculturating new graduate nurses to the experience of incivility. There is little evidence that the culture of incivility has been addressed. **IMPLICATIONS FOR NURSING MANAGEMENT** Nurse managers have the responsibility to be aware of the prevalence of incivility, assess for its occurrence, and implement strategies which eliminate workplace incivility and tolerance for uncivil behaviours.

#### Changing New Graduate Nurse Profiles and Retention

Recommendations for Nurse Leaders The Journal of Nursing Management, February 2019

**OBJECTIVE** This study compares and contrasts new graduate nurse attributes and perceptions using findings from a 2010 study and a recent analysis of new graduate nurses participating in the same residency program. **BACKGROUND** As millennials saturate the healthcare work environment, their unique views and needs will influence the evolution of new graduate nurse residencies. **RESULTS** This study provides evidence that millennial new graduate nurses' levels of commitment and satisfaction do not moderate turnover intentions in the 1st 2 years of practice as they did in the previous group of new graduate nurses. **CONCLUSIONS** Job embeddedness, a construct that measures the likelihood of whether a person is going to stay, may be a better measurement among new graduate nurses than commitment or satisfaction because millennials, a generation that is predominant in current new graduate nurses, are more engaged than loyal.

## Evidence Brief: Nursing Recruitment and Retention

Retaining early career registered nurses: a case study BMC Nursing, 2016

BACKGROUND A core objective of the Australian health system is to provide high quality, safe health care that meets the needs of all Australians. To achieve this, an adequate and effective workforce must support the delivery of care. With rapidly changing health care systems and consumer demographics, demand for care is increasing and retention of sufficient numbers of skilled staff is now a critical priority to meet current and future health care demands. Nurses are the largest cohort of professionals within the health workforce. Reducing the rates at which nurses leave the profession and supporting nurses to practice in their profession longer will have beneficial implications for the sustainability of a nursing workforce and, ultimately, to patient outcomes. The aim of the study was to describe and explain early career registered nurses' (ECRNs) experiences and support requirements during the first five years of practice for the purposes of identifying strategies that would support greater retention of ECRNs. RESULTS Qualitative analysis of data generated during interviews and focus groups, identified the key themes of receiving career advice and choice or no choice. Analysis of study data in the context of the broader literature resulted in the researchers identifying six areas of focus for ECRN retention: 1) well-planned, supported and structured transition periods; 2) consideration of rotation through different areas with a six month minimum for skills development; 3) empowering decision making; 4) placement opportunities and choice in decisions of where to work; 5) career advice and support that considers ECRNs' personalities and skills; and 6) encouragement to reflect on career choices. CONCLUSIONS Reducing turnover and improving retention relies on understanding the factors that influence nurses' decisions to leave or remain within an organisation and the profession. Ensuring nurses in the current workforce remain engaged and productive, rather than leave the profession, is reliant on

addressing factors that cause attrition and implementing strategies that strengthen retention rates and workforce sustainability.

A Holistic Approach to Improve Nursing Retention During the First Year of Employment Nursing Administration Quarterly, July 2016

The national nursing shortage, coupled with our country's financial challenges, provides a platform for creative nursing retention practices by health care organizations. It was from that platform that this research study was undertaken to determine if nurses who receive a high level of personal interest, education, and support through self-care workshops and one-on-one communication would continue their employment at the organization. The research question was "Will providing holistic self-care workshops during the first year of employment impact the nursing retention rates?" A total of 89 newly hired nurses were enrolled in the study, in which they participated in a 90-minute interactive workshop held weekly for 4 consecutive weeks. In the workshops, the nurses were guided to an understanding of the importance of self-care activities. The responses of the nurses who participated were positive. As a result of this study, the self-care workshops have continued with modification in length and the time when they were provided.

### Work Environment

Effects of nurse work environment on job dissatisfaction, burnout, intention to leave International Nursing Review, March 2017

BACKGROUND The nursing shortage is a critical issue in many countries. High turnover rates among nurses is contributing to the shortage, and job dissatisfaction, intention to leave, and burnout have been identified as some of the predictors of nurse turnover. A well-established body of evidence demonstrates that the work environment for nurses influences nurse job dissatisfaction,

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intention to leave, and burnout, but there never has been a study undertaken in Thailand to investigate this relationship. **OBJECTIVES** To investigate how work environment affects job dissatisfaction, burnout, and intention to leave among nurses in Thailand. **RESULTS** Nurses working in university hospitals with better work environments had significantly less job dissatisfaction, intention to leave, and burnout. **CONCLUSION** The nurse work environment is a significant feature contributing to nurse retention in Thai university hospitals. **IMPLICATIONS FOR NURSING AND HEALTH POLICY** Improving the work environment for nurses may lead to lower levels of job dissatisfaction, intention to leave, and burnout. Focusing on these nurse outcomes can be used as a strategy to retain nurses in the healthcare system. Addressing the challenges of poor work environments requires coordinated action from policymakers and health managers.

*Nurse retention: a review of strategies to create and enhance positive practice environments in clinical settings* International Journal of Nursing Studies, January 2014

**OBJECTIVES** This paper summarises and critically reviews strategies identified in the literature which support retention of nurses by the creation and enhancement of positive practice environments in the clinical setting. **DESIGN** Literature review. **DATA SOURCES** A literature search was undertaken in February 2012 of major healthcare-related databases, Cinahlplus, Medline, and Proquest. **RESULTS** Thirty-nine papers reported strategies for creating a positive practice environment. Only two articles reported on a pre-test post-test evaluation of the proposed strategy. Strategies included: empowering work environment, shared governance structure, autonomy, professional development, leadership support, adequate numbers and skill mix and collegial relationships within the healthcare team. **CONCLUSIONS** Creating positive practice environments enhances nurse retention and facilitates quality patient care. Managers and administrators should

assess and manage their practice environments using a validated tool to guide and evaluate interventions.

## Career Planning and Pathways

*The Nursing Professional Development Practitioner and RN Retention* Journal of Continuing Education in Nursing, August 2017  
*Athens log in required*

Nursing professional development practitioners spend time and energy on the education and career development of RNs, but are there strategies that can be used to support the retention of experienced staff? This article examines the use of a professional development assessment tool as a discussion for career pathway support and RN retention.

*Promoting Nurse Retention Through Career Development Planning* AJN American Journal of Nursing, June 2019

This second article in a new series on implementing evidence-based practice changes discusses the implementation of a program to reduce first-year nurse turnover rates at an urban Chicago hospital. This is the second article in a new series about evidence-based practice (EBP) that builds on AJN's award-winning previous series— Evidence-Based Practice, Step by Step —published between 2009 and 2011 (to access the series, go to <http://links.lww.com/AJN/A133>). This follow-up series will feature exemplars illustrating the various strategies that can be used to implement EBP changes—one of the most challenging steps in the EBP process.

### Overseas nurses living locally

*A novel solution to the nursing workforce crisis: recruitment of overseas nurses living locally* Nursing Management, July 2018

Aneurin Bevan University Health Board has recruited nurses from overseas from within and outside the European economic area. This article describes an innovative recruitment initiative that has focused on nurses who trained overseas and are living and working in the local community, but cannot work in a registered nurse role without financial and practical support. It provides an overview of the robust selection processes used, which are in line with the Nursing and Midwifery Council registration requirements, and the stepwise employment offer made to successful applicants.

### Dementia Care Nurses

*Attracting and retaining qualified nurses in aged and dementia care: outcomes from an Australian study* Journal of Nursing Management, March 2014

AIM To identify key issues and factors affecting retention of qualified nurses who care for older people and persons with dementia in Australian acute, subacute, community and residential health-care settings. RESULTS In addition to reporting a number of workplace issues, nurses also reported reasonable levels of satisfaction. Intrinsic factors related to caregiving, work relations and colleague support. Extrinsic factors included professional opportunities and organisational support. CONCLUSIONS Altruism is a primary motivation for choosing to nurse older people and persons with dementia. Nurses are most positive when they feel valued and supported by their organisation and colleagues, through education, training, supervision, mentoring opportunities and appropriate remuneration. IMPLICATIONS FOR NURSING MANAGEMENT Nursing managers need to take positive steps to

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address the organisational factors outlined in this paper that either inhibit or promote nurse retention.

### Nurse Passport

*Obtain and retain: The potential implementation and use of a neonatal nurse passport to improve training, competency, recruitment and retention* Journal of Neonatal Nursing, December 2018

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Nurse staffing within the NHS is a well-documented issue (NHS Employers, 2015; RCN, 2017). The removal of the student nurse bursary (DoH, 2016) has decreased potential nursing candidates, as student UCAS applications with one choice of nursing have decreased (UCAS, 2017), furthermore lack of recruitment combined with an ageing workforce (The Good Governance Institute, 2015) poses an additional threat. It is also notable following the recent decision for Brexit, the number of European union born nursing staff working within the NHS has also decreased and is projected to further decrease (IFES, 2016a; IFES, 2016b). Although a generic problem, it could be assumed if nursing shortages continue, the demand for neonatal nursing staff may worsen.

### Stress/ Burnout

*Should I stay or should I go? Stress, burnout and nurse retention* British Journal of Nursing, September 2016

Janet Scammell, Associate Professor (Nursing), Bournemouth University looks at problems retaining nurses.



### Nurse Managers

*Nurse manager job satisfaction and retention: A home healthcare perspective* Nursing Management, July 2019

Nurse managers are essential for the success of organizational missions and objectives. The expectation is that nurse managers are adept at financial management, negotiation, staff recruitment and development, conflict resolution, technologic advancements, and leadership. Nurse managers have a primary responsibility of ensuring that adequate nursing staff members are available to provide quality patient care. Supportive behaviors to promote clinical nurse autonomy and development, enhance nurse-physician relationships, and improve nursing competence are also expectations. Despite the essential role of nurse managers, increasingly complex and demanding healthcare environments are contributing to their overwork, stress, and dissatisfaction.

### Continuing Professional Development (CPD)

*Attributes of a Successful Clinical Ladder Program for Nurses: An Integrative Review* Worldviews on Evidence-Based Nursing, August 2019

**BACKGROUND**Clinical ladder programs (CLPs) are often utilized by healthcare organizations to monitor and incentivize staff nurse development. Few studies exist related to this topic, yet implementation of CLPs can be an important factor in staff nurse retention and satisfaction, and therefore requires better understanding.**AIM**To identify and examine the factors that contribute to a successful CLP. **RESULT**STwenty-nine studies were identified for inclusion. Most were program evaluation. Institution's organizational culture was identified as the overarching attribute contributing to a successful CLP. Common themes identified as important to a supportive organizational culture were (a) education and experience; (b) competence and critical thinking; (c) job

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satisfaction and retention; and (d) compensation and institutional cost. Each of these components can play a significant role in the overall success of a CLP.**LINKING EVIDENCE TO ACTION**While further research of a higher caliber is needed, some recommendations for practice can be made: (a) CLP description and terminology needs to be consistent with intent, (b) mandatory CLP engagement has positive implications, and (c) implementation needs to be driven by bedside nurses and includes both continuous education and refinement of program requirements and incentives.

*CPD: a priority for nurse retention?* British Journal of Nursing, September 2018

Janet Scammell, Associate Professor (Nursing), Bournemouth University, discusses whether prioritising the provision of continuing professional development would help improve nurse retention levels

### Renal Nurses

*Recruitment and retention of renal nursing staff: one trust's experience* Journal of Kidney Care, July 2018

With nursing vacancies at an all-time high, attracting and retaining staff in all areas of healthcare is crucial. It is important to understand nurses' motivations for applying for and leaving posts to ensure stability and increase job satisfaction. Sarah Brand and Ann McGoran share the findings of a project they undertook with new members of staff in the renal unit at Nottingham University Hospitals NHS Trust.

### General Practice Nurses

#### [Recruitment and retention in general practice nursing: What about pay?](#) Practice Nursing, February 2018

When Agenda for Change was introduced in 2004, many nurses saw an increase in pay, alongside the potential for annual incremental pay rises and the ability to progress through pay bands with appropriate study and the undertaking of additional responsibilities. As practice nurses are the employees of independent contractors, most were not enrolled in Agenda for Change. They now have no nationally recognised payscale and have to negotiate pay, terms and conditions on an individual basis. The lead nurses in Lambeth, South London decided to develop a pay framework that mapped to the general practice nurse career framework. This was fully endorsed by Lambeth Clinical Commissioning Group and Community Education Providers Network and was launched in June 2017. In January 2018, a pay framework was also launched for healthcare assistants in Lambeth. The framework aims to allow general practice to compete with all healthcare sectors and to make general practice an attractive and viable career option.

### Mentoring

#### [Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners](#) Plastic Surgical Nursing, January 2017

The purpose of study was to determine whether mentoring based on Watson's Caring Model positively influences nurse practitioner (NP) job satisfaction. This nonexperimental mixed-methods study utilized an online survey, administered through Qualtrics containing demographic and mentoring variables. Job satisfaction results were obtained from the Misener Nurse Practitioner Job Satisfaction Scale (MNPJSS). Also, open-ended questions regarding mentoring were

reported. There was a 54% response rate in which 37 of the 69 participants responded (n = 37), with statistical significance set at  $p < .05$ . All or 100% of participants reported that the mentor experience/relationship positively influenced job satisfaction. Scores from the MNPJSS ranged from 141 to 246, with a mean of 195.26 (SD = 28.29) corresponding to "minimally satisfied" or a mean of 4.44 on the 6-point scale. These results are similar to the MNPJSS score with a mean of 4.39. A mentoring experience can provide a positive environment, which can lead to increased job satisfaction. In turn, a higher level of satisfaction in the work environment can be associated with reduced turnover and improved retention and patient outcomes. Ultimately, a safer health care system will evolve and improve patient care and outcomes. Through Watson's Caring Model, a reciprocal relationship between the mentor and the mentee can provide a new NP hire a sense of community and direct availability. By experiencing a mentor relationship, job satisfaction can improve, which is a key factor in retaining NPs. As E-mentoring is a newer topic in nursing literature, further research is needed. Further studies could also review and develop one-on-one mentoring programs.

#### [Increasing Registered Nurse Retention Using Mentors in Critical Care Services](#) Health Care Manager, July 2016

Recruiting and training 1 newly hired registered nurse can cost thousands of dollars. With a high percentage of these newly hired nurses leaving their first place of employment within their first year, the financial implications may be enormous. It is imperative that health care facilities invest in recruiting and retention programs that retain high-quality nurses. Mentorship programs in retaining and easing the transition to practice for new graduate nurses, re-entry nurses, and nurses new to a specialty area are critical in nurse retention. Discussion in this study includes the effect of implementing a mentor program into the critical care services area of a 325-bed not-for-profit community hospital in northern Indiana.

Based on this study, nurses with a mentor were retained at a 25% higher rate than those not mentored. Implementation of a mentor program reduced the training cost to the facility and increased retention and morale.

### Orientation

*Nurses' hospital orientation and future research challenges: an integrative review* International Nursing Review, March 2016

AIM: This study aimed to describe the research on registered nurses' orientation processes in specialized hospital settings in order to illustrate directions for future research. BACKGROUND: The complex healthcare environment and the impact of nursing shortage and turnover make the hospital orientation process imperative. There is a growing recognition regarding research interests to meet the needs for evidence-based, effective and economically sound hospital orientation strategies. RESULTS: Eleven papers met the inclusion criteria. The conceptualization of orientation process reflected the complexity of the phenomenon. Less attention has been paid to designs to establish correlations or relationships between selected variables and hospital orientation process. The outcomes of hospital orientation programmes were limited primarily to retention and job satisfaction. The research evidence therefore cannot be evaluated as strong. CONCLUSION: The lack of an evidence-based approach makes it difficult to develop a comprehensive orientation process. Further research should explore interventions that will enhance the quality of hospital orientation practices to improve nurses' retention and job satisfaction. IMPLICATIONS FOR NURSING AND HEALTH POLICY: To provide a comprehensive hospital orientation process, hospital administrators have to put in place human resource development strategies along with practice implications and research efforts. Comprehensive hospital orientation benefits and outcomes should be visible to policy makers.

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### Nursing Homes

*A facility specialist model for improving retention of nursing home staff: results from a randomised, controlled study* The Gerontologist, July 2008

Purpose: This article reports on a randomized, controlled intervention study designed to reduce employee turnover by creating a retention specialist position in nursing homes. Results: Treatment facilities experienced significant declines in turnover rates compared to control facilities. As predicted, we found positive effects on certified nursing assistant assessments of the quality of retention efforts and of care provided in the facility; we did not find effects for job satisfaction or stress. Implications: The study provides evidence for the effectiveness of the retention specialist model. Findings from a detailed process evaluation suggest modifications of the program that may increase program effects.

*The role of organisational culture in retaining nursing workforce* The Gerontologist, November 2013

Purpose of the Study: We examined how organizational culture in nursing homes affects staff turnover, because culture is a first step to creating satisfactory work environments. Design and Methods: Nursing home administrators were asked in 2009 to report on facility culture and staff turnover. We received responses from 419 of 1,056 administrators contacted. Respondents reported the strength of cultural values using scales from a Competing Values Framework and percent of staff leaving annually for Registered Nurse (RN), Licensed Practice Nurse (LPN), and nursing aide (NA) staff. We estimated negative binomial models predicting turnover. Results: Turnover rates are lower than found in past but remain significantly higher among NAs than among RNs or LPNs. Facilities with stronger market values had increased turnover among RNs and LPNs, and among NAs when turnover was adjusted for facilities with few staff. Facilities emphasizing hierarchical internal

processes had lower RN turnover. Group and developmental values focusing on staff and innovation only lowered LPN turnover. Finally, effects on NA turnover become insignificant when turnover was adjusted if voluntary turnover was reported. Implications: Organizational culture had differential effects on the turnover of RN, LPN, and NA staff that should be addressed in developing culture-change strategies. More flexible organizational culture values were important for LPN staff only, whereas unexpectedly, greater emphasis on rigid internal rules helped facilities retain RNs. Facilities with a stronger focus on customer needs had higher turnover among all staff.

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