

NC Nurses Association  
Winston-Salem, NC

# Graying & Staying: Retaining Mature Nurses

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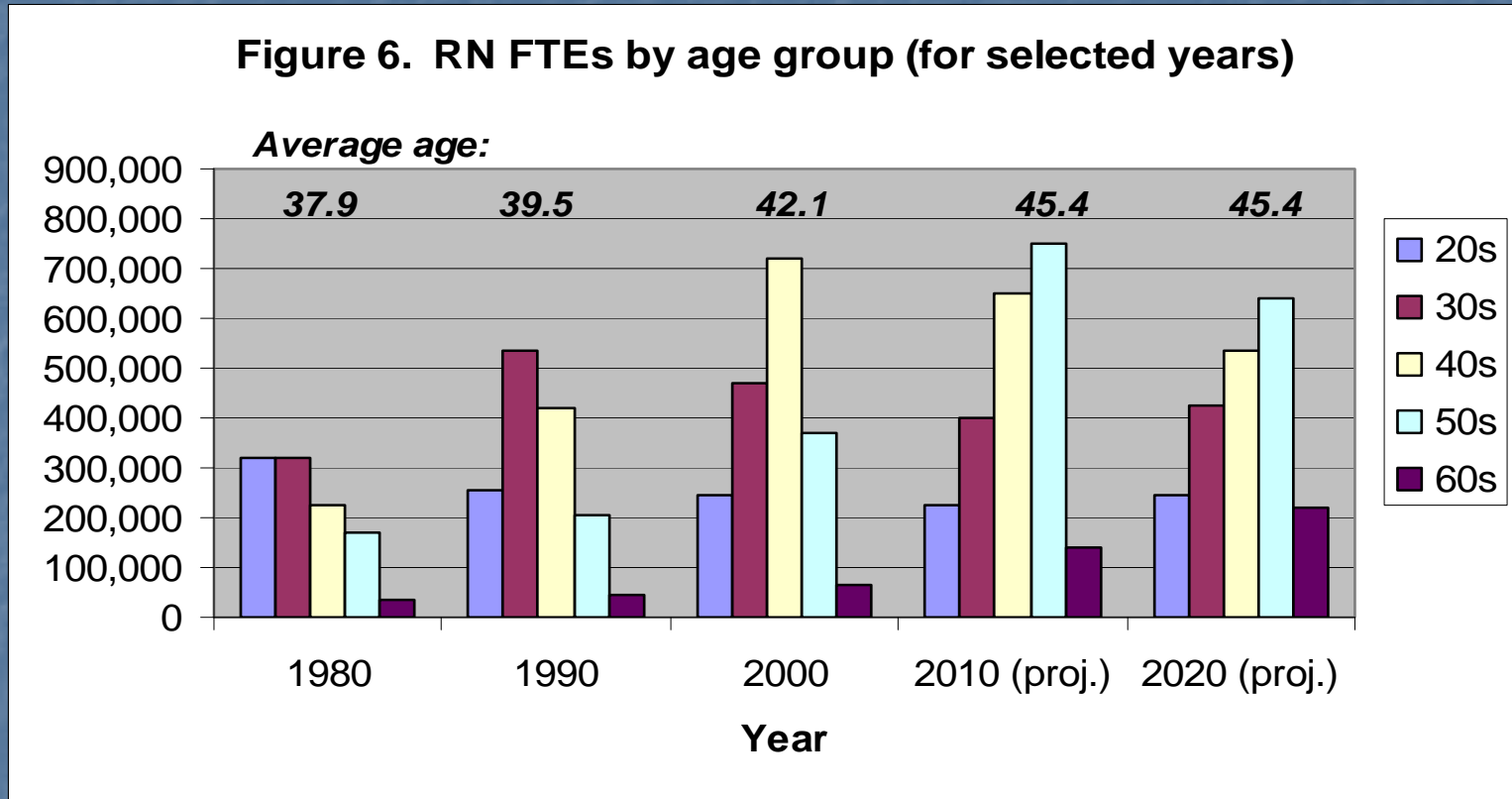
University of North Carolina at Greensboro

# Happy Birthday!



In 2003, the first wave of Baby Boomers turned 55!

# The Health Care Picture



1983-1998: Average age of RNs working in hospitals increased by 5.3 years while the general US workforce increased by less than 2 years.

# Where are you likely to find older nurses in hospitals?

- Under-30 age group:
  - Intensive Care
  - Step-Down Units
  - Labor & Delivery
  - Emergency Room
- Over-50 age group:
  - Operating Room
  - Recovery Room
  - Medical-Surgical
  - Outpatient Services
  - Home Health
  - Non-hospital Areas

# The Nurse Workforce Picture

- 50+ age group is the fastest growing segment of nurse workforce
- Nearly 51% of nurses are over 45 years and most retire between ages 55 and 58

# Organizational Intent to Retain Retiring Nurses

- Survey of 571 hospital and nursing home administrators
  - Only 6% had policies in place to address needs of older workers
  - 87% admitted to having no immediate plans to address the issue of retaining older nurses

# The Realities

- The workforce and population is aging
- Labor shortages are projected in a growing number of sectors of the economy
- Many workers intend to work beyond traditional retirement age



# Center for American Nurses

- Mature Nurse Survey
- Workplace of the Future: Spotlight on the Mature Workforce report to the White House Council on Aging
- Call for Proposals Among States to Focus on Mature Nurse Issues:
  - Unsafe, inadequate ergonomic protections
  - Loss of expert nursing knowledge and skills
  - Inadequate work environment design and technology
  - Insufficient incentives for retention of mature nurses

# Mature Nurse Retention Survey

- Funded by Center for American Nurses
- Collaborative effort of North Carolina Nurses Association and South Carolina Nurses Association
- Survey items adapted as collaborative effort with:
  - NC Center for Nursing
  - Nursing Management Journal
  - Bernard HODES

# Mature Nurse Retention Survey

- Target audience: Nurses 50+
- 25 item descriptive survey completed online
- Demographics
  - Age
  - Gender
  - Personal Health
  - Personal Economic Status
  - Employment Status

# Mature Nurse Retention Survey

- Demographics (continued)
  - Practice Area
  - Practice Role
  - Years of Experience
  - Intent to Remain with Current Employer
  - Intent to Continue in Nursing
  - Intended Retirement Action
  - Nurse Satisfaction

# Mature Nurse Retention Survey

- Mature Nurse Retention Strategies
  - Environment and Technology
  - Scheduling Flexibility
  - Benefits
  - Redesigned Roles
  - Employer Sponsored Nurse Wellness
  - Continuing Education
  - Recognition

# NC Hospitals

Hospital	Nurses Employed	Nurses 50+	Mature Nurses
001	452	162	36%
002	248	68	27%
003	252	66	26%
004	190	86	45%
005	437	103	24%
006	570	151	26%

(Mature Nurse Retention Survey Preliminary Data, 2008)

# Survey Response Rates

Hospital	Nurses 50+	Survey Completes	Response Rate
001	162	65	40%
002	68	26	38%
003	66	52	79%
004	86	21	24%
005	103	70	68%
006	151	53	35%

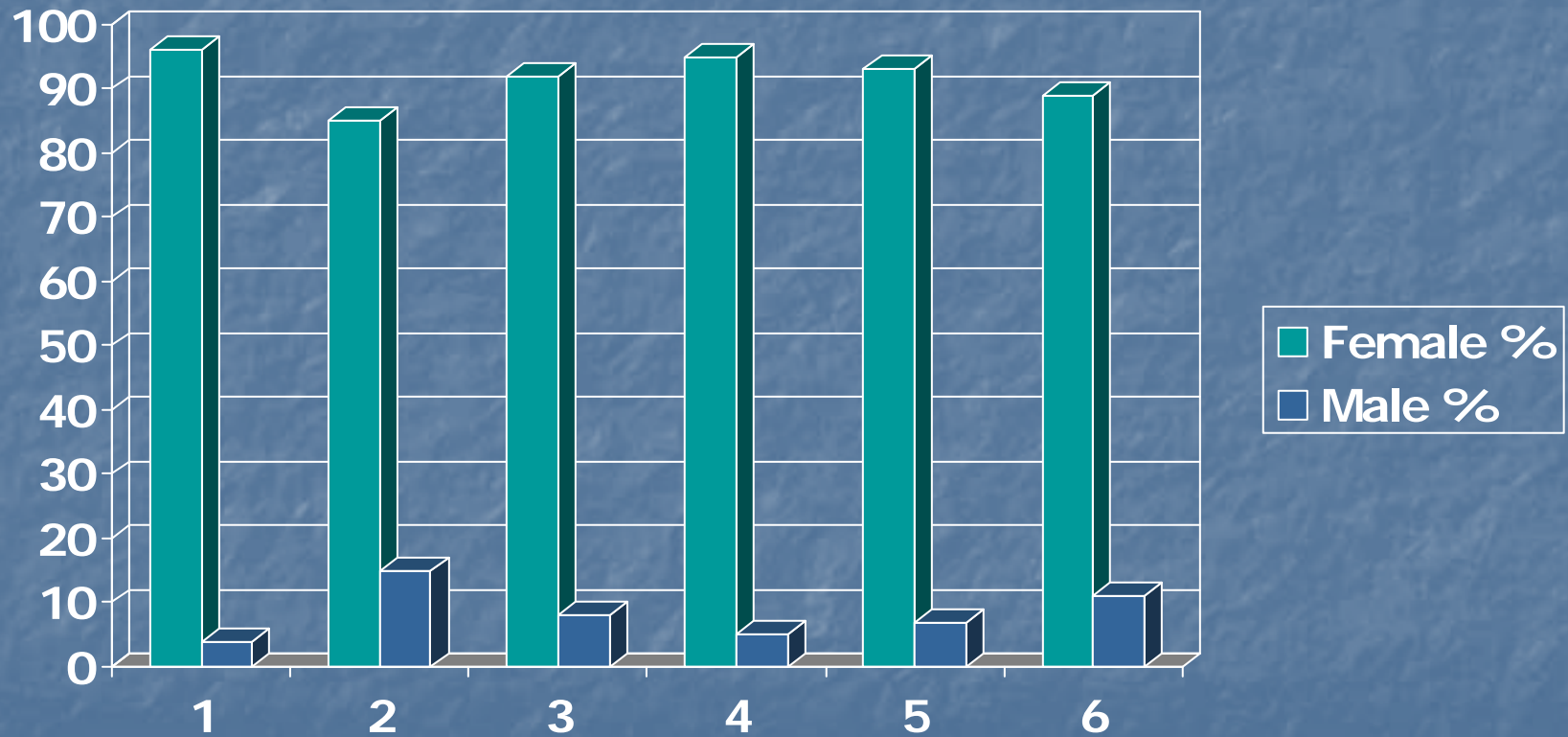
(Mature Nurse Retention Survey Preliminary Data, 2008)

# Age

Age	001	002	003	004	005	006
50-54	49%	42%	53%	30%	43%	47%
55-59	39%	50%	29%	30%	33%	34%
60-64	9%	8%	18%	30%	22%	11%
65-69	1%	0	0	10%	1%	8%
70-74	1%	0	0	0	0	0

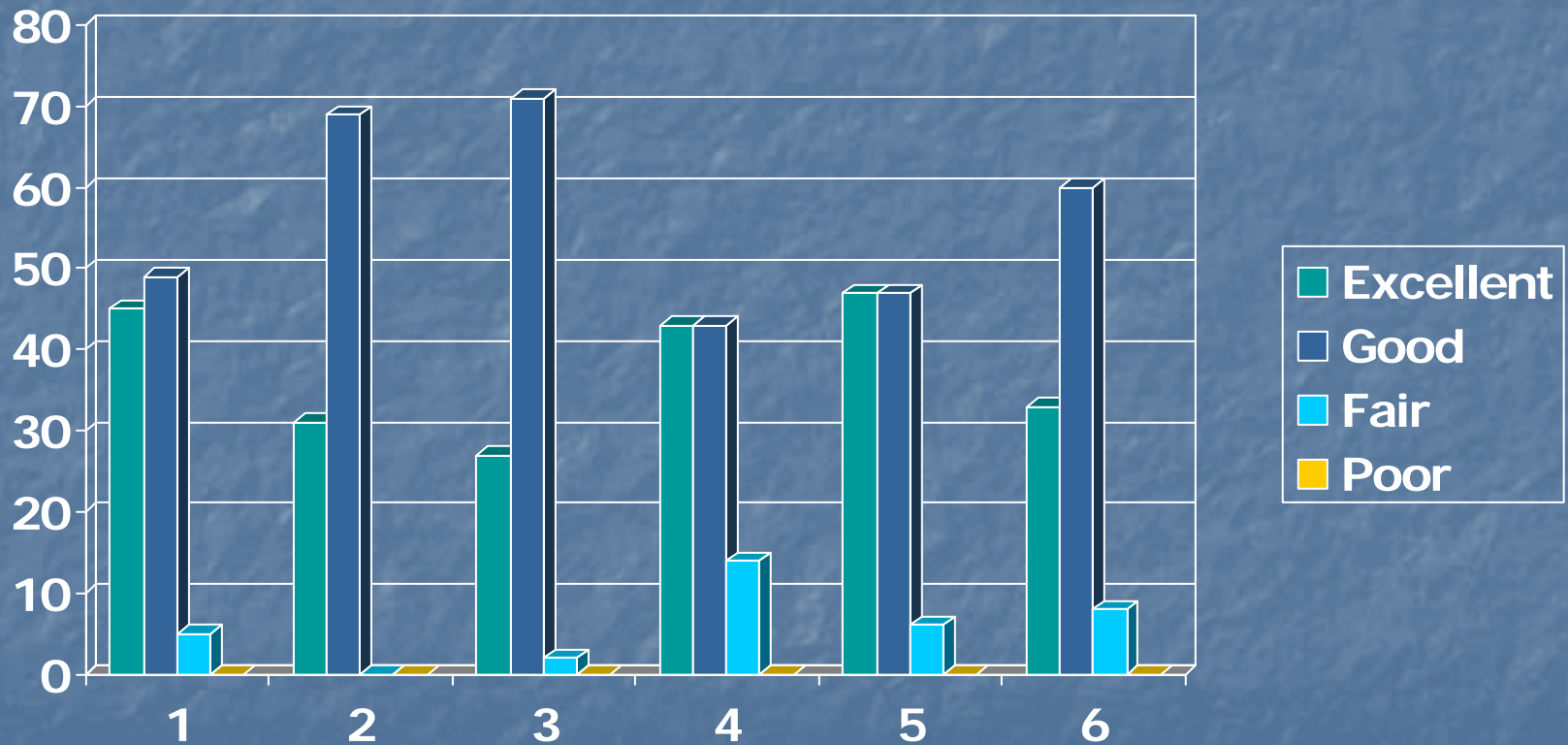
(Mature Nurse Retention Survey Preliminary Data, 2008)

# Gender



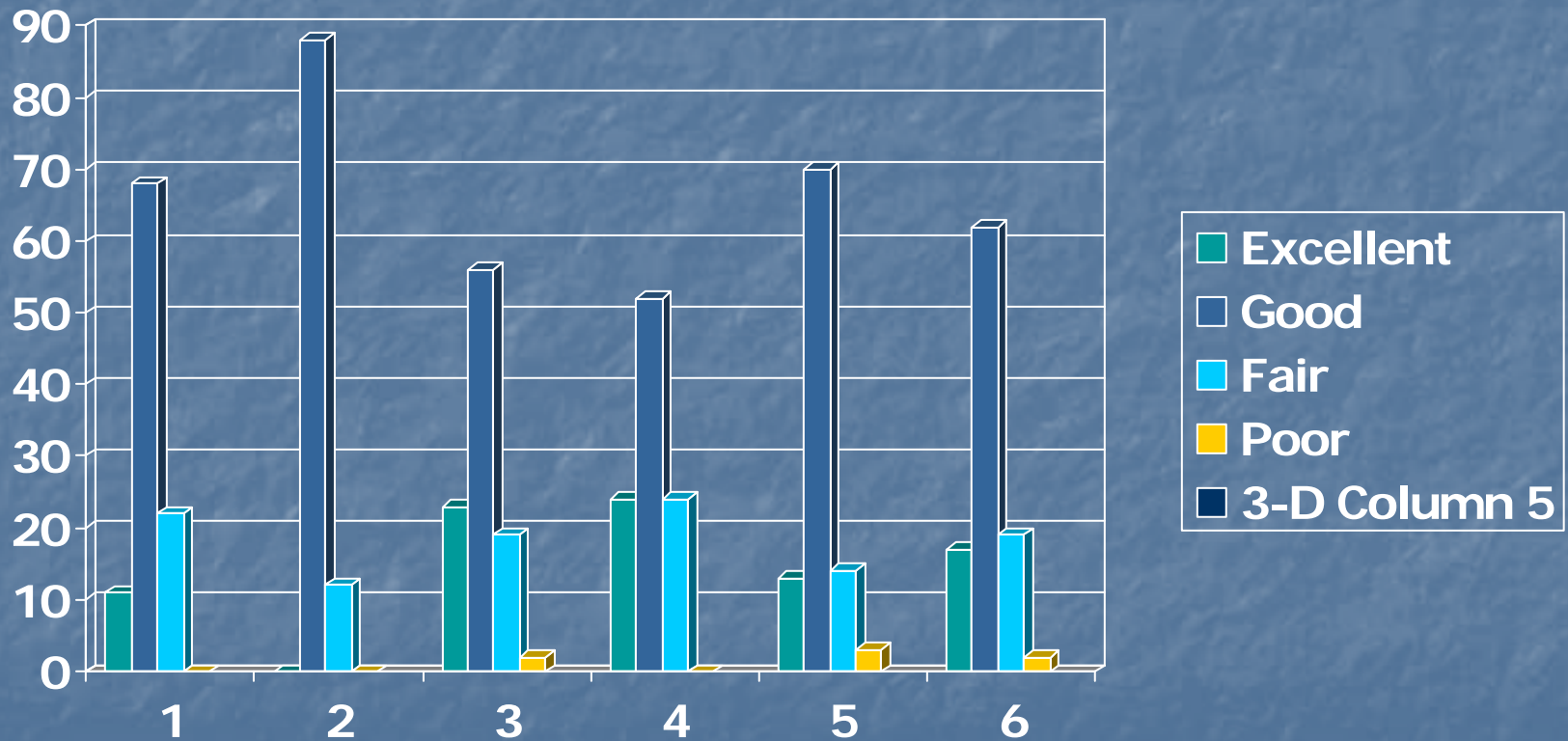
(Mature Nurse Retention Survey Preliminary Data, 2008)

# Personal Health



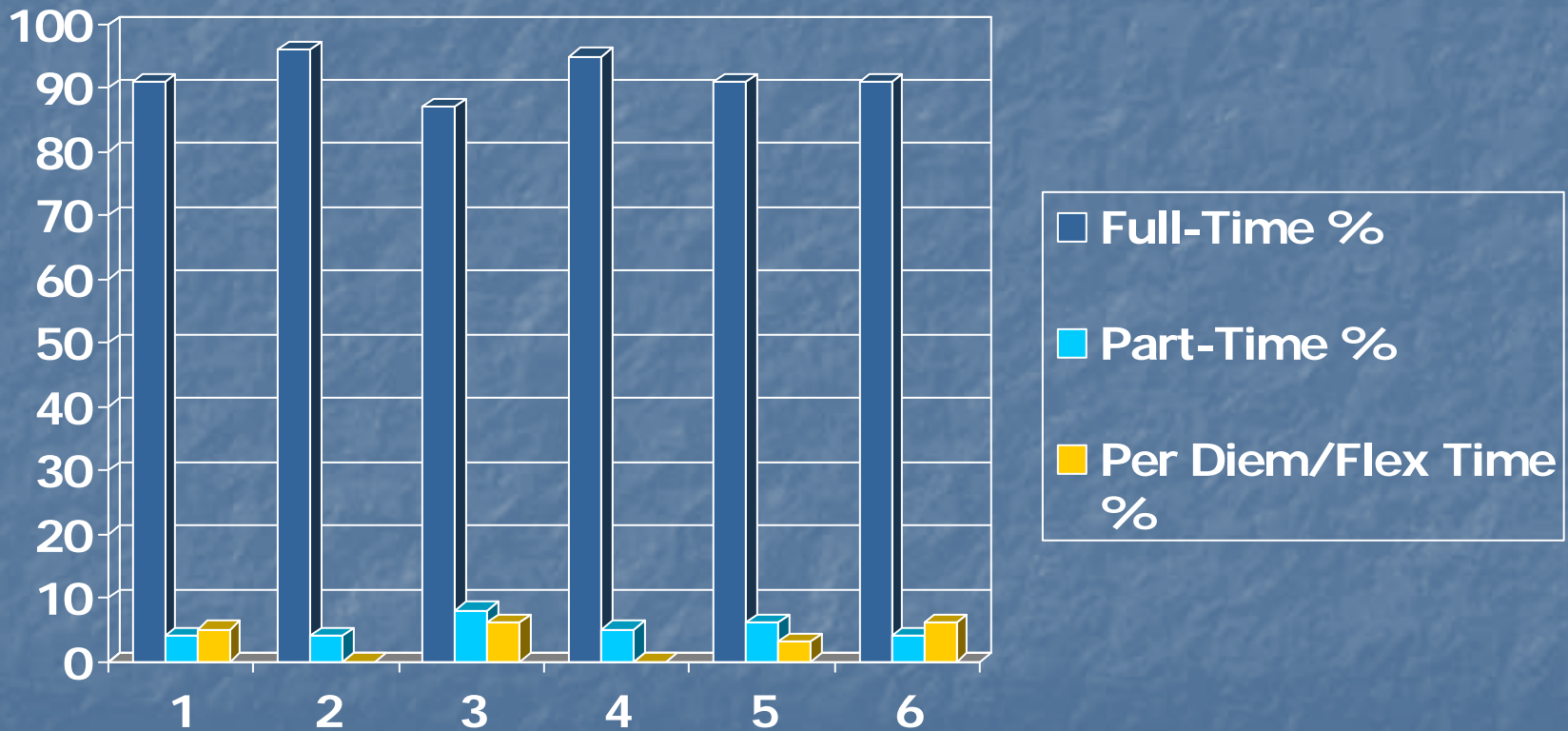
(Mature Nurse Retention Survey Preliminary Data, 2008)

# Personal Economic Status



(Mature Nurse Retention Survey Preliminary Data, 2008)

# Employment Status



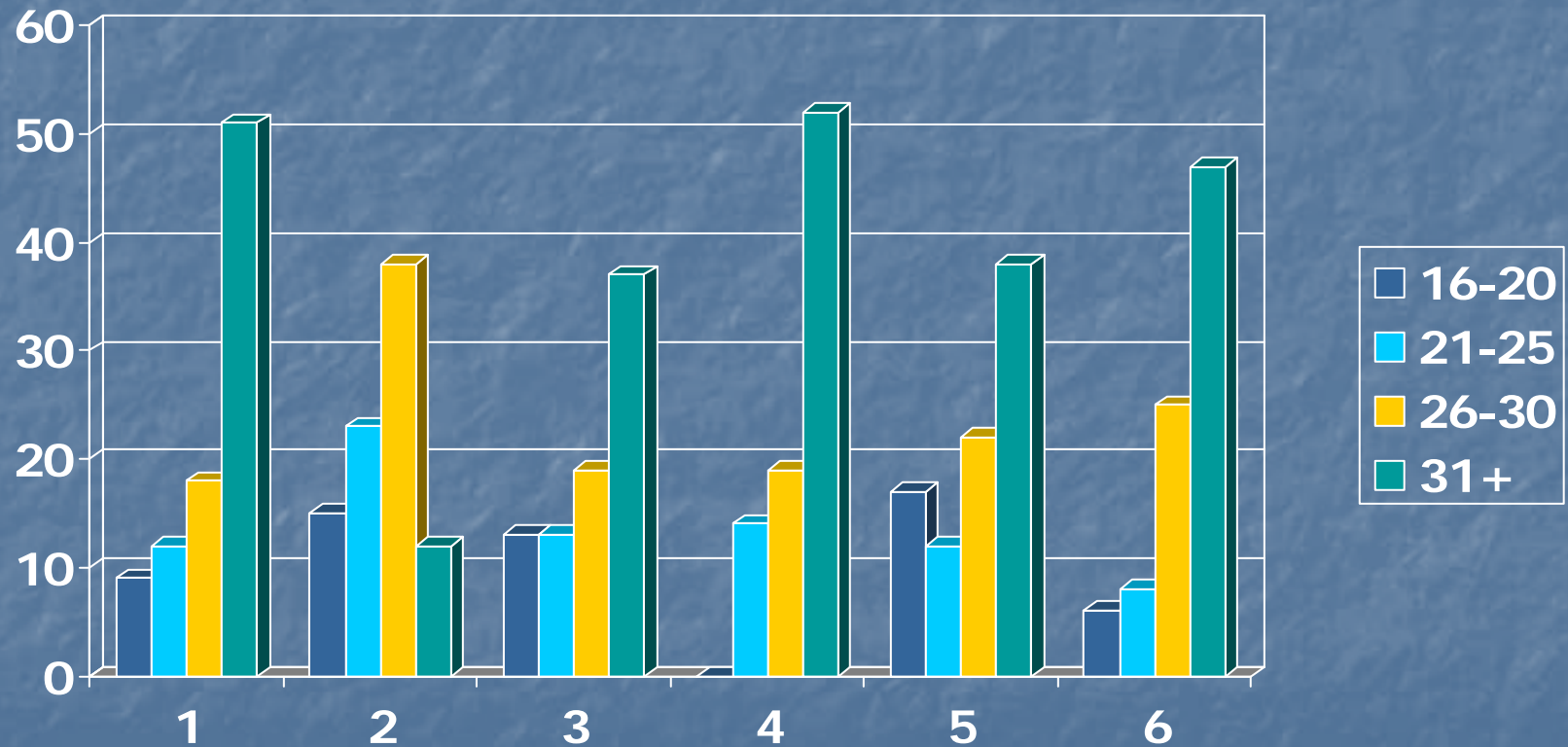
(Mature Nurse Retention Survey Preliminary Data, 2008)

# Mature Nurse Practice Role

Practice Role	001	002	003	004	005	006
Direct Care	68%	72%	72%	43%	64%	83%
Admin/ Manage	18%	24%	15%	38%	16%	4%

(Mature Nurse Retention Survey Preliminary Data, 2008)

# Years of Experience



(Mature Nurse Retention Survey Preliminary Data, 2008)

# Intended Retirement Action

Retirement Action	001	002	003	004	005	006
Full-time	44%	54%	47%	43%	39%	45%
Reduce Hrs	23%	19%	19%	10%	28%	21%
FT Less	14%	8%	21%	24%	17%	15%
PT Less	7%	4%	9%	10%	6%	4%
Per Diem	1%	0%	2%	5%	4%	4%

(Mature Nurse Retention Survey Preliminary Data, 2008)

# Environment and Technology

## High Impact >50% response

<b>Retention Practices</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Electric beds						
Delivery of supplies to unit						
Transport team	X					X
Lift team						
Patient lift devices				X		

# Environment and Technology

## High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
★ Improved design of unit	X	X	X	X	X	X
Staff rest areas						
Rolling chairs in work areas						
Accessible electrical outlets						
★ Large text and fonts	X	X		X	X	X
Improved lighting		X		X		X
★ Improved flooring	X		X	X	X	X

# Scheduling Flexibility

High Impact >50% response

Retention Practices	1	2	3	4	5	6
★ Self-scheduling	X		X	X		X
Flexible start and stop times	X				X	X
★ Ability to work part-time	X		X	X	X	X
★ Limit # of consecutive days	X		X	X	X	X
★ Reduce or eliminate floating	X	X	X	X	X	X
Lower nurse-patient ratios				X		X
Job-sharing						

# Scheduling Flexibility

High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Shorter work schedules			X	X		
Longer breaks						
Phased retirement				X		
Work location flexibility						
Portable jobs						
Part-time projects						
Use of UAPs						


# Benefits

High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
★ Health benefits for PT	X	X	X	X	X	X
★ Full benefits for PT	X	X	X	X	X	X
★ Increased PTO	X	X	X	X	X	X
★ 401(k) "catch-up"	X	X	X	X	X	X
Adult care services						
★ Group LTC insurance	X	X	X	X	X	X
★ Discounted medications	X	X	X	X	X	X

# Benefits

High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
 Health care services at discount or no cost	X	X	X	X	X	X
Child care for grandchildren						
Valet or preferred parking				X		

# Redesigned Roles

High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Formal mentoring roles						
Admit/DC Assistance						
Admit/DC Coordinator						
QI Coordinator						
Case Manager						
Special Assignments				X		

# Employee Sponsored Wellness

## High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Annual physicals		X		X		
★ Vision screening		X	X	X	X	X
★ Mammography screening		X	X	X	X	
Prostate screening						
Colonoscopy screening		X			X	
Ergonomic assessments						
Gym membership	X					

# Employee Sponsored Wellness

## High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Stress reduction programs						
Back care/safety training						
Strength training				X		X
Massage/Alternative therapy			X			X
Weight management						

# Continuing Education

## High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Retraining for other position						
★ Financial/Retire planning	X	X	X			X
Succession planning						
Career counseling						
Career ladder						
Scholarships/tuition reimburs						
★ Support for CE	X			X	X	X

# Continuing Education

## High Impact >50% response

<b>Retention Practices</b>	1	2	3	4	5	6
Management training to address age bias				X		
Intergenerational workplace programs						

# Recognition

High Impact >50% response

Retention Practices	1	2	3	4	5	6
Inclusion of "mature images"						
★ Recognition of longer service employees	X	X	X	X	X	X
Social events for senior staff						

# Mature Nurse Retention Strategies

- Mature Nurses 50+ appear to express some similar strategies that will encourage them to work longer
- Mature Nurse retention strategies can be different among different employment groups
- Preliminary data does not determine if differences exist between direct care nurses and nurse managers
- Preliminary data does not determine if differences exist between rural and urban employment groups

“Nurse employers should rapidly identify and implement strategies that encourage their mature nurses to continue to play a vital role in the delivery of quality health care services!”

“Choose a job you love, and you will never have to work a day in your life.”

Confucius