

# Retention of New Nurses in the Cardiovascular Operating Room

Hannah Shufeldt, DNP, MSHCM, RN, CNOR



## Background & Problem

- 500-bed hospital in central Illinois operates with four designated cardiovascular operating rooms (CVOR)
- CVOR has struggled to retain circulating nurses
- Fully staffed, the CVOR operates with eight circulating nurses
- The turnover rate for CVOR nurses in 2021 was 63% and in 2020 was 43%
- The retention rate for CVOR nurses in 2021 was 38% and in 2020 was 57%

## Supporting Literature

- The average turnover rate for hospitals across the United States in 2021 was 18.7% for staff nurses
- The national average turnover rate for nurses across hospitals in the north central United States was 23.7% in 2021
- The turnover rate for hospitals with 350-500 beds across the United States was 20.0%
- A major cited reason nurses left operating room jobs included departmental and organizational cultures that were unsupportive, disrespectful, and negative

## Methods

- Eight nurses completed the Revised Casey-Fink Nurse Retention Survey
- Four nurses were new graduates
- No nurses had prior operating room experience
- Survey results were reviewed with each nurse to obtain individual feedback

Revised Casey-Fink Nurse Retention Survey				
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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.				
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 hrs.	6 hrs.	8 hrs.	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					

## Outcomes

- The orientation and education provided were the most dissatisfying factors
- Four nurses said they did not want to be working in the CVOR in five years
- Three said they would consider leaving their job if another opportunity presented itself
- Three said they had been in their position about as long as they wanted to be
- Three nurses were either very dissatisfied or moderately dissatisfied with the orientation process, with one more being neither satisfied nor dissatisfied
- One nurse did not feel her preceptor provided her a sound foundation for practice
- Many nurses commented the fact their educator is not an operating room nurse, and this made it difficult for her to understand or answer certain questions
- Majority of nurses did not have a mentor

## Implications for Practice & Next Steps

- Periop 101 and 202 were introduced into the orientation process during 2021
- All nurses who precept were enrolled into a preceptor class to help them be better prepared to precept new nurses in 2022
- Two one-hour sessions were built into the CVOR schedule to provide shared governance and education to all staff in 2023
- In the future it would be advantageous to measure the effect that workplace and organizational culture have on retention
- Next steps include advocating for a CVOR resource nurse to bridge the perioperative knowledge gap between the staff and educator
- In 2022 the turnover rate remained at 63% and the retention rate doubled to 75%

## References

• AORN. (2022). 2 major factors: A new theory on perioperative nurse turnover. AORN Blog. <https://www.aorn.org/blog/Factors-for-Nurse-Turnover>

• NSI Nursing Solutions. (2021). 2021 nsi national health care retention & rn staffing report. [https://www.nsinursingsolutions.com/Documents/Library/NSI\\_National\\_Health\\_Care\\_Retention\\_Report.pdf](https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf)

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