Addressing Nursing Retention: A Web-based Approach Focusing on Joy in Work

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INTRODUCTION

The nursing workforce is in a crisis caused by;
- the nursing shortage
- alarming rates of clinician burnout
- poor patient outcome

This is expected to produce 1 million vacant positions within the next 5 yrs[1].

Turnover rates and burnout continue to increase nation-wide while the workforce remains disengaged[2].

Although a national survey revealed that approximately 85% of healthcare systems viewed retention as a key strategic imperative, it was not apparent in their operational planning[3].

The COVID-19 pandemic has acted as an accelerant, exacerbating workforce burnout & turnover. This negatively impacts qualitative outcomes & costs an organization $300,000 for every 1% increase in turnover rate[4].

OBJECTIVES

The goal of this DNP project is to improve meaning and purpose in work by accomplishing the following aims:

1. To develop a model protocol for nurses and other healthcare team members to utilize the Institute of Healthcare Improvement (IHI) framework in co-designing the path to accomplish a shared goal.
2. To implement and evaluate the protocol in Primary Care.
3. To scale the project to the entire LAC+USC Primary Care service line and look to sustainability.

METHODS

This project addressed nursing retention by promoting engagement, interconnectedness, and shared governance in a varied group of healthcare professionals working in the COVID-19 vaccine clinic at LAC+USC Medical Center.
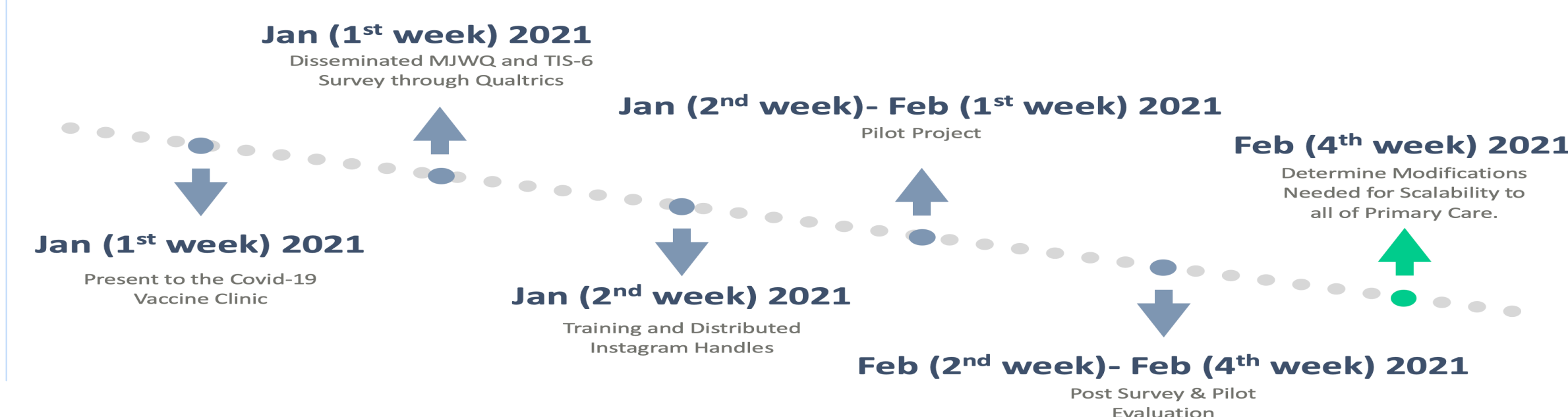
A closed virtual platform using Instagram was created using anonymous handles to enhance communication and transparency. The aims of this project include:
1. To develop a model protocol.
   - Disseminate the pre-survey using the Meaning and Joy in Work Questionnaire (MJWQ) and one question from the Turnover Intention Scale 6 (TIS-6) through Qualtrics.
2. To implement and evaluate the protocol in Primary Care.
   - Using the IHI Framework, develop a roadmap based on participants' responses in the virtual environment.
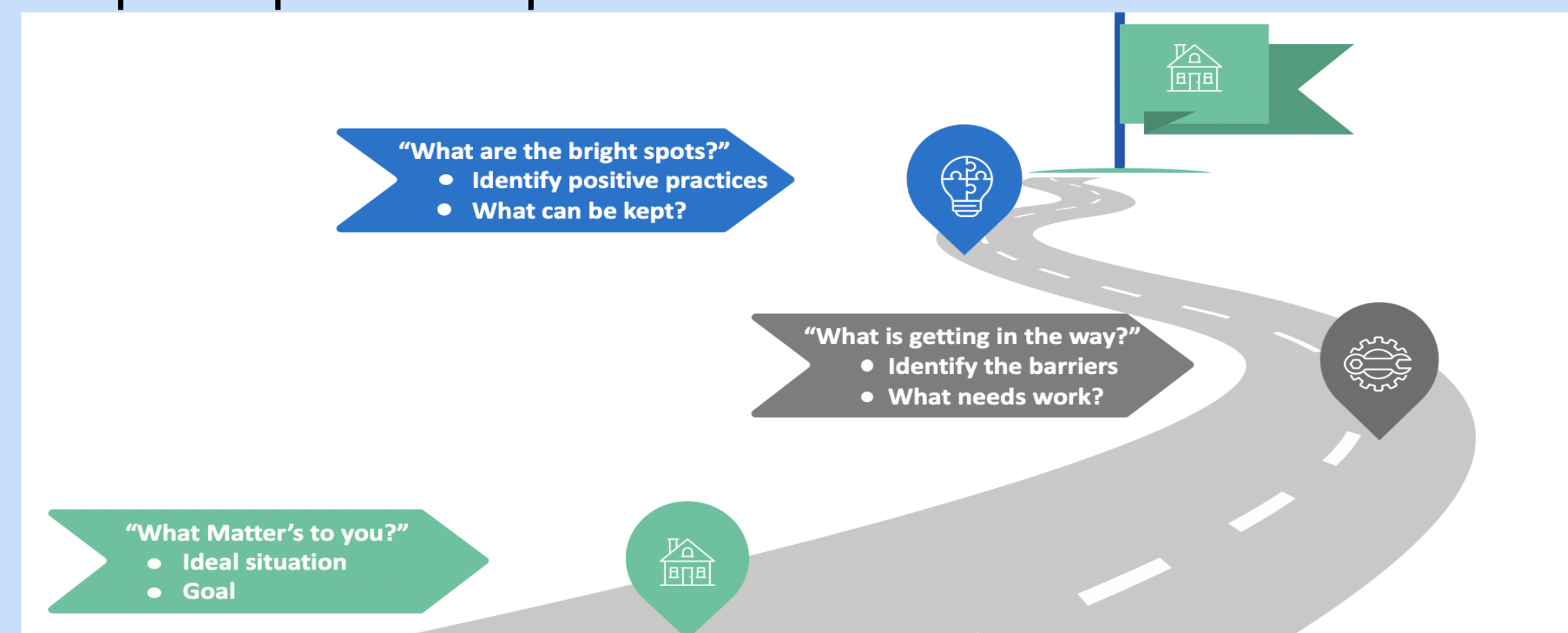
   - Disseminate Post MJWQ+TIS-6 survey through Qualtrics.
3. Refine and sustain project and scale to all of Primary Care.

Project Timeline

Jan (1st week) 2021
Disseminated MJWQ and TIS-6 Survey through Qualtrics

Jan (1st week) 2021
Present to the Covid-19 Vaccine Clinic

Jan (2nd week)- Feb (1st week) 2021
Pilot Project

Jan (2nd week) 2021
Training and Distributed Instagram Handles

Feb (4th week) 2021
Determine Modifications Needed for Scalability to all of Primary Care.

Feb (2nd week)- Feb (4th week) 2021
Post Survey & Pilot Evaluation

RESULTS

The project was completed 3/1/21. Expansion to other clinics in Primary Care is currently in progress starting with the leadership team.

There was a trend in post-survey results suggesting an improvement in meaning and purpose in work among participants. A total of 43 participants completed the *pre*-survey while 29 participants completed the *post*-survey.

Subscale MJWQ	Pre-Survey Mean	Post-Survey Mean	Percent Increase
Value and Connections	4.07	4.53	11.30%
Meaning	4.26	4.72	10.70%
Caring	4.42	4.79	8.37%
Intent to Leave			
TIS-6 Item	4.09	4.1	0%

Value added by this project were the documented responses to IHI questions, validating the literature & providing information which leads to actionable interventions.

Project should be extended over 6-12 mos. to further evaluate impact on retention by measuring intent to leave.

This project is foundational to develop a model retention blueprint currently missing in healthcare; and contributes to workforce retention while positively impacting financial margins.

REFERENCES

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3. Fisher, C., et al. (2016). Shared Governance the way to staff satisfaction and retention. *Nursing Management*.
4. Nursing Solutions (2020). 2020 NSI National Healthcare Retention & RN Staffing Report.

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