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Fast Facts

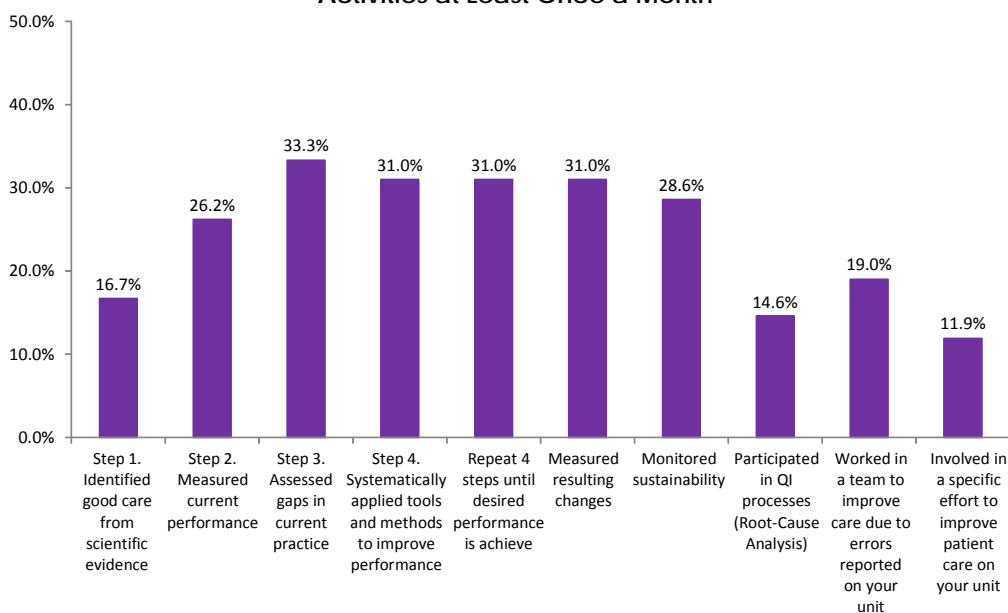
Frontline Nurse Managers' Preparedness and Participation in Quality Improvement (QI)¹

- Fewer than 1 in 3 frontline nurse managers reported being very prepared by their employers across 12 measured QI skills.
- The top 4 skills in which the managers reported being most prepared were data collection, measuring current performance, measurement, and systematically applying tools and methods to improve performance.
- More than half of frontline nurse managers reported receiving resources and support to make necessary organizational improvements, but only about 30% of those who participated in QI reported being rewarded for their contributions.

Nurse Managers' Reports of Employer-Provided Quality Improvement Education

Quality Improvement Education	% who responded "Very Prepared"
Data collection	33.3%
Data analysis	14.3%
Measurement	28.6%
Project implementation	19.0%
Use of QI data analysis or project monitoring tools	21.4%
Flowcharting processes	23.8%
Step 1. Measure current performance	33.3%
Step 2. Assess gaps in current practice	23.8%
Step 3. Systematically apply tools and methods to improve performance	28.6%
Step 4. Measure resulting changes	19.0%
Repeat 4 steps, immediately above, until desired performance is achieved	14.3%
Monitor sustainability	14.3%

Percent of Nurse Managers Who Participated in Specific Quality Improvement Activities at Least Once a Month



¹ Djukic, M., Kovner, C. T., Brewer, C. S., Fatehi, F., & Jun, J. (2015). Educational gaps and solutions for early career nurse managers' education and participation in quality improvement. *Journal of Nursing Administration*, 45(4), 206-211. DOI: 10.1097/NNA.0000000000000186.

Finale

Welcome to the 7th and final volume of the **RN Work Project** Newsletter! We have appreciated your continuous participation in the Newly Licensed RN Survey Panel. We have used the data to produce many important findings. The data collected has produced many important intriguing findings. We have communicated these findings to the nursing community and health care leaders in multiple venues such as:

- International Nursing Administration Research Council (INARC)
- Sigma Theta Tau – Evidence-Based Practice Conference
- Academy Health
- The Council for the Advancement of Nursing Science Conference (CANS)
- American Academy of Nursing (AAN) Conference
- American Organization of Nurse Executives (AONE) Annual Meeting and Exposition

Even though the survey panel has ended, you can always stay up to date with our research; download full text articles, and related project information from our website at www.RNWorkProject.org

Next Steps

We will continue to disseminate findings from the **RN Work Project**.

Manuscripts in Progress:

- Transformational Leadership and Intent to Leave a Job
- Determinants of Intra-organizational Turnover
- Nurses Work to Make Their Communities Healthy

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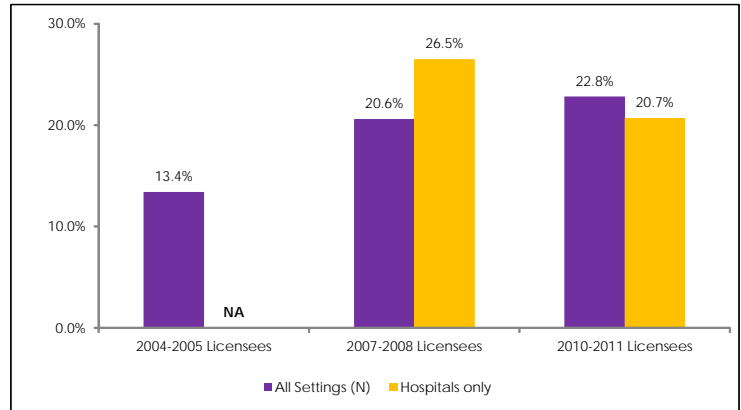
We are on the Web!
See us at:
www.RNWorkProject.org

Research Findings

Turnover Rate – What does it mean? ²

- RNs who were licensed in 2007-08 and 2010-11 reported that they were less likely to work in hospitals than the RNs licensed in 2004-05, in part because they were unable to get hospital positions.

One-Year Turnover Rate



*Hospital data for 2004-2005 licensees not available

Physical Work Environment and Job Satisfaction of RNs Working in Hospitals³

- Physical work environment features such as lighting, ventilation, and decor indirectly improve job satisfaction through workgroup cohesion, nurse-physician relations, and quantitative workload for example.
- Health care leaders can improve RNs' job satisfaction through optimal physical work environment design, which will likely lead to positive patient and financial outcomes.

² Kovner, C. T., Brewer, C. S., Fatehi, F., & Jun, J. (2014). What does nurse turnover rate mean and what is the rate? *Policy, Politics & Nursing Practice*, 15(3-4) 64-71. doi: 10.1177/1527154414547953.

³ Djukic, M., Kovner, C. T., Brewer, C. S., Fatehi, F., & Greene, W. H. (2014). Exploring direct and indirect influences of physical work environment on job satisfaction for Early-Career Registered Nurses Employed in Hospitals. *Research in Nursing & Health*, 37(4) 312-325. doi:10.1002/nur.21606.

About RN Work Project

RNWorkProject is the only multi-state, longitudinal panel study of new nurses' turnover rates and their intentions, attitudes, and preferences about work. The study is funded by the Robert Wood Johnson Foundation.

Meet the Research Team



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