

Southern Illinois University Edwardsville

SPARK

Doctor of Nursing Practice Projects

School of Nursing

Fall 12-16-2022

Retention of New Nurses in the Cardiovascular Operating Room

Hannah Shufeldt

Follow this and additional works at: <https://spark.siu.edu/dnpprojects>



Part of the [Perioperative, Operating Room and Surgical Nursing Commons](#)

Recommended Citation

Shufeldt, Hannah, "Retention of New Nurses in the Cardiovascular Operating Room" (2022). *Doctor of Nursing Practice Projects*. 234.

<https://spark.siu.edu/dnpprojects/234>

This DNP Project is brought to you for free and open access by the School of Nursing at SPARK. It has been accepted for inclusion in Doctor of Nursing Practice Projects by an authorized administrator of SPARK. For more information, please contact tdvorak@siue.edu.

Executive Summary

Introduction of the Problem

The cardiovascular operating room (CVOR) has struggled to retain circulating nurses and had a high rate of turnover in 2020 and 2021. The CVOR requires eight circulating nurses to be fully staffed. In January of 2020, the CVOR started the year with seven nurses and ended the year with two of those same nurses. Four additional nurses were hired in 2020. The CVOR began 2021 with eight nurses and ended the year with three of those same nurses. Seven more nurses were hired in 2021 and one of those hires left before the end of the year. The turnover rate for CVOR nurses in 2021 was 62.5% and in 2020 was 42.9%. The national average turnover rate of nurses in the United States was around 19% in both 2020 and 2021, leaving this CVOR well above this average. This hospital averaged an annual turnover rate of 10.65% during this time. The hospital benchmarks placed any turnover greater than 21% in a red or “danger” zone and CVOR met this criteria.

Literature Review

Broad factors affecting nursing turnover include workplace environment and culture, the new graduate nurse transition into practice, and perioperative education and mentorship. Other factors keeping nurses in their jobs include being an experienced nurse, importance of the specialty, good management, professional challenges, good colleagues, work life balance, and positive change that is communicated in the organization. Nurses want workplaces with supportive team members who are respectful and positive people. They want to feel a sense of comfortability and hominess. They want a leader who is involved, helps the team, and fixes the

problems. Having enough staff and flexibility in scheduling was important as well. Many nurses feel dedicated and are interested in their specialty, which keeps them in their jobs. They like being confident in their skills.

Several nurses experienced workplace bullying, violence, and stress, which resulted in them leaving their positions. The transition into practice is difficult for nurses, as nursing school does not prepare them for a perioperative environment. Nurses do not always understand what a job entails in the operating room until after they have accepted a position. Skills learned in school are not used and these nurses feel like they get nothing in return for what they do. Orientation programs, residency, and Periop 101 are all curriculums designed to help with the transition into the operating room and into nursing practice.

Project Methods

The setting for this project is a 500 bed academic medical facility in central Illinois. The purpose of this project was to identify themes in nursing turnover for the CVOR. The goals included identifying the top dissatisfiers leading to turnover and collaborating with the CVOR director and nurse educator to come up with a plan to address them. This was a non-experimental study that did not require IRB approval.

Evaluation

Eight nurses in the summer of 2021 completed the Revised Casey-Fink Nurse Retention Survey. Three of these nurses were new graduates, and the other five were experienced nurses without prior operating room experience. The average age of these nurses was approximately 31, the average years of nursing experience was six years, the average years in CVOR was 1.4,

and the average years in the current health system was 3.9. I met individually with every nurse to review and discuss their answers. All survey answers were compiled together to compare answers. Looking at questions with negative answers, the orientation and education seemed to be the most common dissatisfying topics. Four nurses said they did not want to be working in the CVOR in five years. Three answered they would consider leaving their job if another job opportunity presented itself. Three said they had been in their current position about as long as they wanted to be. Three nurses were either very dissatisfied or moderately dissatisfied with the orientation process, with another being neither satisfied nor dissatisfied. One nurse did not feel her preceptor provided her a sound foundation for practice. The CVOR lacks experienced perioperative nurses, making this foundation difficult to provide. Many nurses commented on the fact that their educator was not an operating room nurse, and this made it difficult sometimes for her to understand or answer certain questions. Experienced nurses noted that the educator was focused only on new staff still on orientation, not on the experienced staff. New nurses to the CVOR with prior nursing experience stated how difficult the orientation process would be as a new graduate nurse and that their prior nursing background helped them succeed in the new environment. One mentioned that the new graduates had no foundation or anything to build from and the CVOR did not have the necessary resources to properly train them. Majority of nurses did not have someone mentoring them. Not all nurses felt the educator was approachable or that she provided encouragement and feedback. Two nurses thought their job responsibilities were overwhelming. Benefits and salary were also dissatisfiers for two of the nurses.

Limitations of this project include a small sample size and limiting questions of the survey (table A). Specifically, I would have liked to see more questions on the survey about workplace culture and environment. This is something I am seeing many nurses become upset over and reasons we have lost other employees, including nurses, this year. Expanding this project to include the main operating room would have helped create a larger sample size, but also made results not as specific to CVOR.

Impact on Practice

The immediate impact included our team becoming aware of a poor orientation process. I created a grid of the educators and resources that the other procedural areas have in the hospital compared to those of the CVOR in order to address concerns regarding the lack of resources for learning and supporting nurses. The nurse educator created an orientation book, along with a guide, showing nurses where they should be at in the learning process during each week of orientation. Periop 101 and 202 were introduced into the curriculum to provide education on perioperative nursing and cardiac procedures. The predicted long-term impact includes having defined preceptors and creating a resource nurse position. I suggested the department having a CVOR educator or sharing a perioperative educator with the hospital's main operating room in order to provide education specific to the intra-operative phase.

Conclusions

Results of the retention surveys found that the top dissatisfier was an inadequate orientation process. Nurses described the orientation process as messy, rough, difficult, unorganized, and all over the place. Majority of the nurses did not have a mentor and felt the

educator was not always able to answer questions or help with certain parts of the orientation due to her not having operating room experience. In the future, I would recommend asking nurses what their expectations of orientation are and what the educator's expectations are, then come up with a plan to meet both.

Author Contact Information

Hannah Shufeldt, MSHCM, BSN, RN, CNOR

Email: hanshufeldt@gmail.com

Cell: 618.292.2807

Table A

Revised Casey-Fink Nurse Retention Survey
 ©2009 Kathy Casey and Regina Fink. All rights reserved.

I. Please answer each of the following questions by placing a mark inside the boxes:

	Strongly disagree	Disagree	Agree	Strongly agree
1. My work challenges me.				
2. I feel that my talents are appreciated.				
3. I feel that I make a difference with patient care.				
4. I feel that I am a respected member of the healthcare team.				
5. I feel supported by my team on my unit.				
6. I feel supported by my charge nurse.				
7. Other nurses are available to assist me during new situations and procedures.				
8. My charge nurse provides encouragement and feedback about my work.				
9. My educator provides encouragement and feedback about my work.				
10. My manager provides encouragement and feedback about my work.				
11. I enjoy socializing with other team members outside of working hours.				
12. I feel comfortable communicating with patients and families.				
13. I feel overwhelmed by my patient care responsibilities and workload.				
14. I feel the expectations of me in this job are realistic.				
15. I feel supported by the physicians I work with.				
16. I have been in my position about as long as I want to be.				
17. If a different job opportunity came about, I would think about leaving my current position.				
18. I feel that my contributions to this organization are acknowledged.				
19. I feel that my charge nurse is approachable.				

	Strongly disagree	Disagree	Agree	Strongly agree
20. I feel that my educator is approachable.				
21. I feel that my manager is approachable.				
22. I feel that my manager follows through with my concerns.				
23. There are positive role models for me to observe on my unit.				
24. My manager is helping me to develop confidence in my practice.				
25. My manager places a high value on the work I do.				
26. My preceptor(s) provided me with a sound foundation to begin my practice.				
27. I have a mentor I look to for continued guidance and mentoring.				
28. I am satisfied with my chosen nursing specialty.				
29. I would encourage other nurses to work here.				
30. I believe nurses should be rewarded based on seniority rather than clinical performance.				
31. I would like to be working here 5 years from now.				
32. I would consider staying here if offered the option of working shorter shifts.				
33. I would like the option of working some shorter shifts (i.e. 4, 6, 8 hours).				
34. If you agree to question 33, what is your preference of shift length?	4 hours	6 hours	8 hours	do not agree
35. I am experiencing stress in my personal life.				
36. If you chose agree or strongly agree, to #35, please indicate what is causing your stress. (You may circle more than once choice).	a. finances b. child care c. student loans d. graduate school e. living situation f. personal relationships g. job performance h. other: _____			

II. How satisfied are you with the following aspects of your job:

	Very dissatisfied	Moderately dissatisfied	Neither satisfied or dissatisfied	Moderately satisfied	Very satisfied
Salary					
Benefits					
Getting out of work on time					
# On call shifts					
# Weekends off per month					
Timeliness of the schedule being available					
Schedule is flexible to my needs					
Opportunities for career advancement					
Amount of encouragement and feedback from manager					
Orientation was adequate for my needs					
Quality of care that I am able to provide					

1. Please list or describe ways in which you have received praise or recognition for a job well done:

2. How would you like to receive recognition for a job well done?

III. Professional Development

1. What are your professional goals for the next:

One year? _____

Five years? _____

2. Is there someone assisting (mentoring) you to achieve these goals?

a. Yes b. No

3. What activities have you participated in during the past two years to enhance your professional development and/or support achievement of your career goals? Please check all that apply.

- a. unit/hospital committee(s)
- b. certification in your specialty area
- c. member of a professional organization
- d. subscribe to a nursing journal
- e. enrolled in an advanced degree program
- f. other: _____

IV. Demographics: Circle the response that represents the most accurate description of your individual professional profile.

1. Age: _____ years
2. Number of years as a Registered Nurse: _____
3. Number of years in your area of specialty: _____
4. Number of years at SMH: _____
5. Highest Degree Recorded: ADN: ____ BSN: ____ Master's: ____ DNP: ____
6. Have you functioned as a charge nurse? a. yes b. no
7. Have you functioned as a preceptor? a. yes b. no
8. What keeps you working in your current job? (choose the one most important reason)
 - a. nurses you work with
 - b. patient care or making a difference
 - c. autonomy
 - d. manager
 - e. educator
 - f. charge nurses
 - g. other nurses
 - h. salary
 - i. time off
 - j. benefits
 - k. opportunities for career advancement
 - l. types of patients in my care area
 - m. continuing education opportunities
 - n. other, please specify _____
9. What might cause you to leave SMH? _____
10. What do you think SMH can do to improve registered nurse retention?
