The turnover reasons from the PACU are both controllable (issues under the control of the hospital) and uncontrollable (issues that are not under the control of the employer)

Collaborative Practices to Increase PACU RN Satisfaction and Reduce RN Turnover

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PROBLEM

- PACU RN turnover rate in the 4th Quarter of 2020 was 7.43%. The reasons for the PACU turnover are both controllable (issues under the control of the hospital) and uncontrollable (issues that are not under the control of the employer).
- Based on a systematic review and meta-analysis, communicative leadership, organizational commitment, and team relationships are the strongest predictors of voluntary RN turnover. Other factors related to nurse turnover intentions are team cohesion, recognition, and work-family conflict (Nei et al., 2015).

PURPOSE

To maintain the turnover rate of PACU RNs to below 12.93% on a quarterly basis by improving team relationships.

SIGNIFICANCE

Concerns for the "Great Resignation" in healthcare are growing as there is an increase in nursing turnover, which is costly to the hospital and negatively affects patient outcomes (Poindexter, 2022).

METHOD

- The team followed the PDSA model to carry out changes in the PACU. Surveys were distributed to RNs and results were analyzed to identify reasons for RNs to leave and stay in PACU.
- PACU retention strategies recognize nurses' achievements and best practices, facilitate timely open communication, encourage professional development, promote nursing wellbeing and stress reduction, and build team collaboration.
- Data on unit turnover rate and RN satisfaction were collected.

- Open-door policy
- Weekly HRO huddles
- AM and PM huddles
- "Flashback Friday" emails
- Group messaging text
- Just culture

- Staff meetings
- Celebratory programs
- Community webpage
- Nursing newsletters
- "Shout out" emails
- Nominations & awards
- PACU staff jackets
- C1 & C2 PACU rotation
- Mentoring

Communication | **Wellness Activities**

Retention Strategies

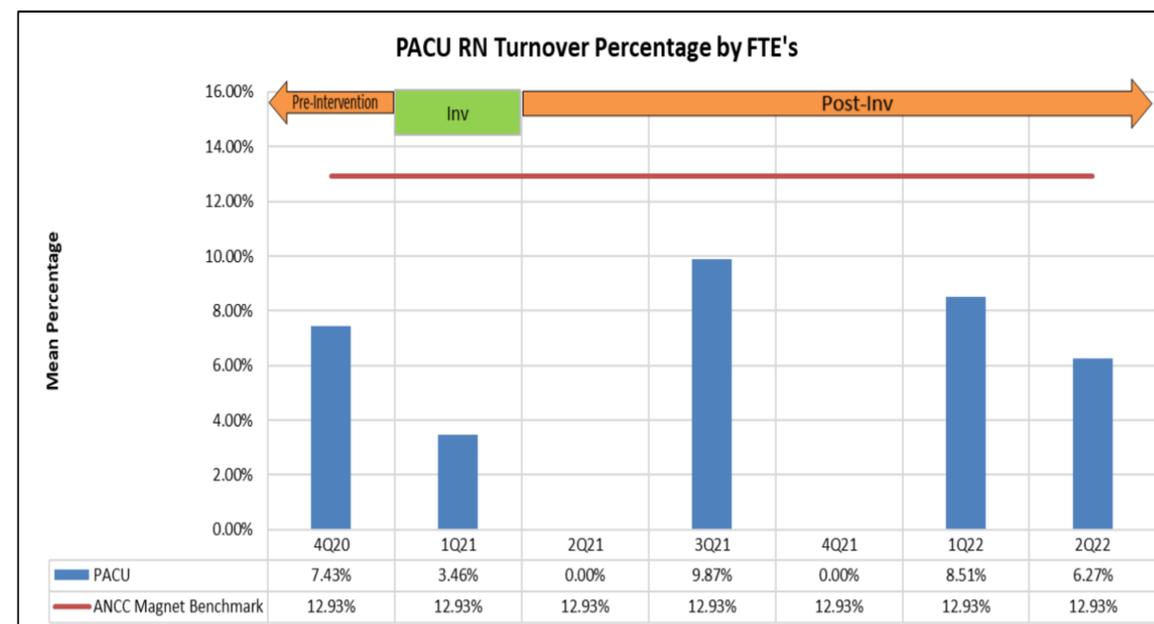**Team Building & Recognition** | **Professional Development**

- Aromatherapy
- Art & music therapy
- Nutrition recipes
- Meditation
- Wednesday walks

- Continuing education (weLearn)
- Nursing councils
- Clinical ladder program
- Conferences
- Graduate school
- Leadership support with flexible scheduling

Team: Unit Practice Council leaders, Recruitment and Retention Council members, weLearn champions, Wellness champions, NM, CC, and NPDS

PACU RN Turnover Percentage by FTE's

	Pre-Intervention	Inv	Post-Inv				
	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22
PACU	7.43%	3.46%	0.00%	9.87%	0.00%	8.51%	6.27%
ANCC Magnet Benchmark	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%

Note: ANCC Magnet Benchmark is for bed sizes 101-200

OUTCOMES

- PACU turnover rate has remained below the ANCC Magnet benchmark of 12.93%.
- The 2022 NYU RN Satisfaction Survey results (using the mean score out of 5.0) was 4.21 for RN-to-RN Teamwork & Collaboration.
- High nursing satisfaction score on teamwork and collaboration can be a predictor of lower turnover rate.

IMPLICATIONS

- A collaborative approach to PACU RN retention is essential to create a positive healthy work environment that nurses want to grow in.
- Retention strategies focused on communication, staff recognition, team building, professional growth, and wellness can help to reduce RN turnover and increase RN satisfaction.
- As the healthcare environment changes, ongoing assessment on the reasons for RNs leaving a unit or organization is essential to identify or modify effective retention strategies targeted to address the changes in turnover reasons.

Reference:
Nei, D., Snyder, L. A., & Litwiller, B. J. (2015). Promoting retention of nurses: A meta-analytic examination of causes of nurse turnover. *Health care management review*, 40(3), 237–253. https://doi.org/10.1097/HMR.0000000000000025

Poindexter, Kathleen (2022). The Great Resignation in Health Care and Academia: Rebuilding the Postpandemic Nursing Workforce. *Nursing Education Perspectives* 43(4), 207-208. https://doi.org/10.1097/01.NEP.0000000000001003