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Background & Significance

- 29 million + surgeries annually in the US
- AORN survey (2019), (n = 1,781.8)
 - 68% of managers report at least 1 vacancy
 - 48% of respondents reported procedure cancellations due to vacancies
- National turnover rate: 15.3%
- Perioperative nurses (PN) represent the most difficult group to recruit

Costs up to \$120,000 to train a perioperative nurse

Study Purpose

The aim of the study was to identify factors influencing PNs' decisions to leave their positions

Classic Grounded Theory Study

- Allows the data to speak for itself
- Development of a substantive theory describing the phenomenon

Recruitment



Data Collection

Telephone Interviews

Results

Sample N = 26 nurses from 18 different states. Mean age 53 yrs. Mean years of experience 21 yrs.

73% (n=19) hold CNOR certification.

35% (n=9) have left the OR completely

27% (n=7) remain in an OR staff position

30% (n=8) hold other OR positions

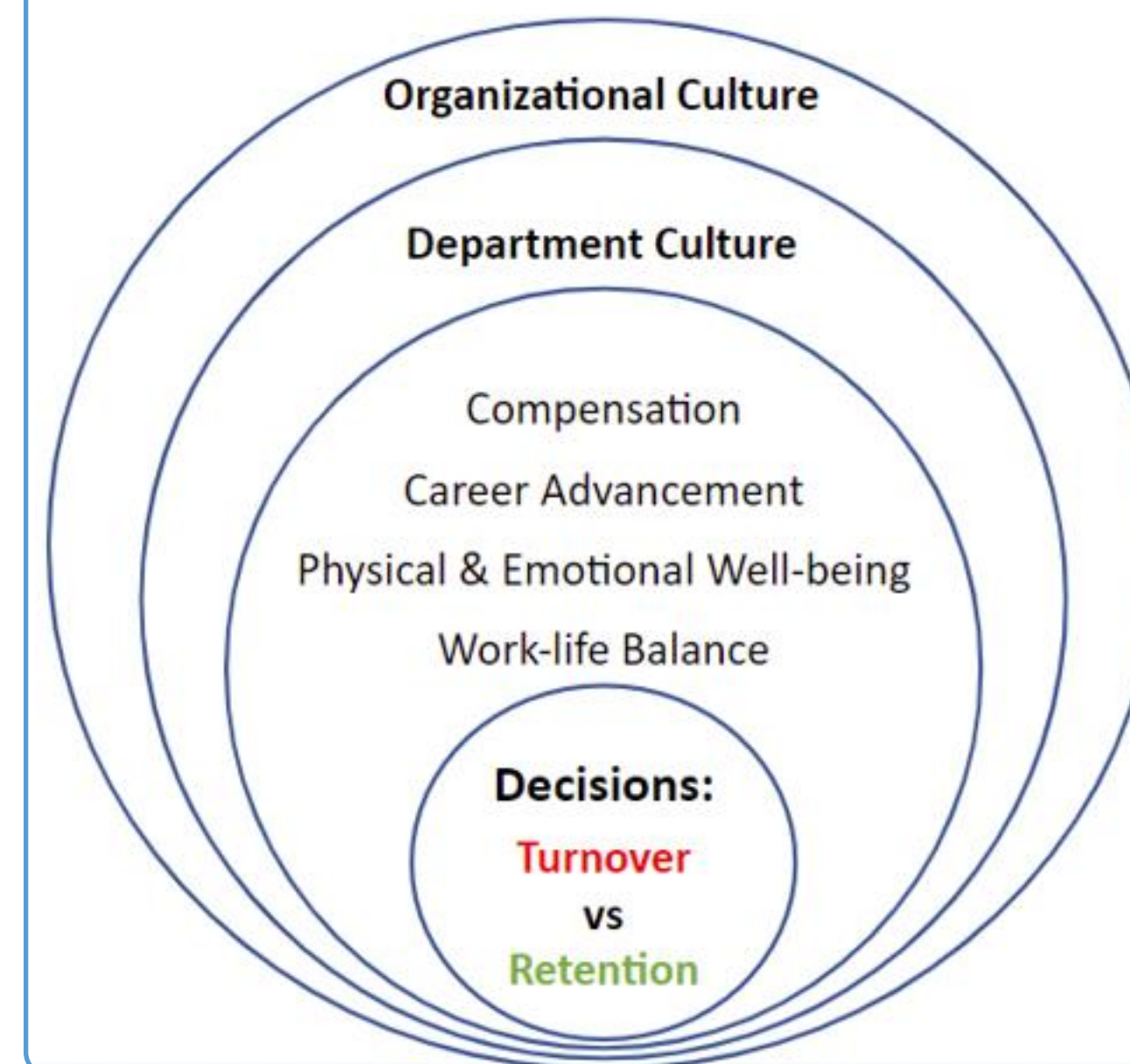
8% (n=2) not currently working

Results (cont.)

Theory: PN dimensions of wellbeing influence decisions to leave an OR position.



PN turnover is influenced by the multidimensional milieu of a complex work environment. Organizational culture influences department culture, which shapes the immediate environment and circumstances that influence decisions about PN turnover.



Strategies to reduce turnover and improve retention:

- Create a work environment that supports the emotional and physical well-being of nurses
- Respect and value all team members
- Eliminate incivility and bullying
- Ensure OR leaders possess leadership skills and have OR experience
- Set expectations of teamwork and a positive work environment
- Ensure adequate staffing and adequate training for new nurses
- Protect work-life balance
- Offer competitive pay, benefits and opportunity for professional growth

References

1-AORN. (n.d.). *How to recruit & retain perioperative nurses amid a nursing shortage*. <https://aorn.org/guidelines/clinical-resources/tool-kits/recruitment-retention-tool-kit>

2-Bacon, D. R., & Stewart, K. A. (2021). Results of the 2021 AORN Salary and Compensation Survey. *AORN Journal*, 114(6), 543-560. <https://doi.org/10.1002/aorn.13551>

3-NSI Nursing Solutions. (2021). *2021 NSI National Health Care Retention Report*. <https://www.nsinursingsolutions.com/Documents/Library/NSI National Health Care RetentionReport.pdf>

4-Saver, C. (n.d.-b). *OR Manager 2020 Career & Salary Survey*. Retrieved January 17, 2022, from <https://www.ormanager.com/2020-career-salary-survey/>