

Evidence Brief: Nursing Attrition, Recruitment, and Retention

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Produced by the Knowledge Management Team, Evidence Briefs offer an overview of the published reports, research, and evidence on a workforce-related topic.

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Key publications – the big picture

[The NHS Long Term Workforce Plan](#)

NHS England, June 2023

While training more staff is critical, if the NHS does not embed the right culture and improve staff retention, then NHS workforce shortfalls will continue to persist. Various factors influence why people leave the NHS workforce. In 2022, where people have chosen to leave an NHS trust, some of the most common reasons were pay and reward, work-life balance, progression and continuing professional development (CPD), as well as health and wellbeing.

[Retaining NHS nurses: what do trends in staff turnover tell us?](#)

The Health Foundation, April 2023

Workforce shortages are one of the biggest challenges facing the NHS and adult social care in England. In the quarter to December 2022, vacancies in NHS trusts stood at around 24,000 full-time equivalent (FTE) staff, which is well above pre-pandemic levels. Nursing remains a key area of shortfall: in NHS trusts, while registered nurses and health visitors make up round a quarter (26%) of FTE roles, nurse vacancies accounted for more than a third (35%, around 43,600 FTE) of all vacancies in the quarter to December 2022. While seriously understaffed, the NHS continues to grapple with spiralling elective care waiting lists and ongoing industrial action.

[Valuing nursing in the UK](#)

Royal College of Nursing, February 2023

Despite public support for the nursing profession, governments across the UK are failing to value and support nursing staff. Nursing staff feel undervalued and unsafe, causing an alarming number to leave the profession altogether. This report presents a range of factors which impact retention, as well as

recommendations for action to bring widespread benefits for the workforce, and for safe and effective care.

[Your future nurses](#)

NHS Employers, September 2023

Until recently, the routes into nursing were limited and university degree education was seen as the primary way to train a registered nurse. However, the introduction of the nurse degree apprenticeship, the development of the nursing associate role and other initiatives are providing employers with alternative opportunities.

[Improving the retention of registered nurses and midwives: A toolkit for line managers and employers](#)

NHS Employers, October 2022

This toolkit enables organisations to undertake a self-assessment against the seven elements of the NHS People Promise.

[Factors associated with staff retention in the NHS acute sector](#)

The King's Fund, October 2022

In addition to hiring new staff, the retention of existing staff is crucial in ensuring adequate numbers of NHS staff. These staff members have important skills and experience working in the NHS, and the supply of alternative medical staff is often restricted in the short term, with long training pathways and only a limited amount of staff who can be recruited from abroad. Retaining existing staff members and their skills is therefore important to ensure a well-functioning NHS.

[Factors associated with staff retention in the NHS acute sector](#)

Institute for Fiscal Studies, August 2022

This report examines how a range of individual staff characteristics are associated with whether individual staff members decide to leave the NHS.

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[The long goodbye? Exploring rates of staff leaving the NHS and social care](#)

Nuffield Trust, February 2022

In this explainer, Billy Palmer and Lucina Rolewicz take stock of what is known and not known about the numbers of staff leaving NHS and social care roles, and the reasons given for moving on.

[Building the NHS nursing workforce in England: workforce pressure points](#)

The Health Foundation, December 2020

The absence of standardised comparative data also makes it more difficult to identify courses and institutions where the problem of attrition is more pronounced. This shortcoming has been highlighted several times in recent years,⁷⁸ but there has been no sustained improvement.

Case Studies

[Nurse mentor scheme reduces turnover at trust by almost 90%](#)

Publication date: 2023

A nurse leader has said that the “senior intern” mentorship scheme that she introduced has slashed the attrition rate at her NHS trust by nearly 90%.

[Dartford and Gravesham NHS Foundation Trust: Working together to transform the role of Healthcare Support Worker \(HCSW\)](#)

The trust sought to reduce vacancy rates and improve HCSW morale throughout the trust. The trust utilised several methods including; producing a series of resources including ‘a day in the life of a HCSW’, a Facebook campaign featuring photo storyboards and a large survey for both HCSWs and non-HCSWs, the results of which were announced at a ‘HCSW

huddle’ (an event designed to provide HCSWs with a voice). Whilst the project is still in its infancy, the trust has noticed an improved atmosphere and an increase in applications for the HCSW role.

[Improving retention at all stages of nurses' careers: United Lincolnshire Hospitals NHS Trust](#)

Publication date: 2020

The trust set up a retention project team in July 2018 and developed a framework that helped bring focus to the retention initiatives, based on identified groups within the workforce. The team put together a retention action plan and its overall aim was to reduce nursing turnover at the trust by one per cent over a 12-month period.

Statistics

[Stats And Facts On The UK's Nursing Workforce 2023](#)

Nurses, July 2023

We thought it would be useful to have a one-stop-shop for facts and stats on the UK's nursing workforce. There's no fluff here, just the data!

[Registration data reports](#)

NMC, 2023

Our annual reports cover the 12 month period from April to March every year, but we also publish a mid-year report covering the six month period from April to September.

[Latest NMC data exposes nursing retention crisis, says RCN](#)

RCN, May 2023

Almost 27,000 people left the register in the past year, with more than half of those leaving earlier than planned, citing burnout, workload and concerns over care quality.

National Data Programme

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

Published Peer Reviewed Research

Attrition and intention to leave

[Should I stay or should I go? Why nurses are leaving community nursing in the UK](#)

Publication date: 2023

Our findings imply that low nurse retention will fuel an even higher exodus because job dissatisfaction is highest on teams with lowest permanent staff ratios. Poor management that is inept at supporting frontline staff means that the fundamental retention issues are exacerbated and will not stop the unprecedented crisis that is predicted to lead to a collapse of care provision in community settings.

[Comprehensive assessment of factors contributing to the actual turnover of newly licensed registered nurses working in acute care hospitals: a systematic review](#)

Publication date: 2023

Through reviewing ten articles, significant contributing factors for newly licensed registered nurses' turnover included personal factors of health status; work environment factors of physical exhaustion, emotional exhaustion, depersonalization, occupational injuries, income, intent to stay, job satisfaction, and peer support; and hospital factors of hospital size, location, and

unionization. Most existing studies focus on work environment factors, which reflects the significance of fostering healthy work conditions to prevent high turnover.

[Nurses' motivations to leave the nursing profession: A qualitative meta-aggregation](#)

Publication date: 2023

We developed four synthesized findings from 11 synthesized categories and 31 categories to reflect nurses' motivations to leave the profession, including (1) challenging work environment, (2) emotional distress, (3) disappointment about nursing reality, and (4) culture of hierarchy and discrimination.

[Global prevalence of turnover intention among intensive care nurses: A meta-analysis](#)

Publication date: 2023

This meta-analysis showed that more than 27% of the intensive care nurses had the intention to leave worldwide. In the current context of nursing shortage, efforts should be made to improve conditions for this important group of care providers.

[Assessing the impacts of nurse staffing and work schedules on nurse turnover: A systematic review](#)

[United States]

Publication date: 2023

Nurse staffing levels are strongly related to nurse turnover in the expected direction. However, few studies have found that work schedules are significantly related to nurse turnover.

[Nursing assistant turnover in nursing homes: A scoping review of the literature](#)

Publication date: 2023

Guided by levels of influence, nurse aide turnover is found to be influenced by intrapersonal, interpersonal, institutional, community, and public policy level factors.

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[Impact of the Practice Environment on Oncology and Hematology Nurses: A Scoping Review](#)

Publication date: 2023

The 6 elements of the practice environment (workload, leadership, collegial relations, participation, foundations, and resources) were found to significantly impact nurses' job satisfaction, psychological well-being, levels of burnout, and intention to leave. Negative practice environment elements were linked to increased levels of job dissatisfaction, higher levels of burnout, greater prevalence of psychological distress, and greater intention to leave both oncology and hematology nursing and the nursing profession.

[A systematic review study on the factors affecting shortage of nursing workforce in the hospitals](#)

Publication date: 2022

Four themes were identified as factors influencing the nursing workforce shortage, including Policy and planning barriers, Barriers to training and enrolment, Factors causing nursing staff turnover and Nurses' stress and burnout. Nursing workforce shortage is a global challenge that roots in multiple causes such as individual, educational, organizational and managerial and policy-making factors.

[Intention to leave among nurses during the COVID-19 outbreak: A rapid systematic review and Meta-Analysis](#)

Publication date: 2022

This study showed that approximately one-third of nurses working during the COVID-19 pandemic had thoughts about intending to leave their job. The findings indicate the need for strategies involving precautions and solutions to minimise the psychological impacts of COVID-19 among nurses.

[Factors Influencing Nurse Intent to Leave Acute Care Hospitals](#)

[A Systematic Literature Review](#)

Publication date: 2022

Professional nurses are leaving their current positions in acute care hospitals and, in some cases, the profession in greater numbers than ever. Nurse leaders must understand factors surrounding nurses' intent to leave to develop strategies to mitigate this phenomenon and retain nurses. This review of the literature seeks to synthesize studies on nurses' intent to leave. Themes include job satisfaction, resources and staffing impacting workloads, leadership, and burnout.

[Correlates of turnover intention among nursing staff in the COVID-19 pandemic: a systematic review](#)

Publication date: 2022

The results help to identify high-risk groups according to individual factors and to develop possible interventions, such as trainings for nurses and their superiors, addressing individual and organizational factors. Future research should focus on longitudinal designs applying carefully defined concepts of turnover intention.

[A global overview of healthcare workers' turnover intention amid COVID-19 pandemic: a systematic review with future directions](#)

Publication date: 2022

A wide range of factors influence healthcare workers' turnover intention in times of pandemic. Future research should be more focused on specific factors, such as working conditions or burnout, and specific vulnerable groups, including migrant healthcare workers and healthcare profession minorities, to aid policymakers in adopting strategies to support and incentivise them to retain them in their healthcare jobs.

[Noneconomic and economic impacts of nurse turnover in hospitals: A systematic review](#)

Publication date: 2022

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To prevent the adverse noneconomic and economic impacts of nurse turnover and retain nurses, healthcare organizations, nurse managers, and hospital staff nurses need to develop and implement prevention strategies and policies to address nurse turnover. Efforts to address nurse turnover can increase hospital competency to improve the quality of nursing care services and patient safety.

[Nursing faculty shortage in Canada: A scoping review of contributing factors](#)

Publication date: 2021

This scoping review provides insights into how Canada's schools of nursing could engage in grounded efforts to lessen nursing faculty shortage, both nationally and globally. We identified a gap in the literature that indicates that foundational work is needed to create context-specific solutions. The limited studies published in Canada suggest that this is a critical area for future research and funding.

[Relationship between work-family conflict and turnover intention in nurses: A meta-analytic review](#)

Publication date: 2021

Work-family conflict and turnover intention are significantly correlated factors regardless of the studies' cultural characteristics examined in this study. Policymakers and managers should consider this finding and develop strategies that provide a balance-oriented work design to prevent nurse shortage.

[Nursing home nurses' turnover intention: A systematic review](#)

Publication date: 2021

The factors influencing NH nurses' turnover intentions were identified and classified as individual and organizational factors. Among the various factors above, this study found that job

satisfaction was the most influential factor in nurses' turnover intentions.

[A meta-analysis on predictors of turnover intention of hospital nurses in South Korea \(2000–2020\)](#)

[South Korea]

Publication date: 2021

This review analysed common predictors identified in previous studies. Burnout (0.541), emotional exhaustion (0.511), job stress (0.390) and career plateau (0.386) showed positive effect sizes, while organizational commitment (−0.540), person–organizational fit (−0.521), career commitment (−0.508), work engagement (−0.503), job satisfaction (−0.491) and job embeddedness (−0.483) showed negative effect sizes.

[Explaining nursing attrition through the experiences of return-to-practice students: a mixed-methods study](#)

Publication date: 2021

Just over half (52%) of respondents left nursing after ≥10 years. Most of these (84%) stayed in alternative employment during their break from nursing. There were two distinct reasons for leaving nursing: the inability to maintain a positive work/life balance and a lack of opportunity for career advancement while retaining nursing registration. Respondents reflected positively on their nursing experience yet frequently reported significant personal or professional incidents prompting their decision to leave.

["Overwhelmed and out of my depth": Responses from early career midwives in the United Kingdom to the Work, Health and Emotional Lives of Midwives study](#)

Publication date: 2020

Midwives described feeling immense pressure caused by an unremittingly heavy workload and poor staffing. Where relationships with colleagues were strong, they were described

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as a protective factor against stress; conversely, negative working relationships compounded pressures. Despite the challenges, many of the midwives reported taking great pleasure in their work, describing it as a source of pride and self-esteem.

[The impact of moving to a 12h shift pattern on employee wellbeing: A qualitative study in an acute mental health setting](#)

Publication date: 2020

Thematic analysis identified unintended consequences of 12 h shifts as these patterns changed roles and the delivery of care, diminishing perceptions of quality of patient care, opportunities for social support, with reports of pacing work to preserve emotional and physical stamina. These features were moderated by older age, commitment to the public healthcare sector, and fit to individual circumstances in the non-work domain leading to divergent work-life balance outcomes.

[Determinants of nurse job dissatisfaction - findings from a cross-sectional survey analysis in the UK](#)

Publication date: 2020

A large proportion of nurses reported feeling dissatisfied and demoralised. In order to reduce the negative impact of dissatisfaction and improve retention, more research needs to investigate the relationship dynamics within healthcare teams and how the burden experienced by RNs when unsupported by managers impacts on their ability to provide safe, good-quality care.

[Curriculum design and attrition among undergraduate nursing students: A systematic review](#)

Publication date: 2019

Four themes were identified: pre-enrolment criteria for recruiting nursing students; curriculum content; clinical placement-related policies; and student support services. Institutional-level risk factors that could be reduced were identified, including academic

failure, poor clinical performance, stress, and unrealistic expectations of nursing. This review gives insights into how a curriculum for undergraduate nursing programmes can be designed that will engage students and increase the nursing workforce.

[Global nurse shortages - the facts, the impact and action for change](#)

Publication date: 2019

This scoping review addressed the questions: what is known about the current nursing workforce, how are shortages calculated and why do shortages of nurses arise, what can be done to forestall such shortages in a national and global context, and where are the evidence gaps?

[Causes of Attrition in Children's Nursing \(CATCHING\): An exploratory mixed method study](#)

Publication date: 2018

Most attrition occurred in the first year of programmes and was primarily due to academic failure or personal circumstances; clinical placements also played a role. Emergent themes were 'expectations of pre-registration children's nursing'; 'realities of a pre-registration children's nursing course', and 'factors that influence students leaving or staying on the course'. Many participants reported a reluctance to disclose issues while on their course. Support to continue on the programme was frequently obtained away from university and students described relying on self-determination to complete programmes.

[Factors influencing nurses' intentions to leave adult critical care settings](#)

Publication date: 2018

Three main themes emerged following data analysis. These themes were quality of the work environment, nature of working relationships and traumatic/stressful workplace experiences.

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[Addressing high turnover rates in senior nurse roles](#)

Publication date: 2017

Heather Caudle is leaving her position as chief nurse at Ashford and St Peter's NHS Foundation Trust, Surrey, to take up the role of director of nursing for improvement at NHS England.

Mental health and burnout

[Investigating the impact of financial concerns on symptoms of depression in UK healthcare workers: data from the UK-REACH nationwide cohort study](#)

Publication date: 2023

Financial concerns are increasing in prevalence and predict the later development of depressive symptoms in UK HCWs. Those in nursing, midwifery and other allied nursing roles may have been disproportionately affected. Our results are concerning given the potential effects on sickness absence and staff retention. Policy makers should act to alleviate financial concerns to reduce the impact this may have on a discontent workforce plagued by understaffing.

[Burnout among palliative care providers](#)

Publication date: 2023

Analysis of 14 studies showed that there are five primary themes related to burnout among PC providers: (1) the rate of burnout, (2) the physical, psychological, and clinical manifestations of burnout, (3) predictors of burnout, (4) factors of resiliency, and (5) interventions piloted to decrease burnout. The majority of studies have delineated the physician role but have failed to determine the rate and factors of burnout among PC NPs and PAs.

[Mental health of the nursing and midwifery workforce in Wales during the COVID-19 pandemic: a cross-sectional analysis](#)

Publication date: 2023

This study highlights the substantial burden of poor mental wellbeing among the nursing and midwifery workforce in Wales, especially in those aged 49 years and younger. These figures, higher than previous estimates, could reflect the mental health effect of responding to the pandemic and could have long-term implications on workforce retention.

[A systematic review: Unfinished nursing care and the impact on the nurse outcomes of job satisfaction, burnout, intention-to-leave and turnover](#)

Publication date: 2022

Unfinished nursing care remains a plausible mediator of negative nurse outcomes, but research is limited to single-country studies and self-reported outcome measures. Given challenges in the sector for nurse satisfaction, recruitment and retention, future research needs to focus on nurse outcomes as a specific aim of inquiry in relation to unfinished nursing care.

[The effect of burnout and its dimensions on turnover intention among nurses: A meta-analytic review](#)

Publication date: 2022

The effect size of the relationship between professional efficacy and turnover intention was small, and the effect size of the other surveyed relationships was medium among both nurses and other health employees. The moderator analysis results suggested that the effect size of the relationship between professional efficacy and turnover intention among nurses is significantly different from the other health employees.

[Factors Associated with Job Stress among Hospital Nurses: A Meta-Correlation Analysis](#)

Publication date: 2022

Among the major variables, insufficient job control, personal conflict, and burnout had a positive correlation. In contrast,

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intention to stay, job satisfaction, and personal accomplishment had a negative correlation. In the meta-analysis conducted in relation to a specific conceptual framework, the negative-outcome factors showed significant positive correlations with job stress, whereas the positive-outcome factors showed significant negative correlations with job stress.

[‘You can’t walk through water without getting wet’ UK nurses’ distress and psychological health needs during the Covid-19 pandemic: A longitudinal interview study](#)

Publication date: 2022

Nurses have been deeply affected by what they have experienced and report being forever altered with the impacts of COVID-19 persisting and deeply felt. There is an urgent need to tackle stigma to create a psychologically safe working environment and for a national COVID-19 nursing workforce recovery strategy to help restore nurse's well-being and demonstrate a valuing of the nursing workforce and therefore support retention.

[Quitting in the face of intolerable pressure](#)

Publication date: 2022

Surveys are highlighting concerns about negative psychological effects of the pandemic – notably stress, burnout and post-traumatic stress disorder – on the UK nursing workforce. Another, published by the RCN, shows nursing staff in the UK are still being asked to keep going in the face of intolerable pressure.

[Wellbeing and coping of UK nurses, midwives and allied health professionals during COVID-19-a cross-sectional study](#)

Publication date: 2022

The COVID-19 pandemic had a significant effect on psychological wellbeing and quality of working life which decreased while the use of negative coping and burnout of these

healthcare professionals increased. Health services are now trying to respond to the needs of patients with COVID-19 variants while rebuilding services and tackling the backlog of normal care provision. This workforce would benefit from additional support/services to prevent further deterioration in mental health and wellbeing and optimise workforce retention.

[Systematic Review of Burnout in US Nurses](#)

[United States]

Publication date: 2022

Nurses experience high levels of burnout, and this has become a major factor in recruitment and retention of nurses. Several factors have been associated with burnout, but it is not clear which factors are the most significant predictors. Understanding the most prevalent factors that are associated with burnout will allow for the development and implementation of interventions to ameliorate and/or reduce burnout in the nursing workforce.

[Factors preceding occupational distress in emergency nurses: An integrative review](#)

Publication date: 2022

Emergency nurses practice in unique and challenging environments which place them at higher risk of occupational distress with subsequent negative impacts for the clinician, healthcare organisation and patients. Through the investigation and development of strategies such as the facilitation of knowledge of patient disposition, emergency nurses may experience an increase in their well-being, retention, job satisfaction and resiliency.

[Emergency Department Nursing Burnout and Resilience](#)

Publication date: 2022

Work schedules and shift work, violence toward staff, and lack of management support were factors linked to burnout. Self-discipline, optimism, and goal-oriented behaviors evolved as

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characteristics of resilient ED nurses. Burnout rates among ED nurses are steep. Shift work, traumatic events, violence, and management support are determinants of burnout. Specialized actions can combat burnout and increase resilience. Nursing management can provide specific education to nurses to assist in this effort.

[Nurse Fatigue and Nurse, Patient Safety, and Organizational Outcomes: A Systematic Review](#)

Publication date: 2021

Many studies confirmed that nurse fatigue is negatively associated with nurse, patient-safety, and organizational outcomes. However, our findings highlight gaps in current knowledge and the need for future research using a longitudinal design and measuring additional outcomes to better understand the consequences of nurse fatigue.

[Levels of resilience, anxiety and depression in nurses working in respiratory clinical areas during the COVID pandemic](#)

Publication date: 2021

This cohort experienced significant levels of anxiety and depression, with moderate to high levels of resilience. Support mechanisms and interventions need to be put in place to support all nurses during pandemic outbreaks, particularly younger or less experienced staff.

[Relationship between nurse burnout, patient and organizational outcomes: Systematic review](#)

Publication date: 2021

Nurse burnout is an occupational hazard affecting nurses, patients, organizations, and society at large. Nurse burnout is associated with worsening safety and quality of care, decreased patient satisfaction, and nurses' organizational commitment and productivity. Traditionally, burnout is viewed as an individual issue. However, reframing burnout as an organizational and

collective phenomenon affords the broader perspective necessary to address nurse burnout. Tweetable abstract: Not only nurse burnout associated w/ worsening safety & quality of care, but also w/ nurses' organizational commitment and productivity. Reframing burnout, as an organizational & collective phenomenon is necessary.

[The psychological effects of working in the NHS during a pandemic on final-year students: part 1](#)

Publication date: 2021

Resilience in nursing and midwifery involves being able to manage ethically adverse situations without suffering moral distress and is key to mental wellbeing, staff retention and patient safety. The aim of this research was to ask what the psychological effects were for nursing and midwifery students who had been deployed to work in the NHS during the COVID-19 pandemic. This study looked at the incidence of burnout in a small cohort of nursing and midwifery students who were employed as band 4 aspirant nurses and midwives in acute NHS trusts in the south of England.

[Collegial surface acting emotional labour, burnout and intention to leave in novice and pre-retirement nurses in the United Kingdom: A cross-sectional study](#)

Publication date: 2020

Collegial emotional labour is significant to nurses' intention to leave their current job but not their intention to leave the organization and/or the profession.

[Resilience, stress and burnout in student midwives](#)

Publication date: 2019

High stress and reduced resilience predicted intentions to quit midwifery. Resilience did not act as a moderator. Thus the findings suggest that resilience did not protect students from high

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levels of stress leading to burnout or wanting to quit, although resilience did help to reduce intentions to quit.

[A systematic review and meta-analysis of the prevalence and associations of stress and burnout among staff in long-term care facilities for people with dementia](#)

[United States]

Publication date: 2019

We conclude that current evidence suggests that most staff caring for people living with dementia in long-term care do not have a high level of burnout or psychological stress. It is likely that there are at risk groups of care staff who are more susceptible to burnout and stress or who are in environments which are particularly likely to lead to burnout. Preliminary evidence in small studies suggest these may include: factors relating to the difficulties of caring such as those who care for residents with aggressive behavior; factors relating to working in a poor environment such as not having sufficient space; factors related to the care staff; such as not speaking English as a first language, which may make people feel culturally isolated and have less local family support as well; and feeling unsupported with poor leadership within the care setting.

[Satisfaction, Burnout, and Turnover Among Nurse Practitioners and Physician Assistants: A Review of the Empirical Literature](#)

Publication date: 2017

Key findings include the lack of robust research designs, overemphasis on job satisfaction, lower levels of satisfaction across both groups, and higher intrinsic versus extrinsic satisfaction levels generally.

Moral distress

[Moral distress in nurse leaders-A scoping review of the literature](#)

Publication date: 2023

Contributing factors of moral distress include internal and organizational constraints, increased workload, and lack of support impacting physical and emotional well-being and intention to quit. This review did not yield any intervention studies emphasizing the need for research to identify specific predictors of moral distress and examine their relationship to nurse leader retention, so organizations can explore targeted interventions to promote coping and mitigate distress.

[Moral distress: Does this impact on intent to stay among adult critical care nurses?](#)

Publication date: 2023

By identifying the top causes of moral distress, tools and strategies can be developed to allow the Critical Care nurse to work within an ethically safe clinical environment and reduce the turnover of experienced adult Critical Care nurses.

[Moral Distress, Health and Intention to Leave: Critical Care Nurses' Perceptions During COVID-19 Pandemic](#)

Publication date: 2023

Highest moral distress scores were reported in futile care and poor teamwork and 21% reported entertaining an intention to leave. Self-reported health was lower than before the COVID-19 pandemic and 4.1% reported pronounced exhaustion disorder. Self-reported health, reduced capacity to tolerate demands under time pressure, emotional instability or irritability, physical weakness, or being more easily fatigued and with decreased well-being were factors that had a relationship with futile care. Sleeping problems and intention to leave had a relationship with poor teamwork.

[Interventions to mitigate moral distress: A systematic review of the literature](#)

Publication date: 2021

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The primary reason being that moral distress is a subjective ethical phenomenon with a number of different causes and effects. This calls for interventions that are flexible and sensitive to individual's needs. To build an evidence-base, interventions should also be measurable and research methods need to be scientifically rigorous. To achieve rigor and innovation, researchers should clearly justify their methodological choices.

[Moral distress and intention to leave: A comparison of adult and paediatric nurses by hospital setting](#)

Publication date: 2016

Root causes of moral distress vary, but certain themes were identified across settings. Futility of care is a common source of moral distress among nurses in critical care as well as non-critical care areas. Other causes of moral distress include incompetence of self or colleagues, work overload resulting in poor patient care and observing patient suffering due to the inaction of others.

Workplace violence, discrimination, and bullying

[Nurses' rationale for underreporting of patient and visitor perpetrated workplace violence: a systematic review](#)

Publication date: 2023

Underreporting of WPV is a complex and multi-faceted problem. An investigation into the rationale for underreporting a workplace violent event illustrates nurses, management, and organizations contribute to the problem. Clear and actionable interventions such as educational support for staff and the development of a clear and concise reporting processes are recommended to encourage staff reporting and to help address WPV in healthcare.

[Workplace gender discrimination in the nursing workforce—An integrative review](#)

Publication date: 2023

This review shows that both men and women in nursing experience workplace gender discrimination; however, the forms and consequences of this discrimination differ substantially by gender.

[Intensive care units nurses' burnout, organizational commitment, turnover intention and hospital workplace violence: A cross-sectional study](#)

Publication date: 2023

This study aimed to (1) assess the relationship between intensive care unit (ICU) nurses' burnout, organizational commitment and turnover intention, (2) examine the moderating effect of the organizational commitment on the relationship between ICU nurses' burnout and turnover intention, and (3) explore the prevalence and influencing factors of hospital workplace violence among ICU nurses.

[The Lived Experience of Workplace Violence Among Emergency Nurses](#)

Publication date: 2023

Our findings were consistent with other studies exploring the effects of workplace violence in emergency departments. We validated that trauma has long-lasting effects. Organizations should ensure that programs and processes are in place to support the nurse or health care worker when workplace violence events occur.

[The role of sense of coherence in workplace violence directed at nurses in the shadow of COVID-19: A cross-sectional study](#)

Publication date: 2023

The findings suggest that training nurses in practical SOC dimensions (enhancing comprehensible, manageable and meaningful treatment processes) may reduce patients' lack of

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understanding and frustration and, in turn, reduce the tendency to behave violently.

[Student nurses' experiences of workplace violence: A mixed methods systematic review and meta-analysis](#)

Publication date: 2023

Student nurses commonly experience violence during their clinical placements. Given the potential debilitating physical and psychological sequelae of all forms of violence then this study further emphasises the need to use multiple strategies to prevent violence and to better equip student nurses to manage potentially violent incidents, their responses to violence, and to whistle blow or report when they are subject to violence.

[The association between fear of future workplace violence and depressive symptoms among nurses based on different experiences of workplace violence: a cross-sectional study](#)

Publication date: 2023

Nurses who had experienced physical violence had the most depressive symptoms and nurses with experience of non-physical violence had the greatest FFWV. Our findings suggested that there was a significant association between FFWV and depressive symptoms among Chinese nurses in the no aggression and non-physical violence groups.

[Prevalence, associated factors and adverse outcomes of workplace violence towards nurses in psychiatric settings: A systematic review](#)

Publication date: 2022

Psychiatric nurses who experienced workplace violence had primarily poor mental health such as depressive symptoms and negative work-related outcomes such as turnover intention. The results revealed that there were relatively few patient-related factors associated with workplace violence and few reports on

workplace violence-related to nurses' physical health, suggesting the need for a multi-dimensional approach.

[Association between horizontal violence and turnover intention in nurses: A systematic review and meta-analysis](#)

Publication date: 2022

Horizontal violence had a low positive correlation with turnover intention in nurses. Nurses who experienced horizontal violence were more likely to leave or change careers than those who did not experience horizontal violence. This finding helps to draw attention to horizontal violence by nursing managers and implement effective interventions for nurses, so as to reduce nurses' turnover.

[Determinants and consequences of workplace violence against hospital-based nurses: a rapid review and synthesis of international evidence](#)

Publication date: 2022

WPV was linked to deficits of diverse magnitude in nurses' health, job satisfaction, and intention to stay. Evidence-based, zero-tolerance policies against WPV, preventative interventions, and appropriate disciplinary actions must be implemented at both organisational and national level to address WPV.

[What is the impact of patient violence in the emergency department on emergency nurses' intention to leave?](#)

Publication date: 2022

Workplace violence experienced by emergency nurses in the emergency department had a direct positive impact on their intention to leave and subsequently negative impact on their job satisfaction.

[An Exploratory Study of Bullying Directed Toward Clinical Nursing Faculty: Prevalence and Impact](#)

Publication date: 2021

Nursing attrition, recruitment and retention

Eighteen percent of the participants met the criteria for being either occasionally or frequently bullied. Nursing staff in the clinical agencies and colleagues and administrators in the nursing program where CNF teach were identified as the most frequent perpetrators.

[Managing violence and aggression in the emergency department](#)

Publication date: 2021

This article explores potential causes and risk factors for violent or aggressive behaviour from patients and visitors in the ED. It discusses risk assessment tools, management approaches and risk reduction strategies that can be used in the ED to tackle violence and aggression. The article also features a case study describing a successful small-scale trial of body-worn cameras at an East London ED.

[A qualitative systematic review on nurses' experiences of workplace bullying and implications for nursing practice](#)

Publication date: 2021

The overarching theme, 'The Vicious Cycle of Bullying in Nursing', and four themes were synthesized: (a) different 'faces' of bullying, (b) the hidden drivers of bullying, (c) impact of being bullied and (d) responses to bullying.

[How do aggression source, employee characteristics and organisational response impact the relationship between workplace aggression and work and health outcomes in healthcare employees? A cross-sectional analysis of the National Health Service staff survey in England](#)

Publication date: 2020

Although aggression from patients and colleagues both have negative effects on healthcare employees' turnover intentions, health and work engagement, these negative effects are worse when it is aggression from colleagues. Having an effective organisational response can help ameliorate the negative effects

of aggression on employees' health; however, it may not always buffer negative effects on turnover intentions and work engagement.

Recruitment and transition to practice

Recruitment

[Recruitment and retention of primary care nurse practitioners in underserved areas: A scoping review](#)

Publication date: 2022

This scoping review aimed to examine the findings, scope, and knowledge gaps of available literature on factors associated with NP recruitment and retention in underserved areas.

[A scoping review of strategies used to recruit and retain nurses in the health care workforce](#)

Publication date: 2022

Five themes summarized the initiatives for retaining nurses: leadership and support, ongoing professional development, recognition, work environment and flexible scheduling.

[Capacity of nurses working in long-term care: A systematic review qualitative synthesis](#)

Publication date: 2021

This review revealed what is required to recruit nursing students to careers in LTC and retain nurses. To be explored is how staff can work to their full scope of practice and the resultant impact on resident care, including how to maximise a meaningful life for residents and their families.

Student transition to practice

[Role transition of newly graduated nurses from nursing students to registered nurses: A qualitative systematic review](#)

Nursing attrition, recruitment and retention

Publication date: 2023

Support from colleagues was invaluable, and they wished for better support through standardised transition programs. Despite nursing being mentally and physically exhausting, many newly graduated registered nurses regarded their profession satisfying and meaningful, however some eventually resigned.

Understanding the transition experiences of newly graduated registered nurses can provide valuable insights on how to facilitate their transition and in turn decrease attrition rates, and ensure safe care for the patients and that public healthcare needs are met.

[Nursing students' experiences of a post-licensure practical nurse bridging program: a qualitative systematic review](#)

Publication date: 2023

The findings of this review highlight that, as adult learners with prior nursing experience, when post-licensure practical nurses return to study there is often a need to balance multiple roles and responsibilities. It is with the support of family, coworkers, classmates, and faculty that bridging students are able to manage competing personal and academic demands. While many bridging students express disappointment with some of the learning opportunities and/or faculty expertise associated with the nursing program, they ultimately achieve growth through both personal and professional advancement upon completing the program and becoming a registered nurse.

[Belonging in high acuity settings: What is needed for newly graduated registered nurses to successfully transition? A qualitative systematic review](#)

Publication date: 2023

Newly graduated Registered Nurses in the high acuity setting feel emotionally insecure related mainly to their educational unpreparedness. They have need for a structured program, inclusive of both theory and supported practice. The role of the

preceptorship team is vital in enabling a feeling of belonging, as is acceptance by nursing staff of the learning journey.

[Origins, characteristics and destination of nursing students in South West England](#)

Publication date: 2023

Worldwide there are concerns about the supply of nurses into health systems. Understanding and balancing the supply of and demand for healthcare professionals is crucial to efficient healthcare delivery, yet there is relatively little research that examines in detail where nursing students come from and where they go after qualification.

[Ethnic inequalities during clinical placement: a qualitative study of student nurses' experiences within the London National Health Service](#)

Publication date: 2023

These initial experiences of inequality and discrimination are liable to shape a student's perspective of their profession and ability to progress within nursing. The NHS is responsible for ensuring that student nurses' developmental opportunities are equal, irrespective of ethnicity.

[Evaluation of the feasibility of an Education-Career pathway in Healthcare for Older People \(ECHO\) for early career nurses](#)

Publication date: 2023

Education-Career pathway in Healthcare for Older People was feasible and may positively impact early career nurse retention, capability and socialization into gerontological nursing. ECHO requires further refinement and piloting, but learning can contribute to retention strategies.

[Factors Influencing Retention among Regional, Rural and Remote Undergraduate Nursing Students in Australia: A Systematic Review of Current Research Evidence](#)

Nursing attrition, recruitment and retention

[Australia]

Publication date: 2023

This systematic review demonstrates that identifying potentially modifiable factors could be the focus of retention support programs for undergraduate nursing students. The findings of this systematic review provide a direction for the development of retention support strategies and programs for undergraduate nursing students from regional, rural and remote areas in Australia.

[New graduate midwives' transition to practice: A scoping review](#)

Publication date: 2022

New graduate midwives' value structured rotations and feel very supported in continuity models, where strong mentorship and support are offered. Within this context confidence was promoted as a new practitioner. Upholding woman-centred care in busy hospital environments was a key challenge.

[Exploring support strategies for improving nursing student retention](#)

Publication date: 2022

Several support strategies appeared to enhance retention, including an automated text messaging system, an Academic, Personal and Professional Learning (APPL) support mechanism, a pastoral care support adviser service and an extracurricular student support group. Developing a holistic and multifaceted approach to retention involves working collaboratively with students to enhance the understanding of their needs.

[Promoting academic resilience through peer support in a new pre-registration nursing programme](#)

Publication date: 2022

This part-time programme was developed to retain nurses in Wales and was aimed at healthcare support workers with prior

experience of providing the fundamentals of nursing care within local health boards.

[Student attrition: what's happening with the COVID-19 cohort?](#)

Publication date: 2021

A Nursing Standard investigation shows 33% of those who began degree courses in 2018 did not graduate in 2021, as the pandemic and cost of living added to pressures. Attrition on nursing degrees remains stubbornly high, with a third (33%) of students leaving their course in 2021, figures obtained by Nursing Standard suggest.

[Evaluation of a personal professional mentor scheme for newly qualified nurses](#)

Publication date: 2021

Pairing experienced nurses with newly qualified nurses provided a new type of workplace support during transition. Inexpensive to set up and run, it is an easy addition to any portfolio of support strategies.

[Exploring the STEP-uP to practice: A survey of UK Lead Midwives for Education views of the Student midwife Extended Practice Placement during the first wave of the COVID-19 pandemic](#)

Publication date: 2021

The impact of COVID-19 on midwifery education is significant and will need continual scrutiny to minimise future detriment. The pressures of providing midwifery education throughout the early phase of COVID-19 were substantial, but it is important that we learn from the immediate changes made, value and pursue the changes that have been beneficial, and learn from those that were not.

[Student Nurses Undertaking Acute Hospital Paid Placements during COVID-19: Rationale for Opting-In? A Qualitative Inquiry](#)

Nursing attrition, recruitment and retention

Publication date: 2021

Six themes were identified, including sense of duty, and opting-in or out. These highlighted the importance of collaboration and the tripartite relationship between University, host and student during placement, and the influence of these on the learning experience. Several significant insights emerged for nurse education and curricula during pandemics related to patient safety, safety climate and governance. The insights were used to develop a “Student Nurses Placement Framework” with recommendations for Pre-During-Post placement, offering a guide for future nursing workforce recruitment and retention.

[Mind the gap: The relationship between liminality, learning and leaving in pre-registration nurse education](#)

Publication date: 2021

It is clear that regardless of the education model, attrition from pre-registration programmes is a long-standing problem which has attracted much attention. The educative process of learning to be a nurse can be likened to a ‘rite of passage’, or perhaps a series of rites of passage.

[Registered Nurses' experiences of psychological well-being and ill-being in their first year of practice: A qualitative meta-synthesis](#)

Publication date: 2021

This review found some graduate nurses experience the transition period as a time of personal growth and fulfilment, for others this period was a stressor. These findings were illustrated in a model of 'ways to well-being'. The potential for knowledge translation of this model extends from graduate nurses as individuals, to nurse entry to practice programs and graduate nurse programs, to organizational policy targeting future health workforce.

[Strategies for retention of nursing students: A scoping review](#)

Publication date: 2021

This paper reports the results of a scoping review designed to explore both formal and informal social and academic retention strategies that have been trialed in nursing programs worldwide. The goal was to map trends in retention strategies, define key terminology, identify gaps, and inform methodological approaches for future research and policy efforts in nursing education as informed by Joanna Briggs Institute scoping review objectives.

[Transition into remote and rural nurse education and careers: a qualitative study of student nurses](#)

Publication date: 2020

Pre-nursing experience can support transition into nurse education and contribute to career pathways that support recruitment and retention of nurses in remote and rural areas.

[Aspirant nurses – the journey of welcoming a novel role into the nursing family at great ormond street hospital \(GOSH\)](#)

Publication date: 2020

Throughout May and June 2020, GOSH welcomed 65 Aspirant Nurses in total, 62 of whom had Junior Band 5 Staff Nurse conditional offers with us for September 2020. This resulted in us being able to supplement the workforce over the challenging months of the pandemic, while supporting a smooth transition into their Junior Band 5 Staff Nurse roles in the autumn.

[From incomer to insider: The development of the TRANSPEC model – A systematic review of the factors influencing the effective rapid and early career TRANSition to a nursing SPECiality in differing contexts of practice](#)

Publication date: 2019

For successful transition, the enablers and inhibitors impacting on the three concepts, phases and the context of practice need to be considered when developing any program. It is apparent that while previous studies have focused on the transition

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processes, such as curricula, the development of the self and a sense of belonging are also essential to successful transition. Further studies should include the pre-entry phase.

[Characteristics of successful interventions to reduce turnover and increase retention of early career nurses: A systematic review](#)

Publication date: 2018

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.

[Understanding the enrolled nurse to registered nurse journey through a model adapted from Schlossberg's transition theory](#)

Publication date: 2018

Themes and sub-themes developed from the literature synthesis were integrated into an 'EN to RN Transition model.' The four stages of the model reflect the experiences of the ENs as they overcame the various challenges they encountered during their transition to RN. The model was used to develop recommendations that may improve their transition experience and decrease attrition.

[The influence of placements on adult nursing graduates' choice of first post](#)

Publication date: 2017

Analysis of the data obtained from the free-text responses from the questionnaire suggested that working environment; the level of support provided by mentors and clinical staff; the opportunity to make a difference to patients' lives and the variety of placements, were key influences on nursing students' decision regarding their first staff nurse post.

[Factors affecting the programme completion of pre-registration nursing students through a three year course: A retrospective cohort study](#)

Publication date: 2017

Students who leave pre-registration nurse education having failed to complete remain a concern for higher education institutions. This study identified factors influencing completion using a retrospective cohort analysis to map student characteristics at entry against Year 3 completion data.

Overseas nurses: recruitment, transition, retention, and attrition

[Retention and turnover among migrant nurses: A scoping review](#)

Publication date: 2023

Host countries must promote strategies that foster retention, such as reviewing immigration policies to support long-term immigration and family unity. Organisations employing migrant nurses need to consider the presence of a social network to facilitate adaptation and integration. It is also recommended that source countries address the reasons for emigration and initiate policies encouraging return migration, including providing merit to overseas experience. International nursing organisations should call for an examination of the conditions of migrant nurses to ensure equality across all source countries.

[Recruitment, integration and retention of international nurses in NHS Trusts](#)

Publication date: 2022

BJ Olsen shares her experiences as a nurse who trained in another country and now works in the UK and considers how an international nurse liaison role might help overcome barriers to retention.

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[Nurse Migration or Retention - An Analysis of the Nursing System to Harmonize the Post-Pandemic Law and Policy Making](#)

[India]

See link for the full abstract.

[Home and expatriate nurses' perceptions of job satisfaction: Qualitative findings](#)

[Saudi Arabia]

Publication date: 2021

Five themes were identified that differentiated the perceptions of expatriates regarding their job satisfaction from those of the home nurses: separation from family, language and communication, fairness of remuneration, moving into the future and professionalism.

[Experience of mobile nursing workforce from Portugal to the NHS in UK: influence of institutions and actors at the system, organization and individual levels](#)

Publication date: 2020

This article analyses the experience of Portuguese nurses working in the English NHS considering the individual and organizational factors that affect the quality and duration of nurses' migration experience, future career plans and expectations.

[How can the NHS recruit and retain migrant nurses after Brexit?](#)

Publication date: 2019

A recent NMC report (2019) published a 1% increase, for the first time in three years, in the number of new nurse registrants, for the period between April 2018 and March 2019. This increase translates into 6,000 nurses from the UK, EU and overseas.

[Overseas recruitment activities of NHS Trusts 2015–2018: Findings from FOI requests to 19 Acute NHS Trusts in England](#)

Publication date: 2019

Trusts frequently utilised private recruitment companies for their recruitment drives, including consulting and influencing the Trusts' workforce strategies. Policy adjustments have numerous influences on the composition of the overseas nursing workforce. While the NHS continues its efforts in expanding its international nursing workforce, this should not be at the expense of ethical and sustainable recruitment practices, which may be compromised indirectly as a result.

[Enhancing the recruitment and retention of overseas nurses from Kerala, India](#)

Publication date: 2018

In September 2016, a team of nurses from East and North Hertfordshire NHS Trust (ENHT) and the University of Hertfordshire in England travelled to Kerala, India to interview and recruit nurses for the trust's acute hospital. Before undertaking the interviews, the team visited a nursing college and two hospitals. Based on the findings from these visits and from meeting the interview candidates, the team designed a bespoke mentoring programme for Keralan nurses recruited to ENHT to ease the transition into nursing and living in the UK.

[Understanding the recruitment and retention of overseas nurses: realist case study research in National Health Service Hospitals in the UK](#)

Publication date: 2011

The authors conclude that successful assimilation is often hindered by the presence of occupational closure mechanisms, by which home nurses effectively excluded recruits from participation and promotion; these mechanisms, which articulate with everyday racism, threaten successful assimilation for obvious reasons. If the treatment recruits receive does not lead to withdrawal, it is because they typically have very strong economic motives to continue despite unfavourable and sometimes inhumane treatment.

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Widening access and participation

[“Widening access” to nursing education in the UK: What does it mean in everyday practice?](#)

Publication date: 2023

In the lack of adequate academic, technological, and financial, support, many students find themselves not being successful in their academic endeavours, with some of them taking much longer periods of time to complete their courses, and others withdrawing from the programme. This raises a major ethical concern, which is, have HEIs' efforts to “widening access to higher education” just been tokenistic gestures to be seen to be ethical.

[‘Becoming and overcoming’: A qualitative meta-synthesis of the experiences of men in nursing academia](#)

Publication date: 2022

The space of becoming and overcoming can be a lonely and isolated journey, often with no role models to support the process. Mentorship and peer support programmes are required as male nurses' transition and remain in nursing academia.

[The Use of Virtual Mentoring With Underrepresented Minority Groups in Baccalaureate Programs of Nursing: A Systematic Review of the Literature](#)

Publication date: 2022

Research shows that URM students have significantly higher attrition rates than other BSN students. Innovative approaches to recruitment and retention through virtual means may increase the diversity of BSN programs and the nursing workforce.

[Isolation and Marginalization: Exploring Attrition of Men in Preregistration Nursing Programs](#)

Publication date: 2022

This study explores how the gender characteristic of being male influences nursing student attrition and how retention can be improved.

[Barriers and facilitators to recruiting and retaining men on pre-registration nursing programmes in Western countries: A systemised rapid review](#)

Publication date: 2020

Evidence suggests that many men who come into nursing have a family member or acquaintance who is a nurse or that they have had contact with a male nurse as a patient or carer. Motivating factors such as financial security, career mobility and the opportunity to have a job in a caring profession were reported. Improved career advice at school is needed and shortened graduate programmes could be attractive. On programme, some clinical areas were easier for male students, while in others, treatment refusal could cause difficulties. Being in a minority and gender stereotyping can affect experiences. Ensuring equitable treatment, providing additional support and placements in clinical areas with more men could minimise these challenges.

[Diversity, recruitment and retention in nurse education programmes: Catalyst Event Report](#)

Publication date: 2017

The impact of negative media coverage may prevent students from choosing to work in the NHS when they complete their course. A focus of the discussion was around encouraging students to see working in the NHS as desirable and possibly the use of incentives to encourage applications was discussed. Highlighting the variety of specialist nursing roles available and the breadth of career opportunities needs to be advertised more widely.

Retention initiatives, factors, and intention to stay

[Safeguarding the retention of nurses: A systematic review on determinants of nurse's intentions to stay](#)

Publication date: 2023

Environmental, relational and individual factors have bearing on improving nurse satisfaction and commitment. Understanding why nurses stay through a generational behavioural and career stage lens can bolster safeguarding nurse retention.

[The Race to Retain Healthcare Workers: A Systematic Review on Factors that Impact Retention of Nurses and Physicians in Hospitals](#)

Publication date: 2023

The main determinants for job retention were job satisfaction, career development and work-life balance. European and non-European countries showed similarities and differences in determinants influencing retention. Identifying these factors supports the development of multifactorial interventions, which can aid the formulation of medical strategies and help to maximize retention.

[Individual and environmental factors that influence longevity of newcomers to nursing and midwifery: a scoping review](#)

Publication date: 2023

Professional self-image, identity, and a sense of pride in the profession are important components of newcomer retention. Strategies that positively support transition and create realistic expectations were highlighted. Managers play an important role in registered nurse retention as they can influence many of the newcomers' experiences. It is concerning that no studies about newcomer midwives were found.

[Opening up conversations: Collaborative working across sociomaterial contexts in nursing in London](#)

Publication date: 2023

Capital Nurse supported collaborative working both within single organizations and across organizations in London. There is evidence of change in how nurses across the capital work together to improve patient care, improve recruitment and retention. Findings may resonate with nurses in other settings who seek to address the problem of recruitment and retention. They show how nurses coming together in networks to effect changes in practice can work successfully.

[Retention of newly graduated registered nurses in the hospital setting: A systematic review](#)

Publication date: 2023

This systematic review identifies that either nurse residency or individualised mentoring programmes, lasting 1 year, and multi-component, addressing core and specific competencies and including preceptor or mentor components seem to be the most comprehensive and effective in promoting the retention of new nurses in the hospital setting.

[Exploring digital interventions to facilitate coping and discomfort for nurses experiencing the menopause in the workplace: An international qualitative study](#)

Publication date: 2023

Managers of nursing female staff in the menopausal age range need greater awareness, and menopause education should involve everyone. Finally, our results demonstrate design attributes suitable for inclusion in digital health strategies that are aligned with likely alleviation of some of the discomforts of menopause.

[Developing a talent management support network for nurses and midwives](#)

Publication date: 2023

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The network started by supporting nurses and midwives from minority ethnic backgrounds, later also offering the programme to dental nurses across England and to healthcare workers in Brazil. The network uses the power of action learning and networking in a framework that nurtures staff's talents. This article describes the London TMSN team's experience of setting up and running the network. It also explains how nursing and midwifery managers and leaders can create a business case for the development of a similar network in their setting.

[Retaining Healthcare Workers: A Systematic Review of Strategies for Sustaining Power in the Workplace](#)

Publication date: 2023

The outflow of nurses and physicians leaving hospitals is enormous. The impact of COVID-19 increases the urgency in preventing nurses and physicians from leaving. This systematic review resulted in multiple interventions that can be used to upgrade retention rates. Additionally, the implementation of organizational change and the establishment of mentorship programs are important interventions.

[A rapid review of the effectiveness of interventions and innovations relevant to the Welsh NHS context to support recruitment and retention of clinical staff.](#)

Publication date: 2023

The findings highlight the importance of providing and locating undergraduate and post graduate training in rural locations. The findings also corroborate the use of bursary schemes for training, such as those already available for Nursing in Wales. Further, more robust evaluations, based on comparative studies, are required to assess the effectiveness of interventions to support recruitment and retention of clinical staff.

[Nurses' intention to stay in the work environment in acute healthcare: a systematic review](#)

Publication date: 2022

The identified determinants of nurses' intention to stay were grouped into four main categories: individual indicators (personal and professional), organisation/profile, work environment, and patient-related. Several working environment variables identified in this review were significantly associated with the nurses' intention to stay.

[Understanding the factors that affect retention within the mental health nursing workforce: a systematic review and thematic synthesis](#)

Publication date: 2022

The findings from this review suggest that MHNs encounter some factors unique to working in mental health services, which suggests that retention strategies should be specific to each nursing speciality. Beyond nursing speciality, the factors identified vary between clinical settings in mental health due to the differences in work environments and services they provide. Future studies should now set out to explore what factors exist in which clinical settings to inform better tailored retention strategies to generate better outcomes.

[Factors Influencing Pediatric Hematology/Oncology Nurse Retention: A Scoping Review](#)

Publication date: 2022

Clinician burnout and retention were found to be complex and multifaceted organizational and individual issues, which most importantly evolved from accumulative exposure to specialty-specific stressors. Interventions to prevent clinician burnout and improve staff retention, therefore, need to comprise individual and organizational level strategies specific to the healthcare context.

[A qualitative study exploring the influence of a talent management initiative on registered nurses' retention intentions](#)

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Publication date: 2022

Talent management initiatives for nurses should be developed and directed to include the building of networks and networking to enable development of social capital. Although this talent management scheme is within the NHS, the issue of nursing retention is global. Application of learning from this paper to other health care systems is possible.

[What keeps nurses in nursing? A scoping review into nurse retention](#)

Publication date: 2022

This article summarises a scoping review of the factors influencing nurse retention and considers what more needs to be done to develop effective retention strategies.

[Reflecting on retention: reasons why nurses choose to stay](#)

Publication date: 2022

Sam Foster, Chief Nurse, Oxford University Hospitals, considers retention as one cornerstone of government targets for increasing the number of nurses in England by 2024.

[Individual and organizational factors of nurses' job satisfaction in long-term care: A systematic review](#)

Publication date: 2021

Factors identified as important to nurses' job satisfaction differ from those reported among care aides in nursing homes and nurses employed in acute care settings, suggesting that there is a need for unique approaches to enhance nurses' job satisfaction in nursing homes.

[Factors influencing retention among hospital nurses: systematic review](#)

Publication date: 2021

Nine domains influencing staff turnover were found: nursing leadership and management, education and career

advancement, organisational (work) environment, staffing levels, professional issues, support at work, personal influences, demographic influences, and financial remuneration.

[Interventions to improve nurses' job satisfaction : a systematic review and meta-analysis](#)

Publication date: 2020

The interventions were primarily educational and consisted of workshops, educational sessions, lessons and training sessions. The post-intervention differences between intervention and control groups in meta-analysis revealed that two interventions significantly improved nurses' job satisfaction. Notably, the spiritual intelligence training protocol and Professional Identity Development Program were found to be effective in improving job satisfaction.

[A Mixed-Methods Systematic Review of Interventions to Address Incivility in Nursing](#)

Publication date: 2020

Findings from this systematic review indicated the strongest support for using strategies of sharing information, skill application, and reflective processing to achieve outcomes of recognizing incivility and empowering participants. Although aligning intervention strategies with outcomes has the potential to provide a road map for future research and program development, only a few studies in this review used a true research design that tested intervention strategies and achieved statistically significant results.

[Relationship between labour force satisfaction, wages and retention within the UK National Health Service: a systematic review of the literature](#)

Publication date: 2020

This review highlighted how multiple factors influence NHS labour force retention. Pay was found to influence satisfaction,

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which in turn affected retention. An increase in wages alone is unlikely to be sufficient to ameliorate the concerns of NHS workers. More research is needed to identify the role of autonomy on retention. A system leadership approach underpinned by data is required to implement bespoke job satisfaction improvement strategies to improve retention and achieve the goals of the NHS Long Term Plan.

[Factors associated with midwives' job satisfaction and intention to stay in the profession: An integrative review](#)

Publication date: 2019

There is an abundance of literature focussing on why midwives leave the profession; however, the gap exists in the reasons why midwives stay. If we can uncover this important detail, then changes within the profession can begin to be implemented, addressing the shortage of midwives issue that has been seen globally for a large number of years.

[The association between staff retention and English care home quality](#)

Publication date: 2019

The findings suggest that quality could change for the average care home with a relatively small alteration in staffing circumstance. Long-term care is a labour intensive industry and many countries face relatively high levels of staff turnover and job vacancy rates. These findings are therefore of interest for policy internationally and for England in particular, where the development of social care recruitment and retention strategies are ongoing.

[Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness](#)

Publication date: 2019

Results showed that using an interactionist perspective is useful in predicting nurse turnover. Nursing management should be

made aware of the importance of being embedded off-the-job to prevent nurse turnover. This paper issues guidelines to form a more comprehensive staff retention programme for the healthcare sector.

[Retaining nurses past retirement](#)

Publication date: 2019

Sam Foster, Chief Nurse, Oxford University Hospitals, reflects on the opportunities to retain experienced staff and the importance of well-thought-out organisational approaches and clear communication around this issue.

[Flexible working could improve retention](#)

Publication date: 2019

Sam Foster, Chief Nurse, Oxford University Hospitals, suggests that redesigning job roles and fostering a flexible work culture would offer staff a better work-life balance and reduce NHS staff turnover.

[Job satisfaction and the factors affecting satisfaction in nurse educators: A systematic review](#)

Publication date: 2018

The factors affecting nurse educators' job satisfaction were categorized into six levels, including personal, organizational, managerial, academic, professional and economic levels.

[Strategies to future-proof and enhance the nursing workforce](#)

Publication date: 2018

All nurses in the NHS understand that the nursing workforce must be increased because a failure to do so will lead to nurses continuing to experience unacceptable pressures.

[The Baptist Health Nurse Retention Questionnaire: A Methodological Study, Part 1](#) And:

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[The Importance of Factors Related to Nurse Retention: Using the Baptist Health Nurse Retention Questionnaire, Part 2](#)

[United States]

Publication date: 2017

The results of the principal components analysis revealed 3 subscales: nursing practice, management, and staffing. Analyses demonstrate that the BHNRQ is a reliable and valid instrument for measuring nurse retention factors. The BHNRQ was found to be a clinically useful instrument for measuring important factors related to nurse retention.

[...]

Clinical and managerial competence, engagement with their employees, and presence on the unit are keys to retaining a satisfied nursing workforce.

[Making retention strategies work](#)

Publication date: 2017

Sam Foster, Chief Nurse at Heart of England NHS Foundation Trust, discusses the retention of nurses and examines the evidence available that reveals the root of the problem and possible solutions.

Retention for experienced and older nurses

[Older Nurses' Perceptions of Workforce Retention Facilitators and Barriers During the COVID-19 Pandemic](#)

Publication date: 2022

In conclusion, workforce retention facilitators included offering resources and implementations that made experienced, older RNs feel included, valued, supported, and protected.

[Sustainable Working Life in Intensive Care: A Qualitative Study of Older Nurses](#)

[Sweden]

Publication date: 2022

The results showed that nurses planned to continue working until the age of 65 and beyond. When reflecting on their late-career decisions, nurses considered nine areas covering individual, work, and organizational factors as being central to their ability and willingness to stay. Overall, the nurses had good health and were very satisfied and committed to their job and to the organization. They mentioned having both the job and personal resources required to cope with the physical and mental job demands, which were perceived as motivational challenges, rather than hinders. They also reflected on various human resource management practices that may promote aging-in-workplace.

[Older nurses and midwives in the workplace: A scoping review](#)

[Australia]

Publication date: 2021

Strategies were suggested by participants to support them at work, such as wellness programs, redeployment, flexible hours, support networks, recognition of knowledge and experience, improved workplace ergonomics, and ongoing education.

[An integrative review of the factors influencing older nurses' timing of retirement](#)

Publication date: 2020

Through a synthesis of the studies, four themes were identified: Health, Well-being, and Family factors; Employer factors; Professional factors; and Financial factors.

[What makes experienced nurses stay in their position? A qualitative interview study](#)

[Denmark]

Publication date: 2020

The analysis revealed seven themes: being an experienced nurse, the importance of the speciality, management,

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professional challenges, good colleagues, balancing family and work–life and change in organisations.

[Retaining older hospital nurses: Experienced hospital nurses' perceptions of new roles](#)

Publication date: 2019

Retaining experienced nurses in the workforce requires innovative approaches, including the redesigning of roles and increased attention to work hours and the physical demands of nursing practice.

[Working across Generations to Boost Staff Nurse Retention](#)

Publication date: 2019

Aging nurses could benefit from preventive care programs to reduce the risk for illness or injury at their workplace, such as on-site flu shots, ergonomic chairs and computer workstations, and enforcement of no-lift policies. In addition, nurses who temporarily leave the workplace for surgery or rehabilitation should be given a flexible schedule, including “light duty” assignments or other work modifications, if necessary.

[Health-promoting leadership: A qualitative study from experienced nurses' perspective](#)

Publication date: 2018

Health-promoting work environments enable nurses to flourish. Having ample autonomy is therefore important to nurses so that when they face new challenges, they see them as a way of using and developing their competencies. Although most nurses claim their own leaders are not health promoting, they have a clear understanding of how a health-promoting leader should act.

[Work satisfaction and future career intentions of experienced nurses transitioning to primary health care employment](#)

Publication date: 2018

To maximize recruitment and retention, managers must consider factors influencing job satisfaction amongst transitioning nurses, and the impact that nurses' past experiences may have on future career intentions in primary health care.

[A qualitative study of experienced nurses' voluntary turnover: learning from their perspectives](#)

Publication date: 2016

Nurses' decisions to leave practice were influenced by several interrelated work environment and personal factors: higher patient acuity, increased workload demands, ineffective working relationships among nurses and with physicians, gaps in leadership support and negative impacts on nurses' health and well-being. Ineffective working relationships with other nurses and lack of leadership support led nurses to feel dissatisfied and ill equipped to perform their job.

Advanced practice nursing support

[The transition to advanced practice nursing: A systematic review of qualitative studies](#)

Publication date: 2023

Advanced practice nurses face a series of challenges during the process of role development, especially struggles with vague feelings and a lack of confidence in practice. These difficulties could be exacerbated without the support of team and organisational managers. The implementation of mentorship and the mediation of interprofessional conflicts are necessary to facilitate successful role transitions.

[An intervention to improve retention in emergency nursing](#)

Publication date: 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.

[Relationships among factors affecting advanced practice registered nurses' job satisfaction and intent to leave: A systematic review.](#)

Publication date: 2018

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.

Mental health support and empowerment

[Registered nurses' psychological capital: A scoping review](#)

Publication date: 2023

A comprehensive overview of research evidence suggests that psychological capital is associated with many positive work-related outcomes and might therefore be a valuable resource for reducing nurse turnover.

[Recommendations to support the mental wellbeing of nurses and midwives in the United Kingdom: a Delphi study.](#)

Publication date: 2022

This study provides a framework, alongside a set of practical recommendations, that provides a starting point for different stakeholders to understand, address and support the mental wellbeing of nurses and midwives. Although UK-focused, it has relevance to healthcare workforces internationally.

[Psychological empowerment and job satisfaction in nurses: A systematic review and meta-analysis](#)

Publication date: 2022

Psychological empowerment is strongly correlated to job satisfaction for registered nurses, especially among those from Asian countries. Interventions designed for psychological empowerment could be one of the strategies to promote the retention of nurses. Nonetheless, additional future studies are essential for more investigations.

[The effectiveness of e-healthcare interventions for mental health of nurses](#)

Publication date: 2022

The 20-minute session of an online form of the emotional freedom technique was reported to significantly improve burnout severity compared to no intervention ($P < .001$). Other outcomes, such as career identity, quality of work life, workplace bullying, job stress, turnover intention, distress, anxiety, and resilience in nurses, were also reported to be improved by e-healthcare interventions.

[Giving nurses a voice through 'listening to staff' conversations to inform nurse retention and reduce turnover](#)

Publication date: 2022

This article describes how Listening to Staff (L2S) events were used as part of a service review to inform nurse retention strategies in one acute hospital trust. Over a 3-year period, 576 nurses took part in L2S events that examined nurses' perspectives of teamworking and support as well as career plans in areas with high nurse turnover rates.

['The WOW factors': comparing workforce organization and well-being for doctors, nurses, midwives and paramedics in England](#)

Publication date: 2022

Nursing attrition, recruitment and retention

Sociocultural factors known to increase risk of poor mental health may explain some of the differences reported between professions. These factors and differences in service architecture are vital considerations when designing strategies to improve well-being.

[Mindfulness Workshops Effects on Nurses' Burnout, Stress, and Mindfulness Skills](#)

Publication date: 2021

In this study, nurses reported decreases in burnout and perceived stress and increases in mindfulness after attending a 4-hour mindfulness workshop. Further research is needed to determine the long-term impact of mindfulness-based training on nurses' burnout, stress, and mindfulness skills.

[Interventions to promote physical and mental health of nurses in elderly care: A systematic review](#)

Publication date: 2021

Results suggest that cognitive-behavioral and multicomponent interventions seem to have an influence on physical and mental health factors such as job satisfaction, burnout, mental health symptoms and neck complaints.

[Using technology to support the emotional and social well-being of nurses: A scoping review](#)

Publication date: 2020

Results are presented under three subheadings: (a) text messaging and messenger apps; (b) social media and online forums; and (c) online interventions accessible via PC, smartphone and tablet. All included studies described how such provision could be beneficial; decreasing stress, isolation and anxiety and fostering a sense of community.

[Taking a seat at the table: an educational model for nursing empowerment](#)

Publication date: 2020

The wider impact of the model has already been evidenced by nurses, country-wide, who are gaining the necessary skills and confidence to realize their true potential in influencing the patient care pathway and future policy. This is crucial to the recruitment and retention of nurses who might otherwise seek alternative career paths if they lack a sense of value within the profession. Their renewed sense of value will enable them to find their voice and ability to contribute to the sustainable development goals adopted by the United Nations General Assembly in 2015.

[Personal and work-related factors associated with nurse resilience: A systematic review.](#)

Publication date: 2019

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.

[Relationship between nurse psychological empowerment and job satisfaction: A systematic review and meta-analysis](#)

Publication date: 2018

The results of this review provided evidence for the importance of psychological empowerment for the job satisfaction of among nurses. Exploring the correlation between psychological empowerment and job satisfaction can provide guidelines and recommendation for the development of strategies to promote nurse retention and alleviate nursing shortage.

Social and peer support

Nursing attrition, recruitment and retention

[Relationship between social support and resilience among nurses: a systematic review](#)

Publication date: 2022

We found that social support improves resilience among nurses. It is necessary to make systematic efforts to support nurses especially in the workplace. This need is even greater for inexperienced nurses, as it is more difficult for them to cope effectively with the difficulties of the profession. A harmonious working environment is essential to reduce the psychological pressure of nurses and improve job performance.

[The Effect of Nurse Support Programs on Job Satisfaction and Organizational Behaviors among Hospital Nurses: A Meta-Analysis](#)

[South Korea]

Publication date: 2022

The overall effects of the program on job satisfaction and organizational behavior such as organizational commitment, interpersonal relationships, self-efficacy, motivation, burnout, and turnover intention for hospital nurses were statistically significant. The results of this study may explain the effect of the nurse support program on job satisfaction and organizational behaviors for hospital nurses.

[Does registered nurse involvement in improving healthcare services, influence registered nurse retention?](#)

Publication date: 2022

The findings suggest that RN retention factors in mental health and acute NHS Trusts differ from community and specialist NHS Trusts in England. This is an important consideration for national RN retention programmes as a single approach to RN retention may not be effective across all healthcare settings.

CPD, training, further education and research

[Professional development and career planning for nurses working in care homes for older people: A scoping review](#)

Publication date: 2022

This scoping review has highlighted factors that support and challenge professional development and career planning for nurses working in the care home sector. There remain important gaps in the opportunities for professional development and career planning for care home nurses that warrant attention.

[Can a clinical skills facilitator improve staff retention in a children's hospital?](#)

Publication date: 2021

The surveys contained ten statements about three factors important for staff retention: clinical skills, job satisfaction and well-being at work. Improvements were seen in all ten statements and a review of staff retention data showed that no member of staff had left the ward in the year of pilot implementation, compared with four the year before. The development of clinical skills facilitator roles on children's wards is therefore of potential benefit for staff retention.

[Interventions and strategies aimed at clinical academic pathway development for nurses in the United Kingdom: A systematised review of the literature](#)

Publication date: 2021

Strong, strategic leadership is required to enable progression of clinical academic nursing research pathway opportunities. Clinical nursing practitioners need to collaborate with external partners to enable development of clinical academic pathways within the nursing profession; this can lead to improvements in patient care and high-quality clinical outcomes.

[A Systematic Review: Instruments to Measure Educator Retention Concepts](#)

Publication date: 2021

Nursing attrition, recruitment and retention

The purpose of this study was to identify quantitative instruments that measure characteristics that support nurse educator education, specifically social support, motivation, and work opportunity.

[Nurses' continuing professional development: A systematic literature review](#)

Publication date: 2021

The findings of this review highlight that nurses' experiences regarding their CPD is a key issue that has not been deeply studied. For nurses, their CPD continues throughout their professional career, and keeping their knowledge and skills up to date is important. The goals, motivations and needs that nurses may have to lead and participate in their CPD may vary according to their age and position. Organizations should consider nurses' specific professional situation as well as their actual needs to boost their CPD through different approaches and enhance nurses' retention at hospitals.

[Education and training for preventing and minimizing workplace aggression directed toward healthcare workers](#)

Publication date: 2020

Education combined with training may not have an effect on workplace aggression directed toward healthcare workers, even though education and training may increase personal knowledge and positive attitudes. Better quality studies that focus on specific settings of healthcare work where exposure to patient aggression is high are needed.

[Accelerated programmes in children's nursing to tackle the workforce gap in the United Kingdom: A cost-consequences analysis](#)

Publication date: 2020

Our evaluation measures the effectiveness of two novel accelerated education programmes in tackling the nurses'

shortage. Concurrently, it contributes to developing a standardised approach for future economic evaluations in nursing education.

[Collaborative learning in practice: A systematic review and narrative synthesis of the research evidence in nurse education](#)

Publication date: 2020

The results of the literature search indicate that there is no body of literature relating specifically to the use of CLIP models. Only one study discusses systematic evaluation of CLIP, but that remains unpublished in a peer reviewed journal, as does any derivative of that work. After completing the literature search, another paper became available in an on-line early version, but this would not have met criteria for inclusion as it is not a research study, although some diary entries are reported

[Motivations, experiences and aspirations of trainee nursing associates in England: a qualitative study](#)

Publication date: 2020

The barriers and facilitators of trainee nursing associate personal development have implications for policy and practice relating to recruitment and retention. The results increase our understanding of this emerging role, and have informed the development of a larger longitudinal cohort study.

Leadership and management styles

[Quantitative systematic review of the transformational leadership style as a driver of nurses' organisational commitment](#)

Publication date: 2023

Six studies reported that the transformational leadership style was positively related to nurses' organisational commitment, and the remaining study reported a negative association.

Nursing attrition, recruitment and retention

[How local, first-line nurse leaders can positively influence nurse intent to stay and retention: A realist review](#)

Publication date: 2023

Sufficient evidence was found to support four guiding lights encouraging local nurse leaders to: (1) foster relational connectedness; (2) enable professional practice autonomy; (3) cultivate healthful workplace cultures; (4) support professional growth and development. Mutuality and reciprocity is also key if leaders themselves are to experience wellbeing and growth.

[Nurse manager support of graduate nurse development of work readiness: An integrative review](#)

Publication date: 2023

The review identified a lack of robust evidence about the effectiveness of specific nurse manager-led strategies to support development of graduate work readiness. However, the findings provide a framework to guide nurse managers in supporting graduate nurses and provide a foundation for further research about nurse manager roles in developing graduate work readiness.

[Enhancing Nurse Leadership Engagement Through Formalized Orientation Programs: An Integrative Review](#)

Publication date: 2023

Implementing formalized onboarding and orientation programs for nursing leaders, focusing on mentorship, interprofessional collaboration, and transformational leadership practices can enhance nursing leadership engagement and retention. Healthcare organizations should prioritize implementing these programs to enhance nursing leadership engagement and retention.

[A systematic review of the relationships between nurse leaders' leadership styles and nurses' work-related well-being](#)

Publication date: 2022

Nurse leaders' leadership styles affect nurses' work-related well-being. In developing intervention studies and providing training on work-related well-being, the impact of the indirect effects and the mediating factors of the leadership styles should be acknowledged.

[Effects of Leadership Styles of Nursing Managers on Turnover Intention of Hospital Nurses: A Systematic Review and Meta-Analysis](#)

[South Korea]

Publication date: 2022

Positive leadership styles of nurse managers effectively decrease turnover intention of hospital nurses, and negative leadership styles of nurse managers effectively increase turnover intention of hospital nurses. The ethical leadership style is the most effective in decreasing turnover intention of hospital nurses; however, it requires careful interpretation as its effects are reported by only two studies. This study contributes to addressing the high turnover rate of hospital nurses and developing positive leadership styles of nurse managers in hospital settings.

[Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff](#)

Publication date: 2021

Distributed leadership was found to be beneficial in promoting employee engagement and empowerment, increasing job satisfaction and organisational commitment and reducing turnover intention in the UK health care setting.

[Developing Effective Senior Nurse Leaders: The Impact of an Advanced Leadership Initiative](#)

[United States]

Publication date: 2021

Nursing attrition, recruitment and retention

The effect of the intervention was seen in the postintervention survey rating SE higher in 5 of 7 domains as compared with the preintervention survey, reduction in overall turnover, and improvements in patient experience scores. Additionally, the participants evaluated the program in top categories, and comments were highly positive around peer support, improved working relationships, and expectations.

[The relationship between the authentic leadership of nurses and structural empowerment: a systematic review](#)

[Canada]

Publication date: 2021

Authentic leadership showed a positive relationship with structural empowerment, improving engagement and job satisfaction, reducing burnout and increasing quality of care.

[Developing Effective Senior Nurse Leaders: The Impact of an Advanced Leadership Initiative.](#)

[United States and United Kingdom]

Publication date: 2021

The Advanced Leadership Program (ALP) was designed in collaboration with the American Nurses Association to support personal and professional development for senior nurse leaders. The sample included 28 participants from the United States and the United Kingdom over a 6-month period. [...] The ALP has shown promise in strengthening SE for senior nurse leaders by supporting leadership skill development, follow-up training, and peer network development.

[Emotional intelligence in nurse managers as it relates to staff nurse job satisfaction and retention: a scoping review](#)

Publication date: 2021

Of the eight included studies, six studies showed no significant relationship between emotional intelligence and nurse job

satisfaction and/or retention, one revealed a positive correlation, and one revealed both positive and negative correlations.

[The perceived and experienced role of the nurse unit manager in supporting the wellbeing of intensive care unit nurses: An integrative literature review](#)

Publication date: 2019

Nurse unit manager behaviours clearly affect the wellbeing of ICU nurses. However, the role of supporting ICU nurses is complex and challenging. Three major themes emerged from the analysis; '1) building professional relationships', '2) leading the way' and '3) satisfying the needs of ICU nurses'.

[Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review](#)

Publication date: 2018

Using content analysis, 121 outcomes were grouped into six categories: 1) staff satisfaction with job factors, 2) staff relationships with work, 3) staff health & wellbeing, 4) relations among staff, 5) organizational environment factors and 6) productivity & effectiveness.

[Nurse Leadership Style, Nurse Satisfaction, and Patient Satisfaction: A Systematic Review](#)

Publication date: 2018

The purpose of this systematic review was to synthesize current evidence on nursing leadership styles, nurse satisfaction, and patient satisfaction. Results suggest that relational leadership traits contribute to greater nurse satisfaction whereas task-oriented styles may decrease nurse satisfaction.

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