

ORGANISATIONAL PRACTICE ENVIRONMENT FACTORS IN HEALTHCARE STAFF TURNOVER INTENTION

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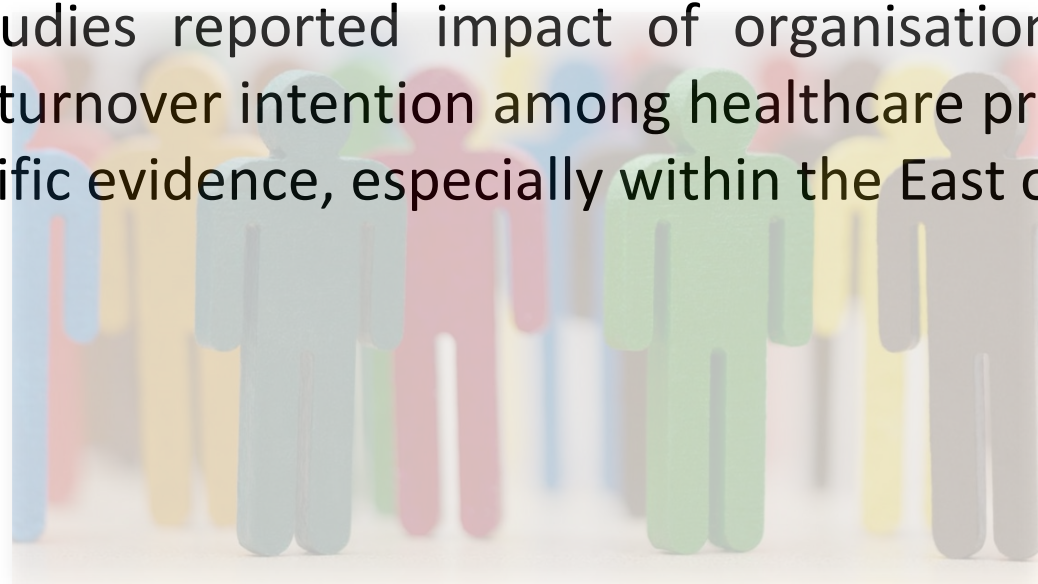
INTRODUCTION

- Globally, retaining healthcare workers is challenging - projections indicate a deficit of 12.9 million by 2035.
- Shortages persist in the NHS, particularly among nurses and allied health professionals (AHPs).
- Previous studies reported that work-life balance, shift patterns, psychological factors, and burnout contribute to turnover intention in healthcare staff.



INTRODUCTION

- Resilience and self-efficacy shown to act as protective factors.
- Demographic factors, particularly coming from a minority background, and gender, also impact decisions to stay or leave.
- Non-UK studies reported impact of organisational practice environment factors on turnover intention among healthcare professionals. But, a paucity of UK-specific evidence, especially within the East of England.



AIMS



To investigate the relationship between organisation practice environment factors and turnover intention among nurses and AHPs, aged ≥ 18 years, in East of England.



Explore whether the impact of organisational practice environment factors on turnover intention (if any) differed for subgroups of healthcare professionals by ethnicity, experience, gender, and age.

METHODS

Mixed method study

Survey

- Online survey collected data on organisational practice environment factors related to recruitment and retention
- The instrument included items from the Turnover Intention Scale (TIS) and Safety, Communication, Operational Reliability, and Engagement (SCORE) questionnaires (12 items relating to organisational practice environment).

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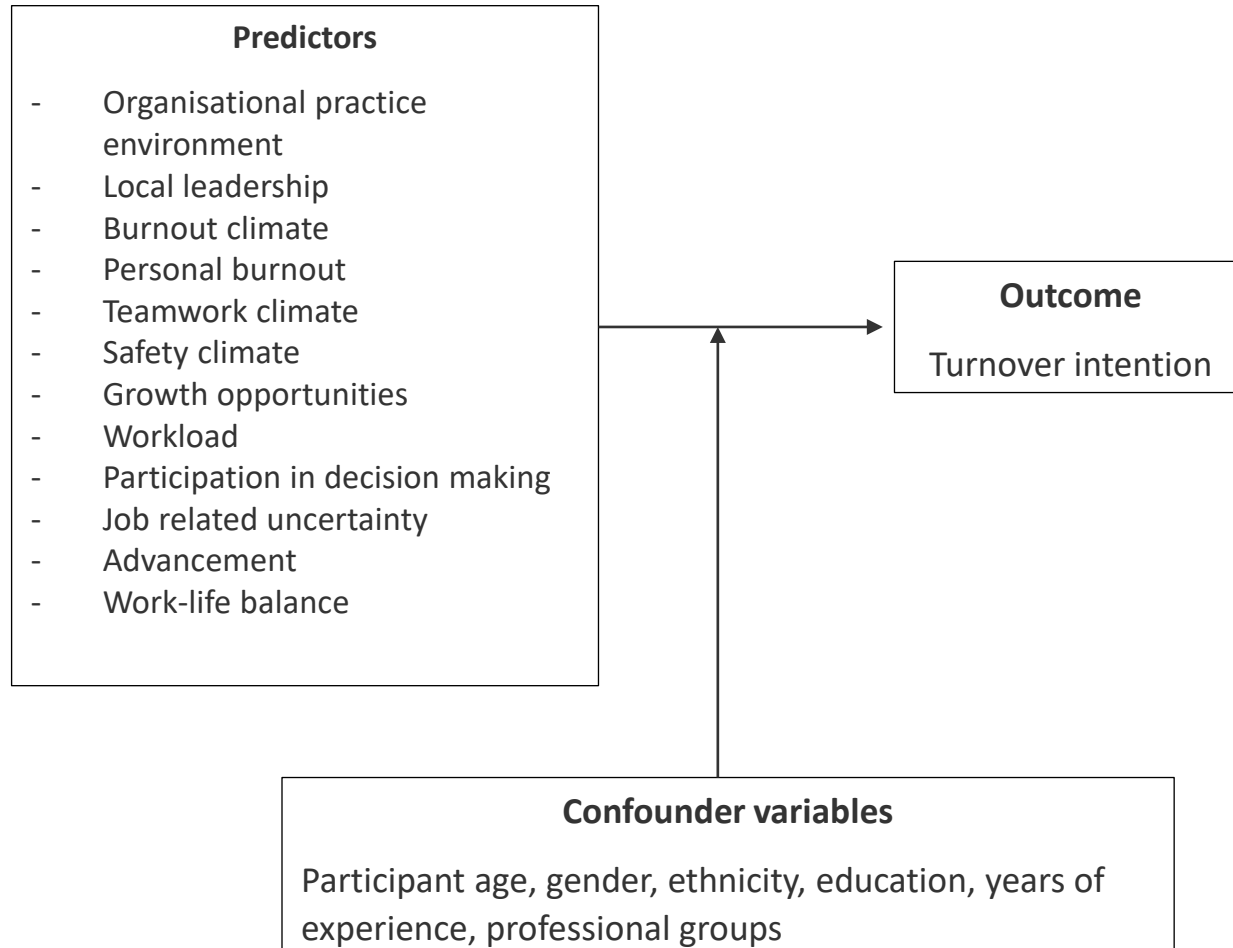
Survey participants

78 healthcare professionals

- 34% nurses
- 66% AHPs
- 83% females
- 83% White
- Mean (standard deviation) age 41.5 (10.4) years
- 53% Bachelor's degree, highest educational attainment

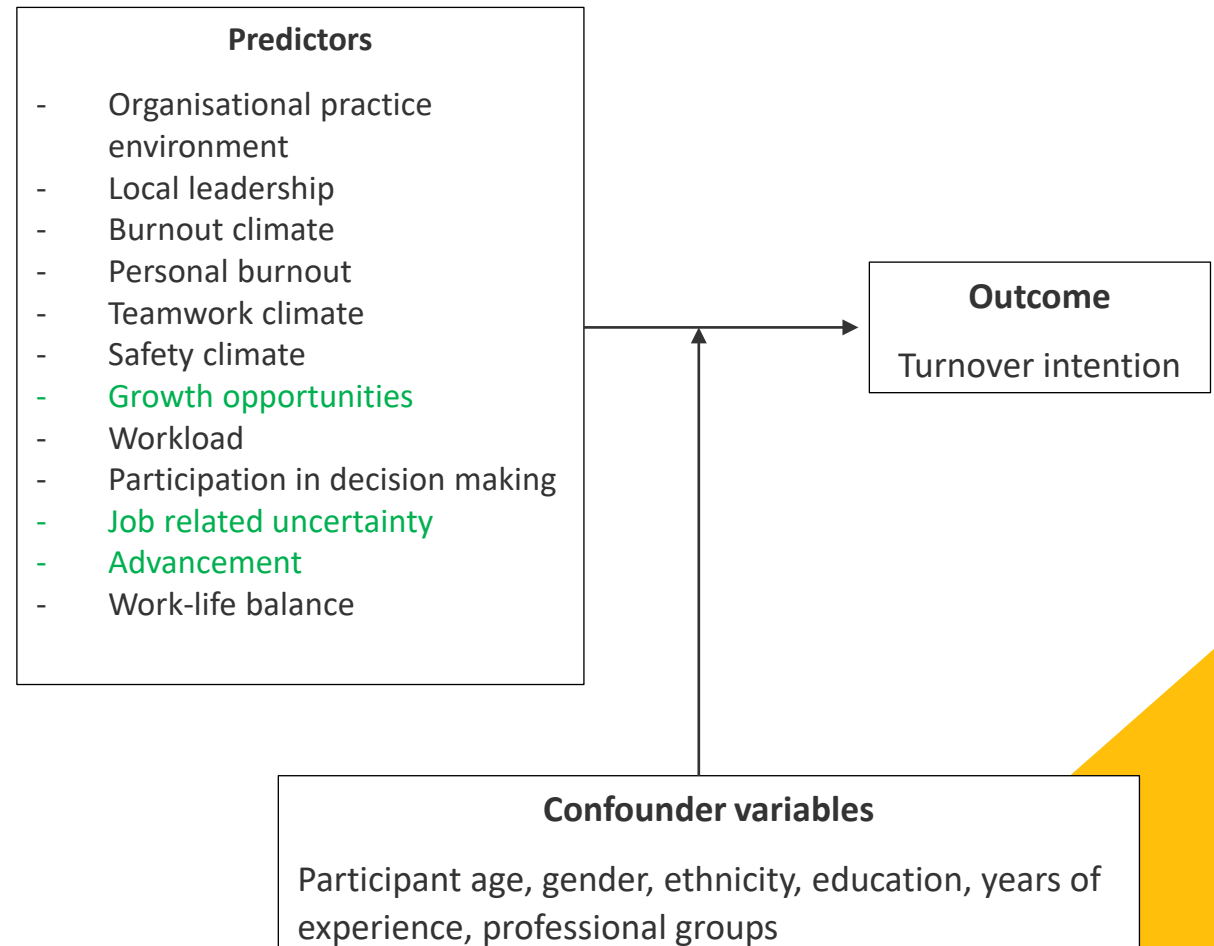
METHODS

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SURVEY RESULTS

- All predictor variables significantly correlated to turnover intention
- However, when the predictor variables were added into a multivariate model with all predictors and confounders, only three predictor variables remained significant:
 - Growth opportunities
 - Advancement
 - Job uncertainty
- Growth opportunities, advancement and job related uncertainty were negatively associated with turnover intention
- The effect of organisational practice environment factors on turnover intention did not differ by staff gender, age ethnicity, and experience



METHODS

Mixed method study

Qualitative Interviews

- Semi-structured interviews conducted with purposeful sample of survey participants.
- Interviews recorded on Microsoft Teams and transcribed verbatim.
- Schedule of questions based on evidence from literature.
- Thematically analysed based on descriptive phenomenology.

INTERVIEW PARTICIPANTS

- 11 participants from acute, community, and mental health organisations which included:
- 5 British white females and 1 multiracial female aged between 27 and 56 years of age, 3 nurses, 1 radiographer and 2 physiotherapists
- 5 males aged between 29 and 45, 1 British male and 4 multiracial males, 2 nurses, 1 radiographer and 2 physiotherapist

INTERVIEW RESULTS

- As a result of the thematic analysis, the following themes were identified:



Transition from a student to a newly qualified professional registrant



The influence and impact of the workplace environment on health and wellbeing



Recommendations to improve workforce retention

THEME 1: TRANSITION

Challenges

- Lack of support team leads
- Scared to ask for help
- No transitional process, once qualified you just had to get on with it
- Workload took priority over learning or support
- Lack of clarity around role definition, particularly in a ward setting
- Issues around role expectations and differences between the reality of the role and participants' expectations

Enablers

- Support
- Participation in rotation programmes
- Engaging in shadowing experiences
- Completion of placements in a similar role or setting

THEME 2: INFLUENCE AND IMPACT OF THE WORKPLACE ENVIRONMENT ON HEALTH & WELLBEING

Challenges

- Staffing issues (including staffing levels and senior leaders' expectations), worsened by COVID-19; led to lack of support and not being able to complete work in the limited timeframe
- Limited advancement opportunities
- Bullying and negative environment
- Lack of diversity and equality within workforce, and negative attitudes of colleagues a real challenge to career progression

Enablers

- Supportive and positive environments-a supportive team/line manager
- If professional leads were good leaders, supportive, and encouraged participants' development
- Geographical location
- Enjoyment of job role
- Opportunities for career progression
- Flexibility within working contracts

THEME 3: RECOMMENDATIONS TO IMPROVE WORKFORCE RETENTION

Strategies to address issues

- Communicate strategic objectives of the organisation
- Provide transparency about the role and improve support
- Increase clinical supervision
- Provide peer support forums
- Allow meaningful flexibility within working contracts-work life balance
- Consider the personal needs of international staff
- Consideration of the cost of living
- Provide professional development opportunities

THEME 3: RECOMMENDATIONS TO IMPROVE WORKFORCE RETENTION

Advice for newly qualified professionals

- Have clear, realistic expectations of the job role
- Seek support from senior colleagues
- Try to find a post passionate about to help with motivation
- Consider rotational posts
- Take some responsibility/ownership for own professional development

CONCLUSIONS

- Growth opportunities, job-related uncertainty, and advancement significantly influenced turnover intention
- Support and workplace culture were significant in shaping staff experiences and intentions to stay
- The study underscores the importance of fostering supportive environments and meaningful career progression opportunities to mitigate turnover intention

Thank you! Any questions?