

Literature Search on Recruitment and Retention Efforts

December 2004

The National Library of Medicine (NLM) conducted several literature searches to help the Council on Linkages Between Academia and Public Health Practice (Council) begin to build the evidence base of resources related to successful worker recruitment and retention strategies.

Searches were conducted of several different databases. The name of the database is located at the front of each section and in the header of each page. **At NLM's request, please do not copy these abstracts and post them on any other website.** You may copy the bibliographic citations. The following pages list several resources from that literature search.

The Council would like to thank NLM and, in particular, Catherine Selden and Marj Cahn for compiling these resources.

HSRProj Citations – Projects in Progress

Howes, Candace. **Project Title:** Examining the effects wage and benefit differentials have on recruitment, retention, and hours of work among the home care workforce. **Performing Organization:** Connecticut College. **Supporting Agency:** Robert Wood Johnson Foundation (RWJF). **Period of Performance** 2004-2005.

ABSTRACT: While many states have enacted so-called "wage pass-throughs" to increase wages for frontline workers, there has been no real evaluation of the effect of wage enhancements on retaining quality workers. Under this project, funds will support a study of the impact of wage and benefit differences and other factors on the recruitment and retention of California's In-Home Support Services workers. The project will compare home care workers in three California counties who have received wage and job benefit increases to workers in two control counties with lower wages and no benefits to determine the extent to which higher wages and benefits help to attract and keep various types of employees in the field.

SUBJECT HEADINGS: California /Comparative Study /*Health Benefit Plans, Employee /Home Care Services /economics /*manpower /Home Health Aides /economics /*supply & distribution /Job Satisfaction /*Personnel Selection /*Personnel Staffing and Scheduling /*Personnel Turnover /Research Support, Non-U.S. Gov't /Salaries and Fringe Benefits /*statistics & numerical data /Workload /Cost /Finance /Quality of Care

PubMed Citations

Kleinman CS. Health Systems Administration Programs, Seton Hall University, College of Nursing, South Orange, New Jersey, USA.

Leadership: a key strategy in staff nurse retention. J Contin Educ Nurs. 2004 May-Jun;35(3):128-32. Available from: 15195785 (eng).

ABSTRACT: Nursing administrators are challenged to recruit and retain staff nurses in the midst of increasing job vacancies and staff nurse turnover rates averaging 21%. The prevailing issues related to staff nurse recruitment and retention in the current healthcare environment are briefly reviewed as introductory content. The article outlines the case from nursing administration literature that effective leadership styles of nurse managers and nurse administrators enhance staff nurse retention. As nurse administrators continue to struggle with staff nurse recruitment and retention, evidenced-based strategies are discussed that address leader preparation and organizational leadership structure including advanced education, leadership training, and shared leadership models.

SUBJECT HEADINGS: Attitude of Health Personnel\Evidence-Based Medicine\Job Satisfaction*Leadership\Needs Assessment\Nurse Administrators/education/*organization & administration\Nursing Administration Research*Nursing Staff/organization & administration/psychology\Personnel Selection/*organization & administration*Personnel Turnover

NOTES: PUBLICATION TYPE: Journal Article

PUBLICATION TYPE: Review

PUBLICATION TYPE: Review, Tutorial

NUMBER OF REFERENCES: 25

Reardon JA. Franciscan Children's Hospital and Rehabilitation Center, Brighton, MA 02135.

A clinical ladder for milieu counselors. An opportunity to contribute to self-esteem. J Psychosoc Nurs Ment Health Serv. 1993 Jan;31(1):27-9 . **PMID:** 8421266 .

ABSTRACT: 1. Self-esteem affects motivation, achievement, and job satisfaction. 2. Access to a clinical ladder for milieu counselors rewards their achievements in a visible and tangible way, thereby increasing their self-esteem with positive effects on their job satisfaction and quality of patient care. 3. Since the implementation of the clinical ladder program for milieu counselors, there has been documented evidence of increased retention and higher levels of job performance on work evaluations.

SUBJECT HEADINGS: *Career Mobility\Clinical Competence/*standards\Counseling/*manpower\Health Personnel/psychology/*standards\Humans\Job Satisfaction\Milieu Therapy/*manpower\Motivation\Program Evaluation*Self Concept **NOTES:** PUBLICATION TYPE: Journal Article

Snuttjer D. Avera McKennan Hospital, Sioux Falls, South Dakota, USA. denise.snuttjer@mckennan.org.

Employee retention tools: looking beyond radiology. Radiol Manage. 2001 Sep-Oct;23(5):24-8, 30, 32. **PMID:** 11680254 .

ABSTRACT: In an era of low unemployment rates, companies are not only struggling to recruit talented employees, but they are straining to keep the ones they have. The purpose of this literature review is to look at companies, including many outside of the healthcare industry, and learn how they use incentives to retain employees. A review of a recently published book lists the following reasons why people stay with companies: Career growth, learning and development, exciting work challenges Meaningful work, making a difference and a contribution Great people Being part of a team Good boss, inspiring leadership Recognition for a job well done Fun on the job Autonomy, a sense of control over work and job security Flexibility Fair pay and benefits Great work environment and location Pride in the organization, it's mission and quality of product Family friendly Companies have to change with the times to retain a good work force. To survive, companies should ask employees what would keep them committed, look at all the possibilities, and then create an environment that makes employees want to stay because it provides the life balance they are looking for. There is risk in asking employees what would keep them from looking elsewhere. Employers need to weigh the risk of losing employees with the possibility of raising expectations by asking employees directly what they want. In the current climate, that may be a necessary risk.

SUBJECT HEADINGS: Career Mobility\Leadership\Personal Autonomy*Personnel Loyalty\Personnel Management\Radiology/*manpower\United States **NOTES:** PUBLICATION TYPE: Journal Article

PUBLICATION TYPE: Review

PUBLICATION TYPE: Review, Tutorial

NUMBER OF REFERENCES: 20