

Nursing Health Services Research Unit

a collaborative project of
The University of Toronto
Lawrence S. Bloomberg
Faculty of Nursing and
McMaster University
School of Nursing

Our mission is to develop,
conduct and disseminate
research that focuses on:

- design
- management
- utilization
- outcomes
- provision
...of nursing.

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SECTOR SPECIFIC COMPONENTS THAT CONTRIBUTE TO POSITIVE WORK ENVIRONMENTS AND JOB SATISFACTION FOR NURSES (SSC)

Fact Sheet II of II

This fact sheet (II of II) is part of a series which presents selected content from a report produced for the Ontario Ministry of Health & Long Term Care (MOHLTC) entitled *Sector Specific Components that Contribute to Positive Work Environments & Job Satisfaction for Nurses (SSC)*. The full report is available on line at <http://www.nhsru.com>.

BACKGROUND

In November 2007, the Ontario Ministry of Health & Long-Term Care (MOHLTC) asked the Nursing Health Services Research Unit (University of Toronto site) to conduct a study to explore factors that contribute to job satisfaction for nurses working outside of the acute care (hospital) sector (e.g., public health, long-term care, home care).

STUDY METHODS

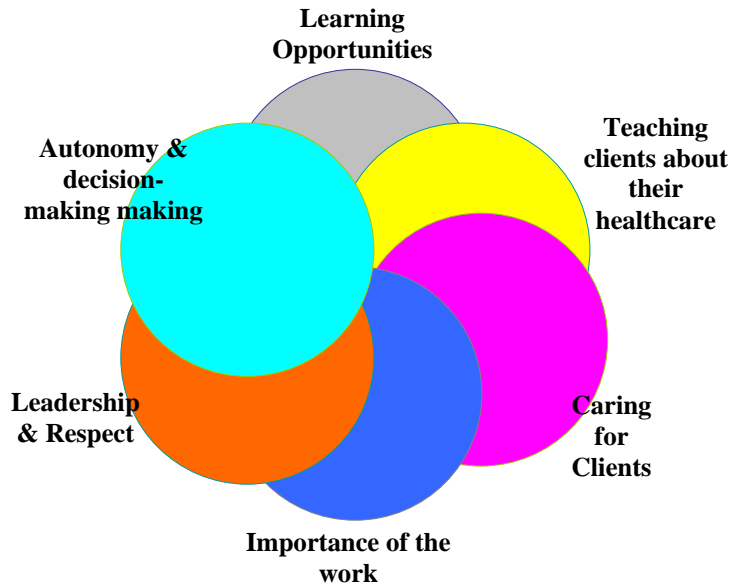
Study Recruitment & Data Collection

- 12 randomly selected community healthcare organizations (sites) were invited to participate in the study;
 - 4 from Long-term Care
 - 4 from Public Health
 - 4 from Home Care Nursing.
- Interviews were conducted with 8 nurse leaders from the sites.
- Focus groups were held with 21 frontline nurses from the home care & public health sectors.
- Despite attempts to include focus groups with frontline nurses from the Long-Term Care sector, the researchers were not able to engage their participation in the time frame required to complete the current study.

FINDINGS

<i>Recruitment/Retention Challenges</i>	<i>Recruitment /Retention Strategies</i>
1. Recruitment of new grads or younger nurses	<ul style="list-style-type: none"> • University & College campus visits. • Follow-up with all employment candidates. • Recruitment programs such as: MOHLTC New Grad Initiative. • Increase advertising (e.g., Job fairs, Open house, Workopolis). • Implement Tuition assistance programs for continuing education & formal education & leave of absence.
2. Retention of nurses in these sectors (public health, home care, long-term care)	<ul style="list-style-type: none"> • Policies for education support - specifically financial support and leave. • Formal recognition & reward programs. • "Trusting, supportive" work environments. • Flexible hours & work ethic.
3. Pay inequity between acute care & home care or public health nursing	<ul style="list-style-type: none"> • Eliminate or reduce the salary disparity between community & acute care nursing sectors.
4. Challenges related to geography when visiting clients	<ul style="list-style-type: none"> • Establish clinics in the community where nurses could provide care to clients.

Factors which Contribute to Job Satisfaction



These findings are important for the retention of the current workforce as well as for future recruitment of individuals into the nursing profession.

Work Environment Concerns and Recommendations (provided by nurse participants)

Work Environment Concerns	Healthy Work Initiatives
1. Travel <ul style="list-style-type: none"> • Traveling in bad weather conditions • Cost of vehicle maintenance 	<ul style="list-style-type: none"> • Establish local clinics • Improve compensation for vehicle mileage
2. Workplace Hazards <ul style="list-style-type: none"> • Traveling to unknown/high crime areas • Potentially violent clients • Exposed to 2nd hand smoke in houses • Unhygienic offices 	<ul style="list-style-type: none"> • Provide phones when visiting high risk clients • Establish protocol for at home visits with new or potentially dangerous clients (e.g., buddy system)
3. Lack of Technology <ul style="list-style-type: none"> • Unable to maintain communication while in the field 	<ul style="list-style-type: none"> • GPS enabled phones with push to talk function • Need for appropriate equipment to do their jobs • Technological innovation (tablet, PDAs, or other devices) that improve efficiency of communication of patient information
4. Burnout <ul style="list-style-type: none"> • Working long hours due to staffing shortages 	<ul style="list-style-type: none"> • Wellness centre/gym • Corporate learning centre • Increase nursing staff • Reduce inefficiencies in managing care

See fact sheet I of this series for a list of recommendation made to the Ontario MOHLTC based on the study findings