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Healthcare Competency Solutions

Exploring the Relationship Between
New Graduate Nurse Psychological Capital and Turnover

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http://alsn.info/2022

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Cleveland, Ohio

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Healthcare Competency Solutions

To fundamentally transform healthcare outcomes by developing the workforces' ability to provide safe, efficient, competency-based care

Vcan | Versant Center for the Advancement of Nursing

To provide professional and organizational development opportunities through research, education, publishing, conferences, and other events where nursing and healthcare professionals can engage in a collaborative and disciplined model.

LEARNING OUTCOME

By the end of this presentation, the attendees will:

1. Summarize the concept of Psychological Capital
2. Generalize the relationship between Psychological Capital and Turnover
3. Discuss individual and system level implications regarding research study results

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NEW GRADUATE NURSES
Recommendations & Experiences

- **IOM** — 2011 Institute of Medicine Recommendation
- American Academy of Nursing
- Transition to Practice Experience

References 1-8

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CURRENT DEMANDS AND FUTURE OF HEALTHCARE

Promote standardization to elevate practice

Engage the workforce to set them and the organization up for success

Use of outcomes to establish sustainable systems to withstand current and future threats

Professional Organizations are Unified with Common Objectives

References 9-14

WHAT CHALLENGES ARE YOU SEEING IN OUR CURRENT HEALTHCARE REALITY?

Challenges in Academia

- Shortage of faculty
- Less than desired faculty pay
- Lack of clinical placement
- New AACN Essentials
- Increase in simulation in lieu of clinical experiences

Challenges in Service

- Critical staffing shortage
- Shifting payor mix
- Budgetary constraints
- Lack of resources for onboarding
- Clinical-Practice gap among new graduate nurses

Are There Other Challenges You Are Seeing Not Listed Here?

Transition to Practice Program Structure and Framework

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VERSANT'S COMPETENCY-BASED FRAMEWORK

Versant is about fundamentally transforming healthcare outcomes by developing the workforce's ability to provide safe, efficient, competency-based care.

VERSANT ROLE-SPECIFIC COMPETENCY PROFILES → COMPETENCY GAP ANALYSIS → COMPETENCY GAP REMEDIATION → COMPETENCY VALIDATION → OUTCOMES

Supportive Components: Professional Development, Self-Care, Evidence-Based Projects

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SURVEY COLLECTION
Overview

- Transition to Practice Program participants
- Self-Reported except for Actual Turnover
- Collection frequency
  - Beginning of program
  - 100% clinical competency validation
  - Month 8
  - Annually
- Program Effectiveness, Individual Clinical Performance, and Work Environment

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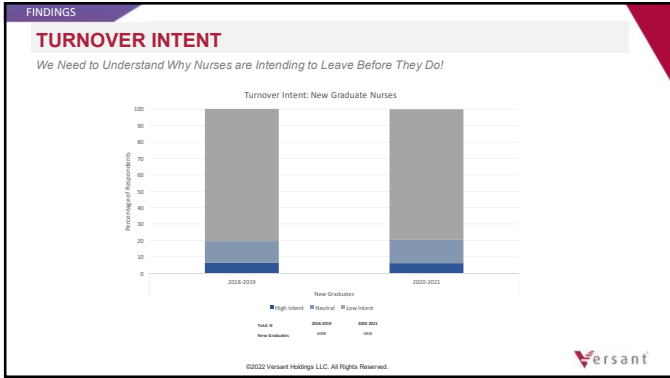

FINDINGS

ACTUAL TURNOVER

2018 - 2021

Total N	2018	2019	2020	2021
New Grads	1207	996	1023	1105

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FINDINGS

TURNOVER INTENT

We Need to Understand Why Nurses are Intending to Leave Before They Do!

Turnover Intent: New Graduate Nurses

Our Research Study

PSYCHOLOGICAL CAPITAL BACKGROUND/RESEARCH

• Psychological Capital (PsyCap) measure personal emotional health/well-being

• Developed by Luthans and colleagues in 2007

• PsyCap Questionnaire (PCQ): 24-items, reliable, and valid

• Individual and group level measure

• It has 4 components known as H-E-R-O

• PsyCap Research:

    o Workplace support and leadership style influences PsyCap

    o PsyCap influences organizational commitment, job satisfaction, intent to stay, job performance, and perceptions of safety climate

References 15-19

PSYCHOLOGICAL CAPITAL

Measures Personal Emotional Health and Well-Being
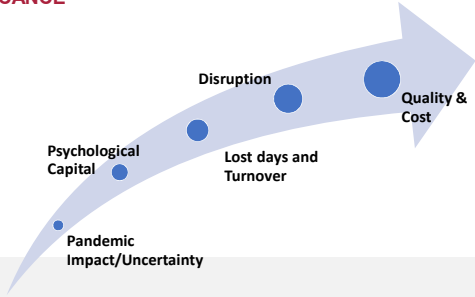
H	E	R	O
HOPE	RESILIENCE	RESILIENCE	OPTIMISM
MEASUREMENT OF AGENCY	MEASUREMENT OF CONFIDENCE	MEASUREMENT OF COPING	MEASUREMENT OF OUTLOOK
▼	▼	▼	▼
Does a nurse believe they can pursue and achieve meaningful goals, despite obstacles?	Does a nurse believe that they can take action to drive the result their role requires?	Can a nurse recover after facing adversity?	Does a nurse maintain a positive attitude and expect success in the future?

Psychological Capital is a positive resource combating stress and negatively correlated to turnover intention

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SIGNIFICANCE

- Pandemic Impact/Uncertainty
- Psychological Capital
- Lost days and Turnover
- Disruption
- Quality & Cost

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PURPOSE

- To determine the relationship between new graduate nurse (NGN) psychological capital (PsyCap) subscale scores and turnover
- To determine the odds of NGN turnover based on PsyCap subscale scores

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METHODS

- Data and Design
  - A retrospective secondary data analysis of Versant Data
  - Versant Data of NGN who filled out the PCQ between 2018 to 2021
    - Incorporated information from NGNs across various states of their career
- Outcome – Actual Turnover (Y/N, Nurse Level)
- Main Effects – PsyCap Subscales
  - Hope - 1-5 with higher ranking indicating hopeful NGNs
  - Efficacy – 1-5 with higher rankings indicating confident NGNs
  - Resilience – 1-5 with higher rankings indicating resilient NGNs
  - Optimism – 1-5 with higher rankings indicating optimistic NGNs

ANALYSIS

- Descriptive: PsyCap trend over NGN state (beginning of immersion to Year 5)
- Bivariate Comparison – Comparing PsyCap by turnover state (T-test)
- Logistic Regression – Multiple models
  - Model 1a-d – Individual subscales ranking on turnover
  - Model 2 – Multivariate model incorporating all the subscales
    - Assesses the impact of a particular subscale adjusting for all the other subscales

RESULTS - DEMOGRAPHICS

NGN Demographics - (N = 4317)	
Demographic Variables (Selected)	N (%)
Generations	
Bommer (1946 – 1964)	23 (< 1%)
Gen X (1965 - 1976)	172 (4%)
Gen Y (1977 – 1995)	2726 (63.1%)
Gen Z (1996 – Present)	1316 (30.5%)
Did Not Disclose/Entered in Error	80 (1.9%)
Gender	
Male	616 (14.3%)
Female	3698 (85.7%)
Did Not Disclose/Entered in Error	3 (< 1%)

RESULTS - DEMOGRAPHICS

NGN Demographics - (N = 4317)	
Demographic Variables (Selected)	N (%)
Race/Ethnicity	
White	2876 (66.6%)
Asian American	363 (8.4%)
African American	353 (8.2%)
Hispanic	329 (7.6%)
Multiracial	169 (3.9%)
Other	149 (3.5%)
Latino	46 (1%)
Native American/Alaska Native	10 (< 1%)

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RESULTS - DEMOGRAPHICS

NGN Demographics - (N = 4317)	
Demographic Variables (Selected)	N (%)
Highest Nursing Degree Achieved	
Bachelor of Science in Nursing	2544 (59%)
Associate Degree	1667 (38.6%)
Master of Science in Nursing	85 (2%)
Diploma	12 (< 1%)
LPN/VN	2 (< 1%)

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LITTLE CHANGES IN PSYCHOLOGICAL CAPITAL OVER TIME

Psychological Capital Trend Over Time

- Optimism decreases over the transition years (3.9 to 3.6)
- Efficacy increases over the transition years (3.6 to 3.9)
- Non-statistically significant changes

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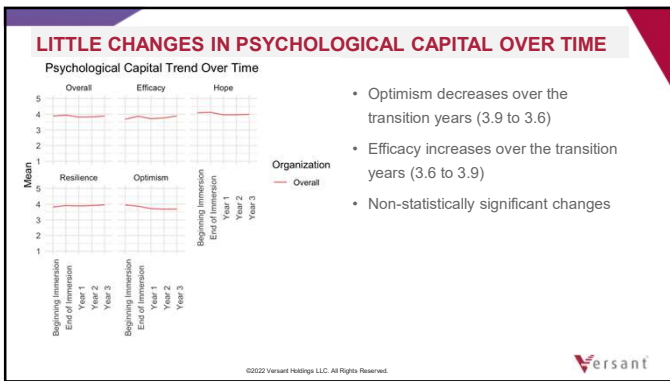
OPTIMISM AND RESILIENCE HIGHER IN TURNOVER GROUP

Comparison of Psychological Mean Rankings by Subscale between Groups			
Subscale	Did Not Turnover (N = 3353) Mean (SD)	Turnover (N = 964) Mean (SD)	p-value
Hope	4.07 (0.43)	4.07 (0.45)	0.50
Efficacy	3.74 (0.56)	3.71 (0.61)	0.087
Resilience	3.85 (0.41)	3.87 (0.42)	0.09
Optimism	3.87 (0.41)	3.91 (0.43)	0.005

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OPTIMISM INCREASES ODDS OF TURNOVER
EFFICACY DECREASES ODDS OF TURNOVER

Odds Ratio for All Models (Individual and Full Model)		
Subscale	Model 1a–d – Individual Models OR [95% CI]	Model 2 – Full Model OR [95% CI]
Hope	1.02 [0.85 – 1.20]	0.92 [0.71 – 1.17]
Efficacy	0.92 [0.81 – 1.04]	**0.84 [0.71 – 0.98]***
Resilience	1.16 [0.95 – 1.34]	1.24 [0.98 – 1.57]
Optimism	**1.22 [1.03 – 1.44]***	**1.25 [1.01 – 1.56]***

*p-value < 0.05

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IMPLICATIONS

Beyond the Data

- Helps to further understand the risk of each PsyCap subscales on actual turnover
  - Little change in PsyCap scores
  - Efficacy is protective against turnover
  - Optimism predictive of turnover and resilience
- Improving well-being is the right thing to do for the individual and the organization
- Opportunity of organizational changes
- Interventions need to have systems considerations
- May come with a risk for turnover→ need to have forecasting tools and a workforce plan (partner with finance and human resources)

System-level interventions are needed to improve emotional well-being

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LIMITATIONS

- Self-reported
- Cross-sectional and primarily descriptive
- Limited Generalizability
- Did not include demographics and/or other confounding variables
- Need to consider dependency structures- repeated measures
  - Messy and not complete data
  - Bigger pool of data and/or limiting information for those who completed the data
  - First pass analysis

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FUTURE RESEARCH

- Moderating and mediating effects on PsyCap subscales and total scores to help understand additional influencing factors
  - Consider structural equation modeling and/or survival analysis
  - Consider also incorporating time dependency into the analysis
- Since PsyCap can be individually developed, specific interventions to increase well-being and retention of NGNs should be studied
- Post COVID-19 tracking and comparisons

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SUMMARY

- Leaders are vital for promoting positive work environments that foster well-being, strengthen organizational commitment, and increase retention of NGNs
- The COVID-19 pandemic had a compounding effect on the stress of NGNs as they transitioned into their new role
- It is important to consider a systems approach to obtaining and providing support to build psycho-emotive resources of NGNs, thus improving their overall psychological capital, psychological/health outcomes, retention, and ultimately patient outcomes

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Thank You!

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OUTCOMES:
Quality & Safety
Financial Benefit

ORGANIZATION
CAPACITY BUILDING
People, Services, Culture

STANDARDIZED PRACTICES
Systems, Structure, Process

✓ Evidence-based
✓ Customizable to the immediate needs of the organization
✓ Implementation based on the organization's desired strategic goals
✓ Competency-based framework for the entire workforce
✓ Consultative approach

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QUESTIONS AND ANSWERS

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