Factors Affecting Home Care Nurse Intention To Remain Employed

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Overview

- Study Overview
- Study Findings
- Your comments and feedback
Background

➢ Inadequate supply of nurses across Canadian health care sectors:
  ▪ (60,000 undersupply by 2022, [Tomblin Murphy et al 2012])

➢ Health care is shifting out of hospitals and into the community

➢ The number of home care nurses in Ontario has fluctuated (NHSRU, 2010)
  ▪ 1999-2005; decrease by > 2500 nurses (7500 to 4700)
  ▪ 2006-2010; fluctuating (between 4700 and 5000)
  ▪ 2011; increase by approximately 500 (5500)

➢ Recruitment and retention remain a challenge due to wages and benefits below other sectors
According to the literature, insufficient supply of home care nurses has occurred as a result of:

- Dissatisfaction with pay and benefits
- Availability of higher pay in other health care sectors
- Dissatisfaction with workload
- Lack of full time positions
According to the literature, factors that influence home care nurse decisions to stay include:

- Preceptor-based orientation
- Organized and supportive office environments
- Reasonable working conditions
- Patient centered mission and vision
- Support for education
- Adequate staffing
Study Aim

To develop, test and refine a model of factors influencing home care nurse intention to remain employed.
The Study

**PHASE 1 FOCUS GROUPS** (2011-2012)
AIM: Asked Ontario home care nurses to identify what factors influence their intentions to remain employed (or not). Developed a theoretical model of these influencing factors.

**PHASE 2 HOME CARE NURSE SURVEY** (2012-2013)
AIM: Administered and analyzed Ontario home care nurse survey data. Tested and refined theoretical model created from Phase 1 focus groups and previous research.

**PHASE 3 KNOWLEDGE TRANSLATION FORUMS** (2014)
AIM: Asking key informants to review, validate and help interpret findings.
PHASE 1: Focus Groups
(2011-2012)
Methods

- Conducted 6 regionally diverse focus groups with nurses from 3 Ontario home care agencies

LEAD QUESTION:

- What factors in your work or life influence your decision to stay or leave your home care position?
Methods

- 49 home care nurses participated over the 6 focus groups
  - 26 RNs, 23 RPNs
  - 32 Baby Boomers, 7 Generation X, 10 Generation Y

- Average of ~8 participants per group
  - Range 4 to 10

- The content of the focus group interviews was analyzed and categorized into groups of factors identified as influencing home care nurse intention to remain employed
Findings: 6 Thematic Categories

- Job characteristics
- Work structures
- Relationships and communication
- Work environment
- Nurse responses to work
- Conditions of employment
Job Characteristics

- Appreciated **patient variety and skill variety**
- Enjoyed **working to full-scope**
- Valued their **autonomy**
- Were concerned about their **decision authority**
Work Structures

- Valued **continuity of care**
- Liked **flexibility in scheduling** their work
- Felt overwhelmed by their **workload**
- Were challenged by the use of **technology**
- Were frustrated with **client expectations** (related to the way the system is structured)
Relationships and Communication

- Valued their relationships with patients and families
- Felt as though physicians generally valued their input
- Had mixed feelings about the level of support from supervisors
- Valued their relationships with nursing colleagues
- Had mixed feelings about their relationships with CCAC case managers
Work Environment

- Concerned about some aspects of their **professional practice environment**
  - Education and training
  - Orientation

- Concerned about some aspects of their **physical work environment**
  - Travel demands
  - Access to resources
  - Safety
Nurse Responses to Work

- Were challenged to find **work-life balance**
- Valued the **meaningfulness of their work**
Conditions of Employment

Were generally concerned about the following conditions of employment in home care:

- **Employment status** (lack of full-time positions)
- **Union status** (most not unionized)
- Income stability
- **Pay and benefits**
- Unpaid work
- **Out of pocket costs**
**Reasons to Remain Employed**

Based on focus group findings, several specific reasons were identified by home care nurses that would encourage them to remain employed. For example:

- Patient variety and skill variety
- Flexibility in scheduling work hours
- Relationships with clients and families
- Opportunities for continuing education and training
- Adequate clinical support
- Experiencing the meaningfulness of the work
Reasons to Leave Employment

Based on focus group findings, several specific reasons were identified by home care nurses that would encourage them to leave employment. For example:

- Lack of income stability
- Unmanageable workload
- Inadequate orientation
- Inadequate clinical support
- Dissatisfaction with pay and benefits
- Unpaid work
Phase 2: Home Care Nurse Survey
(2012 – 2013)
Methods

- Surveys were mailed to 1,735 Ontario home care nurses
- A total of 887 usable surveys were returned (response rate = 57.3%)
- 19 page survey:
  - Intention to remain employed (1, 3, 5 years & until retirement)
  - Relationships with clients and work colleagues
  - Career plans
  - Workload
  - Work-life balance
  - Organizational support
  - Leadership
  - Work satisfaction
  - Access to resources
  - Practice environment
  - Demographics/personal characteristics
Description of the Sample & Summary Statistics for Selected Model Variables
# Sample Description

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Mean (SD) or Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>45.6 (9.9)</td>
</tr>
<tr>
<td>Proximity to retirement (years)*</td>
<td>17.7 (9.3)</td>
</tr>
<tr>
<td>Job Tenure (years)</td>
<td>8.4 (5.6)</td>
</tr>
<tr>
<td><strong>Generational Affiliation</strong></td>
<td></td>
</tr>
<tr>
<td>Veteran</td>
<td>4 (0.5%)</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>341 (46.6%)</td>
</tr>
<tr>
<td>Generation X</td>
<td>291 (39.8%)</td>
</tr>
<tr>
<td>Generation Y</td>
<td>96 (13.1%)</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>692 (94.5%)</td>
</tr>
<tr>
<td>Male</td>
<td>40 (5.5%)</td>
</tr>
</tbody>
</table>

* Only participants with proximity to retirement ≥ 5 years were included in this analysis
## Sample Description Continued

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Mean (SD) or Frequency (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Designation</strong></td>
<td></td>
</tr>
<tr>
<td>RN</td>
<td>431 (58.9%)</td>
</tr>
<tr>
<td>RPN</td>
<td>301 (41.1%)</td>
</tr>
<tr>
<td><strong>Employment Status</strong></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>384 (52.5%)</td>
</tr>
<tr>
<td>Part-time</td>
<td>174 (23.8%)</td>
</tr>
<tr>
<td>Casual</td>
<td>77 (10.5%)</td>
</tr>
<tr>
<td>Elect-to-work</td>
<td>97 (13.3%)</td>
</tr>
<tr>
<td>Unpaid work (Hours/day)</td>
<td>1.2 (0.9)</td>
</tr>
<tr>
<td>Travel demands (Km/day)</td>
<td>74.62 (46.8)</td>
</tr>
</tbody>
</table>
Model Variables

Intent to Remain Employed 5 Years

- Very Likely: 37.3%
- Likely: 17.8%
- Uncertain: 25.5%
- Unlikely: 10.9%
- Very Unlikely: 9%
Generational Affiliation

- Veterans (born before 1945)
- Baby Boomers (born 1946-1964)
- Generation X (born 1965-1979)
- Generation Y or Millennial (born 1980 and on)

* Note: Those who indicated they were within 5 years of retirement were not included in the sample
### Intention to Remain Employed in Home Care by Generation

<table>
<thead>
<tr>
<th>Generation</th>
<th>5 Years (employer)</th>
<th>5 Years (sector)</th>
<th>Retirement (employer)</th>
<th>Retirement (sector)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veteran (n = 4)</td>
<td>Likely</td>
<td>Uncertain / Very Likely (tied)</td>
<td>Likely</td>
<td>Very Likely</td>
</tr>
<tr>
<td>Baby Boomers (n = 341)</td>
<td>Likely</td>
<td>Very Likely</td>
<td>Uncertain</td>
<td>Very Likely</td>
</tr>
<tr>
<td>Generation X (n = 291)</td>
<td>Likely</td>
<td>Very Likely</td>
<td>Uncertain</td>
<td>Uncertain</td>
</tr>
<tr>
<td>Generation Y (n = 96)</td>
<td>Uncertain</td>
<td>Uncertain</td>
<td>Unlikely</td>
<td>Uncertain</td>
</tr>
</tbody>
</table>

*Generations differ significantly at the .05 level*
<table>
<thead>
<tr>
<th>Model Variables</th>
<th>Agency fosters continuity of care</th>
<th>Clients' have realistic expectations</th>
<th>Have manageable workload</th>
<th>Can develop therapeutic relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.5</td>
<td>25.8</td>
<td>19.5</td>
<td>40.7</td>
<td></td>
</tr>
<tr>
<td>16.3</td>
<td>36.1</td>
<td>21.2</td>
<td>32.5</td>
<td></td>
</tr>
<tr>
<td>8.3</td>
<td>16.5</td>
<td>12</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>7.1</td>
<td>6.6</td>
<td>6.8</td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Model Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Strongly Agree</th>
<th>Moderately Agree</th>
<th>Slightly Agree</th>
<th>Neutral</th>
<th>Slightly Disagree</th>
<th>Moderately Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work is meaningful</td>
<td>76.3%</td>
<td>46.5%</td>
<td>28.2%</td>
<td>21.0%</td>
<td>8.3%</td>
<td>10.8%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Has autonomy/independence</td>
<td>19.4%</td>
<td>35.2%</td>
<td>19.4%</td>
<td>14.8%</td>
<td>9%</td>
<td>6.5%</td>
<td>6%</td>
</tr>
<tr>
<td>Tech improves work</td>
<td>13.6%</td>
<td>21.0%</td>
<td>14.8%</td>
<td>6.5%</td>
<td>9%</td>
<td>6.5%</td>
<td>6%</td>
</tr>
<tr>
<td>Has effective leadership</td>
<td>19.0%</td>
<td>20.6%</td>
<td>14.8%</td>
<td>6.5%</td>
<td>9%</td>
<td>6.5%</td>
<td>6%</td>
</tr>
<tr>
<td>Has supportive organization</td>
<td>8.3%</td>
<td>18.8%</td>
<td>22.4%</td>
<td>27.6%</td>
<td>13.9%</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Model Variables

Satisfaction with Pay & Benefits

- Very Satisfied: 1.2%
- Satisfied: 8.3%
- Neutral: 30.8%
- Dissatisfied: 20.7%
- Very Dissatisfied: 39.5%

External Employment Opportunities

- A Lot: 6.1%
- Some: 25.5%
- A Little: 14.9%
- None: 53.4%
Model Variables

Personal Safety

Participants reported experiencing an average of 4.4 / 13 safety issues at least regularly in their work as a home care nurse.

We asked participants if they had experienced any of the following safety issues:
- Potential for violence from clients or families
- Exposure to communicable diseases
- Ergonomic issues
- Unsafe work conditions
- Hazardous chemicals
- Tobacco smoke
- Pets
- Oxygen equipment
- Pests (e.g., bed bugs, fleas, rodents)
- Winter or night driving conditions
- Unsafe neighborhoods
- Sexual harassment / abuse from clients and / or families
- Bullying / belittling / incivility by clients
Model Variables

Work Related Expenses

Participants reported paying for an average of 7.4 / 25 work related expenses with their own money.

We asked participants if they had to pay for any of the following items with their own money:

- A stethoscope
- A blood pressure cuff
- A pulse oximeter
- Disposable gloves
- Personal protective equipment
- Paper
- A computer
- A printer / printer ink
- A fax machine
- A cellular phone
- A GPS
- A map book
- Uniforms

- Car
- Thermometer
- Office supplies
- Utilities needed to work from home (e.g., internet)
- Resource books
- Emergency car kit
- Hand sanitizer
- Additional auto insurance
- Parking
Summary of Findings

- Most home care nurses are female
- Just over 50% of home care nurses are employed full-time
- Majority perceive quality of nursing care to be very good to excellent
- Most agree that the work they do is meaningful, they have autonomy in their work, variety in the types of clients they care for and the skills they use in their daily work.
- Some dissatisfaction with pay and benefits
- Most feel the level of staffing to be inadequate
- Generation Y are least likely to stay employed for next 5 years
Regression Results: Testing the Hypothesized Model
<table>
<thead>
<tr>
<th>Hypothesized Predictors of 5 year Intent to Remain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Proximity to retirement</td>
</tr>
<tr>
<td>Job tenure</td>
</tr>
<tr>
<td>Health Status</td>
</tr>
<tr>
<td>Professional designation</td>
</tr>
<tr>
<td>Dependents</td>
</tr>
<tr>
<td>Employment status</td>
</tr>
<tr>
<td>Union status</td>
</tr>
<tr>
<td>Pay and benefits</td>
</tr>
<tr>
<td>Unpaid work</td>
</tr>
<tr>
<td>Work related expenses</td>
</tr>
<tr>
<td>Income stability</td>
</tr>
<tr>
<td>Agency legal status</td>
</tr>
<tr>
<td>External job opportunities</td>
</tr>
<tr>
<td>Skill variety</td>
</tr>
<tr>
<td>Patient variety</td>
</tr>
<tr>
<td>Autonomy</td>
</tr>
<tr>
<td>Decision authority</td>
</tr>
<tr>
<td>Work-life balance</td>
</tr>
<tr>
<td>Meaningfulness of work</td>
</tr>
<tr>
<td>Quality of nursing care</td>
</tr>
<tr>
<td>Continuity of care</td>
</tr>
<tr>
<td>Flexibility in scheduling</td>
</tr>
<tr>
<td>Workload</td>
</tr>
<tr>
<td>Client expectations</td>
</tr>
<tr>
<td>Technology</td>
</tr>
<tr>
<td>Perceived org support</td>
</tr>
<tr>
<td>Professional practice environment</td>
</tr>
<tr>
<td>Access to human resources</td>
</tr>
<tr>
<td>Access to physical resources</td>
</tr>
<tr>
<td>Travel demands</td>
</tr>
<tr>
<td>Personal safety</td>
</tr>
</tbody>
</table>

**Relationships with:**
- Clients and Families
- Physicians
- Nursing Colleagues
- Supervisors
- CCAC Case managers
Predictors of Intent to Remain

35.6% of variance in home care nurse intent to remain employed was explained. Higher intent to remain employed was associated with:

- Increasing age
- Experiencing better work-life balance
- Higher satisfaction with salary and benefits
- Greater continuity of care
- Greater income stability
- Higher nurse evaluated quality of care
- More effective leadership
- Greater variety of patients
- Longer job tenure
- Greater meaning nurses found in their work
- Greater nurse perceived organizational support
- Lower self-rated health status
- Greater flexibility in nurse scheduling

* Ordered from most to least influential
Home Care Nurse Identified Reasons to Leave and to Stay Employed by Generation
<table>
<thead>
<tr>
<th></th>
<th>Veterans (n=25)</th>
<th>Baby Boomers (n=469)</th>
<th>Generation X (n=294)</th>
<th>Generation Y (n=96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationships with</td>
<td>Relationships with clients and families</td>
<td>Higher salary (75.5%)</td>
<td>Flexibility in scheduling (77.2%)</td>
<td>Work / life balance (85.4%)</td>
</tr>
<tr>
<td>clients and families</td>
<td>(76%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participating in</td>
<td>Participating in meaningful work (72%)</td>
<td>Supportive supervisor (75.3%)</td>
<td>Higher salary (76.9%)</td>
<td>Higher salary (84.4%)</td>
</tr>
<tr>
<td>meaningful work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexibility in</td>
<td>Flexibility in scheduling (64%)</td>
<td>Flexibility in scheduling (71.4%)</td>
<td>Work / life balance (74.8%)</td>
<td>Supportive supervisor (79.2%)</td>
</tr>
<tr>
<td>scheduling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client variety</td>
<td>Client variety (64%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive colleagues</td>
<td>Supportive colleagues (60%)</td>
<td>Work / life balance (71.0%)</td>
<td>Supportive supervisor (73.5%)</td>
<td>Compensation for work related</td>
</tr>
<tr>
<td>(60%)</td>
<td></td>
<td></td>
<td></td>
<td>expenses (78.1%)</td>
</tr>
<tr>
<td>Working full scope,</td>
<td>Working full scope, access to clinical</td>
<td>Reasonable workload (69.7%)</td>
<td>Reasonable workload (67.0%)</td>
<td>Flexibility in scheduling (74.0%)</td>
</tr>
<tr>
<td>access to clinical</td>
<td>support (56%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive supervisor</td>
<td>Supportive supervisor (56%)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

* Squares shaded in white indicate incentives unique to that generation.
**Top 5 Reasons to Leave Employment by Generation**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Veterans (n=25)</th>
<th>Baby Boomers (n=469)</th>
<th>Generation X (n=294)</th>
<th>Generation Y (n=96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid work hours (56%)</td>
<td></td>
<td>Inadequate pay/salary (73.8%)</td>
<td>Inadequate pay/salary (76.2%)</td>
<td>Inadequate pay/salary (85.4%)</td>
</tr>
<tr>
<td>Travel demands (56%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate pay/salary (52.0%)</td>
<td></td>
<td>Unpaid work (69.7%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate leadership (48%)</td>
<td></td>
<td></td>
<td></td>
<td>Income instability (71.9%)</td>
</tr>
<tr>
<td>Emotional/physical exhaustion (48%)</td>
<td></td>
<td></td>
<td>Unpaid work (63.9%)</td>
<td></td>
</tr>
<tr>
<td>Emotional/physical exhaustion (48%)</td>
<td></td>
<td></td>
<td></td>
<td>Excess out-of-pocket costs (68.8%)</td>
</tr>
<tr>
<td>Unsupportive supervisor (48%)</td>
<td></td>
<td></td>
<td></td>
<td>Unpaid work (67.7%)</td>
</tr>
<tr>
<td>Work/life imbalance (48%)</td>
<td></td>
<td></td>
<td></td>
<td>Unsupportive supervisor (63.5%)</td>
</tr>
</tbody>
</table>

* Squares shaded in white indicate disincentives unique to that generation
Summary of Findings

- 64.4% of variance in home care nurse intent to remain employed remains unexplained (unknown reasons for ITR).

- Nurses may leave employment in home care when they:
  - Have poor work-life balance
  - Are dissatisfied with their pay and benefits
  - Have poor stability in their income
  - Feel their employing organizations are unsupportive
  - Experience negative relationships with their supervisors

- To promote home care nurse ITR, we need to:
  - Address unmanageable workloads (e.g. provide support for non-nursing activities such as ordering supplies) to facilitate improved work-life balance
  - Address issues of pay and benefit adequacy
  - Implement scheduling models that facilitate flexibility in nurse scheduling
Summary of Findings

➢ To promote home care nurse ITR, we need to:
  ▪ Implement nursing care models that facilitate continuity of care
  ▪ Develop strategies to address income instability by offering opportunities for full-time employment, guaranteed hours or salaried pay
  ▪ Ensure managers / supervisors are available to address nurse issues and concerns
  ▪ Allow nurses to use a variety of knowledge and skills by assigning clients that vary in age, diagnosis, and care needs
  ▪ Implement recognition and reward programs to further strengthen the positive feelings nurses have about the meaning of their work
Comments & Feedback

➢ What additional strategies would you suggest to encourage home care nurses to remain employed?

Other questions, comments, interpretations, and feedback
For study updates visit:
www.tourangeauresearch.com

THANK YOU!

ann.tourangeau@utoronto.ca
References

