

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

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HSRProj Citations – Projects in Progress
18 records, 12/20/04

1. Cohen, Harvey J. **Project Title:** Centers of Excellence Program.. **Performing Organization:** University of Washington. **SUPPORTING AGENCY:** John A. Hartford Foundation. **Period of Performance:** 1999-2005. **Available from:** HSRP99400230

ABSTRACT: In 1988, the Foundation initiated its first Centers of Excellence (CoE) program, the Academic Geriatrics Recruitment Initiative, to address the critical shortage of geriatric faculty in U.S. medical schools. This program was renewed in 1997, the purpose unchanged: to increase production of faculty knowledgeable in geriatrics and aging through support for institutions which combine robust scientific and clinical resources in geriatrics with a demonstrated capacity to attract excellent trainees. While each institution retains many of its fellows in its own geriatric faculty positions, there are clear signs that medical centers across the nation have attracted increasing numbers of CoE program alumni. Common objectives across CoE sites under this grant include training stipends for research-intensive geriatric fellows and research and/or pilot project support for junior faculty, both within and outside of geriatrics. Other objectives, which vary across the sites, include the development of enhanced educational capacity for geriatric faculty whose careers emphasize clinical teaching, and the development of infrastructure to facilitate geriatric research activities of geriatric fellows and faculty. Additional funds to the University of Washington are directed at enhancing geriatric capacity of faculty who teach at remote locations.

SUBJECT HEADINGS: Aged/*Fellowships and Scholarships/Geriatrics/*Education/*Manpower/Human/*Leadership/Pilot Projects/Research Support/Support, Non-U.s. Gov't/United States
2. Ellenbecker, Carol H. **Project Title:** Job retention among home healthcare nurses. **Performing Organization:** University of Massachusetts Boston, College of Nursing and Health Sciences. **SUPPORTING AGENCY:** Agency for Healthcare Research and Quality (AHRQ). **Period of Performance:** 2003-2006. **Available from:** HSRP20041255

ABSTRACT: Predicted severe nursing shortages and an increasing demand for home health services has made the retention of experienced, qualified nursing staff a priority for home healthcare agencies. Although many studies have examined nurse shortage, job satisfaction, and retention among nurses in hospital settings, little is known about the variables that affect nurse retention in home healthcare. The purpose of this study is to identify the variables that affect job retention among home healthcare nurses. The specific aims for this study are to: 1. examine the relationship of job satisfaction to intent to stay and job retention, 2. examine the relationship of individual nurse characteristics to intent to stay and job satisfaction, and 3. test a theoretical model of the direct and indirect effects of job satisfaction, individual nurse characteristics, and intent to stay on job retention for home healthcare nurses. Data will be collected from a representative regional sample of home healthcare nurses by self-report on a mailed survey questionnaire. The analysis will examine the relationship between overall job satisfaction, individual characteristics and intent to stay and retention. The theoretical model being tested by the proposed study is an integration of the findings of empirical research related to job satisfaction and retention, models of nurse retention proposed by Alexander, et al. (1998) and Tauton, et al. (1997), and components of Neal's (1999) theory of home healthcare nursing practice. The theoretical model proposes that the intrinsic characteristics of job satisfaction (autonomy, professional growth, group cohesion and characteristics of organization), the extrinsic characteristics of job satisfaction (stress, job flexibility, salary and benefits and perception of opportunities elsewhere) and the individual characteristics (age, tenure in home healthcare nursing practice) are directly and indirectly related to intention to stay in home healthcare nursing practice and that

intention to stay is directly related to retention. Knowledge of variables that contribute to job retention in home care will provide the information necessary to maintain nursing staff and assure access to quality home healthcare services.

SUBJECT HEADINGS: Health Care Surveys/Home Care Services/*Manpower/Human/*Job Satisfaction/*Models, Theoretical/Nurses/*Supply & Distribution/*Personnel Turnover/Support, U.s. Gov't, P.h.s./United States

3. Halter, Jeffrey B. **Project Title:** Centers of Excellence Program. **Performing Organization:** University of Michigan. **SUPPORTING AGENCY:** John A. Hartford Foundation. Period of Performance: 1999-2005. **Available from:** HSRP99400520

ABSTRACT: In 1988, the Foundation initiated its first Centers of Excellence (CoE) program, the Academic Geriatrics Recruitment Initiative, to address the critical shortage of geriatric faculty in U.S. medical schools. This program was renewed in 1997, the purpose unchanged: to increase production of faculty knowledgeable in geriatrics and aging through support for institutions which combine robust scientific and clinical resources in geriatrics with a demonstrated capacity to attract excellent trainees. While each institution retains many of its fellows in its own geriatric faculty positions, there are clear signs that medical centers across the nation have attracted increasing numbers of CoE program alumni. Common objectives across CoE sites under this grant include training stipends for research-intensive geriatric fellows and research and/or pilot project support for junior faculty, both within and outside of geriatrics. Other objectives, which vary across the sites, include the development of enhanced educational capacity for geriatric faculty whose careers emphasize clinical teaching, and the development of infrastructure to facilitate geriatric research activities of geriatric fellows and faculty. Additional funds to the University of Washington are directed at enhancing geriatric capacity of faculty who teach at remote locations.

SUBJECT HEADINGS: Aged/*Fellowships and Scholarships/Geriatrics/*Education/*Manpower/Human/*Leadership/Pilot

Projects/Research Support/Support, Non-U.s. Gov't/United States

4. 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

5. Kemper, Peter. **Project Title:** Evaluation of Better Jobs, Better Care: Building a Strong Long-Term Care Workforce. **Performing Organization:** Pennsylvania State University, Department of Health Policy and Administration. **Supporting Agency:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2003-2007. **Available from:** HSRP20042255

ABSTRACT: The Foundation's program, Better Jobs, Better Care: Building a Strong Long-Term Care Workforce, is designed to create changes in policy and practice that will lead to the recruitment and retention of high-

quality direct care workers in both nursing homes and home- and community-based settings. This grant supports the evaluation of the demonstration component of the Better Jobs, Better Care program. The program demonstration provides grants and technical assistance to coalitions of providers, workers, consumers, and policy makers to improve the quality of jobs of long-term care (LTC) direct care workers (DCWs), improve recruitment and retention, and strengthen capacity to meet future demand. This evaluation is designed to achieve two goals: (1) to document and analyze the effect of the coalition activities on state- and market-level outcomes and provider-level change, and articulate the successes and challenges encountered; and (2) to assess the effects of state-level coalition activities and provider-level practice changes on DCWs' jobs. The evaluation team will use site visits, documentation review, a management information system for DCW data, and surveys at the provider level to gather information.

SUBJECT HEADINGS: Aged /*Health Personnel /Housing for the Elderly /*manpower /Human /Job Description /Long-Term Care /standards /Nursing Homes /*manpower /Outcome Assessment (Health Care) /*Personnel Selection /Professional Competence /Program Evaluation /*Public Policy /Research Support, Non-U.S. Gov't /United States /Evaluation /Technical Assistance

6. Kosniewski, Karen. **Project Title:** Study on recruitment, training, and retention of older workers in long-term care. **Performing Organization:** Operation ABLE of Michigan. **Supporting Agency:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2003-2005. **Available from:** HSRP20041539

ABSTRACT: Funds will support a study to identify the most effective methods for recruiting, training, and retaining older adults for paraprofessional jobs in the long-term care industry. Research will explore the challenges, incentives, unique training needs, and preferred working conditions for this group, as well as employers' willingness to meet these needs. Results will help to identify recruitment, training, and retention

strategies that will attract older workers to the field.

SUBJECT HEADINGS: Aged /*Aging /Education /Human /Long-Term Care /*manpower /Middle Aged /*Personnel Selection /*Personnel Turnover /Research Support, Non-U.S. Gov't /*Staff Development /United States /Workplace /Health care providers /Public policy /Quality of care

7. Leipzig, Rosanne M. **Project Title:** Centers of Excellence Program. **Performing Organization:** Mount Sinai Medical Center. **SUPPORTING AGENCY:** John A. Hartford Foundation. **Period of Performance:** 1999-2005. **Available from:** HSRP99400660

ABSTRACT: In 1988, the Foundation initiated its first Centers of Excellence (CoE) program, the Academic Geriatrics Recruitment Initiative, to address the critical shortage of geriatric faculty in U.S. medical schools. This program was renewed in 1997, the purpose unchanged: to increase production of faculty knowledgeable in geriatrics and aging through support for institutions which combine robust scientific and clinical resources in geriatrics with a demonstrated capacity to attract excellent trainees. While each institution retains many of its fellows in its own geriatric faculty positions, there are clear signs that medical centers across the nation have attracted increasing numbers of CoE program alumni. Common objectives across CoE sites under this grant include training stipends for research-intensive geriatric fellows and research and/or pilot project support for junior faculty, both within and outside of geriatrics. Other objectives, which vary across the sites, include the development of enhanced educational capacity for geriatric faculty whose careers emphasize clinical teaching, and the development of infrastructure to facilitate geriatric research activities of geriatric fellows and faculty. Additional funds to the University of Washington are directed at enhancing geriatric capacity of faculty who teach at remote locations.

SUBJECT HEADINGS: Aged/*Fellowships and Scholarships/Geriatrics/*Education/*Manpower/Human/*Leadership/Pilot Projects/Research Support/Support, Non-U.s. Gov't/United States

8. Lipsitz, Lewis A. **Project Title:** Centers of Excellence Program. **Performing Organization:** Hebrew Rehabilitation Center for Aged. **SUPPORTING AGENCY:** John A. Hartford Foundation. **Period of Performance:** 1999-2005 **Available from:** HSRP99400690
- ABSTRACT:** In 1988, the Foundation initiated its first Centers of Excellence (CoE) program, the Academic Geriatrics Recruitment Initiative, to address the critical shortage of geriatric faculty in U.S. medical schools. This program was renewed in 1997, the purpose unchanged: to increase production of faculty knowledgeable in geriatrics and aging through support for institutions which combine robust scientific and clinical resources in geriatrics with a demonstrated capacity to attract excellent trainees. While each institution retains many of its fellows in its own geriatric faculty positions, there are clear signs that medical centers across the nation have attracted increasing numbers of CoE program alumni. Common objectives across CoE sites under this grant include training stipends for research-intensive geriatric fellows and research and/or pilot project support for junior faculty, both within and outside of geriatrics. Other objectives, which vary across the sites, include the development of enhanced educational capacity for geriatric faculty whose careers emphasize clinical teaching, and the development of infrastructure to facilitate geriatric research activities of geriatric fellows and faculty. Additional funds to the University of Washington are directed at enhancing geriatric capacity of faculty who teach at remote locations.
- SUBJECT HEADINGS:** Aged/*Fellowships and Scholarships/Geriatrics/*Education/*Manpower/Human/*Leadership/Pilot Projects/Research Support/Support, Non-U.s. Gov't/United States
9. Lipson, Debra , Stein, Natasha, Mosely, Nancy, Stone, Robyn. **Project Title:** Better Jobs/Better Care. **Performing Organization:** Institute for the Future of Aging Services (IFAS). **Supporting Agency:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2002-2006. **Available from:** HSRP20044050
- ABSTRACT:** This research and demonstration program seeks to bring about changes in long-term care policy and practice that help reduce high vacancy and turnover rates among direct care staff across the spectrum of long-term care settings and improve workforce quality. The program will fund grants for Workforce Improvement Demonstration and Applied Research and Evaluation. Workforce Improvement Demonstration Grants will involve the key stakeholders in long-term care providers, workers and consumers working in concert with state and local officials to develop and implement policy changes and provider practice interventions at the state or regional level that support the recruitment and retention of a quality direct care workforce. Grantees will address a broad range of long-term care, health care, labor, education, and welfare policy and practice issues that affect the quality of the direct care worker's job. Applied Research and Evaluation Grants are intended to generate practical, empirically-based knowledge about the strategies and practices that seem to work best to attract and retain a high-quality direct care workforce. Grants will be solicited in four areas: federal and state long-term care policy interventions; the organization, management, and culture of the workplace; job preparation and ongoing education and training of direct care workers; and approaches to expanding the pool of available workers.
- SUBJECT HEADINGS:** Aged /Allied Health Personnel /*supply & distribution /Career Mobility /*Health Policy /Human /*Job Satisfaction /Long-Term Care /*manpower /Organizational Culture /*Personnel Turnover /Quality Control /United States /Workplace
10. Malotte, C Kevin. **Project Title:** Retention and productivity of community health leaders. **Performing Organization:** California State University, Long Beach. **Supporting Agency:** Centers for Disease Control and Prevention (CDC) . **Period of Performance:** 2002-2005. **Available from:** HSRP20025124
- ABSTRACT:** California State University, Long Beach and University of Southern California are collaborating with two programs: VIDA Project in the San Fernando Valley; and the Partnership for the Public's Health (PPH) project in Long Beach. Both of these

projects involve community residents who have volunteered to be "health leaders" in an effort to improve community health. These "health leaders" have been trained to provide health education, linkages to community health programs and health insurance programs, and advocacy. A community-based, participatory research study will be conducted to: 1) evaluate the impact of monetary vs. non-monetary incentives on retention, participation, productivity, and satisfaction with a group of community volunteer health leaders participating in the PPH history" of health leader retention, participation, and satisfaction among VIDA health leaders compared to the PPH health leaders with whom incentives will be manipulated; 3) develop, implement, and evaluate a community-wide participatory intervention designed to increase knowledge about health-related activities among traditionally hard-to-reach or underserved residents through the facilitation of home and/or community-based educational sessions presented by the health leaders; and 4) evaluate the level of community awareness about the availability of local resources, health leader educational sessions, and program recognition generated through outreach and distribution of role-model story publications through the PPH project over time in the target Long Beach communities and in comparison to the VIDA project.

SUBJECT HEADINGS: California /Community Health Services /*manpower /*Community-Institutional Relations /Health Education /Human /Knowledge /*Leadership /Medically Underserved Area /*Public Health /Support, U.S. Gov't, P.H.S. /Voluntary Workers

11. Pillemer, Karl. **Project Title:** Study of a model to improve retention of certified nursing assistants in nursing homes. **Performing Organization:** Cornell University Gerontology Research Institute. **SUPPORTING AGENCY:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2003-2005. **Available from:** HSRP20041535

ABSTRACT: This project will study the concept of using retention specialists (case managers who act as a point for problems among frontline workers) in nursing homes in New

York and Connecticut, and examine how they affect the retention and job satisfaction of certified nursing assistants, as well as their contribution to improved human resource policies. The study will also explore factors that promote or hinder the effective use of retention specialists. Results will be used to improve employee retention in nursing homes and explore how the model can be adapted to other long-term care settings. The project director is Karl Pillemer, Professor and Director, Cornell University Gerontology Research Institute.

SUBJECT HEADINGS: Connecticut/Human/Job Satisfaction/*Models, Theoretical/New York/Nurses' Aides/*Supply & Distribution/Nursing Homes/*Manpower/Organizational Policy/*Personnel Turnover/Program Evaluation/Support, Non-U.s. Gov't/Health care providers/Cost/Finance

12. Reuben, David B. **Project Title:** Centers of Excellence Program. Performing Organization: University of California, Los Angeles. **SUPPORTING AGENCY:** John A. Hartford Foundation. **Period of Performance:** 1999-2005. **Available from:** HSRP99401040

ABSTRACT: In 1988, the Foundation initiated its first Centers of Excellence (CoE) program, the Academic Geriatrics Recruitment Initiative, to address the critical shortage of geriatric faculty in U.S. medical schools. This program was renewed in 1997, the purpose unchanged: to increase production of faculty knowledgeable in geriatrics and aging through support for institutions which combine robust scientific and clinical resources in geriatrics with a demonstrated capacity to attract excellent trainees. While each institution retains many of its fellows in its own geriatric faculty positions, there are clear signs that medical centers across the nation have attracted increasing numbers of CoE program alumni. Common objectives across CoE sites under this grant include training stipends for research-intensive geriatric fellows and research and/or pilot project support for junior faculty, both within and outside of geriatrics. Other objectives, which vary across the sites, include the development of enhanced educational capacity for geriatric faculty whose careers

emphasize clinical teaching, and the development of infrastructure to facilitate geriatric research activities of geriatric fellows and faculty. Additional funds to the University of Washington are directed at enhancing geriatric capacity of faculty who teach at remote locations.

SUBJECT HEADINGS: Aged/*Fellowships and Scholarships/Geriatrics/*Education/*Manpower/Human/*Leadership/Pilot Projects/Research Support/Support, Non-U.s. Gov't/United States

13. Roberto, Karen A. **Project Title:** Nursing Home Employees: Community Ecology and Retention. **Performing Organization:** Virginia Polytechnic Institute and State University. **SUPPORTING AGENCY:** National Institute on Aging (NIA). **Period of Performance:** 2001-2002. **Available from:** HSRP20021439

ABSTRACT: Studies of retention among nursing home employees report varying rates; however, the story is consistent; turnover, particularly among nursing services, is high. Turnover negatively affects continuity and quality of care and is costly for a service industry already facing economic challenges. To date, authors of numerous commentaries and descriptive studies have focused their attention on factors related to staff turnover. What has yet to emerge from this literature is a rigorous and valid process to determine the reasons motivating such attrition to guide the development and implementation of successful facility-based intervention strategies. The overall goal of this pilot study is to determine the feasibility of using an ecological-community capacity model, an approach that accounts for individual, family, and community influences on retention in the long term care workplace, to identify key relationships among and between multiple variables that influence retention of nursing home employees. The sample for this pilot study will be the approximately 125 employees of one long-term care facility. Multiple methods will be used to collect data in support of the proposed assessment model including structured, self-report questionnaires to the nursing, dietary, and housekeeping staff, semi-structured interviews with key administrators, and a review of written personnel documents. Primary research

questions guiding the study are: (1) What individual, family, and community variables are most descriptive of nursing home employees? (2) What are the relationships between individual, family, and community factors and retention-related outcomes (such as job satisfaction and retention intentions)? (3) What relationships exist between individual, family, and community factors and retention itself (direct effects), aside from their relationships with the retention-related outcomes (indirect effects)? (4) What is the relationship between retention-related outcomes and actual retention? Using the information and insights garnered from this pilot study, our long-term goal is to use the assessment model in the development of intervention strategies for building community capacity within the nursing home environment.

SUBJECT HEADINGS: Data Collection/Family Relations/Human/Job Satisfaction/*Models, Theoretical/Nursing Homes/*Manpower/Standards/Nursing Staff/*Supply & Distribution/*Personnel Turnover/Pilot Projects/Quality of Health Care/Residence Characteristics/Support, U.s. Gov't, P.h.s./United States/Workplace/human ecology/nursing home/patient care personnel attitude/health care personnel/model design /development/psychological model/geriatric nursing/employment /unemployment/job satisfaction/adult human (19+)/family structure /dynamics/human subject/interview/questionnaire/statistics /biometry/social model/nursing care quality/motivation/interpersonal relations/social behavior/clinical research

14. Sager, Mark A. **Project Title:** Improving the quality of care and the retention of direct care workers in community based long-term care. **Performing Organization:** University of Wisconsin, Madison. **Supporting Agency:** John A. Hartford Foundation. **Period of Performance:** 1999-2002. **Available from:** HSRP99401070

ABSTRACT: In 1998, a special Institute residing within the medical school of the University of Wisconsin-Madison was created with the mission of improving the availability of services and the quality of care provided to persons affected by dementias. Because of the large number of elders with dementia who require long-term care, one of the

Institute's first actions was to convene panels of national and local experts to provide direction for efforts to overcome barriers to improving quality in long-term care. In response to their observations and subsequent investigation, the Institute developed a Worker Education, Training and Assistance (WETA) program, which involves a series of educational programs and worker recognition, together with modest salary increases and other benefits. This award is to implement and evaluate the Worker Education, Training and Assistance (WETA) program, which is designed to improve nurse's aide retention and job satisfaction, and patient and family satisfaction and perceptions about quality of long-term care. The project will focus on the residential care and home care industries. The project also involves a detailed evaluation plan, with a before and after comparison of turnover rates for the homes, a variety of measures of worker and patient satisfaction, and qualitative observational data.

SUBJECT HEADINGS: Aged /Dementia /*therapy /Education /Housing for the Elderly /standards /Human /Long-Term Care /*standards /Nursing Homes /manpower /Program Evaluation /*Quality of Health Care /Research Support, Non-U.S. Gov't /Salaries and Fringe Benefits /United States

15. **Stein, Stephanie Sue. Project Title:** Caring communities for people needing long-term care. **Performing Organization:** Milwaukee County Department on Aging **SUPPORTING AGENCY:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2004-2008. **Available from:** HSRP20043214

ABSTRACT: The Foundation's program, Community Partnerships for Older Adults, is an initiative to assist communities in building comprehensive long-term care systems that include a range of social and health services to support vulnerable older adults and help them age successfully. This local partnership of public, private, and nonprofit long-term care and supportive services providers and interest groups, older adults, family caregivers, civic leaders, and others will utilize a model of collateral leadership initiated in the project's development phase and four distinct

workgroup components. These components are: (1) increasing awareness within Milwaukee County of long-term care; (2) fostering new models of collaboration among older adult service providers and long-term care stakeholders to improve caregiver retention rates and develop the capacity of agencies to meet efficiently and effectively the needs of older adults; (3) developing the Layton Boulevard neighborhood, creating a visible corridor of aging excellence; and (4) ensuring Sherman Park's older adults feel safe in and connected to their neighborhood.

SUBJECT HEADINGS:

Aged/Aging/Caregivers/Education/Health Services for the Aged/Manpower/*Organization & Administration/*Standards/Human/*Interinstitutional Relations/Long-Term Care/Manpower/*Organization & Administration/*Standards/Personnel Turnover/Quality of Health Care/Social Support/Support, Non-U.s. Gov't/Wisconsin/Medicare/Nursing

16. Stone, Robyn I. **Project Title:** An Examination and Evaluation of Recruitment and Retention Practices in California's Not-For-Profit Long Term Care Industry. **Performing Organization:** Institute for the Future of Aging Services. **Supporting Agency:** California Endowment. **Period of Performance:** 2001-2002.

ABSTRACT: This project seeks to find successful recruitment and retention strategies of frontline workers in the CAHSA not-for-profit long-term care facilities.

SUBJECT HEADINGS: Aged /California /Human /Long-Term Care /economics /*manpower /*Personnel Selection /*Personnel Turnover /*Private Sector /Program Evaluation /Research Support, Non-U.S. Gov't

17. Wiener, Josh , Stone, Robyn. **Project Title:** Frontline Workers in Long-Term Care. **Performing Organization:** Urban Institute in collaboration with the Institute for the Future of Aging Services, Urban Institute, Health Policy Center, 2100 M Street NW, Washington, DC 20037. **SUPPORTING AGENCY:** Office of the Assistant Secretary for Planning and Evaluation (ASPE), Department of Health and Human Services (DHHS). **Period of Performance:** 2000-

2002. **Available from:** HSRP20021032

ABSTRACT: The project will assess the magnitude of the current labor shortage crisis; identify the policy levers that may affect the nature and size of the workforce; identify successful training, recruitment and retention models; analyze policy options; identify data gaps; and develop a research and demonstration strategy and next steps for implementation.

SUBJECT HEADINGS: Aged/Data Collection/Health Policy/Human/Long-Term Care/*Manpower/*Personnel Selection/*Personnel Turnover/Program Evaluation/Support, U.s. Gov't, P.h.s./United States

/*Personnel Selection /Professional Competence /Program Development /Research Support, Non-U.S. Gov't /Salaries and Fringe Benefits /United States

18. **Wiener, Joshua M. Project Title:**

Developing strategies to recruit and retain frontline workers in long-term care.

Performing Organization: Urban Institute, 2100 M Street, N.W., Washington, DC 20037, **Supporting Agency:** Robert Wood Johnson Foundation (RWJF). **Period of Performance:** 2000-2002. **Available from:** HSRP20011145

ABSTRACT: Paraprofessional workers are the backbone of the formal long-term care system, providing the bulk of paid in-home and nursing home care. Problems with recruiting and retaining qualified workers are becoming an increasing concern with some terming the difficulty of attracting these workers a crisis, and estimates of turnover among these workers topping 90 percent. There are several challenges in developing and maintaining these frontline workers, including poor wages and benefits, the nature of the work, and limited training and advancement opportunities. This grant supports a series of activities designed to raise awareness of the key issues related to the paraprofessional workforce, identify promising innovations in the field, and form recommendations for next steps in research and demonstration for public and private funders to help move forward on this issue. Deliverables include an environmental scan, a series of background papers, expert meetings, and a final report of recommendations. The report will be broadly disseminated.

SUBJECT HEADINGS: Allied Health Personnel /*supply & distribution /standards /Human /Long-Term Care /*manpower

ERIC Citations – Education
8 Citations, 12/21/04

1. Mentoring, Networking and Supervision:
Parallelogram, Vortex, or Merging Point?

ERIC #: EJ489701 Full-Text: No Full Text
Available in ERIC

Author: Hernandez, Mary N. Publication Type:
Reports - Evaluative, Journal Articles

Publication Date: 1994-00-00 Journal Name:
Reference Librarian

Journal Citation: n45-46 p15-22 1994

Abstract:

Discussion of recruiting and hiring minorities in academic libraries focuses on steps needed for the retention of these minorities. Highlights include literature search strategies; mentoring systems; networking within and outside the organization; and supervision, including immediate feedback. (Contains 20 references.) (LRW)

2. Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement.

ERIC #: ED450246 Full-Text:

Author: Harrington, Penny E. Publication Type:
Guides - Non-Classroom

Publication Date: 2000-00-00

Abstract:

This document presents information, guidelines, and resource materials to help law enforcement administrators address issues related to recruiting and retaining women in law enforcement. Its 14 chapters contain the following sections: statement of the problem; legal issues; possible solutions, model policies, and practices; expert assistance, reference materials, contact persons, and other useful...

3. Solving Teacher Shortages through License Reciprocity. A Report of the SHEEO Project.

ERIC #: ED452767 Full-Text: No Full Text
Available in ERIC

Author: Curran, Bridget, Abrahams,
Camille, Clarke, Theresa Publication Type:
Reports - Evaluative

Publication Date: 2001-02-00 Journal Name:
N/A

Abstract:

This study examined state teacher licensure requirements and the extent to which there is

reciprocity of these credentials across state lines. Receiving states often do not recognize out-of-state teacher licenses. True teacher license reciprocity is rare. For national leaders interested in facilitating the portability of teacher licenses, suggestions are offered to ensure that only qualified teachers...

4. An Examination of Factors Associated with the Successful Institutional Hiring of Hispanic Faculty in Texas Community Colleges.

ERIC #: ED473869 Full-Text: No Full Text
Available in ERIC

Author: Martinez, Santos, Jr. Publication Type:
Dissertations/Theses - Doctoral Dissertations

Publication Date: 2002-08-00 Journal Name:
N/A

Abstract:

This study identifies factors associated with the successful hiring of Hispanic faculty in Texas. It focuses on institutional, environmental, and recruitment factors in its examination of hiring patterns in Texas community colleges, where Hispanics continue to be severely underrepresented among faculty. College administrators and Hispanic faculty were surveyed to obtain information related to the...

5. ERIC #: ED472993

Title: Instructional Personnel. Revised. Trends and Issues.

Authors: Brown, Kara S.

Descriptors: Educational Quality Elementary
Secondary Education Faculty Development

Professional Recognition Teacher
Competencies Teacher Effectiveness Teacher

Improvement Teacher Shortage Teachers
Publication Date: 2002-00-00

Pages: 12

Pub Types: ERIC Publications; Reports -
Descriptive

Abstract: This article discusses how rising student enrollment and a projected wave of teacher retirements will affect the teacher corps. It describes the possible shortage of teachers in the upcoming years as a problem more of specialization than outright shortage. Math and science teachers and special-education teachers will be hardest to find, as will be

teachers from minority groups. Some possible remedies to these difficulties include linking teacher standards with salaries, creating national recruitment initiatives, and expanding teacher-education programs in high-need fields. The paper focuses on teacher quality and its vital importance in education. High-quality teachers must have basic skills, must pass licensure tests, and must possess experience. Finding high-quality teachers begins with the hiring process. The best hiring systems identify the teacher skills most wanted in the classroom and validate the selection process to ensure it is effective. Once hired, teachers must be given professional development to help them excel in the classroom and encourage them to remain a teaching professional. School leaders should see staff development as an ongoing process and should enable teachers to become self-directed in a culture that values professional collegial interaction. (Contains 16 references.)

6. ERIC #: ED471874

Title: Effective Teacher Hiring: A Guide to Getting the Best.

Authors: Peterson, Kenneth D.

Descriptors: Elementary Secondary Education
Employment Interviews Personnel Selection
Teacher Employment Teacher Placement
Teacher Qualifications Teacher Recruitment
Teacher Selection

Publication Date: 2002-00-00

Pages: 123

Pub Types: Books; Guides - Non-Classroom

Abstract: Student learning depends on quality instructors. An innovative, multi-tiered framework for selecting such instructors is presented in this book. The program is sufficiently flexible to use in both small and large school systems, but rigorous enough to ensure that only the best available candidates are ultimately chosen. By allocating responsibilities to three mutually accountable groups--the Teacher Selection Task Force, Selection Committee, and Screening Team--this framework provides for checks and balances at every turn and guarantees to students and parents a voice in the process. In addition to step-by-step instructions for implementing the hiring program, the book offers lists of hiring do's and don'ts; resume and portfolio assessment strategies; sample recruitment flyers, contracts, and interview questions; and a discussion of

Do not post these abstracts on another website

legal issues related to hiring. Appendix A lists World Wide Web resources, Appendix B describes participant rights and the law in teacher hiring, and Appendix C presents possible interview questions. (Contains 116 references.) (RT)

7. ERIC #: ED467592

Title: Keeping Competitive: Hiring, Training, and Retaining Qualified Workers.

<http://www.uschamber.com/cwp/publications/reports/cwparchivepublications.htm>

Authors: Cheney, Scott

Descriptors: Community Programs Competition
Cooperative Planning Definitions Demonstration
Programs Employer Attitudes Employer
Employee Relationship Employment
Opportunities Employment Practices
Employment Projections Employment
Qualifications Futures (of Society) Job Skills Job
Training Labor Force Development Labor
Market Labor Needs Labor Turnover Meetings
Models Needs Assessment Organization Size
(Groups) Partnerships in Education Personnel
Selection Private Sector Public Sector
Recruitment School Business Relationship
Small Businesses

Publication Date: 2001-09-00

Pages: 21

Pub Types: Numerical/Quantitative Data;
Reports - Research

Abstract: The Center for Workforce Preparation (CWP), a nonprofit affiliate of the U.S. Chamber of Commerce, initiated the Workforce Academies demonstration project to help businesses remain successful in a competitive, tight economy. More than 1,800 business members of the 6 chambers engaged with the Workforce Academies demonstration in 2001 were surveyed to identify their current perspectives and challenges related to hiring, training, retaining, and advancing qualified employees. The following were among the key findings: (1) being able to recruit qualified workers and having a well-trained workforce are critical to the U.S. economy's continued success; (2) small and mid-sized employers are especially unlikely to have the resources to properly address the critical issues of hiring, training, retaining, and advancing qualified employees; and (3) local chambers of commerce are in a unique position to assist

such employers and serve as intermediaries in the local marketplace. Next, the participating chambers of commerce conducted a series of workforce academies, which are 1-day forums to inform and catalyze business, workforce, and other community leaders on workforce issues. Next, roundtables were held to allow business leaders to formulate specific recommendations and actions to resolve workforce issues. The demonstration project has documented workforce academies' value in improving local workforce development systems. (Contains 12 figures.) (MN)

8. ERIC #: ED467748

Title: Mentoring and Supporting New Teachers. Issues Brief.

Authors: Curran, Bridget Goldrick, Liam

Descriptors: Beginning Teacher Induction

Beginning Teachers Elementary Secondary

Education Faculty Development Inservice

Teacher Education Mentors Teacher

Improvement Teacher Persistence

Publication Date: 2002-01-09

Pages: 13

Pub Types: Reports - Evaluative

Abstract: This paper explains the importance of new teacher induction programs to help beginning teachers successfully transition to the classroom and remain in teaching. Such

programs use different activities to orient, support, train, and assess teachers within their first 3 years of teaching. Activities include orientation, mentoring, staff development, regular sessions with other new teachers, and formative and summative assessments. Elements of effective induction programs and policies include promoting universal participation for new teachers; using experienced teachers as mentors, earmarking funding, providing clear standards, and having a subject-specific focus. Mentoring and release time are considered two of the most critical components of induction programs. Research shows that induction programs are effective in reducing new teachers' attrition rates and can make a significant difference in the kind of teachers produced and the learning experiences their students have. It also shows that it is more cost effective to provide teacher induction programs that reduce teacher attrition than to fund recruitment and hiring initiatives to replace departing teachers. More than 30 states have initiated new teacher induction programs. California and Connecticut offer model programs. Recommendations for state policymakers include collecting and using data, providing adequate and consistent funding, and building program evaluation into state policy. (Contains 48 references.) (SM)

CINAHL Citations – Nursing
3 Citations, 12/21/04

1. TI: Thoughts on nurse shortages

AU: Tabone-S

SO: Texas-Nursing (TEX-NURS) 1999 Oct; 73(9): 4-5, 10-1 (12 ref)

SI: T06920000

NLI: 0436240

SB: Nursing (N); USA (US)

PY: 1999

AB: We've had them in the past and some say we're headed toward another now. Author Tabone says it is time to set a clear course for heading them off once and for all.

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MJ: *Nursing-Shortage; *Foreign-Nurses; *Salaries-and-Fringe-Benefits

MN: Texas-

References:

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URLP: <http://www.cinahl.com/cgi-bin/refsvc?jid=343&accno=2000014309>

DT: journal-article

LA: English

NM: 21946802

PMID: 11949107

SN: 0095-036X

UD: 200002

AN: 2000014309

RR: 20030131

XREC: ABSTRACT (AB); REFERENCE (RF);

FULLTEXT (TX)

XURL: URL-PUBLISHER (URLP)

2. TI: Workforce issues. Asset protection: maintaining and retaining your workforce

AU: Hensinger-B; Minerath-S; Parry-J; Robertson-K

AA: Nurse Retention Consultant, University of Michigan Health Systems, 261 Corrie Rd, Ann Arbor, MI 48105; Rhensinger@aol.com

SO: Journal-of-Nursing-Administration (J-NURS-ADM) 2004 Jun; 34(6): 268-72 (13 ref)

SI: J32120000

NLI: 1263116

SB: Core-Nursing (C); Double-Blind-Peer-Reviewed (DP); Editorial-Board-Reviewed (EB); Expert-Peer-Reviewed (XP); Nursing (N); Online-or-Print (OP); Peer-Reviewed (P); USA (US)

PY: 2004

SA: Nursing-Administration (NA)

MJ: *Nursing-Staff-Hospital; *Personnel-Retention-Methods; *Preceptorship-Administration; *Staff-Development-Administration
MN: Anniversaries-and-Special-Events; Education-Nursing-Continuing; Mentorship-; Michigan-; Needs-Assessment; Organizational-Objectives; Personnel-Loyalty; Personnel-Turnover; Program-Evaluation
SH: Methods-; Administration-

References:

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Tichy N. *The Cycle of Leadership: How Great Leaders Teach Their Companies to Win*. New York: Harper Business Publishers; 2002. \

Erbin-Roesemann MA, Simms L. Work locus of control: the intrinsic factor behind empowerment and work excitement. *Nurs Econ* 1997; 15(4):183-190.

URLP: <http://www.cinahl.com/cgi-bin/refsvc?jid=217&accno=2004158314>

DT: journal-article; tables-charts

LA: English

SN: 0002-0443

UD: 20040924

AN: 2004158314

XREC: REFERENCE (RF)

XURL: URL-PUBLISHER (URLP)

3. TI: Retention and recruitment. K-12: encourage children to consider careers in nursing

AU: Pinkerton-S

AA: Consultant, Creative Healthcare Management, Minneapolis MN; sepinkerton@msn.com

SO: Nursing-Economics (NURS-ECON) 2002 Jul-Aug; 20(4): 198, 194 (3 ref)

DD: <https://www.cinahl.com/cgi-bin/jrlgetarticle?neco2004>

SI: N34777000

NLI: 8404213

SB: Blind-Peer-Reviewed (BP); Core-Nursing (C); Nursing (N); Peer-Reviewed (P); USA (US)

PY: 2002

AB: Some nursing organizations are implementing creative programs to recruit young people into nursing. The Nursing Shortage Consortium of South Florida has supported such programs as the Future Nurse's Club, and image and best practices task forces.

SA: Nursing-Administration (NA)

MJ: *Career-Planning-and-Development-In-Infancy-and-Childhood; *Career-Planning-and-Development-In-Adolescence

MN: Nursing-Shortage; Child-; Adolescence-

SH: In-Infancy-and-Childhood; In-Adolescence

References:

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AONE eNews update. 2002a, March 1.

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UM's Dean Horner named to health trust.

Advance for Nurses 2002; 3(6): 9.

URLP: <http://www.cinahl.com/cgi-bin/refsvc?jid=374&accno=2002115228>

DT: journal-article

LA: English

SN: 0746-1739

UD: 20020920

AN: 2002115228

XREC: ABSTRACT (AB); REFERENCE (RF)

XURL: DOCUMENT-DELIVERY (DD); URL-PUBLISHER (URLP)

PubMed Citations – Recruitment and Retention
38 References, 12/04/04, 12/21/04

1. Ainsworth D. Southern Derbyshire Acute Hospitals NHS Trust, Derby.
Recruitment and retention. The Derby Theatre Project experience. *Br J Perioper Nurs.* 2003 Oct;13(10):416-8. (English).
ABSTRACT: The National Theatre Project was set up in March 2001 by the Modernisation Agency to improve the patient and carer experience, improve employee satisfaction, optimise theatre utilisation and reduce cancelled operations. This is the second article in the series where David Ainsworth, manager of a pilot site project in Derby, describes issues around the Theatre Project. This month the focus is on recruitment, retention and staff morale.
SUBJECT HEADINGS: *Attitude of Health Personnel/Benchmarking/Burnout, Professional/prevention & control/psychology/Great Britain/Human/*Job Satisfaction/Nursing Administration Research/Nursing Staff, Hospital/*psychology/*supply & distribution/Operating Room Nursing/*manpower/Personnel Loyalty/Personnel Selection/*methods/Personnel Turnover
NOTES: PUBLICATION TYPE: Journal Article
ambulatory care settings was a better predictor of work satisfaction than the model for therapists in the hospital setting. Results indicated that respondents' intrinsic orientation toward their work, and their perception of the general working conditions in the organization were two of the strongest predictors of their work satisfaction in the ambulatory care and hospital setting. The findings provide information that can be useful in developing recruitment and retention strategies in both work settings.
SUBJECT HEADINGS: Adult/Allied Health Personnel/*psychology/Ambulatory Care/manpower/Comparative Study/Female/Human/*Job Satisfaction/Male/Occupational Therapy/*psychology/Occupational Therapy Department, Hospital/manpower/Physical Therapy Department, Hospital/manpower/Physical Therapy Techniques/*psychology/Questionnaires/Regression Analysis/Salaries and Fringe Benefits/South Carolina/Workplace
NOTES: PUBLICATION TYPE: Journal Article
2. Akroyd D, Wilson S, Painter J, Figuers C. College of Education and Psychology, North Carolina State University, Raleigh 27695.
Intrinsic and extrinsic predictors of work satisfaction in ambulatory care and hospital settings. *J Allied Health.* 1994 Summer;23(3):155-64. (English).
ABSTRACT: This study assessed the ability of selected intrinsic and extrinsic variables to predict allied health practitioners' work satisfaction in ambulatory care and hospital settings. A total of 413 occupational and physical therapists in Virginia, North Carolina, and South Carolina provided data via a mailed survey. Multiple regression analyses examined the predictive power of selected intrinsic and extrinsic variables upon therapists' work satisfaction in the ambulatory care and hospital setting. The regression model for therapists in
3. Amodeo AR. Partnership for the Public's Health/Public Health Institute, 555 12th Street, 10th Floor, Oakland, CA 94607-4046, USA. aamodeo@partnershipph.org.
Commentary: developing and retaining a public health workforce for the 21st century: readiness for a paradigm shift to community-based public health. *J Public Health Manag Pract.* 2003 Nov-Dec;9(6):500-3. (English).
ABSTRACT: The Partnership for the Public's Health work in supporting partnerships between local health departments and community-based organizations has offered important insights into the difficulties of changing public health practice to a more community-based model. Keys to these difficulties are workforce issues: availability, appropriateness of initial training, recruitment, retention, and issues of continuing education. These challenges

and some positive examples are discussed.

SUBJECT HEADINGS:

California/*Community Health Planning/Employment/Human/Institute of Medicine (U.S.)/Interinstitutional Relations/Local Government/*Professional Competence/Program Development/Public Health/*education/Public Health Administration/*manpower/standards/Social Change/Staff Development/United States
NOTES: PUBLICATION TYPE: Journal Article

4. Andrews DR. University of Central Florida, Orlando, USA.

Lessons from the past: Confronting past discriminatory practices to alleviate the nursing shortage through increased professional diversity. *J Prof Nurs.* 2003 Sep-Oct;19(5):289-94. (English).

ABSTRACT: A critical shortage of nurses has focused attention on the current demographics of practicing nurses. Data from the most recent analysis of the nursing workforce reveals that only 4.9 percent of practicing nurses are African American as compared with 12.1 percent of the general population. This disparity of representation has implications as resources are established from which the future workforce might be drawn. Efforts to achieve parity require recognition of the lingering effects of past social injustice and determination of strategies to overcome current barriers in education and practice. Strategies designed to encourage an increase in ethnic participation include efforts directed to recruitment, retention, graduation, and practice.

SUBJECT HEADINGS: *African Americans/education/psychology/*Career Choice/*Cultural Diversity/Forecasting/Human/Nursing Staff/*psychology/*supply & distribution/trends/Personnel Selection/*methods/trends/*Prejudice/Social Justice/United States
NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 22

5. Beggs C. The Ontario Northern Outreach Program in physical therapy. *Physiother Can.* 1988 Mar-Apr;40(2):80-5. (English).

ABSTRACT: The Northern Outreach Program (NOP) in Ontario, Canada was initiated in 1980 by the Health Sciences Faculties at The University of Western Ontario and the Ontario Ministry of Health. Objectives of the NOP are to contribute to development of health services and health manpower in Northern Ontario and to develop supportive research programs. NOP Coordinators are appointed to their respective faculties from each of the following disciplines: Communicative Disorders, Library Science, Nursing, Occupational Therapy, and Physical Therapy (PT). PT coordinators identify needs and opportunities for development of PT service and manpower in the North, collaborating with District Health Councils and health professionals. Programs are developed considering the areas of service, manpower, education, and research. Programs include workshops, consultations, student clinical placements, and access to library resources. An external evaluation of the NOP was carried out and ongoing evaluation of the PT program is based on feedback from program participants. The NOP has been effective in supporting development of PT services in Northern Ontario, decreasing professional isolation and also serves as a model for other programs. Alternatives for recruitment and retention of manpower and research opportunities must continue to be developed to ensure optimal delivery of health care to underserved areas.
SUBJECT HEADINGS: Academic Medical Centers/*organization & administration/Allied Health Personnel/*supply & distribution/Education, Continuing/Health Services Accessibility/*Medically Underserved Area/Ontario/Physical Therapy Techniques/education/*manpower/Rural Population
NOTES: PUBLICATION TYPE: Journal Article

6. Bellman L. The Bayswater Institute, London, & The Department of General Practice & Primary Care, Guy's, King's & St Thomas' School of Medicine, London. loretta.bellman@btinternet.com. Whole-system evaluation research of a scheme to support inner city recruitment and retention of GPs. *Fam Pract.* 2002 Dec;19 (6):685-90. (English).

ABSTRACT: BACKGROUND: The GP Assistant/Research Associate scheme developed in the Guy's, King's and St Thomas' School of Medicine, London, aims to attract and recruit young GPs (GP Assistants) and develop their commitment to work in local inner city practices. Continuing professional development for both young and established GPs is a key feature of the scheme. **OBJECTIVES:** The objectives of the whole-system evaluation research were to explore the perspectives of 34 stakeholders in the academic department, the practices and the PCGs, and to investigate the experiences of 19 GP Assistants who have participated in the scheme. **METHODS:** Qualitative methods included semi-structured interviews, non-participant observations in the practices, audio-taped meetings and personal journals. Data collection also included reviewing documentation of the scheme, i.e. the previous quantitative evaluation report, publications and e-mails. The multi-method approach enabled individual, group and team perspectives of the scheme and triangulation of the data through comparing dialogue with observations and documentary evidence. Thematic analysis was undertaken to elicit the complex experiences of the GP Assistants. **RESULTS:** Wide-ranging findings included enthusiastic support for the continuation of the scheme. The GP Assistants' personal and professional development was clearly evident from the themes 'eye opener', new knowledge, managing multiple roles, feeling vulnerable, time constraints and empowering processes. Seven of the GP Assistants have become partners and ten chose to remain working in local practices. Significant challenges for managing and leading the scheme were apparent. Greater co-operation and collaborative working between the academic department and the practices is required. **CONCLUSION:** The scheme provides a highly valued visible means of support for GPs and could act as a model for a career pathway aimed at enhancing recruitment and retention of GPs. The scheme is also at the forefront of national initiatives aimed at supporting single-handed practices and helping GPs with their continuing professional development. An integrated approach to change, education, research

and development is advocated to enable recruitment and retention of GPs, their academic development, and to underpin the evolution of PCTs as learning organizations.

SUBJECT HEADINGS: Adult/Career Mobility/Human/Interviews/London/Physicians, Family/*supply & distribution/Professional Practice Location/Urban Health Services/*manpower **NOTES:** **PUBLICATION TYPE:** Evaluation Studies **PUBLICATION TYPE:** Journal Article

7. Bernstein J, Paine LL, Smith J, Galblum A. Department of Maternal and Child Health, Boston University School of Public Health, Massachusetts 02118, USA. jbernste@bu.edu.
The MCH Certificate Program: a new path to graduate education in public health. *Matern Child Health J.* 2001 Mar;5(1):53-60. (English).

ABSTRACT: OBJECTIVE: The purpose of the MCH Certificate Program was threefold: to develop a new educational initiative in response to national and local demands for increased MCH workforce capacity, to eliminate key financial and nonfinancial barriers to advanced MCH academic preparation, and to improve rates of recruitment and retention of students from minority communities, thus enhancing the quality of MCH services available to the region. **METHODS:** An MCH Certificate Program, designed for clinicians (e.g., nurses, occupational therapists and nutritionists) and public health practitioners as a bridge to graduate programs in public health, combined a competency based curriculum with skills workshops, leadership seminars, mentoring, small group activities, and an interactive teaching format. **RESULTS:** Students from the first two cohorts (n = 45) report an expansion of core public health knowledge (issues, policies, and strategies), enhanced self-confidence, and efficacy. Half have experienced job changes that represent increased responsibility, leadership, and professional advancement. A third are enrolled in or have completed a formal program of graduate study in MCH. **CONCLUSIONS:** This innovative MCH Certificate Program, now in its fourth year, is a new approach to increasing workforce

capacity and a successful model of instruction for adult learners. It has the potential for adaptation to a variety of educational settings and MCH populations, and helps to expand the continuum of MCH training experiences in schools of public health.

SUBJECT HEADINGS:

Boston/*Certification/Child/*Child Welfare/Curriculum/Education, Graduate/*standards/Female/Human/*Maternal Welfare/Minority Groups/*Models, Educational/Pregnancy/Program Evaluation/Public Health/*education/*manpower/School Admission Criteria/Support, U.S. Gov't, P.H.S./United States NOTES: PUBLICATION TYPE: Evaluation Studies PUBLICATION TYPE: Journal Article

8. Best ML. Washington Hospital Center, Washington, D.C., USA. Avoiding crisis: right-sizing staffing for the future. Clin Leadersh Manag Rev. 2002 Nov-Dec;16(6):428-32. (English).

ABSTRACT: Workforce issues, especially recruitment and retention of qualified laboratory staff, are major strategic issues that will continue to face laboratory managers over the next 10 years. Major factors affecting the laboratory labor market in the next decade include increased health-care and laboratory testing needs of an aging population, the graying of the laboratory workforce as baby boomers retire, and new technology development. At least two of these factors will increase the demand for qualified laboratory professionals. Vacancy rates for laboratory professionals are increasing at a significant rate and will continue over the next 10 years. Planning will require creativity in staff recruitment and retention strategies and in human resources. Laboratorians no longer will have the luxury of using medical technologists for nonspecialized testing assignments and will need to develop more creative recruiting approaches using fewer highly qualified testing personnel. This article proposes a staffing deployment model that will use medical technologist education and skills more appropriately, will improve retention of medical technologists, and will alleviate the shortage of medical technologists by reducing dependence on

them as routine laboratory testing personnel.

SUBJECT HEADINGS: Aged/Health Manpower/trends/Health Services Needs and Demand/trends/Human/Laboratories/*manpower/Personnel Management/*trends/Personnel Staffing and Scheduling/*organization & administration/trends/Planning Techniques/Population Dynamics/Technology, Medical/education/manpower/United States NOTES: PUBLICATION TYPE: Journal Article

9. Casady WM, Dowd TA. Valley Lutheran Medical Center, Banner Health System, Mesa, Ariz., USA. wanda.casady@bannerhealth.com. Staff retention and recruitment: "one great department". Radiol Manage. 2002 Sep-Oct;24(5):18-25. (English).

ABSTRACT: The projected demand for healthcare workers during the next ten years has been the impetus for many organizations to develop more creative strategies to ensure adequate staffing levels in the future. In order to keep pace with service demands, the diagnostic imaging department at Valley Lutheran Medical Center (VLMC) in Mesa, Ariz., has been growing as well. Since November of 1999, the number of core FTEs increased from 54.5 to 96. As a result, efforts to retain the current employees became just as critical as efforts to recruit staff for the new positions that were created to support the expanded services. In February 2001, an AHRA seminar was held in Phoenix, which included a day-long session called "Workforce 2001: Recruitment, Selection, Retention of Quality Employees." The presenter, Clint Maun, C.S.P., emphasized the need to provide "passionate orientation" for new employees, encouraged team-based selection of new employees, and reminded the audience that new employees decide within the first three days whether or not they will stay with an organization, regardless of how long it actually takes to leave. Maun also described to the group a model for creating team effort called "One Great Unit" (OGU), which uses a "12-Week Plan" for engaging staff. For the diagnostic imaging

department at VLMC, this concept was remodeled so that, instead of focusing on one modality (unit) in the department, the focus was on the whole department. The first step to creating "One Great Department" was to establish an Oversight Committee that would help define the focus of the 12-Week Teams. Five, front-line employees were recruited who represented a cross-section of the imaging department. To assist in the implementation, the director of learning and innovation at VLMC agreed to facilitate the first two meetings. The first 12-Week Team was called together in May 2001. The operational objective addressed was "improving communication inter- and intra-departmentally." Each member volunteered to take one issue to investigate. For instance, the team identified that unit secretaries used an outdated resource document for ordering radiology exams. The 2001 goal was to limit voluntary employee turnover to less than 15 percent, an aggressive goal considering that in 2000 the turnover rate was 40 percent. In January 2002, the 2001 turnover rate was 14.5 percent (Bravo!). While we accomplished our goal, there are many challenges ahead. The Arizona market is so volatile that we cannot afford to rest on any previous success.

SUBJECT HEADINGS: Arizona/Diagnostic Imaging/Human/Organizational Case Studies/Organizational Objectives/*Personnel Loyalty/*Personnel Selection/*Personnel Turnover/Radiology Department, Hospital/*manpower NOTES: PUBLICATION TYPE: Journal Article

10. Coleman B. Hospital of St. Raphael, New Haven, Conn. Advanced nursing apprenticeship program: a strategy for retention of experienced critical care nurses. *Heart Lung*. 1990 May;19(3):236-42. (English).

ABSTRACT: Most hospitals are frantically planning recruitment strategies to attract new nurses for intensive care units. The direct cost associated with orientation of one of these nurses is estimated at greater than \$2000, plus 6 months' to 1 year's salary per nurse. An interim strategy of using registered nurses to fill a full-time position for 1 year can cost upwards of \$75,000 a year. Germane to the

acclimatization of these nurses to the intensive care unit is the nurturing role of experienced nurses during the orientation and in assuring continuity of high-quality patient care. By virtue of their position, experienced nurses also model leadership behavior, and they are exposed to many day-to-day stresses that may leave them frustrated and feeling a lack of accomplishment. These factors, coupled with the scarcity of educational opportunities designed specifically for experienced nurses and a perceived absence of challenges, can lead to burnout. In this article I will describe an innovation in practice that uses the clinical nurse specialist role to stimulate and challenge experienced nurses. The program taught, supported, and nurtured unit-based change initiated by experienced nurses.

SUBJECT HEADINGS: Burnout, Professional/etiology/psychology/Career Mobility/Education, Nursing, Continuing/Human/Inservice Training/economics/*manpower/organization & administration/Intensive Care Units/*manpower/Job Description/Leadership/*Nurse Clinicians/Nursing Staff, Hospital/*education/psychology/supply & distribution/Personnel Management/*methods/Personnel Selection/*methods/Risk Factors/Set (Psychology)/Socialization/Support, Non-U.S. Gov't NOTES: PUBLICATION TYPE: Journal Article

11. Crandall LA, Dwyer JW, Duncan RP. J. Hillis Miller Health Sciences Center, University of Florida, Gainesville 32610. Recruitment and retention of rural physicians: issues for the 1990s. *J Rural Health*. 1990 Jan;6(1):19-38. (English).

ABSTRACT: This paper briefly describes a number of structural and economic changes in the profession of medicine and in the rural medical care delivery system that have occurred since about 1970. Changes in the national physician supply; in the training, work, and practice characteristics of physicians; in the demographic characteristics of physicians; in the medical resources available in rural communities; and in federal and state support for the provision of medical

services are noted. Four conceptual models that underlie physician recruitment and retention programs for small towns and rural communities are described. These include affinity models, which attempt to recruit rural persons into training or foster interest in rural practice among trainees; economic incentive models, which address reimbursement or payment mechanisms to increase economic rewards for rural practice; practice characteristics models, which address technical, collegial, referral, and other structural barriers to rural practice; and indenture models, which recruit temporary providers in exchange for scholarship support, loan forgiveness, or licensure. Examples of applications of each model are provided and the effects of changes in the medical care system on the effectiveness of each model are assessed. Finally, it is argued that elements of an optimal model for the recruitment of physicians to rural practice include the promotion of medical careers among rural high school students, the provision of financial and cultural support for their training, the development of technical and collegial support systems, and the limited use of indenture mechanisms to meet the needs of the most impoverished or isolated rural settings.

SUBJECT HEADINGS: Career Choice/Hospitals, Rural/manpower/Models, Theoretical/*Personnel Management/Personnel Selection/methods/*Physician Incentive Plans/Physicians, Family/*supply & distribution/*Professional Practice/*Professional Practice Location/Rural Population/Support, Non-U.S. Gov't/United States NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Review PUBLICATION TYPE: Review, Tutorial NUMBER OF REFERENCES: 72

12. Cvach KC, Lyndon A. St. Joseph Medical Center, Towson, MD 21204, USA. kcvach@aol.com. How a cost-containment initiative produced recruitment and retention. *MCN Am J Matern Child Nurs*. 2003 Nov-Dec;28(6):391-6. (English).

ABSTRACT: The Maryland Perinatal Education Consortium (MPEC), a 12-hospital education initiative, provides basic didactic

education for perinatal nurses. The MPEC core curriculum integrates patient-specific cultural and age-related considerations for both the novice and experienced perinatal nurse. While the primary goal for developing the consortium was to maximize use of the nurse educator's time by pooling educational resources between participating hospitals, member hospitals have discovered that it also resulted in advantageous positioning for recruitment and retention of nursing staff. MPEC's pooled turnover rate of 14% is below the national average of 16%, resulting in important cost savings and additional staff for participating hospitals. This article describes the development of the MPEC and uses the Nursing Executive Center's model of turnover costs to describe the cost savings and retention impact for various-sized hospitals achieved through MPEC's multihospital collaboration in staff development.

SUBJECT HEADINGS: Cost Control/Cost-Benefit Analysis/Economic Competition/Human/Infant, Newborn/Inservice Training/*economics/manpower/*methods/Maryland/Neonatal Nursing/*economics/*education/manpower/Nursing Staff, Hospital/economics/*education/supply & distribution/Personnel Selection/methods/Program Evaluation/Quality Control/Societies, Nursing/organization & administration NOTES: PUBLICATION TYPE: Journal Article

13. Daniels LA, Suttle E. Results of a physical therapy manpower survey adaptable to other areas of health care. *Hosp Top*. 1986 May-Jun;64(3):28-32. (English).

ABSTRACT: The Northwest Area Health Education Center used mailed surveys to document and describe physical therapy personnel in a 17-county area in northwest North Carolina. These surveys provide baseline information for examining and responding to trends in health manpower recruitment, retention, distribution, and education. While this project was conducted in the field of physical therapy, it provides a model that can be adapted to other allied health professions. The methodology, results, and recommended

actions are discussed.

SUBJECT HEADINGS: Area Health
Education Centers/Catchment Area
(Health)/Health Manpower/Human/North
Carolina/Physical Therapy

Techniques/*manpower/Questionnaires

NOTES: PUBLICATION TYPE: Journal
Article

14. Heaton C, Haviland L, Weinberg G, Messeri P, Aidala A, Stein G, Jessop D, Jetter D. Columbia University School of Public Health, New York, NY 10032, USA. Stabilizing the HIV/AIDS workforce: lessons from the New York City experience. *Am J Prev Med.* 1996 Jul-Aug;12(4 Suppl):39-46. (English).

ABSTRACT: The Ryan White Title I Personnel Needs Study described here is an evaluation of the human resource needs of HIV/AIDS service agencies in New York City. The research presented here was conducted in collaboration with researchers from the Medical and Health Research Association and the New York City Department of Health and the Planning and Evaluation Committee of the New York City HIV Health and Human Services Planning Council. The assessment is divided into two components. The first component is a survey of 100 key informants from HIV/AIDS service agencies. The second component is a detailed staffing survey of 70 personnel directors of HIV/AIDS service agencies. HIV/AIDS service directors perceived staff recruitment as a more difficult process than staff retention, regardless of agency type. Vacancy rates at the surveyed agencies varied by professional category; they were especially high in the category of nurse practitioners (13%) and outreach/education workers (15%). Agencies stressed that incentives that would positively affect recruitment and retention should be tailored to address the concerns of varied health care and social service professionals. In addition, agencies were not routinely able to provide some incentives deemed effective such as higher salaries, housing subsidies, and smaller caseloads. To reduce recruitment and retention problems, agency informants recommended a variety of incentive programs including malpractice insurance for physicians, flexible hours for full-time employees (including case managers,

nurses, physician's assistants), smaller caseloads, and a decrease in the proportion of staff time devoted to direct client contact. Overall health care trends including truncated federal budgets, state Medicaid cutbacks, and the rapid conversion to managed care all affect the quality of patient care and of the work setting for health care and social service providers serving persons with AIDS.

Medical Subject Headings (MeSH): AIDS, health personnel, employment supported, employee workload, staff attitude.

SUBJECT HEADINGS: *Acquired Immunodeficiency Syndrome/Employee Incentive Plans/*HIV Infections/*Health Manpower/statistics & numerical data/Human/New York City/*Personnel Management/Personnel Selection/Personnel Staffing and Scheduling/Personnel Turnover/Support, U.S. Gov't, P.H.S./*Workload NOTES: PUBLICATION TYPE: Journal Article

15. Heid IM, O'Fallon JR, Schwenk NM, Gabriel SE. Cancer Center Statistics Unit, Mayo Clinic Rochester, MN 55905, USA. Increasing the proportion of women in academic medicine: one institution's response. *Mayo Clin Proc.* 1999 Feb;74(2):113-9. (English).

ABSTRACT: OBJECTIVE: To increase gender diversity among the physician consulting staff (PCS) at a major medical center. DESIGN: Because the proportion of female PCS at academic medical centers in the United States has not increased commensurately with increases in the proportion of female graduates from American medical schools, a modeling and graphing technique was developed to analyze this problem and recommend solutions for one large academic medical center. MATERIAL AND METHODS: Personnel data, by gender and year from 1980 through 1994, were collected for all PCS at Mayo Clinic Rochester (MCR). These data were compared with similar data from other US academic medical centers and were used to develop models to predict the proportion of female PCS at MCR yearly until 2005, assuming various hiring and resignation patterns. Novel techniques were developed to illustrate and compare the models. Model-based predictions were compared with national

projections, and a realistic target proportion of female PCS was defined on the basis of assumptions about the proportion of female graduates from medical school and internship programs during the next 10 years as well as probable hiring, retention, and resignation rates at MCR. To identify issues critical to recruitment, retention, and professional growth of female PCS at MCR, we used factor analysis to assess responses to a confidential questionnaire sent to all female faculty members. RESULTS: In 1994 and 1995, the proportion of female PCS was 25% at US academic medical centers but only 15% at MCR, and the rate at which this proportion increased from 1980 through 1994 at MCR was also lower than the national rate. Model-based predictions demonstrated that gradually (1.5% per year) increasing the female percentage of new recruits from 26% in 1995 to 40% in 2005 would achieve the targeted 25% female PCS in 13 years. Questionnaire responses from 119 (68%) of the 175 female PCS at MCR identified 6 important recommendations for recruitment and retention of female PCS: survey resignees and candidates who decline positions; appoint more qualified women to policy-making committees; require sensitivity and diversity training for all staff (especially leaders); develop explicit, gender-sensitive criteria for selecting department and division chairs; compare Mayo gender and diversity data with national data at the department or division level; and develop mechanisms for mentoring junior female staff members. CONCLUSION: We developed useful methods for analyzing the PCS gender distribution, defined feasible hiring strategies, and identified specific recommendations to enhance the professional experience of female PCS. These methods can provide a model for other institutions seeking to optimize gender diversity among their staff. SUBJECT HEADINGS: Academic Medical Centers/*manpower/Factor Analysis, Statistical/Faculty, Medical/*statistics & numerical data/Female/Human/Male/Minnesota/Models, Statistical/Physicians, Women/*supply & distribution/Questionnaires/Sex Distribution/United States NOTES: PUBLICATION TYPE: Journal Article

16. Huttner CA. Abbott Northwestern Hospital, Minneapolis, MN 55407. Strategies for recruitment and retention of critical care nurses: a cardiovascular program experience. *Heart Lung*. 1990 May;19(3):230-6. (English).
ABSTRACT: Recruitment and retention of critical care nurses to care for increasing numbers of complex patients is a challenge in the midst of a national nursing shortage. Strategies to address the shortage begin with implementation of a professional practice model that builds on a meaningful nursing philosophy. This model becomes the basis for development and implementation of multiple strategies that "proactively" involve staff nurses. Critical care new graduate internships, patient care assistant programs, creative care delivery models, and unit clinical committees are some of the strategies that have resulted in positive outcomes.
SUBJECT HEADINGS: Coronary Care Units/*manpower/organization & administration/Economics, Nursing/Educational Status/Human/Inservice Training/Models, Theoretical/Nursing Staff, Hospital/education/psychology/*supply & distribution/Nursing Theory/Organizational Culture/Patient Advocacy/Personnel Management/*methods/Personnel Selection/*methods/*Philosophy, Nursing/Professional Practice/Salaries and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article
17. Hyde JC, Fottler MD. Birmingham VAMC, AL 35233. Determinants of physician vacancy rates in rural hospitals. *J Rural Health*. 1994 Winter;10(1):38-48. (English).
ABSTRACT: This study examines the determinants of physician vacancy rates in rural hospitals from the perspective of the rural hospital administrator. Data on community characteristics, hospital characteristics, and hospital recruitment strategies are examined for 50 rural hospitals in Kentucky using questionnaire and archival data. Physician vacancy rates in this sample were quite high (mean of 37 percent). Results indicate lower physician vacancy rates in hospitals with a chain affiliation. In addition, the "job shopping"

model for physicians decisions on where to practice (Johnson, 1978) is supported. Hospitals that target physician candidates with more work experience display lower physician vacancy rates. Generally, hospital characteristics were more significant predictors of physician vacancy rates than were community characteristics. Implications for rural hospital physician recruitment/retention strategies are discussed.

SUBJECT HEADINGS: Career Choice/Data Collection/Evaluation Studies/Health Services Research/Hospitals, Rural/*manpower/statistics & numerical data/Kentucky/Medical Staff, Hospital/statistics & numerical data/*supply & distribution/Personnel Selection/*methods/Professional Practice Location/statistics & numerical data/Socioeconomic Factors NOTES: PUBLICATION TYPE: Journal Article

18. Lorimer K. Community Wound Care, Victorian Order of Nurses, Ottawa, Ontario, Canada. Continuity through best practice: design and implementation of a nurse-led community leg-ulcer service. *Can J Nurs Res.* 2004 Jun;36(2):105-12. (English).

ABSTRACT: The design of the new service was intended to facilitate continuity. The results after the first year of the new service revealed that care was both more effective and more efficient for all types of leg ulcers (Harrison, Graham, Friedberg, & Lorimer, 2003). Healing rates had dramatically improved, the frequency of nursing visits decreased, and supply costs declined. With the new service, comprehensive standardized assessments are made at baseline on all new admissions for home leg-ulcer care, and reassessments are regularly scheduled if the condition does not improve. With the evidence-based protocol, all providers and sectors of care are "working from the same script." Specific information is obtained on the client's health history, leg-ulcer history, preferences, and social context. Continuity is further facilitated through implementation of the primary nurse model, whereby one provider is responsible for developing the care plan and for subsequent evaluation and revision. Management continuity is

advanced through health-care reorganization, with the development of an expert, dedicated nursing team, a consistent approach to training and skill development, improved coordination, an interdisciplinary approach for referral and consultation, and continuous quality improvement measures for education and practice audit. A number of strategies tailored to the new service have been highly effective. Strategic alliances among the researchers, home-care authority, nursing agency, nurses, and physicians are essential to the success of both design and implementation. Ongoing interdisciplinary and intersectoral communication expedites the referral process and helps to resolve issues as they develop. The majority of physicians have been very supportive of the use of the protocol and the evidence-based service. Surveys of care recipients have been mostly positive. Nurses who have been surveyed concerning the supports to implementation of the evidence-based service have indicated the following supports: ongoing education, nursing knowledge, a supportive clinical leader, support from two specialist physicians (a dermatologist and a vascular surgeon), a dedicated nursing team, positive outcomes (improved healing rates), and regional home care and agency support. The greatest challenge has been establishing and maintaining the dedicated nursing team. Continuity is served when nurses are assigned exclusively to the leg-ulcer team, where they can continue to build expertise and skills. The nursing agency was initially reluctant to embrace the concept of a dedicated team, as it viewed wound care as a general function of all nurses. Many of the nurses trained in leg-ulcer care fulfilled a number of other specialized nursing functions. This had resource implications for the nursing agency, as other nurses needed training in various other specialized skills. There should be a balance between the size of the population being served and the size of the team, in order to maintain efficiency and sufficient exposure to skilful assessment and management of leg-ulcer care. During the first year of the leg-ulcer service a number of nurses were lost from the team for various reasons, including: outside opportunities for career

advancement, the physical demands of this type of care, retirement, moving from the area, and lack of job security. In addition, the volume of nursing visits was decreased because of Ontario government cutbacks in the area of home-care services. New staff members on the team were laid off in the context of a unionized environment. The lack of long-term security and the reality of lower wages in the community sector have played havoc with recruitment and retention. A recently formed committee at the nursing agency on continuity of care, with representation from nursing, management, and administration, has identified a number of further barriers to continuity. These include fluctuating caseloads, difficulty attracting nurses to the community sector, and a unionized environment in which senior nurses displace junior nurses on low-caseload days. Strategies aimed at overcoming the barriers to continuity have been identified and are being implemented. Our experience confirms the need for evidence-based planning in order to understand the needs of the population with leg ulcers, current practices, and the organization of care prior to the restructuring of service delivery. The extensive needs assessment indicated the need for broad system changes in addition to adjustments in clinical care in order to meet best-practice guidelines. Despite ongoing barriers, the service model has improved continuity and dramatically increased the effectiveness and efficiency of leg-ulcer care in one community.

SUBJECT HEADINGS: Benchmarking/Community Health Services/manpower/*organization & administration/*standards/Continuity of Patient Care/*organization & administration/*standards/Human/Leg Ulcer/*nursing/Program Evaluation/Specialties, Nursing/organization & administration
NOTES: PUBLICATION TYPE: Journal Article

19. Owen SV. University of Michigan Medical Center, Ann Arbor 48109-0294. Empowering part-time nurses in the treatment of depressed inpatients. *J Psychosoc Nurs Ment Health Serv.* 1992 Aug;30(8):17-22. (English).

ABSTRACT: 1. With the consistent number of part-time nurses in the workforce, hospitals would benefit by more actively integrating them into professional nursing practice. 2. Empowering part-time nurses by affording them the opportunity to provide primary care has the potential to effectively use part-time personnel, decrease the workload for full-time staff, offer more flexibility in scheduling, and result in savings for hospitals in terms of nursing recruitment and retention. 3. This program has successfully developed and implemented a model of primary nursing that places three part-time nurses on a team capable of handling two to three primary patients. The success of this model has been attributed to excellent communication, trust in one another's professional skills, and nursing expertise.

SUBJECT HEADINGS: Depressive Disorder/*nursing/psychology/*Hospitalization/Human/*Nurse-Patient Relations/*Nursing, Team/Patient Care Planning/*Power (Psychology)
NOTES: PUBLICATION TYPE: Journal Article

20. Pennington K, Scott J, Magilvy K. Arapahoe Community College, Division of Math, Health, Science, and Engineering, Littleton, Colo, USA. karen.pennington@uchsc.edu. The role of certified nursing assistants in nursing homes. *J Nurs Adm.* 2003 Nov; 33(11):578-84. (English).

ABSTRACT: OBJECTIVE Pilot study to examine the experiences of the certified nursing assistants (CNAs) in Colorado nursing homes. BACKGROUND DATA: CNAs provide 80% to 90% of the care to residents in nursing homes. Their reported turnover rate is as high as 400% in some studies, and the potential pool of CNAs is dwindling. As the demand for CNAs increases, their experiences must be understood to effectively address recruitment and retention issues. METHODS: Minimally structured interviews of 12 CNAs in 6 Colorado nursing homes and observations of care provided were conducted. Atlas/Ti software was used as a data management tool for analyzing and coding data. RESULTS: The overriding theme that emerged from the interviews was "we love our jobs." Three patterns of thought and behavior emerged: attributes

of the CNA, working conditions of the CNA, and future success of the CNA and the nursing home. CONCLUSIONS: Issues important to CNAs revolved around basic motivational factors, such as job enrichment opportunities, personal growth opportunities, recognition, responsibility, and sense of achievement. Leadership must become creative and build on that base, providing CNAs with job mobility, job enrichment opportunities, recognition, and increased job responsibility, producing positive outcomes not only for the CNA but also for the resident and the facility.

SUBJECT HEADINGS: Adult/Attitude of Health Personnel/Career Mobility/*Certification/Colorado/Female/Health Knowledge, Attitudes, Practice/Human/Job Satisfaction/Leadership/Male/Middle Aged/Models, Nursing/Motivation/Needs Assessment/*Nurse's Role/Nurses' Aides/education/*organization & administration/*psychology/Nursing Homes/*manpower/Nursing Methodology Research/Personnel Selection/Pilot Projects/Qualitative Research/Questionnaires NOTES: PUBLICATION TYPE: Journal Article

21. Pullan SE, Lorbergs KA. Law and Mental Health Program, Centre for Addiction and Mental Health, 1001 Queen Street West, Toronto, Ontario, Canada M6J 1H4. Shirley_Pullan@CAMH.net. Recruitment & retention. A successful model in forensic psychiatric nursing. J Psychosoc Nurs Ment Health Serv. 2001 Sep;39(9):18-25. (English).

ABSTRACT: 1. The recruitment and retention of forensic psychiatric nurses in this highly competitive environment has been identified as a critical issue. 2. In response to the need to expand services, the development, implementation, and evaluation of an innovative model that has demonstrated success in the recruitment and retention of nurses for this highly specialized area of practice are described. 3. The successful recruitment and retention of forensic psychiatric nurses may be facilitated by developing and implementing strategies that integrate the goals and objectives of the organization with the needs of individual nurses.

SUBJECT HEADINGS: Forensic

Psychiatry/*manpower/Hospital Units/manpower/organization & administration/Hospitals, Psychiatric/manpower/Human/Inservice Training/Job Description/*Models, Organizational/Nursing Staff/*supply & distribution/Ontario/Organizational Objectives/*Personnel Loyalty/Personnel Selection/*organization & administration/Psychiatric Nursing/*manpower/Security Measures/Substance Abuse Treatment Centers/manpower NOTES: PUBLICATION TYPE: Journal Article

22. Richardson A, Douglas M, Shuttler R, Hagland MR. Level 2 Anaesthetic Department, Freeman Hospital, Newcastle upon Tyne Hospitals NHS Trust, High Heaton. annette.richardson@nuth.northy.nhs.uk. Critical care staff rotation: outcomes of a survey and pilot study. Nurs Crit Care. 2003 Mar-Apr;8(2):84-9. (English).

ABSTRACT: Staff rotation is defined as a reciprocal exchange of staff between two or more clinical areas for a predetermined period of time. The rationale for introducing a 'Critical Care Nurse Rotation Programme' includes important issues such as improving nurses' knowledge and skills, providing development opportunities, networking, the ability to recruit and retain nurses and the provision of a more versatile and flexible workforce. To gain the understanding of nurses' views and opinions on critical care rotation programmes, evidence was collected by means of questionnaires involving 153 critical care nurses and by undertaking semi-structured interviews with four nurses. On the basis of the responses, a pilot of three Critical Care Nurse Rotation Programmes was introduced. An evaluation of the pilot project assessed participants, supervisors and senior nurses' experience of rotation and revealed very positive experiences being reported. The benefits highlighted included improving clinical skills and experience, improving interdepartmental relationships, heightened motivation and opportunities to network. The disadvantages focused on the operational and managerial issues, such as difficulties maintaining supervision and providing an adequate supernumerary

period. Evidence from the survey and pilot study suggests that in the future, providing rotational programmes for critical care nurses would be a valuable strategy for recruitment, retention and developing the workforce.

SUBJECT HEADINGS: *Attitude of Health Personnel/Critical

Care/*manpower/Human/Inservice

Training/*organization &

administration/Personnel Staffing and

Scheduling/*organization &

administration/Pilot

Projects/Questionnaires/Time Factors

NOTES: PUBLICATION TYPE: Journal Article

23. Shannon CK. WVU Department of Family Medicine, PO Box 9152, Health Sciences Center, Morgantown, WV 26506, USA. shannonk@rcbhsc.wvu.edu. A community development approach to rural recruitment. *J Rural Health*. 2003;19 Suppl:347-53. (English).

ABSTRACT: Programs designed to empower rural communities for health care provider recruitment have usually focused on the health care sector without aggressively addressing broader community development issues. The Recrutable Community Project (RCP) in West Virginia includes community education on recruiting and also assessments of and recommendations to rural communities on broad-based community development, aiming to enhance communities' recruiting potential. The project provides multidisciplinary university-based planning assistance programs for small communities, involving collaborative community visits. The project also uses a project manager as a "community encourager" who participates in community education and in the formulation of sustained community recruiting efforts. From August 1999 through August 2001, 7 underserved rural communities completed the RCP organizational processes and hosted planning assistance teams. Members of community recruitment boards gave high marks to the RCP process, its planning assistance teams, and its usefulness in establishing community ties to state and academic agencies. Since working with the RCP, the 7 communities have recruited 27 providers, success

possibly stimulated by their RCP involvement (data current as of September 2002). This model of community training and development to empower rural communities to better recruit health professionals shows early promise. This model could be broadened to include more collaboration of community development and health science disciplines programs for recruitment and retention efforts.

SUBJECT HEADINGS: Community Health Planning/*organization & administration/Health Planning Technical Assistance/Health Services

Accessibility/Human/*Medically

Underserved Area/Organizational Case Studies/Organizational

Innovation/Personnel

Selection/*organization &

administration/Physicians, Family/*supply

& distribution/Pilot Projects/*Professional Practice Location/Rural Health

Services/*manpower/Support, Non-U.S.

Gov't/West Virginia NOTES:

PUBLICATION TYPE: Journal Article

24. Stokoe U. Harvard School of Public Health, Cambridge, MA. Physician recruitment and retention in community health centers. *J Ambul Care Manage*. 1992 Jan;15(1):21-8. (English).

ABSTRACT: The common denominator for the problems of recruitment and retention of physicians is the lack of finances. There is considerable overlap between the etiology of and possible solutions to the two problems. Funding may not be available to address the financial situation immediately, so other avenues have to be explored. It is possible for both these issues to be addressed by a single model involving the development of a centralized recruiting agency. CHCs would be promoted and marketed more efficiently, and physicians would be selected who are more likely to consider community medicine a long-term career choice.

SUBJECT HEADINGS: Attitude of Health Personnel/Boston/Community Health Centers/*manpower/Income/*Job Satisfaction/Personnel Selection/statistics & numerical data/Personnel

Turnover/*statistics & numerical

data/Physician Incentive

Plans/Physicians/*psychology/statistics & numerical data/Questionnaires/Support,

Non-U.S. Gov't NOTES: PUBLICATION
TYPE: Journal Article

NUMBER OF REFERENCES: 48

25. Urbina C, Hickey M, McHarney-Brown C, Duban S, Kaufman A. Department of Family and Community Medicine, University of New Mexico School of Medicine, Albuquerque 87131. Innovative generalist programs: academic health care centers respond to the shortage of generalist physicians. *J Gen Intern Med.* 1994 Apr;9(4 Suppl 1):S81-9. (English).

ABSTRACT: Academic health care centers increasingly are exploring innovative ways to increase the supply of generalist physicians. The authors review successful innovations at representative academic health centers in the areas of recruitment and admissions, undergraduate medical education, residency training, and practice support. Lessons learned focus on those areas that have demonstrated improvements in the number and quality of physicians trained in family practice, general pediatrics, and general internal medicine. Successful recruitment of generalism-oriented applicants requires identification and tracking of rural, minority, and other special groups of students at the high school and college levels. Academic health care centers that provide early, sustained, community-based, ambulatory experiences for medical students and residents encourage trainees to maintain and choose generalist careers. Finally, academic health care centers that link with community providers and with state government encourage the retention of generalist physicians through continuing education and teaching networks.

SUBJECT HEADINGS: Academic Medical Centers/*organization & administration/Adult/Curriculum/*Education , Medical/Family Practice/*education/manpower/Human/Internal Medicine/*education/manpower/Internship and Residency/Pediatrics/*education/manpower/Physicians, Family/*supply & distribution/School Admission Criteria/United States

NOTES:
PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial

26. Allen CD, Newton PD, Newton JT. Department of Dental Public Health and Oral Health Services Research, GKT Dental Institute, London, UK. Recruitment and retention of dental nurses and dental hygienists in general practice. *Prim Dent Care.* 2003 Jul; 10(3):65-8. Available from: 12929334 (eng).

ABSTRACT: PURPOSE OF STUDY: To explore the recruitment and retention of dental nurses and dental hygienists working in general dental practice in West Kent, and to identify training needs. BASIC PROCEDURE: Questionnaire survey of 195 general dental practices in West Kent. MAIN FINDINGS: Problems with turnover of staff were reported by 19% of practices. Some 49% of practices reported difficulties in recruiting dental nurses, 6% had experienced difficulties recruiting dental hygienists, and 15% had difficulties recruiting both nurses and hygienists. The median length of service for both dental nurses and dental hygienists was five years. Approximately 39% of practices had advertised single posts three or more times. Difficulties in recruiting were related more strongly to ensuring the right person for the job, than to a shortage of applicants. PRINCIPAL CONCLUSIONS: Difficulties in the recruitment and retention of dental nurses and dental hygienists were reported by dental practices in West Kent. These are likely to be exacerbated by the requirement that all dental nurses be registered with the General Dental Council. SUBJECT HEADINGS: Dental Assistants/education/*supply & distribution\Dental Hygienists/education/*supply & distribution\England\General Practice, Dental/manpower\Humans\Personnel Selection\Personnel Turnover\Questionnaires

NOTES:
PUBLICATION TYPE: Journal Article

27. Anderson P, Pulich M. College of Business and Economics, University of Wisconsin-Whitewater, USA. Retaining good employees in tough times. *Health Care Manag (Frederick).* 2000 Sep;19(1):50-8. Available from: 11183653 (eng).

ABSTRACT: Retention of valued employees is essential to maintaining high levels of quality service and efficiency in consideration of the tight labor supply and an increasingly competitive health care market. Health care organizations that desire to become "employers of choice" must devise strategies and innovative programs which will satisfy a spectrum of both work and personal needs. Such initiatives include tangible rewards such as competitive compensation and benefits, and, more important, valued intangibles like quality of work life programs. In a more attractive environment, employees will make a long-term commitment.

SUBJECT HEADINGS:

Communication\Economic
Competition\Health
Personnel*psychology\Humans\Inservice
Training\Job Description*Job
Satisfaction*Personnel Loyalty\Personnel
Selection\Personnel Turnover\SALARIES and
Fringe Benefits\United States
NOTES:
PUBLICATION TYPE: Journal Article

28. Cossman JS. Mississippi State University, USA.
Mississippi's physician labor force: current status and future challenges. *J Miss State Med Assoc.* 2004 Jan;45(1):8-31. Available from: 14752973 (eng).

ABSTRACT: The literature review indicates that changes in Medicaid/Medicare reimbursement, large numbers of uninsured patients, the legal climate, and largely rural and chronically ill populations create a challenging environment for physicians practicing in Mississippi. As a largely rural state, many Mississippians find medical care to be physically distant, with most care being concentrated in a couple areas of the state. Given these factors, the legal climate in Mississippi and the top relocation decision factors, Mississippi will be further challenged in recruiting and retaining the numbers of general practitioners and specialists necessary to provide care to the state's population. The challenges that physicians are facing have led to challenges for health policy makers, in that physicians are difficult to recruit to Mississippi and, once here, difficult to retain as practitioners throughout their career. Four datasets were used in conjunction to analyze the

demographic characteristics of Mississippi's physicians, including the age structure disaggregated by several other variables. Ultimately, the results were extended to impacts of recruitment, relocations, and retirement decisions of physicians who participated in the MSMDs. Briefly, demographic results indicate that Mississippi has a largely white physician population serving a nearly 40% minority population in Mississippi. The under representation of women within the medical profession in Mississippi means that women in the state might find it unusually challenging to find a female physician, particularly in rural areas where access to physicians is more limited in the first place. Mississippi has a high concentration of African-American patients with a low African-American physician presence. The proportion of physicians who are female is on the rise nationwide and within Mississippi, largely due to increasing enrollments of women in medical schools. Though variations exist within the groups of physicians identified as generalists, Mississippi is only slightly more likely than the nation to have specialists, rather than generalists (see Table Seven). Age structure analysis indicates that Delta physicians are older than physicians elsewhere in the state, that urban physicians are younger than rural physicians, and that our physician labor force is more highly concentrated between the ages of 35 and 54 than in the nation as a whole. Analyses concerning the future of the physician labor force indicate that a near majority of Mississippi's practicing physicians received their MD degree at UMC, but younger physicians are more likely to have been educated out-of-state than older physicians. Those who received their degrees elsewhere and chose to practice in Mississippi are more likely to be specialists (60%) than generalists (40%). Those physicians practicing in the state who were educated in-state are nearly equally as likely to be generalists (47%) as they are to be specialists (53%). Additionally, those approaching retirement are more likely to be generalists, yet the state is recruiting more generalists from recent medical school classes than in the past. Variations in intentions to recruit, relocate, and retire exist. However, most of

the substantively important variation is across age groups and time in practice. There is little relevance of specialty or location within the state when examining variation in recruitment, relocation or retirement plans. Given the findings, policy research recommendations focus on improving the retention of UMC's graduates for practice in the state, improving retention of active physicians, increasing the recruitment of physicians from out of state, and easing difficulties associated with working part-time as a step toward retirement. With these changes in policy, it is possible that Mississippi can thwart a physician workforce shortage; however, without changes, with more physicians relocating, retiring early, or opting out of practicing in the state, the extant physician shortage will become more severe. Furthermore, without the data collection efforts mentioned here, there will be no means to assess whether policy changes are actually impacting the physician labor force.

SUBJECT HEADINGS: Adult\African Continental Ancestry Group/statistics & numerical data\Age Distribution\Aged\Asian Continental Ancestry Group/statistics & numerical data\Data Collection\Databases\Delivery of Health Care/legislation & jurisprudence/*trends\Demography\Employment/*organization & administration/*trends\European Continental Ancestry Group/statistics & numerical data\Female\Humans\Male\Malpractice/legislation & jurisprudence/trends\Middle Aged\Mississippi\Personnel Selection/statistics & numerical data\Physicians/statistics & numerical data/*supply & distribution/trends\Sex Distribution\Specialism/statistics & numerical data NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Review PUBLICATION TYPE: Review, Tutorial NUMBER OF REFERENCES: 32

29. Donner GJ, Wheeler MM. Faculty of Nursing, University of Toronto. Discovery Path: a retention strategy for mid-career nurses. Can J Nurs Leadersh. 2001 Jan-Feb;14(1):27-31. Available from: 15487311 (eng).

ABSTRACT: As health care administrators, policymakers, nursing organizations, and nurses begin to deal with the reality of a looming (and to an increasing extent, existing) serious shortage of nurses both in Canada and globally, recruitment and retention issues are again in the news. Much attention has been directed towards two responses: (a) attracting young people into the profession and helping them integrate into and identify with nursing as a lifelong career, and (b) developing sustainable retention strategies to ensure that nurses remain in nursing. One population that requires particular attention is the mid-career group of nurses. Those nurses, in their late 30s and 40s with 15 and more years of experience, have the professional memory that employers count on, the expertise that patients and clients require, and the experience and wisdom that young nurses depend on for coaching, mentoring, and support. Retention strategies targeted to these mid-career nurses require a diverse set of activities that are focused on those nurses' specific stage of personal and professional development and that recognize their unique needs. The purpose of this article is to describe a program that targets mid-career nurses, predominantly women who, having spent much of their careers and lives caring for others-children, parents, patients-are beginning to question their own futures. The goals of the program and the experiences of one group of nurses in the program, as well as the results of a two-year follow up with them, will be discussed. Recommendations for future retention strategies will also be offered. SUBJECT HEADINGS: Adaptation, Psychological\Age Factors*Attitude of Health Personnel\Career Choice\Career Mobility\Education, Nursing, Continuing/organization & administration\Follow-Up Studies\Goals\Human Development\Humans*Job Satisfaction*Nursing Staff/education/psychology\Personnel Selection/*organization & administration\Personnel Turnover\Program Evaluation\Questionnaires\Self Assessment (Psychology)\Self Psychology\Self-Help Groups/*organization

& administration\Staff
Development\Vocational
Guidance/*organization & administration
NOTES: PUBLICATION TYPE: Evaluation
Studies
PUBLICATION TYPE: Journal Article

30. Egan J. Asnuntick Community College, Enfield, Connecticut, USA. Riding the wave: what health care can learn from other industries. Clin Leadersh Manag Rev. 2002 Nov-Dec;16(6):408-11. Available from: 12506833 (eng).
ABSTRACT: Many staffing challenges face 21st century health-care employers. If a rising tide lifts all ships, then tidal surges and currents also affect all ships. Recruitment and retention represent two major human resources issues facing employers. Economic downturns, the rising cost of postsecondary education, competition for the best graduates, reduced desire to accept relocations, forced overtime and shift work, and the graying of the workforce are some of the challenges faced by employers. Another challenge is the lack of loyalty in today's business world. Corporations and nonprofits both show reduced loyalty to employees, who, in turn, limit their willingness to remain loyal to one employer. Competition for a shrinking pool of workers results in employees being more selective about where to begin their careers and being less loyal once they arrive. These factors negatively affect productivity and make it increasingly imperative for employers to understand how best to recruit and to retain the most talented workers they can find. Health care and other industries should be prepared for the surging tides of change.
SUBJECT HEADINGS: *Diffusion of Innovation\Economic Competition\Health Manpower\Humans\Industry/manpower/*organization & administration\Personnel Loyalty\Personnel Management/*methods\Personnel Selection\Personnel Staffing and Scheduling/*organization & administration\Stress, Psychological\United States NOTES: PUBLICATION TYPE: Journal Article
31. Erlen JA. Center for Research in Chronic Disorders, School of Nursing, and Professor, University of Pittsburgh, PA,

USA.
Wanted-nurses. Ethical issues and the nursing shortage. Orthop Nurs. 2004 Jul-Aug;23(4):289-92. Available from: 15379181 (eng).

ABSTRACT: The persistent nursing shortage is challenging the values and beliefs of the nursing profession and causing nurses to ask how they can fulfill their ethical responsibilities to patients when there are an insufficient number and a maldistribution of nurses. Nurses are expressing job dissatisfaction, experiencing moral distress, and wondering about their inability to provide quality patient care. In this article, the author addresses the commitment to care for patients and the ethical dilemma with which nurses are grappling: caring for self versus caring for others. Recommendations for possible action include reenvisioning the profession of nursing, empowering nurses, providing support, and restructuring the work environment. Taken together, these actions have the potential to reduce the moral distress that nurses are experiencing and to enable them to honor their commitment to patient care.
SUBJECT HEADINGS: *Ethics, Nursing\Humans\Leadership\Nursing/*manpower/*Personnel Staffing and Scheduling/*Quality of Health Care\United States NOTES: PUBLICATION TYPE: Journal Article

32. Gallon SL, Gabriel RM, Knudsen JR. Northwest Frontier Addiction Technology Transfer Center, Oregon Health and Science University, Department of Public Health and Preventive Medicine, 3414 Cherry Avenue, Suite 100, Salem, OR 97303-4984, USA.
The toughest job you'll ever love: a Pacific Northwest Treatment Workforce Survey. J Subst Abuse Treat. 2003 Apr;24(3):183-96. Available from: 12810139 (eng).
ABSTRACT: The training, recruitment, and retention of the most qualified professionals for the substance abuse treatment workforce is a crucial underlying strategy in the improvement of client care. Conducted in the year 2000, this survey of substance abuse treatment agency directors and clinical staff in the Pacific Northwest of the United States provides the first empirical estimates of issues

surrounding these goals and points to the need for more aggressive strategies if a quality workforce is to be maintained and improved. Results of the survey indicate that there is an average of 25% turnover per year among treatment agency staff, and that the vast majority of this turnover is voluntary and stays within the treatment profession. Agency management and direct service staff differ in their perceptions of the recruitment and retention approaches currently in place in their agencies.

SUBJECT HEADINGS: Data Collection*Health Occupations/economics/statistics & numerical data\Humans\Job Satisfaction\Northwestern United States\Personnel Selection\Personnel Turnover/*statistics & numerical data\Questionnaires\Regression Analysis\Research Support, U.S. Gov't, P.H.S.\Staff Development\Substance Abuse Treatment Centers/economics/*manpower\Substance-Related Disorders/*therapy NOTES: PUBLICATION TYPE: Journal Article

33. Georges CA, Bolton LB, Bennett C. Department of Nursing, Lehman College, City University, New York, USA. Quality of care in African-American communities and the nursing shortage. *J Natl Black Nurses Assoc.* 2003 Dec;14(2):16-24. Available from: 15011940 (eng).

ABSTRACT: The National Black Nurses Foundation commissioned a research project to determine the effect of the nursing shortage on African-American communities. The W.K. Kellogg Foundation funded the project as part of a multiphase project aimed at identifying issues related to the nursing shortage among ethnic people of color communities and developing policy recommendations around the supply of nurses to serve those communities. The study was conducted over a six-month period by the nursing research investigative team at Cedars-Sinai Medical Center and Burns and Allen Research Institute in Los Angeles, California. One hundred (N=100) nurse leaders from communities across the United States participated in the research. Each leader completed a questionnaire

regarding the existence of the nursing shortage in their community and the effect of the shortage on access to services, clinical quality and the retention and recruitment of nurses. Leaders were queried on nurse vacancy and turnover within their communities, incidence of adverse events and the ability of institutions to meet the demands for nursing and health services in their communities. Forty-five percent of the organizations in the study were reported to be single facilities and 55% consisted of integrated health systems. Respondents identified five major issues resulting from nurse vacancies in their communities: closure of acute care beds or clinical services, delays in providing treatment to patients, inability to retain nurses due to increased workload and decreased nurse satisfaction, diminished capacity to address chronic health problems in their communities and increased incidence of adverse patient events. African-American nurse leaders reported higher rates of nurse vacancy and turnover; higher incidence of adverse events and greater difficulty providing access to health care than was reported in the literature. Nurse vacancy and turnover rates are higher than reported national averages. The study suggests the need for further research at the community level in addition to acute care settings to ameliorate the potential adverse effects of nursing work force shortages on the health of African-American communities. Further research examining the effectiveness of interventions at increasing the supply, improving the retention of nurses at all levels and the effect of increased supply and the utilization of nurses in African-American communities should be conducted. The study reported in this edition of the *Journal of the National Black Nurses Association* is the first in a series of reports on the nursing shortage and its effect on access to care, the recruitment and retention of ethnic nurses in the pipeline and leadership and policy strategies required to assure the availability of a qualified work force to meet current and future health care demand.

SUBJECT HEADINGS: *African Americans/ethnology/statistics & numerical data\Attitude of Health Personnel\Career

Choice\Crowding\Forecasting\Health
Policy\Health Services
Accessibility/organization &
administration\Humans\Leadership\Needs
Assessment\Nurse
Administrators/psychology\Nursing
Administration Research\Nursing
Staff/*supply & distribution\Personnel
Selection/organization &
administration\Personnel Staffing and
Scheduling/*organization &
administration\Personnel
Turnover/statistics & numerical
data/trends*Quality of Health
Care\Questionnaires\Rural Health
Services/manpower\Students,
Nursing/statistics & numerical data\United
States\Urban Health Services/manpower
NOTES: PUBLICATION TYPE: Journal
Article

34. Harding ML. Recruitment and retention.
Foreign legion. Health Serv J. 2003 Oct
2;113(5875):37-8. Available from:
14565107 (eng).

SUBJECT HEADINGS: Cultural
Diversity\Emigration and
Immigration\Europe\Foreign Professional
Personnel/*supply &
distribution\Humans\London\Personnel
Selection/*methods\Physicians,
Family/*supply & distribution\Primary
Health Care/*manpower\Refugees\Salaries
and Fringe Benefits\State Medicine
NOTES: PUBLICATION TYPE: Journal
Article

35. Hart LG, Salsberg E, Phillips DM, Lishner
DM. Rural Health Research Center,
University of Washington, Seattle 98195-
4696, USA.
ghart@fammed.washington.edu.
Rural health care providers in the United
States. J Rural Health. 2002;18 Suppl:211-
32. Available from: 12061515 (eng).

ABSTRACT: One of the most recalcitrant
problems of the rural health landscape is
the uneven distribution and relative
shortage of medical care providers.
Despite considerable efforts by federal and
state governments over the past three
decades to address these problems, rural
provider distribution and shortage issues
have persisted. The purpose of this article
is to identify the challenges for rural health
research and policy regarding health

provider supply in the first decade of the
21st century. While the emphasis in this
article is on physicians, workforce concerns
pertaining to nurses, nurse practitioners,
and physician assistants are briefly
described. Physician supply, geographic
and specialty distribution, age, gender,
quality of care, recruitment and retention,
training, productivity and income,
reimbursement and managed care, federal
and state ameliorative programs, safety
net, and telehealth are discussed. Also
highlighted are issues concerning rural
health care workforce research, methods,
and data as well as a series of policy-
relevant questions. Solutions to rural health
personnel problems can only be
successfully addressed through
multifaceted approaches. No vision of the
future of rural health can come to fruition if
it does not promote stable, rewarding, and
fulfilling professional and personal lives for
rural health care providers.

SUBJECT HEADINGS: Adult\Allied Health
Personnel/economics/supply &
distribution\Dentists/economics/supply &
distribution\Female\Health Care
Surveys\Health
Manpower/economics/*statistics &
numerical data\Health Policy\Health
Services Needs and Demand/statistics &
numerical data\Humans\Male\Middle
Aged\Nurses/economics/supply &
distribution\Personnel
Selection\Physicians/economics/supply &
distribution\Professional Practice
Location/*statistics & numerical
data\Quality of Health Care\Rural Health
Services/*manpower/statistics & numerical
data\United States NOTES: PUBLICATION
TYPE: Journal Article

36. Heinz D. Brooke Army Medical Center, San
Antonio, TX, USA.
Hospital nurse staffing and patient
outcomes: a review of current literature.
Dimens Crit Care Nurs. 2004 Jan-
Feb;23(1):44-50. Available from: 14734900
(eng).

ABSTRACT: An aging nursing workforce,
decreased enrollment in nursing schools,
financial constraints in healthcare, hospital
restructuring and reengineering, and
consistent challenges in nursing
recruitment and retention have contributed
to shortages within the hospital-based

nursing workforce. The effects of these shortages have been thought to be associated with various adverse patient outcomes. This article reviews current research studies and presents recommendations for ongoing nursing practice.

SUBJECT HEADINGS: Hospital Mortality\Humans\Length of Stay\Nursing Staff, Hospital/*supply & distribution\Outcome Assessment (Health Care)\Personnel Staffing and Scheduling/*organization & administration
NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 22

37. 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

38. Lanser EG. Attracting and keeping employees. Healthc Exec. 2002 Mar-Apr;17(2):70-1. Available from: 11892461 (eng).

SUBJECT HEADINGS: *Health Manpower\Humans*\Personnel Loyalty\Personnel Management/*methods*\Personnel Selection\United States
NOTES: PUBLICATION TYPE: Journal Article

PubMed Citations – Retention
171 Citations, 12/22/04

1. Accorinti KL, Gilster SD, Dalessandro JL. Alois Alzheimer Foundation, Cincinnati, OH, USA. Staff programs focus on reducing turnover. *Balance*. 2000 Sep-Oct;4(5):12-4, 28. **PMID:** 11143015 .
SUBJECT HEADINGS: Data Collection\Health Personnel\psychology\Humans\Job Satisfaction\Long-Term Care/organization & administration\Nursing Homes/*manpower/organization & administration\Personnel Management/*methods*\Personnel Turnover\United States **NOTES:** PUBLICATION TYPE: Journal Article
2. Adolf BP. Life cycle benefits. *Empl Benefits J*. 1993 Mar;18(1):13-20. **PMID:** 10124131 .
ABSTRACT: Life cycle benefits are designed to meet the needs of employees throughout the stages of life. Many employers in both the public and private sectors are finding that this approach to benefits makes sense from a number of perspectives.
SUBJECT HEADINGS: Absenteeism\Child Day Care Centers\Child, Preschool*\Family Health\Family Leave/statistics & numerical data\Financing, Personal/statistics & numerical data\Focus Groups\Humans\Industry/organization & administration\Life Change Events\Parental Leave/statistics & numerical data\Personnel Staffing and Scheduling\SALARIES and Fringe Benefits/*economics/statistics & numerical data\United States **NOTES:** PUBLICATION TYPE: Journal Article
3. Albaugh JA. Center for Urology, Northwestern Memorial Hospital, Chicago, IL, USA. Keeping nurses in nursing: the profession's challenge for today. *Urol Nurs*. 2003 Jun; 23(3):193-9. **PMID:** 12861736 .
ABSTRACT: Urologic nurses and the nursing profession face incredible challenges in caring for patients and their families after a trend of the continued decline in nursing school enrollment, the nursing shortage, and increasing staff nurse dissatisfaction with the current workplace environment. Is it possible to retain staff nurses during this current crisis? Many factors contribute to nurse dissatisfaction and subsequent turnover and burn out. In light of the current nursing shortage, it is essential and cost effective to retain nurses in their specific jobs and within the profession. There is no single, simple reason or solution for professional staff nurse turnover.
- Some of the current contributing factors to staff nurse dissatisfaction and satisfaction will be discussed in an effort to discern ways to promote staff nurse retention.
SUBJECT HEADINGS: Attitude of Health Personnel\Forecasting\Humans*\Job Satisfaction\Needs Assessment\Nurse's Role\Nursing Staff/education/psychology/*supply & distribution\Personnel Selection/*methods*\Personnel Turnover\SALARIES and Fringe Benefits\Specialties, Nursing/education/organization & administration\United States\Urology\Workplace/psychology **NOTES:** PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 30
4. Alshallah S. Robert C. Byrd Health Sciences Center, West Virginia University, Morgantown, USA. salshallah@hsc.wvu.edu. Job satisfaction and motivation: how do we inspire employees? *Radiol Manage*. 2004 Mar-Apr;26(2):47-51. **PMID:** 15098904 .
ABSTRACT: Productivity is defined as the efficient and effective use of resources with minimum waste and effort to achieve outcome. We live in a world that has limited resources. The health care industry faces this limitation more than any other industry. With these challenges facing health care administrators, the concept of productivity, job satisfaction and motivation become very important. Employee satisfaction and retention have always been an important issue for physicians, medical centers and businesses in general. Conventional human resources theories, developed some 50 years ago by Maslow and Herzberg, suggest that satisfied employees tend to be more productive, creative and committed to their employers. People are essential to productivity. The success of productivity improvement strategy is dependent on employee commitment, job satisfaction, skills, and motivation. Maslow's theory consists of a 5-level pyramid: physiologic or basic survival; physical and mental safety; sense of belonging; accomplishment, creativity, and growth; and self-actualization. Herzberg's theory suggests there are 2 groups of factors: hygiene (which satisfy) and motivation. The terms "job satisfaction" and "motivation" have, in my experience, become used interchangeably. There is a difference. Job satisfaction is an individual's emotional response to his or her current job condition, while

motivation is the driving force to pursue and satisfy one's needs. Maslow and Herzberg's theories can be easily applied to the workplace. Managers can help employees achieve overall job satisfaction, which, with the employee's internal motivation drive, increase performance on the job.

SUBJECT HEADINGS: Academic Medical Centers/*organization & administration\Administrative Personnel\Efficiency\Efficiency, Organizational\Feedback\Humans\Interprofessional Relations**Job Satisfaction**Models, Psychological**Motivation\Personnel Management/*methods\Radiology/education/org organization & administration\Self Efficacy\Staff Development\Stress, Psychological\West Virginia NOTES: PUBLICATION TYPE: Journal Article

5. Anderson P, Pulich M. College of Business and Economics, University of Wisconsin-Whitewater, USA.

Recruiting good employees in tough times. Health Care Manag (Frederick). 2000 Mar;18(3):32-40. PMID: 10915339 .

ABSTRACT: In tough hiring times, health care employers must develop a fresh approach to their recruitment techniques and practices in order to capture a desired segment of the labor market. While some of these techniques and practices are new, many are a variation of conventional ones. Successful organizations will simultaneously use a variety of methods, thus enabling them to recruit good employees continually. A tight labor market requires that organizations become creative recruiters.

SUBJECT HEADINGS: Competitive Behavior\Health Personnel/*trends\Personnel Selection/*methods/*trends NOTES: PUBLICATION TYPE: Journal Article

6. Anderson P, Pulich M. College of Business and Economics, University of Wisconsin-Whitewater, Wisconsin, USA.

Retaining good employees in tough times. Part I: What do employees want? Health Care Food Nutr Focus. 2001 Jan;17(5):12. PMID: 11155573

SUBJECT HEADINGS: Humans**Job Satisfaction**Personnel Loyalty\United States NOTES: PUBLICATION TYPE: Journal Article

7. Anderson P, Pulich M. Retaining good employees in tough times. Part III: Five more strategies for retention. Health Care Food Nutr Focus. 2001 Mar;17(7):10-2. PMID: 11252386 .

SUBJECT HEADINGS: Food Service, Hospital/manpower\Health Personnel/*psychology\Humans**Job Satisfaction**Personnel Loyalty\Quality of Life\SALARIES and Fringe Benefits\Staff Development\United States NOTES:

PUBLICATION TYPE: Journal Article

8. Aronson KR, Sieveking N, Laurenceau JP, Bellet W. Children, Youth, and Families Consortium, The Pennsylvania State University, University Park 16802-6500, USA. kra105@psu.edu.

Job satisfaction of psychiatric hospital employees: a new measure of an old concern. Adm Policy Ment Health. 2003 May;30(5):437-52. PMID: 12940685 .

ABSTRACT: The authors report on the factor structure of an employee satisfaction questionnaire designed for use with psychiatric hospital employees. The actions and attitudes of management were, by far, the single most prominent factor. This factor captures the extent to which management respects workers, operates with honesty and integrity, promotes efficiency, and has open lines of communication with employees. By surveying employees about the 15 items of this factor, psychiatric hospital managers can obtain a sense of their employees' overall satisfaction. Hospitals must hire and train managers who can convey the qualities represented in this satisfaction factor. It is also important for hospital managers to recognize that employee satisfaction is strongly related to how employee complaints are handled, how employees perceive the quality of patient care, and the extent to which employees believe the hospital serves the greater community.

SUBJECT HEADINGS: *Attitude of Health Personnel\Caribbean Region\Factor Analysis, Statistical\Health Services Research\Hospitals, Psychiatric/*manpower/organization & administration\Humans\Interprofessional Relations**Job Satisfaction\Personnel, Hospital/*psychology\Psychometrics\Questionnaires\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Multicenter Study

9. Ball MJ. First Consulting Group, USA. The IT staffing crisis. Health Manag Technol. 1998 Aug; 19(9):66, 65. PMID: 10182554

SUBJECT HEADINGS: Humans\Information Management/*manpower\Inservice Training\Job Satisfaction\Medical Informatics/education/*manpower\Morale\Personnel Loyalty**Personnel Staffing and Scheduling\United States NOTES: PUBLICATION TYPE: Journal Article

10. Barney SM. Steve_Barney@ssmhc.com. Retaining our workforce, regaining our potential. J Healthc Manag. 2002 Sep-Oct;47(5):291-4. PMID: 12325251

SUBJECT HEADINGS: Employment/psychology\Humans\Interprofessional Relations\Job Satisfaction**Leadership\Medical Staff, Hospital/psychology\Organizational

Objectives*Personnel Administration,
Hospital*Personnel Loyalty\Personnel
Selection\Personnel Turnover\United States
NOTES: PUBLICATION TYPE: Journal Article

11. Battersby ME. Extremely affordable worker magnets. *Optometry*. 2000 Jul;71(7):463-5. PMID: 15326901.

SUBJECT HEADINGS:

Humans\Optometry*economics\Personnel Loyalty\Personnel Selection*methods\Professional Practice*economics\SALARIES and Fringe Benefits/economics\United States NOTES: PUBLICATION TYPE: Journal Article

12. Beasley M. Establishing & maintaining a cross-training program. *Food Manage*. 1995 Nov;30(11):44. PMID: 10153172

SUBJECT HEADINGS: Food Services*organization & administration\Inservice Training*organization & administration\Job Description\Personnel Selection\United States NOTES: PUBLICATION TYPE: Journal Article

13. Bednar B. A reduction in the nursing labor market and its impact on the renal industry. *Nephrol News Issues*. 1999 Oct;13(10):27-32. PMID: 10827672 .

ABSTRACT: Nurses, especially those with specialized training such as nephrology, are looking more and more endangered. A cursory review of the classified ads supports the likelihood of another nursing shortage with the reappearance of key words such as, "relocation assistance," "incentive pay," and "hiring bonus." It is now commonplace to see hiring bonuses ranging from \$3,000-\$6,000. This article will investigate the definition of occupational shortages, possible causes of the nursing shortage, future implications, and strategies to be considered.

SUBJECT HEADINGS:

Forecasting\Humans\Job Satisfaction\Managed Care Programs/manpower*Nephrology\Personnel Selection*methods*trends\Personnel Staffing and Scheduling*trends\Personnel Turnover/statistics & numerical data\Specialties, Nursing*manpower\United States NOTES: PUBLICATION TYPE: Journal Article

14. Benders J, van de Looij F. Department of Business Administration, University of Nijmegen, Netherlands.

Not just money: quality of working life as employment strategy. *Int J Health Care Qual Assur*. 1994;7(6):9-15. PMID: 10138977 .

ABSTRACT: Scarcities of qualified personnel are becoming a common phenomenon in The Netherlands. At the same time, increasing wages to secure an adequate workforce is not always possible or sufficiently effective, and other ways

of retaining and recruiting personnel have to be found. Investigates the importance of various job characteristics for retaining and recruiting employees and presents the results from a survey among employees of a Dutch hospital experiencing a tight labour market. Job characteristics other than wages, such as labour relations and work content, were found to play a major role in individuals' choices to resign or stay. Discusses consequences for employment strategies in other organizations.

SUBJECT HEADINGS: Attitude of Health Personnel\Data Collection*Job Satisfaction\Netherlands\Operating Room Technicians*psychology/statistics & numerical data/supply\& distribution\Personnel Administration, Hospital*methods/statistics & numerical data\Personnel Selection/statistics & numerical data*Personnel Turnover\Planning Techniques\Psychology, Industrial\Quality of Life\SALARIES and Fringe Benefits/statistics & numerical data NOTES: PUBLICATION TYPE: Journal Article

15. Bishop JW. University of Tampa, FL, USA. Performance and retention of professional employees who work in teams: the effects of commitment and support. *Clin Lab Manage Rev*. 1998 May-Jun;12(3):150-8. PMID: 10181487 .

ABSTRACT: The purpose of this study was to determine the impact of support and commitment on job performance and turnover intentions of professionals working in a team environment. As hypothesized, the results indicated that job performance was influenced positively by both professional and team commitment as well as by perceived organizational and team support. Intention to quit the organization went down as organizational support and commitment went up, and intention to leave the profession similarly was related to team support and commitment. Interestingly, professional commitment had a deleterious effect on intention to quit the organization, whereas organizational support had a positive effect on professional commitment.

SUBJECT HEADINGS: Attitude\Aviation\Data Collection\Employee Performance Appraisal\Female\Humans\Institutional Management Teams*statistics & numerical data\Job Satisfaction\Male\Organizational Culture*Personnel Loyalty\Personnel Turnover\Social Support\United States NOTES: PUBLICATION TYPE: Journal Article

16. Boland AS. Russel Reynolds and Associates, Inc., Washington, DC, USA. Managing managed care. Recruiting and retaining IT staff. *Health Manag Technol*. 1998 Apr;19(5):74-7. PMID: 10178415

SUBJECT HEADINGS: Costs and Cost Analysis\Economic Competition\Employee

Incentive Plans\Information
Management/*manpower\Information
Systems/*manpower\Managed Care
Programs/economics/organization &
administration\Personnel
Selection/*methods\Personnel Turnover\SALARIES
and Fringe Benefits\United States NOTES:
PUBLICATION TYPE: Journal Article

17. Bolon DS. School of Health Science, Ohio University, Athens, USA.
Health care supervisors and employee relations success: three C's a day keep the union away. *Health Care Superv.* 1995 Sep ;14(1):32-41. PMID: 10144616 .

ABSTRACT: The health care industry is experiencing rapid change and uncertainty. Given the tremendous amount of instability in the industry, many observers are not surprised at the high level of militancy currently being displayed by many health care workers. However, it should not automatically follow that turbulent times will lead to uneasy management-labor relations. Maintaining nonunion status depends largely on the employee relations skills and capabilities of first-line supervisors. The article reviews and discusses three key attributes (communication, consideration, and commitment) that supervisors must display in order to promote employee satisfaction and remain union-free. Practical guidelines and suggestions are provided.

SUBJECT HEADINGS:
Communication\Employee
Grievances\Guidelines\Health Facility
Administrators\standards\Humans*
Interprofessional Relations*
Job Satisfaction\Labor Unions*
organization & administration\Leadership\Personnel
Loyalty\Personnel
Management/*standards\United States NOTES:
PUBLICATION TYPE: Journal Article

18. Brewer CS, Nauenberg E. School of Nursing, University at Buffalo, Buffalo, NY, USA. csbrewer@buffalo.edu.
Future intentions of registered nurses employed in the western New York labor market: relationships among demographic, economic, and attitudinal factors. *Appl Nurs Res.* 2003 Aug;16(3):144-55. PMID: 12931328 .

ABSTRACT: Demographic, economic, and attitudinal factors may affect the work participation behavior of full and part-time RNs in hospital and non-hospital settings. The sample (N = 776) included randomly selected RNs from the 1997 registration lists of the New York State Department of Professional Licensing. Classical t-tests and chi-square tests were used to test for differences between hospital, non-hospital, full-time and part-time RNs. Only RNs employed in hospital settings were significantly less satisfied and less committed to their organization than

were non-hospital based nurses; however these attitudes, frequently shown to be related to turnover behavior, did not result in intentions to leave. Differences in satisfaction and commitment across job settings begin to explain work participation behavior of nurses, as distinct from organizational behavior.

SUBJECT HEADINGS: Adult*Attitude of Health Personnel*Career
Mobility*Employment\Female\Humans\Job Satisfaction\Male\Middle Aged\New York\Nurses/*economics/*psychology/trends\Nursing Staff, Hospital/*psychology\Personnel Loyalty\Personnel Turnover\Research Support, Non-U.S. Gov't\Research Support, U.S. Gov't, P.H.S.\SALARIES and Fringe Benefits\Workload NOTES: PUBLICATION TYPE: Journal Article

19. Brown N, Chellin V. Brown & Chellin Consulting, Seattle.
Recruitment and retention leadership. *J AHIMA.* 1993 Aug;64(8):60-3. PMID: 10127694

SUBJECT HEADINGS: Humans\Inservice Training\Interdepartmental Relations\Interviews\Job Satisfaction*Leadership\Medical Records Department, Hospital/*manpower/organization & administration\Personnel Selection/*organization & administration\United States NOTES: PUBLICATION TYPE: Journal Article

20. Brown WE Jr, Dawson D, Levine R. National Registry of Emergency Medical Technicians, Columbus, Ohio 43229, USA.
Compensation, benefits, and satisfaction: the Longitudinal Emergency Medical Technician Demographic Study (LEADS) Project. *Prehosp Emerg Care.* 2003 Jul-Sep;7(3):357-62. PMID: 12879386 .

ABSTRACT: OBJECTIVE: To determine the compensation, benefit package, and level of satisfaction with the benefits of nationally registered emergency medical technicians (NREMTs) in 2001. METHODS: The Longitudinal EMT Attribute Demographic Study (LEADS) Project included an 18-question snapshot survey on compensation with the 2001 core survey. This survey was sent to 4,835 randomly selected NREMTs. A total of 1,718 NREMT-Basics and NREMT-Paramedics, from 1,317 different postal zip codes, responded to the survey. RESULTS: Most NREMTs in the survey (86% of the compensated NREMT-Basics and 85% of the compensated NREMT-Paramedics) were employed primarily as patient care providers. For their emergency medical services (EMS) work in the previous 12 months, compensated NREMT-Basics had mean earnings of 18,324 US dollars (standard error, 978 US dollars) and compensated NREMT-Paramedics had mean earnings of 34,654 US dollars (standard error,

646 US dollars). At least 26% of compensated NREMT-Basics and 9% of compensated NREMT-Paramedics had no health insurance. The majority of compensated NREMTs (62% of the Basics and 57% of the Paramedics) reported their retirement plans were not adequate to meet their financial needs. EMTs are not satisfied with the appreciation and recognition they receive from EMS employers. About one-third (35% of the compensated NREMT-Basics and 30% of the compensated NREMT-Paramedics) were not satisfied with all of the benefits they receive from their EMS employer. Nearly all (94% of both compensated NREMT-Basics and NREMT-Paramedics) believed that EMTs should be paid more for the job that they do. **CONCLUSIONS:** The adequacy of EMT compensation and benefit packages is an area of concern. It is not unreasonable to believe that these factors are associated with EMT retention and attrition. Additional longitudinal EMT information on compensation and benefits are anticipated to determine the extent to which compensation and benefits are factors in EMT retention.

SUBJECT HEADINGS: Adult*Attitude of Health Personnel\Cross-Sectional Studies\Data Collection\Emergency Medical Technicians/*economics/*psychology\Female\Health Benefit Plans, Employee/statistics & numerical data\Humans*Job Satisfaction\Longitudinal Studies\Male\Personnel Loyalty\Personnel Turnover\Research Support, U.S. Gov't, Non-P.H.S.\Salaries and Fringe Benefits/*statistics & numerical data\United States NOTES: PUBLICATION TYPE: Journal Article

21. Buchbinder SB, Melick CF, Powe NR. Health Care Management Program, Department of Health Science, Towson University, Maryland, USA.

Managed care and primary care physicians' overall career satisfaction. *J Health Care Finance*. 2001 Winter;28(2):35-44. **PMID:** 11794755 .

ABSTRACT: Salaried employment among primary care physicians (PCPs) is becoming the rule rather than the exception. Because of this trend, the consequences of employment, types of practice revenues and overall career satisfaction will have the greatest impact on this group, their employers, and the populations they serve. This article examines the relationship between managed care contracts, managed care revenues and salaried PCP overall career satisfaction. Proportion of practice revenues from managed care and types of managed care contracts were associated with PCP overall career satisfaction. The implications of these findings and their importance to PCP turnover are discussed.

SUBJECT HEADINGS: *Attitude of Health

Personnel\Data Collection\Data Interpretation, Statistical\Employment/*psychology/trends\Humans*Job Satisfaction\Managed Care Programs/*economics/manpower\Personnel Turnover\Physicians, Family/economics/*psychology/supply & distribution\Primary Health Care/*economics/manpower\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

22. Buchbinder SB, Wilson M, Melick CF, Powe NR. Healthcare Management Program, Department of Health Science, Towson University, 8000 York Rd, Towson, MD 21252-0001, USA. sbuchbinder@towson.edu. Primary care physician job satisfaction and turnover. *Am J Manag Care*. 2001 Jul;7(7):701-13. **PMID:** 11464428 .

ABSTRACT: OBJECTIVE: To examine the relationship of personal characteristics, organizational characteristics, and overall job satisfaction to primary care physician (PCP) turnover. SUBJECTS AND METHODS: A cohort of 507 postresident, nonfederally employed PCPs younger than 45 years of age, who completed their medical training between 1982 and 1985, participated in national surveys in 1987 and 1991. Psychological, economic, and sociological theories and constructs provided a conceptual framework. Primary care physician personal, organizational, and overall job satisfaction variables from 1987 were considered independent variables. Turnover-related responses from 1991 were dependent variables. Bivariate and multivariate analyses were conducted. RESULTS: More than half (55%) of all PCPs in the cohort left at least 1 practice between 1987 and 1991. Twenty percent of the cohort left 2 employers. PCPs dissatisfied in 1987 were 2.38 times more likely to leave ($P < .001$). Primary care physicians who believed that third-party payer influence would decrease in 5 years were 1.29 times more likely to leave ($P < .03$). Non-board certified PCPs were 1.3 times more likely to leave ($P < .003$). Primary care physicians who believed that standardized protocols were overused were 1.18 times more likely to leave ($P < .05$). Specialty, gender, age, race, and practice setting were not associated with PCP turnover. CONCLUSIONS: Turnover was an important phenomenon among PCPs in this cohort. The results of this study could enable policy makers, managed care organizations, researchers, and others to better understand the relationship between job satisfaction and turnover.

SUBJECT HEADINGS: Adult\Career Choice\Cohort Studies\Data Collection\Family Practice/manpower\Female\Humans\Internal Medicine/manpower*Job Satisfaction\Male\Pediatrics/manpower*Personn

- el Turnover\Physicians,
Family/*psychology\Professional
Practice/statistics & numerical data\Research
Support, U.S. Gov't, P.H.S.\United States
NOTES: PUBLICATION TYPE: Journal Article
23. Buffa J. Allied Consulting, Inc., Irving, TX, USA. Recruitment strategies may blunt impact of emerging allied health shortages. Med Netw Strategy Rep. 1998 May;7(5):10-1. PMID: 10181288. **SUBJECT HEADINGS:** Allied Health Personnel/economics/*supply & distribution\Data Collection\Economic Competition\Personnel Selection/*methods\Rehabilitation/economics/manpower\SALARIES and Fringe Benefits/statistics & numerical data\United States NOTES: PUBLICATION TYPE: Journal Article
24. Butler T, Waldroop J. Job sculpting: the art of retaining your best people. Harv Bus Rev. 1999 Sep-Oct;77(5):144-52, 186. PMID: 10621264 .
ABSTRACT: Hiring good people is tough, but keeping them can be even tougher. The professionals streaming out of today's MBA programs are so well educated and achievement oriented that they could do well in virtually any job. But will they stay? According to noted career experts Timothy Butler and James Waldroop, only if their jobs fit their deeply embedded life interests--that is, their long-held, emotionally driven passions. Butler and Waldroop identify the eight different life interests of people drawn to business careers and introduce the concept of job sculpting, the art of matching people to jobs that resonate with the activities that make them truly happy. Managers don't need special training to job sculpt, but they do need to listen more carefully when employees describe what they like and dislike about their jobs. Once managers and employees have discussed deeply embedded life interests--ideally, during employee performance reviews--they can work together to customize future work assignments. In some cases, that may mean simply adding another assignment to existing responsibilities. In other cases, it may require moving that employee to a new position altogether. Skills can be stretched in many directions, but if they are not going in the right direction--one that is congruent with deeply embedded life interests--employees are at risk of becoming dissatisfied and uncommitted. And in an economy where a company's most important asset is the knowledge, energy, and loyalty of its people, that's a large risk to take.
SUBJECT HEADINGS: *Career Mobility\Counseling\Humans\Industry/*manpower\Interprofessional Relations/*Job Satisfaction\Personnel Management/*methods\Psychology, Industrial\United States NOTES: PUBLICATION TYPE: Journal Article
25. Campbell A. Mid-Missouri Dialysis Clinics Inc., Columbia, Mo., USA. Improving retention and motivation in non-clinical dialysis employees. Nephrol News Issues. 2004 Feb; 18(2):22-7. PMID: 14748247 .
ABSTRACT: For no additional expense, little intrusion into the schedule or duties of the day, and no additional personnel to hire, dialysis facilities can make a dramatic impact on the training, motivation, and retention of employees through the use of classes designed specifically for the needs of newly employed non-clinical personnel. In today's world where many are expected to do a task with little or no orientation to the overall values and goals of the organization and how their tasks matter, what other action can accomplish so much for employee motivation and retention for so little time and expense? At DCI Mid-Missouri this program has been successful in retaining many excellent employees over many years and has been part of an ongoing effort to increase employees' interest and commitment to their work and the organization. It has also made them much more aware of treatments, other personnel and most of all, of our patients and their needs. It fulfills the needs of humans to be valued and have meaningful work. It contains costs and helps efficiency and productivity. Most of all, it keeps excellent people on the job and enjoying their work more than they would have. Participants' words when evaluating the most recent series of classes speak for themselves in demonstrating these important benefits that can be achieved easily in dialysis facilities throughout the United States and the world.
SUBJECT HEADINGS: Allied Health Personnel/*education\Ambulatory Care Facilities/*manpower\Humans/*Motivation/*Personnel Turnover/*Renal Dialysis NOTES: PUBLICATION TYPE: Journal Article
26. Chilton LA. Departments of Pediatrics Lovelace Health Systems and University of New Mexico School of Medicine Albuquerque, NM 87108, USA. lancekathy@yahoo.com. How long will you be staying, doctor? West J Med. 2000 Oct;173(4):243-4. PMID: 11017983 .
SUBJECT HEADINGS: Humans/*Job Satisfaction\Personnel Turnover/*Physicians\Rural Health Services\Southwestern United States\United States*United States Indian Health Service NOTES: PUBLICATION TYPE: Journal Article
27. Chyna JT. IT recruitment and retention. Healthc Exec. 2002 Nov-Dec;17(6):54. PMID: 12416343.
SUBJECT HEADINGS: Humans\Information Management/*manpower\Inservice Training/organization & administration\Internet/*Personnel Loyalty\Personnel Selection/*methods\SALARIES

and Fringe Benefits\United States NOTES:
PUBLICATION TYPE: Journal Article

28. Claiter C, Wright I. A strategy for recruiting and retaining health information management professionals. *Hosp Q*. 2000 Fall;4(1):50-5. PMID: 11490560 .

ABSTRACT: In the summer of 1998, the University Health Network (UHN) faced an acute personnel situation in which an exodus of skilled resources was taking place. The turnover of information management staff was increasing dramatically, and despite best efforts to recruit new employees, the vacancy rate remained at an unsustainable level. This case study reviews both the short- and long-term strategies that were employed to address these issues and to establish UHN as an employer of choice in health information management. Material in this article is based in part on papers presented at HIMSS 2000 and INFOCUS 2000 (Cameron, Claiter and Murphy 2000).

SUBJECT HEADINGS: Career Mobility\Education, Professional*Hospital Administrators\Humans\Information Management*manpower\Ontario*Personnel Loyalty\Personnel Selection*methods\SALARIES and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

29. Clarke KF. Deloitte & Touche's Southeast Human Capital Advisory Services, Atlanta, USA. What businesses are doing to attract and retain employees--becoming an employer of choice. *Empl Benefits J*. 2001 Mar;26(1):21-3. PMID: 11272511.

ABSTRACT: This article explains why the new economy has made many businesses anxious to become employers of choice. The author uses a case study to show how one firm achieved this goal and explains the role that innovative benefits practices and other HR policies can play in attracting and retaining qualified employees.

SUBJECT HEADINGS: Commerce/manpower/*organization & administration\Humans\Organizational Policy*Personnel Loyalty\Personnel Selection/*methods\United States NOTES: PUBLICATION TYPE: Journal Article

30. Cochran C, Peltier JW. University of Nevada-Las Vegas, Health Care Administration Program, Department of Public Administration, Las Vegas, NV 89154-6026, USA. ccochran@ccmail.nevada.edu. Retaining medical directors in community health centers. The importance of administrative relationships. *J Ambul Care Manage*. 2003 Jul-Sep;26(3):250-9. PMID: 12856504 .

ABSTRACT: Physician retention has become a critical issue for maintaining the success of today's health care organizations. With many external

factors--increasing malpractice premiums, lower reimbursement rates, and managed care controls--driving physicians out of the practice, it is imperative to understand how the internal functions of the organization can help maintain satisfaction in the workplace and prevent physicians from leaving (Reece, 2000; Taylor, 2002). This is especially important in Community and Migrant Health Centers (C/MHCs), federally supported health clinics providing care to low-income and uninsured patients in medically underserved communities and neighborhoods. In this study, we examine the medical directors' roles and responsibilities, their relationships with the C/MHC administrators, and whether these impact satisfaction and, ultimately retention in the centers.

SUBJECT HEADINGS: Attitude of Health Personnel\Community Health Centers/manpower/*organization & administration\Efficiency, Organizational\Health Facility Administrators/*psychology\Humans*Interprofessional Relations\Job Description*Job Satisfaction\Leadership\Models, Organizational*Personnel Loyalty\Physician Executives/*psychology/supply & distribution\Physicians/supply & distribution\Professional Role\Quality of Health Care\Questionnaires\Task Performance and Analysis\Transients and Migrants\United States NOTES: PUBLICATION TYPE: Journal Article

31. Coile RC Jr. Nursing shortages: ten strategies to becoming a "magnet hospital" for RN recruitment and retention. *Russ Coiles Health Trends*. 1999 Jun;11(8):1, 3-7. PMID: 10538821 .

SUBJECT HEADINGS: Benchmarking\Demography\Job Satisfaction\Nursing Staff, Hospital/economics/*supply & distribution\Personnel Administration, Hospital/*standards\Personnel Downsizing\Personnel Selection\Personnel Turnover*Planning Techniques\Quality of Health Care\SALARIES and Fringe Benefits\trends\United States NOTES: PUBLICATION TYPE: Journal Article

32. Collins SK, Collins KS. College of Business and Administration, Southern Illinois University Carbondale, USA. skcollins@cba.siu.edu. Employee retention: an issue of survival in healthcare. *Radiol Manage*. 2004 Jul-Aug;26(4):52-5. PMID: 15377111 .

ABSTRACT: Successful healthcare organizations emphasize attracting human resource assets and aggressively seek to resolve and prevent high employee turnover. Understanding the key components surrounding the importance of measuring employee turnover, learning how it affects patient care, and realizing what is needed

to retain quality employees is central to the resolution. Measuring employee turnover in a healthcare department is fundamental to the success of the organization and the quality of care it delivers. Some studies indicate the cost of turnover can average 150% of the employee's annual salary. Furthermore, when employees leave, their duties are shifted to the remaining personnel who feel obligated to shoulder the additional burden. The most important impact of employee turnover may be the effect on patient care. Generally, all patients prefer to be cared for by the same members of a healthcare team each time they require treatment. This involves building relationships between the patients and their respective healthcare organizations. These relationships are important to the success of the facility, especially in cases where the same treatment/care can be received elsewhere. Creating an organizational environment that is dedicated to the retention of talented personnel is the first step in reducing employee turnover. Determining why employees are leaving an organization is an important part of developing an effective strategy. One way this information can be obtained is by conducting detailed exit interviews. Organizations should focus on the following issues in order to maintain their qualified workforce in the long term: communication; decision making; compensation, benefits, and career development; recruitment; appreciation and understanding; and management.

SUBJECT HEADINGS: Humans\Patient Care\Personnel Administration, Hospital/*methods*\Personnel Loyalty\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

33. Conant G, Kleiner BH. Department of Management, School of Business Administration and Economics, California State University, Fullerton, USA. Human resource management in the health-care industry. *Health Manpow Manage.* 1998;24(2-3):114-8. PMID: 10346306 .

ABSTRACT: It has been said that managing change is a synonym for managing people through change. No other industry has experienced more change in the past ten years than the health-care industry. In order to regulate all this change, managers in health-care organizations must identify new ways to deal with the changes. The issues are as old as time: job satisfaction, cultural conflict, and compensation. This paper addresses each of these key issues with the following examples. A new nursing paradigm that was implemented at a hospital has significantly increased job satisfaction. This paper also takes a look at ways to manage cultural conflict in a diversified workforce. Finally, the results of a team approach to compensation are studied.

SUBJECT HEADINGS: Conflict (Psychology)\Cultural Diversity\Employee Incentive Plans\Health Personnel/organization & administration\Humans\Job Description\Job Satisfaction*\Organizational Innovation\Personnel Management/*methods\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

34. Contino DS. Emergency Management Systems, Inc., Laguna Niguel, Calif., USA. Cut turnover costs with five rights of hiring. *Nurs Manage.* 2002 Apr;33(4):18. PMID: 11982129 .

ABSTRACT: Effective nurse leaders recruit, place, and retain staff. Here's how to educate your managers to perform the five rights of hiring just as nurses use the five rights of medication administration.

SUBJECT HEADINGS: Communication\Education, Nursing, Continuing/standards\Humans\Inservice Training/standards\Interprofessional Relations\Job Description\Nurse Administrators/organization & administration/psychology\Nursing Staff/economics/education/psychology/*supply & distribution\Nursing, Supervisory/organization & administration\Personnel Selection/economics/*methods/standards\Personnel Turnover/*economics\SALARIES and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

35. Cotter TJ, Bonds RG. Sullivan, Cotter and Associates, Inc., Detroit, MI, USA. Structuring competitive physician compensation programs. *Healthc Financ Manage.* 1995 Dec; 49(12):52-6, 58-9. PMID: 10152896 .

ABSTRACT: One of the most momentous recent changes in the healthcare marketplace is the movement of physicians from the private practice of medicine to full- or part-time employment. As increasing numbers of physicians become employees of healthcare organizations, structuring competitive physician compensation programs to attract and retain physicians will become increasingly important for the financial well-being of healthcare organizations. Healthcare executives should use data from an adequate sample of competing physician employers in structuring physician compensation programs consistent with their organization's strategic goals and objectives.

SUBJECT HEADINGS: Economic Competition\Employment/*economics\Financial Management, Hospital\Organizational Objectives\Physician Incentive Plans/economics/organization & administration\Physicians/*economics\SALARIES and Fringe Benefits/*statistics & numerical data\United States NOTES: PUBLICATION

TYPE: Journal Article

36. Cross MA. Tips for recruiting I.T. professionals in tough times. *Health Data Manag.* 1998 May;6(5):98-100. **PMID:** 10179888 .

ABSTRACT: Health care organizations are struggling to recruit information technology staff in a fiercely competitive market. Providers and insurers need more technology personnel to manage the growing number of systems their organizations are demanding. But finding qualified staff is not easy at a time when technology is changing rapidly and experienced specialists are scarce. Some CIOs, however, are devising creative strategies for attracting the talented technicians that they need.

SUBJECT HEADINGS: Creativeness\Economic Competition\Guidelines\Humans\Information Management\Information Systems/*manpower\Organizational Innovation\Personnel Selection/*trends\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

37. Cummings MR. Aurora Health Care, Milwaukee, WI, USA. Guard force management: keeping security in the house. *J Healthc Prot Manage.* 1999 Summer;15(2):65-71. **PMID:** 10557445 .

ABSTRACT: Aurora Health Care's decision to stay with a proprietary force was based not only on financial findings, but also on the intangible benefits of in-house officers. To decide what will work best for their own organizations, says the author, security managers should examine turnover, training, loyalty, and service--and not just concentrate solely on cost.

SUBJECT HEADINGS: Comparative Study\Contract Services/economics/*organization & administration\Costs and Cost Analysis\Decision Making, Organizational\Employment/economics/*organization & administration\Personnel Loyalty\Personnel Turnover\Security Measures/*organization & administration\Wisconsin NOTES: PUBLICATION TYPE: Journal Article

38. Cunningham I, Hyman J. University of Middlesex, Hendon, UK. Empowerment: the right medicine for improving employee commitment and morale in the NHS? *Health Manpow Manage.* 1996;22(6):14-24. **PMID:** 10164222 .

ABSTRACT: States that in recent years, empowerment of National Health Service (NHS) Trust employees has been given substantial political and managerial support. Examines the extent to which the commitment and morale of staff in two NHS Trust hospitals has altered following the introduction of a raft of techniques under the

empowerment label. The researchers interviewed substantial numbers of staff with managerial responsibilities, personnel specialists and conducted written surveys seeking employee opinion. Reports the findings, which confirm that, under empowerment, the work of both managers and staff has become more intensive, but managers claim that their commitment has risen, while for non-managerial employees, severe problems of commitment to the Trust, declining morale and high stress were exposed. Identifies reasons for these difficulties which were: the salience of budgetary and operational priorities; lack of training; resistance to the implementation of empowerment; and recognition that little real authority was being devolved to employees. Concludes that the limited effects attributable to empowerment could be explained by its association with harder-edged manpower policies introduced to meet financial and competitive pressures. Under favourable contextual conditions, empowerment may exert more positive effects.

SUBJECT HEADINGS: Attitude of Health Personnel\Data Collection\Humans\Inservice Training\Interprofessional Relations\Job Satisfaction\Morale\Motivation\Personnel Loyalty\Personnel Management/*methods/statistics & numerical data/*Power (Psychology)*Professional Autonomy\Program Evaluation\Research Support, Non-U.S. Gov't\Scotland\State Medicine/*organization & administration NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Review PUBLICATION TYPE: Review, Tutorial NUMBER OF REFERENCES: 35

39. Deutschman M. Communication Department, Buffalo State College, New York 14222-1095, USA. Interventions to nurture excellence in the nursing home culture. *J Gerontol Nurs.* 2001 Aug;27(8):37-43. **PMID:** 11817436 .

ABSTRACT: There is no one formula for culture change. A joint steering committee of staff members can develop plans that will build trust, address each other as equals, and drive out fear as they move the process of change. Training and sharing information help staff recognize this is a process, not an event. New well-screened team members need training to integrate them into the culture. It is important to identify the knowledge and expertise of team members to maximize their energies and talents. Recruitment and retention of those who share the values of this culture are of paramount importance. It is worth the time and effort to secure commitment to these values. One example of this effort is a facility in Pennsylvania that, at its worst, had two thirds of its staff turnover in a year. The national average was 82% in 1995, an increase from

71.5% the year before. They were able to reduce their turnover rate to 27% by examining the hiring records and finding that workers with certain personality traits and attitudes were less likely to leave. They looked for compassion and communication skills, perceptions of older adults, ability to cope with death and dying, and ability to handle the unpleasant tasks of residence hygiene and bathroom visits. Current staff members determined and voted on best fit of candidates (Montague, 1997). Although training and evaluation are an important component of retention and commitment to values in any organization, training and evaluation of nursing home employees may be quite different from other employment. A nurse in a nursing home needs to be evaluated not only on clinical skills, but on communication skills, attitude, and leadership (Meyer, 1995). Then training and employee development programs can be targeted to specific areas for corrective action. What is taught in training and what occurs on the job should correspond, or role conflict occurs increasing the likelihood of turnover (Steffen, Nystrom, O'Connor, 1996). Although occasional exit of poor performers and fresh ideas of new recruits can be beneficial, inability to retain experienced personnel can result in replacement costs as high as \$7,000 per employee (Proenca & Shewchuk, 1997). Furthermore, fostering employee commitment also has a mediating effect on family members' satisfaction with service quality (Steffen, Nystrom, & O'Connor, 1996). Each organization must be sensitized to its own problems. Attitudes cannot be changed by rules. Staff members need to be involved with listing all the strengths and weaknesses and how to change the negatives to positives in their own facilities. This requires a continuous learning process. The learning organization usually needs to restructure to improve its operation to reduce the hierarchy. If all employees understand the reasons for change and have participated in the change process, they are more likely to have learned organizational values such as trust, commitment, honesty, and integrity by inculcating these values and teaching them to others. Every employee is a partner in building a good reputation for the organization. One person can make a difference in creating, protecting, and building an organization's good name (Young, 1996). Staff members need to have a collaborative relationship with those who survey them, those who use their services, and those who compete with them. That does not mean "cronyism" (a dishonest, close relationship), but an honest, sharing relationship that fosters problem-solving and sharing of best practices. Leaders of the future must be more flexible with a broader variety of experiences. Their ceremonial responsibilities as the head of the organization become a critical and necessary

function (Steere, 1996). Ceremonies, rites, and rituals bind the members to the organization. The values and culture work well because leaders exhibit these values in their interactive communication behaviors. The trend toward increasingly empowered organizations addresses the need to move decision-making to lower levels, leaving the leadership role to one of clearly articulating and demonstrating a sense of purpose and direction dedicated to excellence and quality.

SUBJECT HEADINGS: Aged\Aged, 80 and over\Clinical Competence\Female\Homes for the Aged/*standards\Humans\Long-Term Care\Male*\Nurse-Patient Relations\Nursing Homes/*standards*\Organizational Culture\Patient Satisfaction\Total Quality Management/*methods\United States NOTES: PUBLICATION TYPE: Journal Article

40. Dutschke G. Home Health Services of Dallas, USA. gerryd@hhsd.org. Eight ways for employees to stay. *Caring*. 2002 Sep;21(9):34-6. PMID: 12244806 .

ABSTRACT: According to the US Department of Labor, company costs for replacing an employee equal one-third of a new hire's annual salary. Normal turnover costs' effect on a home care agency's bottom line is currently compounded by the fact that beyond the media hype, the nursing shortage is very real. Home Health Services of Dallas has a successful strategy for staff retention that has assisted in retaining many of the home health aides and other staff since the agency opened in 1974.

SUBJECT HEADINGS: Community Health Nursing/*manpower\Home Care Services/*manpower\Humans\Organizational Culture\Personnel Loyalty\Personnel Management/*methods\Personnel Selection\Personnel Turnover\SALARIES and Fringe Benefits\Staff Development\Texas NOTES: PUBLICATION TYPE: Journal Article

41. Edell D. Wanted: leadership, experience and change. You bet it's tight. *Fund Raising Manage*. 2000 Jul;31(5):12-3 . PMID: 11183588 .

SUBJECT HEADINGS: Administrative Personnel/*supply & distribution\Creativeness\Leadership\Organizations, Nonprofit/*organization & administration\Personnel Selection/*methods\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

42. Ernst ME, Messmer PR, Franco M, Gonzalez JL. Mary E. Ernst, MSN, ARNP, is Director, CICU, Miami Children's Hospital, Miami, FL, USA. Nurses' job satisfaction, stress, and recognition in a pediatric setting. *Pediatr Nurs*. 2004 May-Jun;30(3):219-27. PMID: 15311648 .

ABSTRACT: PURPOSE: The purpose of this study was to identify a set of factors that describes nursing satisfaction in the pediatric setting. METHODS: An exploratory descriptive design was used. Surveys were distributed to all nurses employed at a children's hospital in the Southeast. The survey included: nursing satisfaction, organizational work satisfaction, job stress, and nurse recognition scales. Two hundred and forty-nine out of 534 pediatric nurses (46%) responded. Data were analyzed using factor analysis and correlation. FINDINGS: The results of this survey demonstrated that several factors predict pediatric nurses' job satisfaction and organizational work satisfaction. These factors include: pay, time to do the nursing care, confidence in one's ability, and task requirements. A relationship among nurses' job satisfaction, organizational work satisfaction, job stress, and recognition in the pediatric setting was also found. Nurses with more years of experience and longevity on the unit and at the hospital had more confidence, showed less concern about time demands, and were less concerned about pay and task requirements than younger nurses. Job stress correlated significantly and inversely with age, years as a nurse, and years in the organization. Older nurses were more satisfied with recognition they received than their younger counterparts. CONCLUSIONS: The findings of this study support the need to focus on programs to increase the confidence of novice nurses, improve institutional nursing recognition for all levels, enhance communication at all levels of the organization, and maintain competitive compensation.

SUBJECT HEADINGS: Adult\Age Factors\Attitude of Health Personnel\Burnout, Professional/*psychology\Clinical Competence\standards\Communication\Factor Analysis, Statistical\Female\Hospitals, Pediatric\Humans*\Job Satisfaction\Male\Middle Aged\Needs Assessment\Nurse's Role\Nursing Methodology Research\Nursing Staff, Hospital/education/organization &\administration/*psychology\Organizational Culture*\Pediatric Nursing/education/organization & administration\Questionnaires\Research Support, Non-U.S. Gov't\Reward\SALARIES and Fringe Benefits\Southeastern United States\Workload NOTES: PUBLICATION TYPE: Journal Article

43. Evans J, Lambert T, Goldacre M. UK Medical Careers Research Group, Oxford University, Department of Public Health, Institute of Health Sciences, Old Road, Headington, Oxford, OX3 7LF. julie.evans@dphpc.ox.ac.uk. GP recruitment and retention: a qualitative analysis of doctors' comments about training for

and working in general practice. *Occas Pap R Coll Gen Pract.* 2002 Feb;(83):iii-vi, 1-33. PMID: 12049026 .

ABSTRACT: BACKGROUND AND AIMS: General practice in the UK is experiencing difficulty with medical staff recruitment and retention, with reduced numbers choosing careers in general practice or entering principalships, and increases in less-than-full-time working, career breaks, early retirement and locum employment. Information is scarce about the reasons for these changes and factors that could increase recruitment and retention. The UK Medical Careers Research Group (UKMCRG) regularly surveys cohorts of UK medical graduates to determine their career choices and progression. We also invite written comments from respondents about their careers and the factors that influence them. Most respondents report high levels of job satisfaction. A noteworthy minority, however, make critical comments about general practice. Although their views may not represent those of all general practitioners (GPs), they nonetheless indicate a range of concerns that deserve to be understood. This paper reports on respondents' comments about general practice. ANALYSIS OF DOCTORS' COMMENTS: Training Greater exposure to general practice at undergraduate level could help to promote general practice careers and better inform career decisions. Postgraduate general practice training in hospital-based posts was seen as poor quality, irrelevant and run as if it were of secondary importance to service commitments. In contrast, general practice-based postgraduate training was widely praised for good formal teaching that met educational needs. The quality of vocational training was dependent upon the skills and enthusiasm of individual trainers. Recruitment problems Perceived deterrents to choosing general practice were its portrayal, by some hospital-based teachers, as a second class career compared to hospital medicine, and a perception of low morale amongst current GPs. The choice of a career in general practice was commonly made for lifestyle reasons rather than professional aspirations. Some GPs had encountered difficulties in obtaining posts in general practice suited to their needs, while others perceived discrimination. Newly qualified GPs often sought work as non-principals because they felt too inexperienced for partnership or because their domestic situation prevented them from settling in a particular area. Changes to general practice The 1990 National Health Service (NHS) reforms were largely viewed unfavourably, partly because they had led to a substantial increase in GPs' workloads that was compounded by growing public expectations, and partly because the two-tier system of fund-holding was considered unfair.

Fund-holding and, more recently, GP commissioning threatened the GP's role as patient advocate by shifting the responsibility for rationing of health care from government to GPs. Some concerns were also expressed about the introduction of primary care groups (PCGs) and trusts (PCTs). Together, increased workload and the continual process of change had, for some, resulted in work-related stress, low morale, reduced job satisfaction and quality of life. These problems had been partially alleviated by the formation of GP co-operatives. Retention difficulties Loss of GPs' time from the NHS workforce occurs in four ways: reduced working hours, temporary career breaks, leaving the NHS to work elsewhere and early retirement. Child rearing and a desire to pursue interests outside medicine were cited as reasons for seeking shorter working hours or career breaks. A desire to reduce pressure of work was a common reason for seeking shorter working hours, taking career breaks, early retirement or leaving NHS general practice. Other reasons for leaving NHS general practice, temporarily or permanently, were difficulty in finding a GP post suited to individual needs and a desire to work abroad. CONCLUSIONS: A cultural change amongst medical educationalists is needed to promote general practice as a career choice that is equally attractive as hospital practice. The introduction of Pre-Registration House Officer (PRHO) placements in general practice and improved flexibility of GP vocational training schemes, together with plans to improve the quality of Senior House Officer (SHO) training in the future, are welcome developments and should address some of the concerns about poor quality GP training raised by our respondents. The reluctance of newly qualified GPs to enter principalships, and the increasing demand from experienced GPs for less-than-full-time work, indicates a need for a greater variety of contractual arrangements to reflect doctors' desires for more flexible patterns of working in general practice. **SUBJECT HEADINGS:** *Attitude of Health Personnel\Career Choice\Education, Medical\Family Practice/education/manpower/*organization & administration\Great Britain\Health Care Reform\Humans*Personnel Loyalty*Personnel Selection\Physicians, Family/*psychology\Research Support, Non-U.S. Gov't\State Medicine NOTES: PUBLICATION TYPE: Evaluation Studies PUBLICATION TYPE: Journal Article

44. Feldman PH. Department of Health Policy & Management, Harvard School of Public Health, Boston, MA 02115. Work life improvements for home care workers: impact and feasibility. *Gerontologist*. 1993

Feb;33(1):47-54. PMID: 8440501 .

ABSTRACT: Four work life demonstration projects designed to upgrade home aide employment, reduce turnover, and increase continuity of care were evaluated using randomly selected experimental and control groups at each of 11 agencies. The projects reduced worker turnover in the experimental groups from 10 to 44 percentage points. Where it was measured, continuity of care also significantly improved. Local political, economic, and competitive conditions affected the viability of the projects, which added from \$.09 to \$1.43 to the aides' hourly wage.

SUBJECT HEADINGS: Continuity of Patient Care\Evaluation Studies\Female\Follow-Up Studies\Home Care Services/*manpower\Humans\Job Satisfaction\Middle Aged\Minority Groups\Personnel Management/*methods\Personnel Turnover\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

45. Fitch ratings. Health care special report. *Okla Nurse*. 2003 Sep-Nov;48(3):26-8. PMID: 14528733.

ABSTRACT: Fitch Ratings continues to believe that the current and projected personnel shortages, especially among registered nurses (RNs), present one of the greatest operating challenges for health care providers nationwide. As noted in Fitch Research on "Health Care Staffing Shortage," dated June 21, 2001 (available on Fitch's web site at www.fitchratings.com), staffing is an area that is creating enormous expense inflation for health care providers and presenting one of the biggest areas of uncertainty in assessing an organization's credit quality. Shortages are becoming increasingly widespread, affecting health care providers in urban and rural areas regardless of size. Since health care is a labor intensive business, salary and benefit costs are key determinants of profitability. Fitch believes the attention given to the nursing shortage and potential looming crisis has created a sense of urgency, with many hospitals developing innovative strategies for work force development. In addition, federal, state, and local governments are creating programs and/or providing financial support to help alleviate shortages. Yet, the benefits of many of these initiatives may not be realized for many years, and Fitch expects health care providers to continue experiencing inflating salary and benefit expenses with growing temporary staffing usage and competitive pressure to increase overall compensation. Fitch believes managing labor costs is critical to achieving profitability, especially as the ability to increase revenue diminishes. Fitch believes the

nursing shortage will continue to represent an area of extreme expense pressure for health care providers for years to come. Imbalanced supply and demand, which is expected to worsen as retiring nurses outstrip replacements, should create financial strain for many providers in an industry that is gearing up to meet the aging population's anticipated demand for more services. Fitch plans to closely monitor management strategies for dealing with vacancy and turnover rates, as well as trends in agency spending, to determine financial implications among its rated portfolio.

SUBJECT HEADINGS: Adult\Age Factors\Attitude of Health Personnel\Forecasting\Humans\Job Satisfaction\Middle Aged\Needs Assessment\Nursing Staff/psychology/*supply & distribution/trends\Personnel Staffing and Scheduling/*organization & administration\Personnel Turnover/statistics & numerical data\United States NOTES: PUBLICATION TYPE: Journal Article

46. Fitzpatrick PG. School of Health Sciences, Clayton College and State University, Morrow, Georgia, USA.

Turnover of certified nursing assistants: a major problem for long-term care facilities. *Hosp Top.* 2002 Spring;80(2):21-5. **PMID:** 12238228 .

ABSTRACT: The increasing number of aging Americans who will need long-term care, coupled with the need to keep this care affordable, represents a formidable challenge to the healthcare system. Some response must be made to address what will soon become immediate need. A significant part of the approach to this problem lies in making long-term care as efficient, cost effective, and affordable as possible. Reducing turnover of certified nursing assistants (CNAs) will help achieve these goals. This article discusses the extent, implications, and causes of this turnover and puts forth a program to correct the problem.

SUBJECT HEADINGS: Aged*Attitude of Health Personnel\Continuity of Patient Care\Humans\Inservice Training/organization & administration\Job Satisfaction\Long-Term Care/manpower\Nurses' Aides/education/psychology/*supply & distribution\Nursing Homes/*manpower\Patient Satisfaction\Personnel Turnover/statistics & numerical data/*trends\SALARIES and Fringe Benefits/statistics & numerical data\United States\Workload/psychology NOTES: PUBLICATION TYPE: Journal Article

47. Flanagan NA, Flanagan TJ. University at Buffalo, State University of New York, 14214-3049, USA.

An analysis of the relationship between job satisfaction and job stress in correctional nurses. *Res Nurs Health.* 2002 Aug;25(4):282-94. **PMID:**

12124722 .

ABSTRACT: Stamps and Piedmonte's Index of Work Satisfaction and Harris's Nurse Stress Index were completed by 287 registered nurses employed in state prison health care facilities in order to assess job satisfaction and job stress among correctional nurses. Correctional nurses' expectations about job satisfaction were influenced by pay and autonomy. This finding was consistent with studies of hospital nurses. Important sources of job satisfaction were professional status and interaction with employees. Analysis of differences between expectations and sources of job satisfaction may provide understanding of career benefits and sources of dissatisfaction. Time pressures and organizational support and involvement were sources of stress. Multivariate analyses showed an inverse relationship between stress and job satisfaction. Information about job satisfaction and work stress and their correlates may be used to develop strategies to improve the recruitment and retention of correctional nurses.

SUBJECT HEADINGS: Adult\Burnout, Professional/classification/etiology/*psychology\Female\Humans\Interprofessional Relations\Job Description*\Job Satisfaction\Male\Middle Aged\Multivariate Analysis\Nurse's Role\Nursing Methodology Research\Nursing Staff/organization & administration/*psychology\Personnel Selection*\Prisons\Professional Autonomy\Questionnaires\Regression Analysis\Risk Factors\SALARIES and Fringe Benefits\Severity of Illness\Index*Specialties, Nursing/organization & administration\Time Management\Workload NOTES: PUBLICATION TYPE: Journal Article

48. Fox LA. Retaining your employees--a new perspective. *J AHIMA.* 1999 Oct ;70(9):66-8, 70. **PMID:** 10977408 .

SUBJECT HEADINGS: Health Personnel/*psychology\Humans*\Job Satisfaction\Leadership\Organizational Culture*\Personnel Management*\Personnel Turnover\Social Responsibility NOTES: PUBLICATION TYPE: Journal Article

49. From turnover to teamwork. *Health Care Food Nutr Focus.* 1998 Jul;14(11):1, 3-4. **PMID:** 10181758 .

SUBJECT HEADINGS: Employee Incentive Plans\Food Services/*manpower/organization & administration\Humans\Inservice Training\Job Satisfaction\Organizational Culture\Personnel Selection*\Personnel Turnover\United States NOTES: PUBLICATION TYPE: Journal Article

50. Gaddy T, Bechtel GA. College of Public and Allied Health Sciences, East Tennessee State University, Johnson City, USA.

Nonlicensed employee turnover in a long-term care facility. Health Care Superv. 1995 Jun;13(4):54-60. PMID: 10142543 .

ABSTRACT: The purpose of this study was to analyze nonlicensed employee turnover in a long-term care facility using Maslow's hierarchy of needs as a framework. During exit interviews, a convenience sample of 34 employees completed an attitudes and beliefs survey regarding their work environment. Findings were mixed; 39.6 percent of the employees stated positive personal relationships were a strength of the organization, although 24.3 percent resigned because of personal/staff conflicts. Financial concerns were not a major factor in their resignations. The study suggests that decreasing nonlicensed employee stress and increasing their personal satisfaction with patient care may decrease employee turnover.

SUBJECT HEADINGS: Evaluation Studies\Humans\Interprofessional Relations\Interviews*Job Satisfaction\Nurses' Aides/*psychology/statistics & numerical data\Nursing Homes/*manpower/statistics & numerical data\Personnel Loyalty\Personnel Turnover/*statistics & numerical data\United States NOTES: PUBLICATION TYPE: Journal Article

51. Gering J, Conner J. Conner & Gering Associates, Brentwood, Tennessee, USA. john.gering@cгаа.biz. A strategic approach to employee retention. Healthc Financ Manage. 2002 Nov;56(11):40-4. PMID: 12656028 .

ABSTRACT: A sound retention strategy should incorporate a business plan, a value proposition, progress measures, and management influences. The business plan will indicate whether a healthcare organization will achieve a return on investment for its effort. A value proposition will showcase an organization's strengths and differentiate it from its competitors. Measuring progress toward meeting retention goals at regular intervals will help keep an organization on track. The best managers require accountability, rewarding employees for their successes and taking corrective action as necessary. Retention rate targets must be at a level that will achieve a competitive advantage in the served market.

SUBJECT HEADINGS: Hospitals, Proprietary/manpower/*organization & administration\Humans\Job Satisfaction\Multi-Institutional Systems/organization & administration\Organizational Culture\Personnel Administration, Hospital/*economics/methods*\Personnel Loyalty\Personnel Turnover/economics\Personnel, Hospital/economics/education/*supply &

distribution\Planning Techniques\SALARIES and Fringe Benefits\Staff Development\Tennessee NOTES: PUBLICATION TYPE: Journal Article

52. Gerson RF. Gerson Goodson, Inc., Clearwater, Florida, USA. getrich@richgerson.com. Employee retention: a customer service approach. Radiol Manage. 2002 May-Jun;24(3):16-23. PMID: 12080928 .

ABSTRACT: Employee retention is a huge problem. There are staff shortages in radiology because not enough people are entering the profession; too many people are leaving the profession for retirement, higher-paying jobs or jobs with less stress; and there are not enough opportunities for career advancement. Staff shortages are exacerbated by difficulty in retaining people who enter the profession. While much work has been focused on recruitment and getting more people "in the front door," I suggest that the bulk of future efforts be focused on employee retention and "closing the back door." Employee retention must be an ongoing process, not a program. Approaches to employee retention that focus on external things, i.e., things that the company can do to or for the employee, generally are not successful. The truth is that employee retention processes must focus on what the employee gets out of the job. The process must be a benefits-based approach that helps employees answer the question, "What's in it for me?" The retention processes must be ongoing and integrated into the daily culture of the company. The best way to keep your employees is to treat them like customers. Customer service works for external customers. We treat them nicely. We work to satisfy them. We help them achieve their goals. Why not do the same for our employees? If positive customer service policies and practices can satisfy and keep external customers, why not adapt these policies and practices for employees? And, there is a service/satisfaction link between employee retention and higher levels of customer satisfaction. Customers prefer dealing with the same employees over and over again. Employee turnover destroys a customer's confidence in the company. Just like a customer does not want to have to "train and educate" a new provider, they do not want to do the same for your "revolving door" employees. So, the key is to keep employees so they in turn will help you keep your customers. Because the techniques of this process mirror the activities of customer service and customer relationship management, I call the combined process C/ERM for customer/employee relationship management. Both activities must be going on simultaneously to create a loyalty link that ensures customer satisfaction and retention through employee service, satisfaction and retention.

SUBJECT HEADINGS: Consumer

Satisfaction\Humans\Job
Satisfaction\Organizational Culture\Personnel
Administration, Hospital/*methods*\Personnel
Loyalty\Radiology Department,
Hospital/*manpower/organization &
administration\SALARIES and Fringe Benefits\Staff
Development\United States NOTES:
PUBLICATION TYPE: Journal Article

53. Gifford BD, Zammuto RF, Goodman EA. College of Business, University of Colorado at Denver, USA.

The relationship between hospital unit culture and nurses' quality of work life. *J Healthc Manag.* 2002 Jan-Feb;47(1):13-25; discussion 25-6.

PMID: 11836962 .

ABSTRACT: Turnover rates for hospital nurses have been increasing in recent years, which is partially a result of increasing pressure on nurses from higher productivity expectations in a managed care environment. Improving nurse retention is a difficult challenge to managers since the bureaucratic cultural norm of hospitals, with its hierarchical structures, rules, and regulations, and heavy emphasis on measurement of outcomes and costs, may not be the culture most conducive to enhancing nurses' job satisfaction and commitment. Accordingly, this study investigates the relationships between unit organizational culture and several important job-related variables for nurse retention in the labor and delivery units of seven hospitals. Data analysis shows that unit organizational culture does affect nurses' quality of work life factors and that human relations cultural values are positively related to organizational commitment, job involvement, empowerment, and job satisfaction, and negatively related to intent to turnover. These findings suggest that although increasing recruitment of nurses and improved compensation and benefits strategies may offset hospital nurse shortages in the short term, improving quality of work life may be a more practical and long-term approach to improving hospital nurse retention.

SUBJECT HEADINGS:

Arizona\Colorado\Delivery
Rooms/manpower/organization &
administration\Humans\Interpersonal
Relations\Interviews*\Job Satisfaction\Models,
Organizational\Nursing Administration
Research\Nursing Staff,
Hospital/*psychology\Obstetrical
Nursing/manpower/*organization &
administration*\Organizational Culture\Personnel
Loyalty\Personnel Turnover*\Quality of
Life\Questionnaires\Social
Environment\Utah\Workplace/*psychology
NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Multicenter Study

54. Glabman M. Nurses needed--stat! The hospital

field is desperate for creative solutions to stop the nursing drain. *Trustee.* 2001 Jun; 54(6):8-12, 14, 23. PMID: 11417011 .

ABSTRACT: Reaching epidemic proportions, the nurse shortage may be the worst and most far-reaching problem hospitals have confronted in the last 10 years--a decade beset by health care woes. Hopefully, once trustees understand the reasons for the shortage, they can devise ways to alleviate it.

SUBJECT HEADINGS: Career Mobility\Data
Collection\Employee Incentive Plans\Governing
Board\Humans\Job Satisfaction\Nursing Staff,
Hospital/*supply & distribution\Personnel
Selection/*methods\Personnel
Turnover/trends\Safety Management\SALARIES
and Fringe Benefits\United States NOTES:
PUBLICATION TYPE: Journal Article

55. Greipp ME. Department of Nursing, Rutgers-The State University of New Jersey, Camden 08102, USA. greipp@camden.rutgers.edu.

Salary compression: its effect on nurse recruitment and retention. *J Nurs Adm.* 2003 Jun;33(6):321-3. PMID: 12796628 .

SUBJECT HEADINGS: Age Factors\Career
Choice\Career Mobility\Cost
Control\Humans\Inflation, Economic/trends\Job
Satisfaction\Nursing Administration
Research\Nursing
Staff/*economics/education/psychology/*supply
& distribution\Personnel Loyalty\Personnel
Selection/*economics/methods\Personnel
Turnover/*economics/trends\SALARIES and Fringe
Benefits/*economics/trends\United States
NOTES: PUBLICATION TYPE: Journal Article

56. Gustafson BM. Gustafson & Associates, Inc., Port Washington, Wisconsin, USA. solutions@gustassoc.com.

Skill-based pay improves PFS (patient financial services) staff recruitment, retention, and performance. *Healthc Financ Manage.* 2000 Jan;54(1):62-3. PMID: 11067010 .

SUBJECT HEADINGS: Employee Performance
Appraisal/*economics\Financial Management,
Hospital*\Patient Credit and Collection\Personnel
Loyalty\Personnel Selection*\SALARIES and Fringe
Benefits\United States NOTES: PUBLICATION
TYPE: Journal Article

57. Heard NL. Western Home Health, Inc., Arvada, CO.

Recruitment and retention of home care aides. Promoting employee longevity. *Caring.* 1993 Apr;12(4):12-5 . PMID: 10124604 .

ABSTRACT: Home care aides play an essential part in home care services, yet agencies experience a high turnover rate in this position--an average of 50% annually. One Medicare-certified agency determined to address and resolve the situation.

SUBJECT HEADINGS: Allied Health

Personnel/*supply & distribution\Colorado\Costs and Cost Analysis\Homemaker Services/*manpower\Inservice Training\Personnel Loyalty\Personnel Selection*Personnel Turnover/economics/statistics & numerical data\United States NOTES: PUBLICATION TYPE: Journal Article

58. Henry JD, Henry LS. jhenry@aol.com. Leading with soul/retaining employees. Authors of new book explore keys to employee satisfaction. Physician Exec. 2002 Jan-Feb;28(1):50-3. PMID: 11806230 .

ABSTRACT: In today's competitive health care market, finding and keeping good employees is important to an organization's success. Take a look at some ways that managers can show an interest in their employees' welfare and help retain highly valued health care workers.

SUBJECT HEADINGS:

Communication\Guidelines\Humans*\Interpersonal Relations*\Job Satisfaction\Organizational Culture*\Personnel Loyalty\Personnel Management/*standards\Social Support\United States NOTES: PUBLICATION TYPE: Journal Article

59. Heshizer B. Cleveland State University. The impact of flexible benefits plans on job satisfaction, organizational commitment and turnover intentions. Benefits Q. 1994 4th Quarter;10(4):84-90. PMID: 10138429 .

ABSTRACT: This study assesses the dimensionality of employee attitudes toward flexible benefits plans and the impact of these plans on measures of job satisfaction, commitment and turnover intent. The study points to the need for more work on the measurement of employee attitudes toward flexible benefits and on the nomological framework of flexible benefits as a construct in compensation research.

SUBJECT HEADINGS: Attitude\Consumer Participation/*economics*\Job Satisfaction\Midwestern United States\Personnel Loyalty\Personnel Turnover/statistics & numerical data*\Salaries and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

60. High SH. University Physicians, Inc., Faculty Practices, University of Maryland, 419 W. Redwood Street, Suite 230, Baltimore, MD 21201-1734, USA. shigh@upi.umaryland.edu. The ABC's of staff retention. J Med Pract Manage. 2001 Sep-Oct;17(2):93-6. PMID: 11680146 .

ABSTRACT: The purpose of this article is to aid management in recognizing the key components to staff retention. Preparation for recruitment efforts, evaluating compensation, and establishing and maintaining good channels of communication are worthy undertakings for the

purposes of reducing turnover. Combating turnover is really as easy as Appreciating your staff, rewarding the Behavior you want, and Continuing to ensure a work environment that is conducive to a place employees want to work. One of the key factors is listening. Do you hear what your staff is saying? Can you address their concerns? Do you communicate regularly with line staff? Are there ideas they have that can lead to improvements? Lead by example. If your staff sees your passion for the work, they will respect you and work hard to deliver what you have agreed are the goals on an individual and overall business objective level. Once you have established the aggregate levels that exist within your practice, you can move on to evaluating where each employee falls within the range.

SUBJECT HEADINGS: Humans*\Job Satisfaction*\Personnel Loyalty\Practice Management, Medical/*organization & administration\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

61. Holtom BC, O'Neill BS. McDonough School of Business, Georgetown University, G-04 Old North, Washington, DC 20057, USA. bch6@msb.edu. Job embeddedness: a theoretical foundation for developing a comprehensive nurse retention plan. J Nurs Adm. 2004 May;34(5):216-27. PMID: 15167418 .

ABSTRACT: OBJECTIVE: Using a new construct, job embeddedness, from the business management literature, this study first examines its value in predicting employee retention in a healthcare setting and second, assesses whether the factors that influence the retention of nurses are systematically different from those influencing other healthcare workers. BACKGROUND: The shortage of skilled healthcare workers makes it imperative that healthcare providers develop effective recruitment and retention plans. With nursing turnover averaging more than 20% a year and competition to hire new nurses fierce, many administrators rightly question whether they should develop specialized plans to recruit and retain nurses. METHODS: A longitudinal research design was employed to assess the predictive validity of the job embeddedness concept. At time 1, surveys were mailed to a random sample of 500 employees of a community-based hospital in the Northwest region of the United States. The survey assessed personal characteristics, job satisfaction, organizational commitment, job embeddedness, job search, perceived alternatives, and intent to leave. One year later (time 2) the organization provided data regarding voluntary leavers from the hospital. RESULTS: Hospital employees returned 232 surveys, yielding a response rate of 46.4 %. The results

indicate that job embeddedness predicted turnover over and beyond a combination of perceived desirability of movement measures (job satisfaction, organizational commitment) and perceived ease of movement measures (job alternatives, job search). Thus, job embeddedness assesses new and meaningful variance in turnover in excess of that predicted by the major variables included in almost all the major models of turnover. CONCLUSIONS: The findings suggest that job embeddedness is a valuable lens through which to evaluate employee retention in healthcare organizations. Further, the levers for influencing retention are substantially similar for nurses and other healthcare workers. Implications of these findings and recommendations for recruitment and retention policy development are presented. **SUBJECT HEADINGS:** Adult*Attitude of Health Personnel\Burnout, Professional/prevention & control/psychology\Female\Hospitals, Community\Humans*Job Satisfaction\Logistic Models\Longitudinal Studies\Male*Models, Psychological\Motivation\Northwestern United States\Nursing Administration Research\Nursing Staff, Hospital/organization & administration/*psychology*\Personnel Loyalty\Personnel Management/methods\Personnel Selection/methods\Personnel Staffing and Scheduling/organization & administration*\Personnel Turnover/statistics & numerical data\Predictive Value of Tests\Questionnaires NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Validation Studies

62. Hutchison PA. Fulfillment Healthcare Recruiters, Inc., Middletown, DE, USA. Strategies for recruiting and retaining health care professionals Part 1. Home Care Provid. 2001 Feb;6(1):14-7. PMID: 11174324 . **SUBJECT HEADINGS:** Home Care Services/*manpower/standards\Humans\Inservice Training/organization & administration\Job Application\Job Description\Needs Assessment/organization & administration\Personnel Loyalty\Personnel Selection/*methods\Quality Assurance, Health Care/*organization & administration\SALARIES and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

63. Ingersoll GL, Olsan T, Drew-Cates J, DeVinney BC, Davies J. University of Rochester Medical Center, Rochester, NY, USA. gail_ingersoll@urmc.rochester.edu. Nurses' job satisfaction, organizational commitment, and career intent. J Nurs Adm. 2002 May; 32(5):250-63. PMID: 12021566 .

ABSTRACT: OBJECTIVE: The objective of this survey was to define the characteristics of the nursing

work force of a mixed urban/rural region of New York state and to determine the nurses' level of job satisfaction and commitment to the work setting. BACKGROUND: Recent investigations suggest nurses are highly dissatisfied with the demands of the healthcare environment and are expressing increased likelihood of leaving the work setting. These factors, in combination with the increasing age of the current nursing work force, are contributing to serious concerns about the future of patient care. METHODS: A random sample survey was mailed to registered nurses in the Finger Lakes Region of New York State in June 2000. Items in the questionnaire addressed nurse characteristics, reasons for leaving or staying with an employing agency, one- and five-year career intent, and level of job satisfaction and organizational commitment. RESULTS: Forty-six percent of the nurses returned completed questionnaires. Within this sample, most of the nurses were older, European American, and female. Personal and organizational characteristics contributed to differences in levels of job satisfaction, organizational commitment, and 1- and 5-year intent. In addition, many of the most satisfied and committed nurses reported their intent to leave nursing within the next 5 years. CONCLUSIONS: Findings of this investigation suggest the organizational environment, educational preparation, and personal characteristics of currently employed registered nurses affect their current job satisfaction, organizational commitment, and plans for continuing as a nurse.

SUBJECT HEADINGS: Adult\Age Factors\Analysis of Variance*\Career Choice*\Career Mobility\Decision Making, Organizational\Factor Analysis, Statistical\Humans\Internal-External Control\Job Description*\Job Satisfaction\Middle Aged\New York\Nurse Administrators/education/*psychology\Nurse's Role\Nursing Administration Research\Nursing Methodology Research\Nursing Staff/education/*psychology*\Personnel Loyalty\Personnel Selection/methods\Personnel Staffing and Scheduling/statistics & numerical data\Personnel Turnover/statistics & numerical data\Questionnaires\Research Support, Non-U.S. Gov't NOTES: PUBLICATION TYPE: Journal Article

64. Izzo JB, Withers P. Izzo Consulting, Inc., Vancouver, British Columbia, Canada. izzoinc@aol.com. Winning employee-retention strategies for today's healthcare organizations. Healthc Financ Manage. 2002 Jun;56(6):52-7. PMID: 12061049 .

ABSTRACT: Employees today want more out of a job than a big salary. Workers' expectations have

shifted over the past few decades. Employers need to recognize five key changes in workers' expectations, namely that they want to lead balanced lives, enjoy partnership with their employers, receive opportunities for personal and professional growth, be able to make a meaningful contribution to the world through their work, and experience opportunities to socialize at work. Healthcare organizations that want to attract and retain the employees that they need can achieve competitive advantage in the marketplace by responding to these new work values.

SUBJECT HEADINGS: Career
Mobility\Humans*Job Satisfaction\Personnel
Administration, Hospital*methods*Personnel
Loyalty\Personnel, Hospital*psychology\United
States PUBLICATION TYPE: Journal Article

65. Johnson L. Reducing turnover through ownership. *Balance*. 1998 Apr-May;2(3):24-5. PMID: 10182715 .
SUBJECT HEADINGS: Humans\Job Satisfaction\Nursing
Homes/economics*manpower/organization & administration\Organizational Innovation*Ownership*Personnel Turnover\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article
66. Joshua-Amadi M. Recruitment and retention. A study in motivation. *Nurs Manag (Harrow)*. 2002 Dec;9(8):17-21. Comment in: *Nurs Manag (Harrow)*. 2002 Dec;9(8):3. PMID: 12518586. PMID: 12518590 .
SUBJECT HEADINGS: *Attitude of Health Personnel\Female\Hospitals, Teaching\Humans\Interprofessional Relations*Job Satisfaction\London*Motivation\Needs Assessment\Nursing Methodology Research\Nursing Staff\education*organization & administration*psychology\Personnel Selection*methods\Personnel Turnover*statistics & numerical data\Qualitative Research\Questionnaires\Salaries and Fringe Benefits\Staff Development\Workload NOTES: PUBLICATION TYPE: Journal Article

67. Kelty J. Closing the training gap in hospital security. *J Healthc Prot Manage*. 2003 Winter;19(1):99-106. PMID: 12629793 .
ABSTRACT: The need to adequately train both security and clinical staff members, as well as other employees, in security can only be met by having effective training programs in place. Health care security leaders explain what such training should consist of.
SUBJECT HEADINGS: Hospital Departments\manpower*organization & administration\Humans\Inservice

Training/methods*organization & administration\Job Description\Professional Competence\Salaries and Fringe Benefits\Security Measures*standards\United States NOTES: PUBLICATION TYPE: Journal Article

68. Kennedy MM. Is high touch finally here? *Physician Exec*. 1998 Sep-Oct;24(5):59-61. PMID: 10185647 .
ABSTRACT: Can anyone single-handedly create a caring environment without adding hours to his or her work week? As turnover continues to rise, it's worth considering. Techniques managers say have worked for them are suggested, including: Monitor workloads; celebrate successes; make niceness an expectation; mentor; offer training as often as possible; stamp out problems before they go public; consider offering flexible hours and extended leaves for all; and introduce yeast to keep people stimulated. Will these strategies--all of which may not work for you--fatten your bonus this year? Probably not, unless top management is monitoring retention and doing occasional exit interviews. However, one of the byproducts is that employees don't stop with each other. They begin to treat patients better, something neither bribery nor threats may produce.
SUBJECT HEADINGS: Humans\Inservice Training\Interpersonal Relations*Job Satisfaction\Mentors*Organizational Culture\Personnel Management*methods/standards\Personnel Turnover\Physician Executives\psychology\Psychology, Industrial\United States\Workload NOTES: PUBLICATION TYPE: Journal Article
69. Kennedy MM, Pickett RB. Retaining key staff, Part I. *Clin Lab Manage Rev*. 1998 Jul-Aug;12(4):267-9. PMID: 10185003 .
SUBJECT HEADINGS: Humans\Interpersonal Relations\Job Satisfaction*Personnel Loyalty\Personnel Management*methods\Personnel Turnover\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article
70. Kinard J. Department of Management, Western Carolina University, Cullowhee, North Carolina, USA.
An examination of employer-provided benefits in the health care industry. *Health Care Manag (Frederick)*. 2000 Jun;18(4):55-62. PMID: 10947404 .
ABSTRACT: Organizations that depend on a highly-skilled, stable workforce must be attuned to the needs of their employees and provide adequate compensation and benefits that enhance job satisfaction and lessen job mobility. Hospitals,

like other organizations that compete for hard-to-find workers, use both traditional and non-traditional benefits to attract and keep skilled employees. This nationwide survey of hospital human resource managers assesses the types of benefits offered to health care workers and gauges the perceived impact of those benefits on job satisfaction and employee retention. Survey findings reveal that certain basic benefits, such as health insurance, are provided to all hospital employees. Other benefits, such as signing bonuses and reimbursement of relocation costs, are used as inducements to attract individuals in hard-to-fill job categories.

SUBJECT HEADINGS: Data Collection*Health Benefit Plans, Employee/economics*Health Care Sector\Job Satisfaction\Personnel Administration, Hospital\Personnel Loyalty
NOTES: PUBLICATION TYPE: Journal Article

71. Kowalski K. Kowalski & Associates, Castle Rock, Colorado, USA.
Nursing work force of the future: the administrative perspective. *J Perinat Neonatal Nurs.* 2001 Jun; 15(1):8-15. **PMID:** 12095009 .

ABSTRACT: The nursing work force shortage is having a major impact on an industry that is already reeling from major assaults driven by inadequate payment and reimbursement. This article evaluates the current work force shortage as it relates to the competitive marketplace, the data regarding the shortages, the work environment, and the intergenerational issues that sabotage teams. There are recommendations for action in the areas of recruitment and retention, training and education, leadership and management, and improving the work environment.

SUBJECT HEADINGS: Career Choice\Economic Competition\Education, Nursing\Health Manpower*trends\Humans\Intergenerational Relations\Job Satisfaction\Leadership\Nursing*manpower*Personnel Management\Personnel Selection\United States
NOTES: PUBLICATION TYPE: Journal Article

72. Krohn TS. Trinity College, Hartford, CT, USA.
Hiring--and keeping--good clerical staff. *Med Econ.* 2002 Jan 11;79(1):51-5, 57. **PMID:** 11807996 .

SUBJECT HEADINGS: Efficiency*Personnel Loyalty\Personnel Selection*methods\Practice Management, Medical*organization & administration\SALARIES and Fringe Benefits\United States
NOTES: PUBLICATION TYPE: Journal Article

73. Krueger P, Brazil K, Lohfeld L, Edward HG, Lewis D, Tjam E. St. Joseph's Health System Research Network, Father Sean O'Sullivan Research Centre, Hamilton, Ontario.

kruegerp@mcmaster.ca.

Organization specific predictors of job satisfaction: findings from a Canadian multi-site quality of work life cross-sectional survey. *BMC Health Serv Res.* 2002 Mar 25;2(1):6. **PMID:** 11914162 .

ABSTRACT: BACKGROUND: Organizational features can affect how staff view their quality of work life. Determining staff perceptions about quality of work life is an important consideration for employers interested in improving employee job satisfaction. The purpose of this study was to identify organization specific predictors of job satisfaction within a health care system that consisted of six independent health care organizations. METHODS: 5,486 full, part and causal time (non-physician) staff on active payroll within six organizations (2 community hospitals, 1 community hospital/long-term care facility, 1 long-term care facility, 1 tertiary care/community health centre, and 1 visiting nursing agency) located in five communities in Central West Ontario, Canada were asked to complete a 65-item quality of work life survey. The self-administered questionnaires collected staff perceptions of: co-worker and supervisor support; teamwork and communication; job demands and decision authority; organization characteristics; patient/resident care; compensation and benefits; staff training and development; and impressions of the organization. Socio-demographic data were also collected. RESULTS: Depending on the organization, between 15 and 30 (of the 40 potential predictor) variables were found to be statistically associated with job satisfaction (univariate analyses). Logistic regression analyses identified the best predictors of job satisfaction and these are presented for each of the six organizations and for all organizations combined. CONCLUSIONS: The findings indicate that job satisfaction is a multidimensional construct and although there appear to be some commonalities across organizations, some predictors of job satisfaction appear to be organization and context specific.
SUBJECT HEADINGS: Adult*Attitude of Health Personnel\Communication\Community Health Centers/organization & administration\Community Health Nursing/organization & administration\Decision Making, Organizational\Delivery of Health Care, Integrated*organization & administration\Female\Forecasting\Hospitals, Community/organization & administration\Humans*Job Satisfaction\Logistic Models\Male\Middle Aged\Ontario\Patient Care Team\Personnel Management*methods\Questionnaires\Research Support, Non-U.S. Gov't\Residential Facilities/organization & administration
NOTES: PUBLICATION TYPE: Journal Article

74. Lacina GY. The care & feeding of employees. Putting together a winning team. *N Y State Dent J*. 2002 Apr;68 (4):42-6. **PMID:** 12018146 .
ABSTRACT: Finding, training and ultimately retaining high quality employees is essential to the long-term growth and success of your dental practice. How should you begin this process? What are some of the key steps in the hiring process? Once you have found the "perfect" employee, what steps do you need to follow to insure his or her happiness as an employee? This article will explore each of these areas and provide dentists with vital information necessary for them to make the best possible hiring decisions.
SUBJECT HEADINGS: Dental Staff/education/*organization & administration/Employee Performance Appraisal/Humans/Inservice Training/Interviews/Job Description*Personnel Management/Personnel Selection/Practice Management, Dental/*organization & administration/Staff Development **NOTES:** PUBLICATION TYPE: Journal Article
75. Lambert MJ 3rd. Elmhurst Memorial Healthcare, Elmhurst, Ill., USA. mlamber@emhc.org. Recruiting and retaining employees: critical issues for organizational leaders. *Physician Exec*. 2003 Jul-Aug;29(4):18-9. **PMID:** 14650066
SUBJECT HEADINGS: Humans/Illinois*Job Satisfaction/Motivation/Personnel Administration, Hospital/*methods*Personnel Loyalty/Personnel Selection/*methods/Personnel Turnover/Personnel, Hospital/*psychology/standards/Physician Executives/United States/Workplace/psychology **NOTES:** PUBLICATION TYPE: Journal Article
76. Leebov W. On-the-job satisfaction: a health care worker's 12-step program. *Mater Manag Health Care*. 1993 May;2(5):46-8. **PMID:** 10125748 .
SUBJECT HEADINGS: Health Personnel/*psychology/Humans*Job Satisfaction/Planning Techniques/United States/Workplace **NOTES:** PUBLICATION TYPE: Journal Article
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ABSTRACT: I believe that retaining effective, seasoned employees enhances an organization's ability to compete in the marketplace. Though these seasoned employees seem to be more explicitly expensive, a detailed analysis of the costs involved in hiring and orienting replacement personnel may prove this assumption false. In addition, seasoned employees' intimate job knowledge actually constitutes the organization's competitive edge. Therefore, retaining seasoned personnel seems to become an important,
- mission- and vision-imperative institutional objective.
SUBJECT HEADINGS: Career Mobility/Economic Competition/Humans/Job Satisfaction/Laboratory Personnel/*psychology/supply & distribution/*Personnel Loyalty/United States **NOTES:** PUBLICATION TYPE: Journal Article
78. Levin PM. Christiana Care, Newark, Del., USA. The loyal treatment. *Nurs Manage*. 2001 Jan;32(1):16-20; quiz 20-1. **PMID:** 15103776 .
ABSTRACT: Despite employees' diminished loyalty to health care organizations, you can earn their devotion and transfer the benefits to the organization.
SUBJECT HEADINGS: *Attitude of Health Personnel/Humans/Interprofessional Relations/Job Satisfaction/Leadership/Marketing of Health Services/Nurse Administrators/organization & administration/psychology/*Nursing Staff/organization & administration/psychology/Nursing, Supervisory/*organization & administration/Organizational Culture/Organizational Objectives*Personnel Loyalty/Personnel Management/*methods/Personnel Selection/organization & administration/Social Support **NOTES:** PUBLICATION TYPE: Journal Article
79. Lewis K, Gardner S. California State University, Chico, USA. Looking for Dr. Jekyll but hiring Mr. Hyde: preventing negligent hiring, supervision, retention, and training. *Hosp Top*. 2000 Winter;78(1):14-22. **PMID:** 11010457 .
SUBJECT HEADINGS: Certification/legislation & jurisprudence/Humans/Inservice Training/legislation & jurisprudence/Liability, Legal/Malpractice/*legislation & jurisprudence/Personnel Administration, Hospital/*legislation & jurisprudence/Personnel Loyalty/Personnel Selection/legislation & jurisprudence/Social Responsibility/United States **NOTES:** PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Legal Cases
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ABSTRACT: This study analyzes employees' job involvement in a community-based AIDS Service Organization (ASO). The study reveals that these employees have a relatively high level of job involvement and that three job-related factors are significantly correlated to the job involvement. The three factors are: employees'

perceived job security, attitude toward their organization, and the conflict between job and family. The study further explains the importance of these findings to the management of ASOs.

SUBJECT HEADINGS: Acquired Immunodeficiency Syndrome/*psychology/therapy*Attitude of Health Personnel\Community Health Services/*manpower\Family\Florida\epidemiology\Health Personnel/*psychology\Health Services Research/methods\Humans\Job Satisfaction\Multivariate Analysis\Questionnaires\Socioeconomic Factors
NOTES: PUBLICATION TYPE: Journal Article

81. LoJacono S. Mildly ill/backup child care: a benefit for employees and employers. *Empl Benefits J.* 2000 Dec;25 (4):48-51. **PMID:** 11188407 .

ABSTRACT: As the number of working parents continues to grow, many companies are shifting toward an environment that supports family needs. Mildly ill and backup child care are key tools that companies can use to recruit and retain employees as well as a way to curb unscheduled absences.

SUBJECT HEADINGS: Absenteeism\Child*Child Care\Commerce/economics/*organization & administration\Cost Control\Humans\Job Satisfaction*\Parental Leave\Personnel Turnover/statistics & numerical data*\Salaries and Fringe Benefits\United States
NOTES: PUBLICATION TYPE: Journal Article

82. Lowe GS, Schellenberg G, Shannon HS. Department of Sociology, University of Alberta, Edmonton, AB T6G 2H4, Canada. Correlates of employees' perceptions of a healthy work environment. *Am J Health Promot.* 2003 Jul-Aug;17(6):390-9. **PMID:** 12858619 .

ABSTRACT: **PURPOSE:** This study analyzed correlates of workers' perceptions of the extent to which their work environment is healthy and how these perceptions influence job satisfaction, employee commitment, workplace morale, absenteeism, and intent to quit. **DESIGN:** One-time cross-sectional telephone survey. **SETTING:** Canadian employees in 2000. **SUBJECTS:** A randomly chosen, nationally representative sample of 2500 employed respondents, using a household sampling frame. The response rate was 39.2%. Self-employed individuals were excluded, leaving a subsample of 2112 respondents. **MEASURES:** The dependent variable was the response to the item, "The work environment is healthy" (5-point strongly agree-strongly disagree Likert scale). Independent variables used in bivariate and ordinary least-squares regression analyses included sociodemographic characteristics, employment status, organizational characteristics, and scales that measured job

demands, intrinsic rewards, extrinsic rewards, communication/social support, employee influence, and job resources. Perceptions of a healthy work environment were related to job satisfaction, commitment, morale (measured on a 5-point scale), number of self-reported absenteeism days in the past 12 months, and whether or not the respondent had looked for a job with another employer in the past 12 months. **RESULTS:** The strongest correlate of a healthy work environment was a scale of good communication and social support (beta = .27). The next strongest was a job demands scale (beta = -.15.) Employees in self-rated healthier work environments had significantly ($p < 0.01$) higher job satisfaction, commitment and morale, and lower absenteeism and intent to quit. **CONCLUSIONS:** The study supports a comprehensive model of workplace health that targets working conditions, work relationships, and workplace organization for health promotion interventions.

SUBJECT HEADINGS: Adolescent\Adult\Canada\Communication\Comparative Study\Cross-Sectional Studies\Data Collection\Demography\Employment/*psychology\Female\Humans*\Job Satisfaction\Male\Middle Aged\Multivariate Analysis*\Occupational Health\Personnel Turnover\Social Support\Socioeconomic Factors\Telephone\Workplace/*psychology
NOTES: PUBLICATION TYPE: Journal Article

83. Lockett DR. Crittenden Memorial Hospital, West Memphis, Ark., USA. douglucket@aol.com. Recruitment and retention topics for a changing environment in medical imaging. *Radiol Manage.* 2000 Sep-Oct;22(5):32-7. **PMID:** 11151319 .

ABSTRACT: Imaging directors are fighting just to keep the vacuum of a four percent unemployment market and a hungry computer industry from rapidly depleting their technical staff. Many factors have contributed to the current nationwide shortage of radiologic technologists. One is the closure of many hospital and community college-based programs of radiologic technology in the late 1980s and 1990s. The closures were a direct result of problems encountered by new technologists coming into a saturated workforce in the mid 1980s and early 1990s. The exodus of so many potential workers from the profession coincided with the changing perception students had of health careers versus computer technology and other careers. At the same time, the increasing importance of preventive care and diagnostic procedures almost tripled exam volumes. To cope with the increased demand for imaging services, outpatient diagnostic centers popped up. Increased numbers of exams and facilities meant an increased demand for qualified technologists, especially multicompetent technologists.

Managed care and capitation demanded that we keep costs down as much as possible. Full-time employees were laid off and found good work at good pay and extraordinary benefits in other industries. New modalities have stretched a thinning labor force even tighter. MRI, PET and others continue to increase the demand for highly trained technologists. Levels of stress at work continue to rise, adding to the exodus of technologists to other careers. In this environment, staffing needs assessment is crucial. Some of the scheduling strategies you can use are: creative use of staff and referring physician preferences, flexible staffing tools and understanding the effect of the capacity of your imaging systems. The tight labor market affects all levels of hiring. But, as urgent as the need to fill openings is, don't make a quick decision to hire. You will live with the consequences. There is no stronger disincentive to your good employees than having to work with "problem children" or failing to discipline those who are not producing. Image and perceptions can have a significant effect on recruiting. How does the public perceive your organization? How does the technical community perceive your department? The current shortage of radiologic technologists and tight labor market require administrators to use all avenues toward improving their departments, retaining valuable employees and offering the most attractive salary and benefit packages to qualified applicants.

SUBJECT HEADINGS: Health Services Needs and Demand/trends\Humans\Personnel Loyalty\Personnel Selection/*methods\Personnel Staffing and Scheduling/economics/*organization &\administration/trends\Radiology Department, Hospital/*manpower\Technology, Radiologic/*manpower\United States NOTES: PUBLICATION TYPE: Journal Article

84. Ma CC, Samuels ME, Alexander JW. Division of Planning, Tri-Service General Hospital, Taipei, Taiwan. up000238@yahoo.com. Factors that influence nurses' job satisfaction. J Nurs Adm. 2003 May;33(5):293-9. PMID: 12792284 .

ABSTRACT: OBJECTIVE: To examine factors affecting the job satisfaction of registered nurses (RNs). BACKGROUND: A growing recognition of job dissatisfaction among RNs in South Carolina hospitals has contributed to current problems with recruitment and retention. If administrators identify factors influencing RNs' job satisfaction in hospitals and implement strategies to address these factors, RN turnover rates will decrease and recruiting and retention rates will increase. METHODS: A cross-sectional study of secondary data was designed to identify the individual, work, and geographic factors that impact nursing job satisfaction at the state level. A 27-question self-administered survey was sent

to 17,500 RNs in South Carolina with postage-paid envelopes for their responses. Surveys from 3472 nurses were completed anonymously. Univariate statistics were used to describe the study sample. One-way and multivariable Analysis of Variance were used to determine which variables contributed the most to job satisfaction. RESULTS: For about two thirds of the RNs, job satisfaction remained the same or had lessened over the past 2 years. In addition, statistically significant differences were found between job satisfaction and years of service, job position, hospital retirement plan, and geographic area. CONCLUSIONS: The findings have implications for nurse managers and hospital administrators for planning and implementing effective health policies that will meet the unique needs of their staffs and organizations. Such research is particularly relevant in this difficult time of nursing shortages throughout the healthcare industry.

SUBJECT HEADINGS: Adult\Aged\Analysis of Variance*Attitude of Health Personnel\Cross-Sectional Studies\Female\Humans*Job Satisfaction\Male\Middle Aged\Needs Assessment\Nurse's Role\Nursing Administration Research\Nursing Staff, Hospital/education/organization &\administration/*psychology\Organizational Culture\Personnel Loyalty\Personnel Selection/methods\Personnel Turnover\Questionnaires\Residence Characteristics\Retirement\Risk Factors\SALARIES and Fringe Benefits\South Carolina\Workplace/organization & administration NOTES: PUBLICATION TYPE: Journal Article

85. Mack KE. Attracting and retaining the best physicians. Healthc Exec. 1998 Jan-Feb;13(1):50-1. PMID: 10174808 .
- SUBJECT HEADINGS:** Decision Making*Hospital-Physician Relations\Humans*Job Satisfaction*Personnel Loyalty\Personnel Selection\Physicians/psychology\Practice Management, Medical\United States NOTES: PUBLICATION TYPE: Journal Article
86. Manion J. Manion & Associates, 5725 Oak Lake Trail, Oviedo, FL 32765, USA. jomanion@sprintmail.com. Strengthening organizational commitment. Understanding the concept as a basis for creating effective workforce retention strategies. Health Care Manag (Frederick). 2004 Apr-Jun;23(2):167-76. PMID: 15192998 .

ABSTRACT: One of the most significant challenges facing any health care leader today is that of building commitment among followers. The last decade, with its tumultuous changes in our organizations, left many employees emotionally

detached from their workplace. Mistrust, increasing cynicism, escalating financial pressures, and continuing challenges adversely impact our workforce's organizational commitment. The author explores the concept of commitment, which can serve as a basis for developing practical effective retention strategies.

SUBJECT HEADINGS: *Attitude of Health Personnel\Cooperative Behavior\Efficiency, Organizational\Employment\Humans*Job Satisfaction\Leadership\Organizational Culture\Organizational Innovation\Personnel Administration, Hospital/*methods*\Personnel Loyalty\Planning Techniques\Staff Development
NOTES: PUBLICATION TYPE: Journal Article

87. Manji I. Fair pay and then some: how to retain your staff. J Can Dent Assoc. 1992 Nov;58(11):895-6. PMID: 1292858 .

ABSTRACT: It may be stating the obvious, but the bottom line is this: treat staff the way you would like to be treated yourself. Appreciate, respect, recognize and reward them. Behavior that is appreciated gets repeated. The easiest way to find out if your team is happy is to open up the channels of communication. Relieve yourself of the guesswork by asking them what they want. If you can't give them everything at once, you may be able to satisfy at least some of the items on their wish list. And when you address their needs and wants, you'll be rewarded with more loyalty and commitment than you'd ever have expected. You will be that "greener pasture" that the best and the brightest gravitate toward.

SUBJECT HEADINGS: *Dental Staff\Humans\Job Satisfaction*\Practice Management, Dental\Salaries and Fringe Benefits
NOTES: PUBLICATION TYPE: Journal Article

88. Martin K. The missing link: management and employee retention. Cost Qual. 2001 Jun;23-5. PMID: 11482253 .

SUBJECT HEADINGS: Career Choice\Career Mobility\Communication\Humans\Labor Unions\Nursing Staff, Hospital/economics/*supply & distribution\Personnel Administration, Hospital/*standards*\Personnel Loyalty\Personnel Turnover\Salaries and Fringe Benefits\Social Responsibility\United States
NOTES: PUBLICATION TYPE: Journal Article

89. Martinez MN. martinezmn@aol.com. Forget the upfront cash: tweak systems and add sourcing avenues. Balance. 1999 Sep-Oct;3(5):14-7. PMID: 10662378 .

SUBJECT HEADINGS: Advertising/trends\Employee Incentive Plans\Inservice Training\Nursing Homes/manpower\Personnel Loyalty\Personnel

Selection/*methods\Referral and Consultation\Schools\United States
NOTES: PUBLICATION TYPE: Journal Article

90. Marzulli T. Lawson Software, St. Paul, Minnesota, USA. tony.marzulli@lawson.com. Using Internet technology to streamline healthcare recruiting. Healthc Financ Manage. 2002 Jun;56(6):62-4. PMID: 12061051 .

ABSTRACT: The staffing shortages currently facing healthcare organizations may become more severe in the future. Using the Internet to facilitate the process of identifying, interviewing, and hiring candidates for healthcare positions can result in cost-effective, appropriate hiring decisions and reduce the amount of time human resources personnel must spend performing administrative tasks relating to hiring. In addition, this technology contributes to improved satisfaction of current employees by identifying those who are most eligible for promotion.

SUBJECT HEADINGS: Career Mobility\Health Personnel/psychology/*standards\Humans\Internet/*utilization\Interviews\Job Satisfaction\Personnel Selection/*methods*\Personnel Staffing and Scheduling Information Systems\Software\United States
NOTES: PUBLICATION TYPE: Journal Article

91. Mass D. Clinical Laboratory Sciences Program, Arizona State University, Tempe, USA. Staff retention: a major key to management's success. Clin Lab Manage Rev. 1999 Sep-Oct;13(5):266-74. PMID: 10747650 .

ABSTRACT: The number of qualified and competent clinical laboratory sciences (CLS) professionals is rapidly declining. As competition grows and the clinical laboratory comes under greater scrutiny, the laboratories that survive will be those that recognize that their employees are their greatest asset. However, retaining expert CLS professionals requires a dramatic change in management's belief system regarding the value of its personnel assets. Management must create a culture of empowered people who have the freedom to exhibit self-direction in achieving the organization's mission and goals. Management must consider its employees valuable enough to invest in their professional growth. A laboratory's long-term sustainability and economic performance will depend on a committed workforce that supports their organization's success.

SUBJECT HEADINGS: Humans\Laboratories/*manpower\Personnel Turnover\Staff Development/*methods
NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 28

92. Maun C. Maun-Lemke Inc., Omaha, NE, USA.
How to get and keep good workers. Mich Health Hosp. 2001 Jul-Aug;37(4):64-5. **PMID:** 11467133.
ABSTRACT: In today's health care organizations, nothing is more critical than providing consistent service delivery on a daily basis. This can be accomplished through the work of dedicated individuals. The relationship to staff turnover and consistent service delivery has been well-documented and is crucial to the success of a health care organization.
SUBJECT HEADINGS: Humans\Inservice Training\Institutional Management Teams*Personnel Loyalty\Personnel Selection*methods\United States NOTES: PUBLICATION TYPE: Journal Article
93. Mazzuckelli K. Tyler and Company, Atlanta, GA, USA.
Be creative in your approach to healthcare IT staffing. Health Manag Technol. 1999 Jun;20(5):14-5, 17. **PMID:** 10538035.
SUBJECT HEADINGS: Creativeness\Family\Health Personnel\standards\Information Management*manpower\Organizational Innovation\Personnel Loyalty\Personnel Management*methods\Personnel Selection\Professional Competence\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article
94. McConnell CR. Myers Community Hospital, Sodus, New York, USA.
Learn what motivates your employees: look to yourself. Health Care Superv. 1998 Jun;16 (4):1-11. **PMID:** 10179424.
ABSTRACT: Supervisors and managers tend to behave as though they are responsive to somewhat different motivating forces than their employees. However, employees at all levels are basically similar in terms of what they want to obtain from work. While drives vary in intensity from person to person, the basic motivating forces remain the same. Essentially it is not possible to "motivate" another as such; it is possible only to create the conditions under which another can become self-motivated. The supervisor must appreciate the key principles of motivation, including the relationship between repetition and reinforcement and the importance of timely feedback. Also, the supervisor must learn what his or her legitimate role is concerning the fulfillment of employee needs. Successful supervisors will be those who are sensitive to their own needs and desires, credit their employees with the same or similar needs and desires, and treat employees in the manner in which they would like to be treated by higher management.
SUBJECT HEADINGS: Administrative Personnel/psychology\Efficiency, Organizational\Humans\Job Satisfaction\Leadership*Motivation\Personnel Management*methods*Psychology, Industrial\Salaries and Fringe Benefits\Social Justice\United States NOTES: PUBLICATION TYPE: Journal Article
95. McGuire M, Houser J, Jarrar T, Moy W, Wall M. Health Services Administration and Management Department, Regis University, Denver, Colo, USA.
Retention: it's all about respect. Health Care Manag (Frederick). 2003 Jan-Mar;22(1):38-44. **PMID:** 12688610.
ABSTRACT: Retention of employees is often overlooked in developing strategies to deal with worker shortages in health care. Managers mistake requests for more money as the key indicator of job satisfaction. This article examines research conducted by three health service administration graduate students who looked at reasons staff were leaving their jobs or their occupations. Using three different research tools, the students found that job satisfaction is not all about money, or even benefits. Respect, recognition, and organizational commitment are what employees want in their jobs. The article describes the research methods used in the studies and the similarities in results.
SUBJECT HEADINGS: Health Services Administration\Health Services Research\methods\Humans*Job Satisfaction\Management Audit*methods/statistics & numerical data\Organizational Culture*Personnel Loyalty\Social Support\Social Values\Students, Health Occupations\United States NOTES: PUBLICATION TYPE: Journal Article
96. McKinnon P. Berdon Healthcare Consulting, Jericho, NY 11753, USA.
pmckinno@dberdon.com.
Create an environment for employee satisfaction, loyalty, and commitment. J Med Pract Manage. 2001 May-Jun;16(6):292-3. **PMID:** 11497307.
SUBJECT HEADINGS: Adult\Humans\Job Description*Job Satisfaction*Personnel Loyalty\Personnel Management*methods\Practice Management, Medical*organization & administration\Social Environment\United States\Workplace/psychology NOTES: PUBLICATION TYPE: Journal Article
97. McNeese-Smith DK, Crook M. Nursing Administration Program, Santa Ana College, University of California, Los Angeles, 90095-6917, USA. dmcneese@ucla.edu.
Nursing values and a changing nurse workforce: values, age, and job stages. J Nurs Adm. 2003 May;33(5):260-70. **PMID:** 12792281.

ABSTRACT: OBJECTIVES: To identify the extent values are associated with age group and job stage; job satisfaction, productivity, and organizational commitment; as well as education, generation, ethnicity, gender, and role.

BACKGROUND: Values direct the priorities we live by and are related to employee loyalty and commitment. Lack of congruency between a nurse's personal values and those of the organization decrease satisfaction and effectiveness and may lead to burnout and turnover. Little research has been done on whether values differ by age, generations, or job stages. METHODS: Nurses in all roles (N = 412) in three hospitals in Los Angeles County were randomly surveyed, using valid and reliable instruments to measure the variables of interest. RESULTS: Nurses in the top third for job satisfaction, organizational commitment, and productivity showed higher scores for many values including their associates, creativity, esthetics, and management, while those in the bottom third scored higher in economic returns only. Nurses in different generations differed little; younger generations placed higher values on economic returns and variety.

CONCLUSIONS AND IMPLICATION: Management strategies to meet nurses' values and increase their satisfaction and retention are presented.

SUBJECT HEADINGS: Adult\Age Factors*Attitude of Health Personnel\Burnout, Professional/prevention & control/psychology\Career Mobility\Efficiency, Organizational\Female\Humans\Intergenerational Relations*Job Satisfaction\Los Angeles\Male\Middle Aged\Nurse's Role\Nursing Administration Research\Nursing Staff, Hospital/education/organization &\administration*psychology\Organizational Culture\Organizational Innovation*Personnel Loyalty\Personnel Turnover\Questionnaires\SALARIES and Fringe Benefits*Social Values NOTES: PUBLICATION TYPE: Journal Article

98. Miles L. Ten tips for keeping good employees. Aust Dent Pract. 1992 Jan-Feb;3(1):8-9. PMID: 1498626 .

SUBJECT HEADINGS: Communication*Dental Staff\Humans\Job Description\Job Satisfaction*Personnel Management\Personnel Turnover*Practice Management, Dental NOTES: PUBLICATION TYPE: Journal Article

99. Miller RJ. Children's Hospital, Columbus, OH, USA. Restructuring wages and benefits to gain a competitive edge. Healthc Financ Manage. 1995 Feb;49(2):58-60, 62. PMID: 10146179 .

ABSTRACT: Healthcare organizations that are able to develop a cost advantage in their wage-and-

benefit programs will have a competitive edge as managed care continues to become more pervasive. Organizations can gain an edge by developing pay systems that reward quality, productivity, and cost containment, and by developing benefit systems that provide cost-containment incentives while meeting organizational recruitment and retention objectives.

SUBJECT HEADINGS: Child\Economic Competition\Health Benefit Plans, Employee\Hospital Bed Capacity, 300 to 499\Hospitals, Pediatric/*economics\Humans\Job Satisfaction\Managed Care Programs\Ohio\Personnel Administration, Hospital/*economics\Personnel Selection/economics*SALARIES and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

100. Morehouse JA. Bergen Brunswig Medical Corporation, St. Clair Shores, MI, USA. More than a question of loyalty. J Healthc Resour Manag. 1997 May;15(4):36. PMID: 10168163 .

SUBJECT HEADINGS: Humans\Job Satisfaction\Motivation*Personnel Loyalty\Social Justice\United States NOTES: PUBLICATION TYPE: Journal Article

101. Munley WE. St Francis Hospital, Greenville, SC., USA. Rehab staff retention. Rehab Manag. 1995 Jun-Jul;8(4):104-6. PMID: 10166387 .

ABSTRACT: Despite "extras" such as tuition reimbursement, volume bonuses, and research opportunities, the rehab employees at St Francis come to work each day for good wages and benefits, a clean, modern place to work, nice people to work with, and a supportive management staff. The time and effort that was dedicated to developing, processing, and implementing the employee survey was well spent. We now know what makes our employees tick, and are focusing on these areas in an effort to maintain high employee satisfaction. One year ago, approximately one half of our physical and occupational therapy slots were vacant. Now we are recruiting for only one of each. In fact, we now have only five vacant slots in the entire rehab product line, and two of those are for newly created positions. Employee morale is up, and so are inpatient and out-patient volume.

SUBJECT HEADINGS: Humans*Job Satisfaction*Personnel Turnover\Questionnaires*Rehabilitation NOTES: PUBLICATION TYPE: Journal Article

102. Mushala ME, Henderson MA. A salaried compensation model for postanesthesia nurses. J Post Anesth Nurs. 1995 Aug;10 (4):208-10.

PMID: 7650623 .

ABSTRACT: Health care organizations involved in innovative and creative work redesign projects may find traditional pay structures inadequate to meet the needs of the changing environment. The idea of salaried compensation for registered nurses is not unprecedented. However, few salaried compensation models for nurses are described in the literature. This article presents a model that we believe will be of particular interest to nurses in PACUs, because its design allows for adequate call coverage plus flexibility in scheduling. In addition, this compensation model eliminates incidental overtime, thus allowing for a more predictable salary budget.

SUBJECT HEADINGS: Humans\Models, Economic\Models, Nursing*Personnel Staffing and Scheduling\Postanesthesia Nursing/*economics/*manpower*Salaries and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

103. Nail FC, Singleton EK. Northshore Regional Medical Center, Slidell, LA. Maximizing the results of new graduate orientation. Health Care Superv. 1992 Dec;11(2):67-73. PMID: 10122682 .

ABSTRACT: However, a word of caution seems appropriate. The administration at this hospital has long believed that no matter how good the orientation program, or the employee benefits package, or the employer's sensitivity to employees' intrinsic needs, the new nurse will be more likely to experience job satisfaction if she has, or obtains and accepts, a relatively realistic view of the job prior to accepting the position. Concerted efforts have been made to describe the role and the environment at the time the new graduate interviews for the position. Yet these nurses reported they had no real concept of the role until they were well into the orientation period. In effect, then, the importance of the preceptor's role in facilitating the process of transition cannot be over-emphasized.

SUBJECT HEADINGS: Attitude of Health Personnel\Food\Hospital Bed Capacity, 100 to 299\Inservice Training/manpower/*methods/standards\Job Description\Job Satisfaction\Louisiana\Nursing Staff, Hospital/*education/psychology\Personnel Management/*standards\Personnel Selection/standards NOTES: PUBLICATION TYPE: Journal Article

104. Nalbantian HR, Szostak A. FleetBoston Financial, USA. Haig.Nalbantian@mercer.com. How Fleet Bank fought employee flight. Harv Bus Rev. 2004 Apr;82 (4):116-22, 124-5, 142. PMID: 15077372 .

ABSTRACT: In the late 1990s, Fleet Bank was facing high and rising employee turnover, particularly in its retail operations. Overall turnover had

reached 25% annually, and among some groups, such as tellers and customer service reps, turnover was as high as 40%. Using a new methodology developed by Mercer Human Resource Consulting, Fleet set out to determine why so many employees were leaving and what could be done to retain them. It began examining data from HR, finance, operations, and sales about employee behavior and the factors that influence it in different locations and labor markets, departments or work groups, in positions with different pay and benefits, and under different supervisors. Fleet's analysis showed that people were leaving not so much for better pay--their personal testimony notwithstanding--but for broader experience, which they thought would enhance their marketability. Additionally, the analysis revealed a link between the turnover problem and the company's busy history of mergers and acquisitions. Fleet's mergers and acquisitions frequently meant that it had to consolidate operations. That consolidation resulted in layoffs, which provoked higher levels of voluntary turnover, perhaps because remaining employees began worrying about their job security. While the obvious solution to the turnover problem might have been to compensate the remaining employees--say, with higher pay--the more effective and less costly solution, Fleet discovered, was to focus on employees' career opportunities within the company. Those who moved up the hierarchy, or who even made lateral moves, stayed longer. By offering better internal opportunities for career development, the bank was able to stanch much of the hemorrhaging in personnel. Its solutions required only modest investments, which in the end saved the company millions of dollars.

SUBJECT HEADINGS: Boston\Career Mobility\Commerce/*manpower/organization & administration\Decision Making, Organizational\Employee Incentive Plans\Humans*\Job Satisfaction\Organizational Culture\Organizational Objectives\Personnel Loyalty*\Personnel Turnover\Planning Techniques\Salaries and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

105. Neuhauser PC. PCN Associates, Austin, TX, USA. pegneu@earthlink.net. Building a high-retention culture in healthcare: fifteen ways to get good people to stay. J Nurs Adm. 2002 Sep;32(9):470-8. PMID: 12360119 .

ABSTRACT: Retention of employees is a major challenge for healthcare. Success at retaining employees requires an organizational culture that inspires loyalty and commitment. This article addresses six trends in the US economy affecting retention of employees in all industries and professions. Fifteen practical strategies are

presented that can be used to build a high-retention culture.

SUBJECT HEADINGS: Health Personnel/*psychology/*Interpersonal Relations/*Job Satisfaction\Personnel Loyalty\United States NOTES: PUBLICATION TYPE: Journal Article

106. Newman K, Maylor U, Chansarkar B. Middlesex University Business School, London, UK. The nurse retention, quality of care and patient satisfaction chain. *Int J Health Care Qual Assur Inc Leadersh Health Serv.* 2001;14(2-3):57-68. PMID: 11436752 .

ABSTRACT: This paper proposes an integrated approach to examining and dealing with the complex issue of nurse recruitment, retention, healthcare quality and patient satisfaction. The paper depicts and describes a generic conceptual framework or chain derived from a review of the literature on nurse recruitment and retention, service quality and human resource management. The chain is made up of the following components: NHS and Trust conditions and environment (internal quality)--service capability--nurse satisfaction--nurse retention--quality of patient care--patient satisfaction. The value of the chain is derived from its synthesis and display of the prime constituents or drivers of nurse satisfaction, quality of patient care and satisfaction. From this holistic picture it is possible for both national and local initiatives to be integrated in a mutually reinforcing way in order to achieve improvements in nurse recruitment, retention, quality of care and patient satisfaction.

SUBJECT HEADINGS: Great Britain\Health Services Research\Humans/*Job Satisfaction\Nursing Staff/psychology/*supply & distribution\Patient Satisfaction\Personnel Loyalty\Personnel Turnover/*Quality of Health Care\State Medicine/*standards NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Review NUMBER OF REFERENCES: 79

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ABSTRACT: This paper presents the findings of a qualitative study, based on interviews with over 130 nurses and midwives in four London Trust hospitals on: the main factors influencing nurse satisfaction and retention; empirical support for the robustness of a conceptual framework or model "the nurse satisfaction, service quality and nurse retention chain"; and some managerial considerations for recruitment and retention. The three main factors influencing job satisfaction

were patients, the inherent characteristics of nursing and the nursing team; the two main sources of job dissatisfaction were staff shortages and poor management and amongst nurse retention strategies improving working conditions was more important than increased pay. For recruitment, as well as retention, improving the image and reputation of nursing along with improvements in work-life balance were pre-requisites for meeting the challenging target of an additional 20,000 nurses on the wards by 2004.

SUBJECT HEADINGS: Great Britain\Humans/*Job Satisfaction\Nursing Staff, Hospital/*psychology/supply & distribution\Personnel Loyalty\Personnel Turnover/*Quality of Health Care\Research Support, Non-U.S. Gov't\State Medicine/*organization & administration NOTES: PUBLICATION TYPE: Journal Article

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SUBJECT HEADINGS: Career Mobility\Communication\Humans\Job Satisfaction\Personnel Administration, Hospital/*methods/*Personnel Loyalty\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

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ABSTRACT: Cultural elements called norms and values affect organizational commitment and job satisfaction of managers and executive secretaries in this study of 13 health care organizations. Results also show that organizations pursuing a consistent strategy possess strong cultures, while organizations with an inconsistent strategy exhibit weak cultures. **SUBJECT HEADINGS:** Administrative Personnel/psychology\Adult\Female/*Health Services Administration\Health Services Research\Humans/*Job Satisfaction\Male\Medical Secretaries/psychology\Midwestern United States/*Organizational Culture/*Personnel Loyalty NOTES: PUBLICATION TYPE: Journal Article

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- Oct;30(5):40-2. **PMID:** 15506534 .
- ABSTRACT:** There are steps you can take right now to improve your organization's working environment and help attract top-drawer candidates who may be less likely to exhibit behavior problems.
- SUBJECT HEADINGS:** *Agonistic Behavior\Communication\Humans\Motivation*Personnel Loyalty*Personnel Selection\Professional Misconduct*psychology\United States NOTES: PUBLICATION TYPE: Journal Article
111. O'Connor S. Professional Search Services, MHA Service Corporation, Lansing, USA. soconnor@lans.mha.org. Employee turnover: measuring the malady. Mich Health Hosp. 2002 Mar-Apr;38(2):32. **PMID:** 11968990 .
- ABSTRACT:** One measure of an organization's value to its employees is turnover. But how do you know if your employees are wondering if the grass is greener elsewhere? Scott Badler in his book What's So Funny about Looking for a Job? suggests a quick quiz to find out.
- SUBJECT HEADINGS:** *Attitude of Health Personnel\Humans*Job Satisfaction*Personnel Loyalty*Personnel Turnover\United States NOTES: PUBLICATION TYPE: Journal Article
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- ABSTRACT:** Nursing is about to realize the worst shortage in history at the same time the first baby boomers are increasing the need for health care. A large component of the current and projected nursing shortage is the aging of the RN work force. Several factors contribute to the aging of the work force, including overall decline in nursing as a chosen profession, the increasing age of nursing graduates, and the aging of the existing RN work force. Job dissatisfaction has been a key issue contributing to the crisis related to recruitment and retention of nurses. Inadequate staffing, heavy workloads, flat salaries, and increased use of mandatory overtime are primary issues related to job dissatisfaction. Job dissatisfaction issues are key components of retention of nursing personnel. Occupational health nurses are experts in dealing with issues of ergonomic challenges, workplace violence, mandatory overtime, stress related injuries, and high stress associated with nursing.
- SUBJECT HEADINGS:** Age Factors\Attitude of Health Personnel\Career Choice\Forecasting\Humans\Job Satisfaction\Needs Assessment\Nursing Staff\education\psychology*supply & distribution/trends\Occupational Health Nursing*manpower/trends\Personnel Selection\Personnel Staffing and Scheduling*organization & administration\Personnel Turnover\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article PUBLICATION TYPE: Review PUBLICATION TYPE: Review, Tutorial NUMBER OF REFERENCES: 19
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- SUBJECT HEADINGS:** Adult\Communication\Female\Humans\Interpersonal Relations\Interviews*Job Satisfaction\Leadership\Male\Middle Aged\Nurse Administrators*organization & administration\Organizational Culture\Personnel Administration, Hospital/economics*methods\Personnel Staffing and Scheduling*Personnel Turnover\Power (Psychology)\Qualitative Research\Quality of Health Care\Research Support, Non-U.S. Gov't\SALARIES and Fringe Benefits\Southwestern United States NOTES: PUBLICATION TYPE: Journal Article
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- ABSTRACT:** In response to critical staff shortages, the nursing leadership of a five-hospital system implemented a research program to create a health promoting organization that would support nurse retention. Since a health promoting organization supports each individual's participation in the decision-making process through communication and consensus-building, listening to the concerns of current nurse managers (Parsons & Stonestreet, 2003) and staff nurses was crucial for developing innovative retention strategies. This qualitative study utilized open-ended, data-generating questions in focus groups to elicit the issues staff nurses considered crucial to their continued employment. Consistent with findings in the literature, the quality of administrative management systems and relationships with physicians, nurse managers, peers, and administrators were essential factors for nurse retention in this system.
- SUBJECT HEADINGS:** Adult\Communication\Focus

- Groups\Humans\Interprofessional Relations*Job Satisfaction\Nursing Staff, Hospital/organization & administration/*supply & distribution*Personnel Administration, Hospital\Personnel Loyalty\Personnel Staffing and Scheduling\Research Support, Non-U.S. Gov't\SALARIES and Fringe Benefits\Texas
NOTES: PUBLICATION TYPE: Journal Article
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Resume database. Essential professional tool. Med Group Manage J. 1999 Jan-Feb;46(1):36-8, 40-2. PMID: 10351686 .
ABSTRACT: Job applicants tend to send mass mailings of the same resume to potential employers. It is more effective to send customized resumes drawn from a resume database, a detailed, descriptive list of past successes in professional and personal life. This article offers a step-by-step guide to creating a resume based on results that gets results.
SUBJECT HEADINGS: *Databases, Factual\Guidelines*Job Application*Personnel Selection\United States\Writing/standards
NOTES: PUBLICATION TYPE: Journal Article
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Facing the staff after a reduction in work force. Hosp Mater Manage Q. 1998 Aug;20 (1):13-22. PMID: 10181318 .
ABSTRACT: The literature is relatively silent on how managers should deal with a reduction in force (RIF). One difficulty is dealing with the "surviving" staff and maintaining credibility. It is important to assess the organizational climate and plan and carry out a forum for the remaining staff. It is especially important to consider the psychologic effects of staff reduction, which include a sense of loss of control, hostility, and a tendency to want to find fault or blame. Lack of attention to these matters can lead to a RIF that compromises the work effectiveness of the organization by reducing the dedication of surviving members of the organization.
SUBJECT HEADINGS: Administrative Personnel\Communication*Employment\Health Personnel/*psychology\Humans\Job Satisfaction\Leadership\Organizational Culture\Organizational Innovation\Personnel Management/*methods\Personnel Turnover\Psihology, Industrial\United States
NOTES: PUBLICATION TYPE: Journal Article
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SUBJECT HEADINGS: Attitude of Health Personnel\Career Mobility\Case Management/*organization & administration\Communication\Feedback\Health Care Sector/trends\Humans*Job Satisfaction\Motivation\Personality*Personnel Loyalty\Personnel Management/*methods\Personnel Turnover/*statistics & numerical data
NOTES: PUBLICATION TYPE: Journal Article
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The health care supervisor and the early communication patterns of new employees: the uncertainty of assimilation. Health Care Superv. 1993 Jun;11(4):15-29. PMID: 10125782 .
ABSTRACT: Without a doubt, a supervisor's most valuable resources are the employees placed in trust with that supervisor. It is the challenge of every supervisor to focus the vast energies of this resource on accomplishing the mission of the organization. Within the context of new employees, what happens during those first days of employment may determine how well they will contribute, if at all, to accomplishing this organizational mission. While new employee assimilation has many factors that affect its success or failure, the nature of communication that occurs with the supervisor is critical. As was shown in this study, new employees do, in fact, have a specific set of communication needs of which the supervisor should be cognizant.
SUBJECT HEADINGS: *Communication\Evaluation Studies\Female\Guidelines/standards\Health Facility Administrators/organization & administration\Humans\Inservice Training/standards/*statistics & numerical data\Interviews\Job Satisfaction\Long-Term Care/manpower\Male\Midwestern United States\Nurses' Aides/*statistics & numerical data\Residential Facilities/*manpower/organization & administration
NOTES: PUBLICATION TYPE: Journal Article
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Seven practices of successful organizations. Part 1: Employment security, selective hiring, self-managed teams, high compensation. Health Forum J. 1999 Jan-Feb;42(1):24-7. PMID: 10387912 .
SUBJECT HEADINGS: Delivery of Health Care/economics/*organization & administration\Employee Incentive Plans\Institutional Management Teams\Personnel Loyalty\Personnel Management/economics/methods/*standards\SALARIES and Fringe Benefits\United States
NOTES: PUBLICATION TYPE: Journal Article
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Empowered employees--a good personnel investment. Clin Lab Manage Rev. 1992 Mar-

- Apr;6(2):154-6, 160-1. **PMID:** 10118446 .
- ABSTRACT:** Health care has entered a new competitive era in the 1990s, and, combined with the other pressures association with health care, clinical laboratory managers are facing the challenge of having to do more with less. This "pressure-cooker" environment requires clinical laboratory managers to find new ways to motivate their teams to perform at peak levels at all times; the key to doing this is empowerment. By empowering employees, managers create a nurturing environment in which their staffs can learn, grow, improve, and function effectively. This type of environment is created when managers are honestly concerned about their employees and exhibit a true "partner" attitude. This article describes five specific actions that clinical laboratory managers can take to empower their employees to work together to do better jobs. These actions include sharing expectations; providing new employees with helpers, guides, and buddies; giving feedback; involving employees in decision making; and paying attention to customer service and what other laboratories are doing. These actions will help clinical laboratory managers empower their employees to face the difficult challenges of the 1990s.
- SUBJECT HEADINGS:**
Communication\Decision Making,
Organizational\Feedback\Humans\Laboratories,
Hospital/*organization &
administration\Laboratory
Personnel/*psychology\Mentors\Personnel
Loyalty\Personnel
Management/*methods/standards/*Power
(Psychology)\United States NOTES:
PUBLICATION TYPE: Journal Article
121. Pieper SK. Hospital-sponsored childcare. On-site childcare can help hospitals become employers of choice. *Healthc Exec.* 2004 Jul-Aug;19(4):44-5. **PMID:** 15281592 .
- SUBJECT HEADINGS:** Absenteeism\Child Care/*organization & administration\Child, Preschool/*Hospital Administration\Humans*Job Satisfaction\Nursing Staff, Hospital\Personnel Loyalty\Personnel Selection\Research Support, Non-U.S. Gov't\United States NOTES:
PUBLICATION TYPE: Journal Article
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- SUBJECT HEADINGS:** Humans\Job Satisfaction\Nurse's Role\Nursing Staff/*organization & administration\Organizational Culture/*Personnel Loyalty\Personnel Selection/methods/*Personnel Turnover\Program Development/*methods\Program
- Evaluation\United States NOTES:
PUBLICATION TYPE: Journal Article
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- ABSTRACT:** Retaining loyal, highly skilled employees is a challenge in today's competitive market. A strong balance of intrinsic and extrinsic motivators creates an attractive work environment.
- SUBJECT HEADINGS:** *Dental Staff\Humans*\Personnel Management*\Practice Management, Dental\Salaries and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article
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- SUBJECT HEADINGS:** Aged\Health Facility Administrators/*supply & distribution\Humans\Middle Aged\Organizational Culture\Organizational Objectives*\Personnel Loyalty*\Population Dynamics\Retirement\Salaries and Fringe Benefits\Staff Development\United States NOTES: PUBLICATION TYPE: Journal Article
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- ABSTRACT:** While employers recognize that downsizings are not cyclical but rather strategic business decisions, there is not sufficient recognition of the importance of these human resources in the profitability and service quality in their organizations. The author highlights the challenge to the social work profession to sensitize management to the needs of their employees, both the released workers and the survivors. The author recommends strategies to sensitize employers to implement processes to humanize the consolidations occurring increasingly in the workforce. An emphasis is placed on the challenges to the social work profession in providing programs and services to America's businesses and employees.
- SUBJECT HEADINGS:** Crisis Intervention\Employment/psychology/*trends\Humans\Industry/*manpower/organization & administration\Mental Health\Personnel Management\Power (Psychology)\Psychology, Industrial\Role*\Social Work/manpower\United States NOTE: PUBLICATION TYPE: Journal Article
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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

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ABSTRACT: Qualified workers for medical practices are in short supply, and you want to keep the good staff you have. Here are strategies to match employees with the right positions, ease workplace stress, heighten morale and ensure coverage of duties when you're down a position or two.

SUBJECT HEADINGS: Group Practice*\organization & administration\Humans\Inservice Training\Job Satisfaction\Office Management\Personnel Loyalty*\Personnel Staffing and Scheduling*\Practice Management, Medical\United States NOTES: PUBLICATION TYPE: Journal Article

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SUBJECT HEADINGS: Communication\Food Services*\manpower/organization & administration\Humans\Organizational Culture*\Personnel Loyalty\Personnel Management*\methods\United States NOTES: PUBLICATION TYPE: Journal Article

129. Rhoades L, Eisenberger R, Armeli S. Department of Psychology, University of Delaware, Newark 19716, USA. Affective commitment to the organization: the contribution of perceived organizational support. J Appl Psychol. 2001 Oct;86(5):825-36. PMID: 11596800 .

ABSTRACT: Three studies examined the interrelationships among work experiences, perceived organizational support (POS), affective commitment (AC), and employee turnover. Using a diverse sample of 367 employees drawn from a variety of organizations, Study 1 found that POS mediated positive associations of organizational rewards, procedural justice, and supervisor support with AC. Study 2 examined changes of POS and AC in retail employees over a 2-year span (N = 333) and a 3-year span (N = 226). POS was positively related to temporal changes in AC, suggesting that POS leads to AC. Study 3 found a negative relationship between POS and subsequent voluntary employee turnover that was mediated by AC in retail employees (N = 1,124) and in poultry- and feed-processing workers (N = 262). These results suggest that favorable work conditions operate via POS to increase AC, which, in turn, decreases employee withdrawal behavior.

SUBJECT HEADINGS:

Adult\Female\Humans*\Job

Satisfaction\Male\Middle

Aged\Motivation\Organizational

Culture\Perception*\Personnel

Loyalty*\Personnel Turnover NOTES:

PUBLICATION TYPE: Journal Article

130. Robinson ET, Schafermeyer KW . Auburn University, AL 36849, USA. Cross training of hospital pharmacy technicians. Pharm Pract Manag Q. 1996 Apr;16(1):72-8 . PMID: 10157743 .

ABSTRACT: Cross training is a job design method that can increase the efficiency and effectiveness of a hospital pharmacy department. Although employee satisfaction is often improved, some employees may fear that cross training makes them expendable. Good communication and employee participation are keys to successful implementation of a cross-training program. Methods of implementing cross-training programs and avoiding potential pitfalls are also described.

SUBJECT HEADINGS:

Communication\Efficiency,

Organizational\Humans\Inservice

Training*\standards*\Job Description\Models,

Organizational\Pharmacists'

Aides/*education\Pharmacy Service,

Hospital/*manpower/organization &

administration\United States NOTES:

PUBLICATION TYPE: Journal Article

131. Ronk LL. P*R*A*I*S*E: professional recognition for achievement in surgical excellence. Today's OR Nurse. 1995 Jan-Feb;17(1):4-7. PMID: 7597742 .

ABSTRACT: 1. Professional medical organizations must have a well-defined and properly planned system for rewarding nurses. It must be fair to

- everyone and reward specific accomplishments.
2. Rewarding OR nurses for working in a highly specialized area and giving them recognition for their contributions and professionalism is important to nurses, patients, and the organization. Such positive reinforcement results in a heightened sense of satisfaction among nurses and loyalty to their organizations. 3. In an era of cost cutting and increased competition among hospitals in employing quality nurses, P*R*A*I*S*E can be an effective method of recruiting and retaining nurses.
- SUBJECT HEADINGS:** Clinical Competence/*standards\Humans\Operating Room Nursing/education/*standards/supply & distribution\Personnel Selection\Reward*Salaries and Fringe Benefits
NOTES: PUBLICATION TYPE: Journal Article
132. Ryan KD. Driving fear out of the workplace. Interview by Mary Darby. Qual Lett Healthc Lead. 1997 Feb;9(2):13-6. PMID: 10166198 .
ABSTRACT: Healthcare organizations grappling with market demands to reduce costs and demonstrate superior quality are especially vulnerable to workplace fear, says consultant and author Kathleen D. Ryan. When fear paralyzes change efforts, systems suffer. Ms. Ryan discusses strategies and policies for building trust, collaboration and respect.
SUBJECT HEADINGS: Attitude of Health Personnel*Fear\Health Personnel/*psychology\Humans\Leadership*Organizational Culture\Personnel Loyalty\Personnel Management/*methods\Psychology, Industrial\Total Quality Management/methods\United States
NOTES: PUBLICATION TYPE: Interview
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SUBJECT HEADINGS: Housing for the Elderly/manpower/*organization & administration\Insurance, Disability*Personnel Loyalty*Salaries and Fringe Benefits\Sick Leave\Virginia
NOTES: PUBLICATION TYPE: Journal Article
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ABSTRACT: Relationships among perceived equity, job satisfaction, organizational commitment, and propensity to turnover were investigated in a moderate-size firm in the construction industry. Analyses for 79 hourly male employees showed the strongest predictor of propensity to turnover was extrinsic satisfaction. This finding is contrary to previous research that showed strongest links between intrinsic satisfaction and propensity to turnover. Satisfaction with a supervisor was also significantly and positively related to propensity to turnover.
SUBJECT HEADINGS: Adult\Humans\Industry*Job Satisfaction\Male*Personnel Turnover
NOTES: PUBLICATION TYPE: Journal Article
135. Schriener MW. More than money. Forget what you knew about recruiting and retaining IT employees. Healthc Inform . 1999 Feb;16(2):72-4, 76, 78-80. PMID: 10346444 .
SUBJECT HEADINGS: Economic Competition\Health Care Sector/organization & administration\Information Management/*manpower\Information Systems/*organization & administration*Personnel Selection\Personnel Turnover\United States
NOTES: PUBLICATION TYPE: Journal Article
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SUBJECT HEADINGS: Hospital Administrators/economics/*supply & distribution\Hospital Information Systems/*organization & administration\Humans\Job Satisfaction*Personnel Loyalty*Personnel Selection*Salaries and Fringe Benefits\United States
NOTES: PUBLICATION TYPE: Journal Article
137. Scott J. School of Health and Social Care, University of Greenwich, London, UK. Management retention in the NHS. J Manag Med. 2002;16(4-5):292-302. PMID: 12463645 .
ABSTRACT: High turnover amongst middle managers in organisations can lead to strategic instability as well as operational issues. Since the advent of the NHS internal market flatter management structures have led to middle managers being given more responsibilities along with larger spans of control. This has exacerbated the consequences of the high turnover found amongst service managers. This study examines the relationship between the length of time service managers wish to stay with their organisation, their participation in decision making in directorates, the feedback they receive and their perception of feeling valued it outlines the findings from a small study and discusses the implications for health trusts.
SUBJECT HEADINGS: Administrative Personnel/*psychology/supply & distribution\Decision Making, Organizational\Great Britain\Humans\Job

- Satisfaction*Personnel Loyalty\Personnel
Turnover\State Medicine*organization &
administration NOTES: PUBLICATION TYPE:
Journal Article
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of dollars. Nurs Times. 2002 Jul 30-Aug
5;98(31):13. PMID: 12192746 .
SUBJECT HEADINGS: Great
Britain\Humans\National Health
Programs*economics\Nurses*supply &
distribution\Personnel
Selection*economics*Personnel
Turnover*Salaries and Fringe Benefits\United
States NOTES: PUBLICATION TYPE: News
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Nursing, Raleigh, 27601, USA.
kshaver@northcarolina.edu.
Job and career satisfaction among staff nurses:
effects of job setting and environment. J Nurs
Adm. 2003 Mar;33(3):166-72. PMID: 12629304 .
ABSTRACT: Just as customer satisfaction is the key to
retaining customers, satisfaction with job and
career choices are important for keeping staff
nurses on the job. The roles of employment
setting, job commitment, tenure, years until
retirement, short staffing, and patient load in
predicting satisfaction were assessed for RN and
LPN staff nurses. Results show that when RNs
and LPNs feel short staffing interferes with their
ability to meet patient care needs, they are also
less satisfied with both their job and their career.
In order not to exacerbate the current nursing
shortage, employers must find ways to ensure
adequate staffing to keep staff nurses satisfied
and on the job.
SUBJECT HEADINGS: Adult*Attitude of Health
Personnel\Burnout, Professional/prevention &
control/psychology\Career
Mobility\Employment/organization &
administration\Female\Health Facility
Environment*standards\Humans\Job
Description*Job Satisfaction\Linear
Models\Male\Needs Assessment\North
Carolina\Nurse's Role\Nursing Administration
Research\Nursing Staff/education/organization &
administration*psychology\Nursing,
Practical/education/organization &
administration\Personnel Loyalty\Personnel
Staffing and Scheduling/organization &
administration\Personnel Turnover\Predictive
Value of
Tests\Questionnaires\Workplace*psychology
NOTES: PUBLICATION TYPE: Journal Article
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Management, School of Business Administration
and Economics, California State University, USA.
Human resource management in the health care
industry. Health Manpow Manage. 1998;24(4-
5):143-7. PMID: 10346316 .
- ABSTRACT:** Human resource management practices
with special reference to the latest developments
of the 1990s such as environmental effects and
managing diversity, were investigated. The
purpose of the study was to unveil how the
health care industry can benefit from these new
concepts, as well as to describe how the
traditional health care facilities can adapt these
new ideas. Specific examples were provided to
illustrate this point. In compilation of this report,
both primary and secondary research was used.
As primary research, many reputable individuals
in the health care industry were consulted, and
asked to comment on the rough draft of this
report. Secondary sources included many journal
articles, original researches and books that were
written on this technical subject. It can be
concluded from this research, that the health
care industry should adapt the latest methods to
compete and survive, such as use more
marketing tools to attract human resource
management personnel from other industries,
promote diversity at the work place, promote
from within the company, and cross-train
personnel whenever possible. Health care
industry has generally lagged behind other
industries in securing high-performance
individuals and marketing personnel; however,
with the development of health maintenance
organizations, this trend is changing.
SUBJECT HEADINGS: Cultural
Diversity\Delivery of Health Care*organization &
administration\Employee Performance
Appraisal\Health Personnel\Humans\Inservice
Training/organization &
administration\Operations
Research*Organizational Innovation*Personnel
Management\Personnel Selection\Salaries and
Fringe Benefits\Staff Development\Total Quality
Management\United States NOTES:
PUBLICATION TYPE: Journal Article
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Va., USA.
Work-life benefits can lighten the load. Bus
Health. 1999 Oct;17(10):25-6, 28, 31. PMID:
10622855 .
SUBJECT HEADINGS: Burnout,
Professional*prevention &
control\Efficiency\Humans*Job
Satisfaction*Occupational Health\Occupational
Health Services/organization &
administration\Salaries and Fringe
Benefits\United States*Work Schedule
Tolerance NOTES: PUBLICATION TYPE:
Journal Article
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Medical Center, School of Nursing, New Orleans.
Middle managers: gatekeepers for turnover.
Health Care Superv. 1991 Dec; 10(2):20-7.
PMID: 10114917 .

ABSTRACT: Certainly, none of these ideas will solve the turnover problem. Middle managers should recognize that some turnover is inevitable, some is positive, and turnover can be measured in a variety of ways. Also, being the gatekeeper means that people should be encouraged to leave a unit or an organization when it is in the best interest of the individual or the organization. Being the gatekeeper for turnover is an important role and one that will likely take on even more significance in the future. It is essential that the middle manager prepare in advance to deal with the inevitable conflict associated with the role and thus avoid becoming a turnover statistic.

SUBJECT HEADINGS: Forms and Records Control\Humans\Job Satisfaction\Nursing Staff, Hospital/*supply & distribution\Nursing, Supervisory/*methods*Personnel Turnover\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article

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Measuring HR value-added from the outside in. *Employ Relat Today*. 1997 Autumn;24(3):59-73. PMID: 10174368 .
SUBJECT HEADINGS: Benchmarking/economics/*methods\Cost-Benefit Analysis/methods\Economic Competition\Financial Management\Inservice Training/economics\Investments/economics\Organizational Case Studies\Personnel Management/*economics\Planning Techniques\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article
144. 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

145. Sprouls LS. The changing dental team. What employees want from their jobs, their employers. *Dent Teamwork*. 1992 May-Jun;5(3):24-8. PMID: 1499500 .
SUBJECT HEADINGS: *Dental Staff\Humans*Job Satisfaction\Personnel Turnover*SALARIES and Fringe Benefits\Workload NOTES: PUBLICATION TYPE: Journal Article
146. Statland BE. University of Minnesota Law School, Minneapolis, USA.
Is it time for a career renewal? *MLO Med Lab Obs*. 2000 May;32(5):50, 52, 5-6. PMID: 11067537 .
SUBJECT HEADINGS: *Career Mobility\Health Personnel/*psychology\Humans*Job Satisfaction\Mentors\Technology, Medical/manpower\United States NOTES: PUBLICATION TYPE: Journal Article
147. Stone RI. Institute for the Future of Aging Services, American Association of Homes and Services for Aging, 2519 Connecticut Avenue, NW, Washington, DC 20008-1520, USA.
rstone@aahsa.org.
The direct care worker: the third rail of home care policy. *Annu Rev Public Health*. 2004;25:521-37. PMID: 15015933 .

ABSTRACT: Home health aides, home care workers, and personal care attendants form the core of the paid home care system, providing assistance with activities of daily living and the personal interaction that is essential to quality of life and quality of care for their clients. High turnover and long vacancy periods are costly for providers, consumers, their families, and workers themselves. In 2002, 37 states identified worker recruitment and retention as major priority

issues. Demographic and economic trends do not augur well for the future availability of quality home care workers. Policymakers in the areas of health, long-term care, labor, welfare, and immigration must partner with providers, worker organizations, and researchers to identify and implement the most successful interventions for developing and sustaining this workforce at both policy and practice levels. The future of home care will depend, in large part, on this "third rail" of long-term care policy.

SUBJECT HEADINGS: Health Policy\Home Health Aides/*supply & distribution\Homemaker Services/*manpower\Humans\Long-Term Care/*manpower\Personnel Selection\Personnel Turnover\Quality Assurance, Health Care\United States NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 35

148. Stowe JD. EffectiVet Practice Consulting, Simcoe, Ontario.
Staff turnover or staff retention: understanding the dynamics of generations at work in the 21st century. Can Vet J. 2000 Oct;41(10):803-8.
PMID: 11062841 (eng. fre).
SUBJECT HEADINGS: Forecasting\Humans\Intergenerational Relations*Personnel Loyalty*Personnel Turnover\Veterinary Medicine/*manpower
NOTES: PUBLICATION TYPE: Journal Article

149. Strategies for addressing the evolving nursing crisis. Jt Comm J Qual Saf. 2003 Jan;29(1):41-50. **PMID:** 12528573 .
ABSTRACT: BACKGROUND: The shortage of registered nurses, which is already having ill effects on the U.S. health care delivery system, is burgeoning at a time when patient acuity is high, care is complex, and demand for services often exceeds capacity. This is a prescription for danger. CREATE A CULTURE OF RETENTION: Some hospitals fare better in recruiting and retaining nurses than others. Top-level managers who provide nurses with delegated authority, adequate staffing, competitive compensation, and a collaborative culture have a built-in resistance to cyclical nursing shortages--there is too good a place to work to leave. BOLSTER THE NURSING EDUCATIONAL INFRASTRUCTURE: The shortage of nurses is mirrored by a corresponding shortage of nursing faculty. As nursing educator attrition continues, it is unclear where the future nursing school faculty will come from. Federal funding of nursing education is modest. Structured postgraduate training programs for nurses could provide an opportunity for skill building in real clinical settings. ESTABLISH FINANCIAL INCENTIVES FOR INVESTING IN NURSING: Although there

is clearly a business case for creating a culture of nursing staff retention-based on lower turnover, lower costs, higher profitability, and better outcomes--there is just as clear a need for the investment of new dollars in hospitals to establish a new base of response capacity. For hospitals to be truly able to invest in nursing and to resolve the problems that have led to the impending nurse staffing crisis, new federal monies specifically targeted for nursing need to be made available.

SUBJECT HEADINGS: Career Choice\Employee Incentive Plans\Faculty, Nursing\Health Manpower/*trends\Health Services Needs and Demand/trends\Humans\Job Satisfaction\Nursing Staff, Hospital/economics/education/psychology/*supply & distribution\Occupational Health\Organizational Culture\Personnel Administration, Hospital/*methods*Personnel Loyalty*Personnel Selection\Quality of Health Care/trends\Training Support\United States
NOTES: PUBLICATION TYPE: Journal Article

150. Test DW, Flowers C, Hewitt A, Solow J. Special Education Program, The University of North Carolina at Charlotte, 9201 University City Blvd., Charlotte, NC 28223, USA.
dwtest@email.uncc.edu.
Statewide study of the direct support staff workforce. Ment Retard. 2003 Aug;41(4):276-85.
PMID: 12862513 .

ABSTRACT: Issues of recruitment and retention related to the direct support staff and how these issues affect the lives of people with developmental disabilities were investigated. Major findings included the following: (a) High direct support staff turnover and vacancy rates have negative consequences for many people who receive supports. (b) Direct support staff provide a vast array of services and have numerous job titles and job descriptions. (c) Direct support staff are inadequately compensated and often have to work more than one job. (d) Turnover rate and recruitment is a serious problem. The need to develop the role of the direct support staff into a valued profession is discussed and considerations for research and practice are provided.

SUBJECT HEADINGS: Child\Developmental Disabilities/*rehabilitation\Female\Focus Groups\Group Homes/*manpower\Humans*Job Satisfaction\Male\Mentally Disabled Persons/*rehabilitation\Mid-Atlantic Region\Personnel Loyalty\Personnel Selection\Research Support, Non-U.S. Gov't\Research Support, U.S. Gov't, Non-P.H.S.\Salaries and Fringe Benefits*Social Support\Social Work/economics/*manpower
NOTES: PUBLICATION TYPE: Journal Article

151. Testa MR. School of Global Management, Johnson & Wales University, North Miami, FL 33020, USA. mtesta@mindspring.com. Organizational commitment, job satisfaction, and effort in the service environment. *J Psychol*. 2001 Mar;135(2):226-36. PMID: 11403344 .
- ABSTRACT:** Investigations of the causal relationship between organizational commitment and job satisfaction have yielded contradictory findings. Little empirical research has looked at this complex relationship in the context of work effort. The purpose of this study was to determine how these variables interact in the service environment. Using a sample of 425 employees in two service organizations, the author tested two structural equation models. The hypothesized model with organizational commitment as a moderator between job satisfaction and service effort fit better than a model with job satisfaction as moderator did. Conceptual implications are discussed, and suggestions for future research are made.
- SUBJECT HEADINGS:** Adult*Attitude*Efficiency\Efficiency, Organizational\Female\Florida\Humans*Job Satisfaction\Male\Models, Organizational*Personnel Loyalty NOTES: PUBLICATION TYPE: Journal Article
152. Top strategies to attract and keep RNs. OR Manager. 2001 Jul;17(7):27-9 . PMID: 11467169.
- SUBJECT HEADINGS:** Employee Incentive Plans\Humans\Job Satisfaction\Nursing Staff*supply & distribution\Personnel Loyalty\Personnel Management*methods\Personnel Selection\Quality of Life\SALARIES and Fringe Benefits\Surgicenters*manpower\United States NOTES: PUBLICATION TYPE: Journal Article
153. Toran MR. Hiring- and firing-case managers. Case Manager. 1999 Jul-Aug;10(4):86-9. PMID: 11094974 .
- ABSTRACT:** Your organization's success depends on its ability to attract and maintain quality case managers. Unfortunately, this task often is easier said than done. In addition, today's tight labor market is making it harder than ever to find qualified employees. So how do you find the "right" person for the job?
- SUBJECT HEADINGS:** Case Management*organization & administration\Efficiency, Organizational\Humans\Marketing of Health Services\Nurse Administrators*organization & administration*Personnel Selection*Personnel Turnover NOTES: PUBLICATION TYPE: Journal Article
154. Toynbee P. The Guardian, 119 Farringdon Road, London EC1R 3ER, UK. p.toynbee@gaurdian.co.uk. Quality care means valuing care assistants, porters, and cleaners too. *Qual Saf Health Care*. 2003 Dec;12 Suppl 1:i13-5. PMID: 14645742 .
- ABSTRACT:** All too often, the focus of the very clever strategy papers produced in the upper reaches of the health department is on the next grand plan. Some of these reforms have been catastrophic for the quality of service that patients experience at ward level. Of these, the contracting out culture introduced in the 1980s and the 1990s has been the worst. Researching my book, *Hard work-life in low pay Britain*, I took six jobs at around the minimum wage, including work as a hospital porter, as a hospital cleaner, and as a care assistant. These are jobs at the sharp end, up close and very personal to the patients, strongly influencing their experiences of the services they were using. Yet they are low paid, undervalued jobs that fall below the radar of the policy makers. In hospitals they need to be brought back in-house and integrated into a team ethos. Paying these people more would cost more, but it would also harvest great rewards by using their untapped commitment.
- SUBJECT HEADINGS:** Health Personnel*psychology\Housekeeping, Hospital/manpower/standards\Humans*Job Satisfaction\London\Nursing Homes/manpower/standards\Patient Escort Service\Quality of Health Care*organization & administration\SALARIES and Fringe Benefits/economics\State Medicine NOTES: PUBLICATION TYPE: Journal Article
155. Trossman S. Satisfaction guaranteed? A sampling of strategies to keep experienced nurses on the job. *Am Nurse* . 2002 May-Jun;34(3):1, 12-4 . PMID: 12077968 .
- SUBJECT HEADINGS:** American Nurses' Association\Credentialing\Hospitals/standards\Humans*Job Satisfaction\Nursing Staff, Hospital*psychology*supply & distribution\Personnel Selection*methods\Personnel Turnover/statistics & numerical data\Professional Autonomy\SALARIES and Fringe Benefits\United States\Workload\Workplace/psychology/standards NOTES: PUBLICATION TYPE: Journal Article
156. Umiker W. Milton S. Hershey Medical Center, Pennsylvania State University, USA. The name of the game is commitment. *Health Care Superv*. 1999 Mar;17 (3):38-43. PMID: 10351044. **ABSTRACT:** The success of health care institutions depends largely on how committed its employees are. Profiles of personal commitments can vary markedly. Major components of all these profiles are: dedication to employers, bonding with fellow professionals, and loyalty to one's work group or team. We discuss how employers and leaders can create a

culture that features more commitment. The rewards and risks of personal commitment and the characteristics of committed employees are presented.

SUBJECT HEADINGS: Health Facilities/organization & administration\Humans\Interpersonal Relations\Leadership*Organizational Culture*Personnel Loyalty\Personnel Management*methods\Staff Development\United States NOTES: PUBLICATION TYPE: Journal Article

157. Umiker W. Principles of workforce stability. *Health Care Manag (Frederick)*. 1999 Dec;18(2):58-64. PMID: 10787630 .
- ABSTRACT:** The low unemployment rate and the shortage of skilled health care personnel stoke the trend for workers to change jobs and employers. To build workforce stability, employers and managers must make special efforts to counter this trend. Workplace stability is achieved by fielding teams of carefully selected workers and taking measures to prevent them from jumping ship. This article relates how employers and managers can accomplish this.
- SUBJECT HEADINGS:** Humans*Job Satisfaction*Nurse Administrators\Organizational Culture*Personnel Loyalty\Personnel Management*Personnel Turnover NOTES: PUBLICATION TYPE: Journal Article
158. van de Looij F, Benders J. Rotterdam-Rijnmond Police Force, The Netherlands. Not just money: quality of working life as employment strategy. *Health Manpow Manage*. 1995;21(3):27-33. PMID: 10144650 .
- ABSTRACT:** Scarcities of qualified personnel are becoming a common phenomenon in The Netherlands. At the same time, increasing wages to secure an adequate workforce is not always possible or sufficiently effective, and other ways of retaining and recruiting personnel have to be found. Investigates the importance of various job characteristics for retaining and recruiting employees and presents the results from a survey among employees of a Dutch hospital experiencing a tight labour market. Job characteristics other than wages, such as labour relations and work content, were found to play a major role in individuals' choices to resign or stay. Discusses consequences for employment strategies in other organizations.
- SUBJECT HEADINGS:** Career Mobility\Employment*psychology/standards/statistics & numerical data\Health Services Research\Humans*Job Satisfaction\Models, Organizational\Netherlands\Personnel Turnover\Personnel, Hospital*psychology/statistics & numerical data\Questionnaires\Workplace NOTES:

PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 22

159. Van Lerberghe W, Conceicao C, Van Damme W, Ferrinho P. Department of Public Health, Prince Leopold Institute of Tropical Medicine, 155 Nationalestraat, B-2000 Antwerp, Belgium. wlerberghe@itg.be.
When staff is underpaid: dealing with the individual coping strategies of health personnel. *Bull World Health Organ*. 2002;80(7):581-4. PMID: 12163923.
- ABSTRACT:** Health sector workers respond to inadequate salaries and working conditions by developing various individual "coping strategies"-some, but not all, of which are of a predatory nature. The paper reviews what is known about these practices and their potential consequences (competition for time, brain drain and conflicts of interest). By and large, governments have rarely been proactive in dealing with such problems, mainly because of their reluctance to address the issue openly. The effectiveness of many of these piecemeal reactions, particularly attempts to prohibit personnel from developing individual coping strategies, has been disappointing. The paper argues that a more proactive approach is required. Governments will need to recognize the dimension of the phenomenon and systematically assess the consequences of policy initiatives on the situation and behaviour of the individuals that make up their workforce.
- SUBJECT HEADINGS:** *Adaptation, Psychological*Attitude of Health Personnel\Emigration and Immigration\Health Personnel*economics/psychology\Health Policy\Humans\Needs Assessment\Personnel Selection/organization & administration*Salaries and Fringe Benefits\Workplace/economics/psychology NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 38
160. Vance A, Davidhizar R. College of Nursing, Arizona State University, Tempe, USA. Motivating the paraprofessional in long-term care. *Health Care Superv*. 1997 Jun;15(4):57-64. PMID: 10167447 .
- ABSTRACT:** Motivating the paraprofessional employee in the long-term care setting is one of the biggest challenges facing health care supervisors. Unlike their counterparts in industry, whose work may produce tangible results and rewards, long-term care professionals often must face patients who show little or no change over time. Supervisors must have understanding and knowledge of motivational techniques that will involve and challenge paraprofessionals.

SUBJECT HEADINGS: Aged\Allied Health Personnel/*psychology/supply & distribution\Attitude of Health Personnel\Geriatrics/*manpower\Humans*Job Satisfaction\Long-Term Care/*manpower/psychology/standards\Middle Aged* Motivation\Personnel Management\Prejudice\Professional-Patient Relations\Quality of Health Care\United States
NOTES: PUBLICATION TYPE: Journal Article

161. Vander Hoek N. Presentation College, Aberdeen, South Dakota, USA. vanderhoekn@presentation.edu. Practical solutions for staff recruitment & retention. *Radiol Manage.* 2001 Jul-Aug;23(4):46-9. **PMID:** 11499081 .
- ABSTRACT:** There are three essential topics for radiology managers to consider in light of persistent staffing shortages: support of the profession and educational programs, perks as recruitment tools and incentives as retention tools. Some activities that can help support departments and educational programs for radiologic technologists are job shadowing, training for volunteer services, advanced placement for school applicants, sponsoring an educational program or clinical training site, creating a positive work environment and supporting outreach projects geared to local high schools. Traditional perks used in recruitment efforts have included relocation assistance, travel and lodging expenses during the interview process, loan repayment, scholarships and sign-on bonuses. Some common incentives for retaining employees are tuition reimbursement, cross training, availability of educational resources, continuing education opportunities, professional development and incremental increases in salary. There are many other tools that can be used, such as career ladders, creating an environment conducive to teamwork or a more personal atmosphere and showcasing talents of various staff members. There is much overlap among these suggestions in support of the profession and educational programs, recruitment and retention of qualified staff radiologic technologists. Radiology managers can and should be creative in developing different programs to build loyalty and commitment to a radiology department.
- SUBJECT HEADINGS:** Employee Incentive Plans\Humans\Inservice Training/organization & administration*Personnel Loyalty\Personnel Selection/*methods\Radiology/*manpower\Radiology Department, Hospital/*manpower\Research Support, Non-U.S. Gov't\United States
NOTES: PUBLICATION TYPE: Journal Article

162. Vinokur-Kaplan D, Jayaratne S, Chess WA. School of Social Work, University of Michigan,

Ann Arbor 48109.

Job satisfaction and retention of social workers in public agencies, non-profit agencies, and private practice: the impact of workplace conditions and motivators. *Adm Soc Work.* 1994;18(3):93-121. **PMID:** 10138941 .

ABSTRACT: The authors examine a selected array of agency-influenced work and employment conditions and assess their impact upon social workers' job satisfaction, motivation, and intention to seek new employment. The study makes correlations with past /empirical studies on job satisfaction and retention, with staff development concerns as stated in social work administration textbooks, and with conditions subject to administrators' influence. Some specified motivational issues included are salary, fringe benefits, job security, physical surroundings, and safety. The analysis demonstrates the contribution of certain contextual and motivational factors to a prediction of job satisfaction or of intent to leave the organization.

SUBJECT HEADINGS: Adult\Allied Health Personnel/*psychology/statistics & numerical data\Data Collection\Ethnic Groups/statistics & numerical data\Evaluation Studies\Female\Humans*Job Satisfaction\Male\Middle Aged* Motivation\Organizations, Nonprofit\Personnel Loyalty\Personnel Turnover/*statistics & numerical data\Private Sector\Public Sector\Regression Analysis\SALARIES and Fringe Benefits\Social Work/*manpower/statistics & numerical data\Socioeconomic Factors\United States\Workplace/psychology/statistics & numerical data
NOTES: PUBLICATION TYPE: Journal Article
PUBLICATION TYPE: Review
PUBLICATION TYPE: Review, Tutorial
NUMBER OF REFERENCES: 37

163. Waldman JD, Kelly F, Arora S, Smith HL. Health Sciences Center, Anderson Schools of Management, University of New Mexico, Albuquerque, NM, USA. Dwaldman@salud.unm.edu. The shocking cost of turnover in health care. *Health Care Manage Rev.* 2004 Jan-Mar;29(1):2-7. **PMID:** 14992479 .

ABSTRACT: Review of turnover costs at a major medical center helps health care managers gain insights about the magnitude and determinants of this managerial challenge and assess the implications for organizational effectiveness. Here, turnover includes hiring, training, and productivity loss costs. Minimum cost of turnover represented a loss of >5 percent of the total annual operating budget.

SUBJECT HEADINGS: Academic Medical Centers/economics/*manpower\Allied Health

- Personnel/supply & distribution\Efficiency, Organizational/economics\Faculty, Medical/supply & distribution\Hospital Costs/classification/*statistics & numerical data\Humans\Inservice Training/economics\Medical Staff, Hospital/supply & distribution\Nursing Staff, Hospital/supply & distribution\Organizational Case Studies\Personnel Selection/economics\Personnel Turnover/*economics\Personnel, Hospital/classification/*supply & distribution\SALARIES and Fringe Benefits\Southwestern United States NOTES: PUBLICATION TYPE: Journal Article
164. Want to improve your facility's business? Try making your staff happier. Patient Focus Care Satisf. 1999 Jun;7(6):61-4. PMID: 10538241. **SUBJECT HEADINGS:** Benchmarking\Data Collection\Health Personnel/*psychology\Humans\Income/*Job Satisfaction\Morale/*Patient Satisfaction\Total Quality Management\United States NOTES: PUBLICATION TYPE: Journal Article
165. Whittier T. Finding and keeping good direct care staff. Provider. 1995 Aug;21(8):42-3. PMID: 10144816 . **SUBJECT HEADINGS:** Aged\Housing for the Elderly/*manpower\Humans\Inservice Training/*Personnel Selection\United States NOTES: PUBLICATION TYPE: Journal Article
166. Wilkinson JM, Sansby S, Leaning J. Harvard Community Health Plan, Wellesley, MA 02181. After-hours telephone triage. Recruitment, training and retention of personnel. HMO Pract. 1991 May-Jun ;5(3):90-4. PMID: 10111918 . **ABSTRACT:** Harvard Community Health Plan's nighttime telephone triage program, currently known as Telecommunications, has evolved through several stages, corresponding to HCHP membership growth, technological enhancements, and changes in the medicolegal environment. Recruiting, training, and retaining staff for nighttime telephone triage are discussed. **SUBJECT HEADINGS:** Boston\Emergency Medical Services/*manpower\Health Maintenance Organizations/*manpower\Inservice Training/organization & administration/*Personnel Selection\Personnel Turnover\Quality Assurance, Health Care/organization & administration/*Telephone\Time Factors\Triage/*manpower NOTES: PUBLICATION TYPE: Journal Article
167. Williams AP, Atkin K. University of Toronto. Employee commitment in community-based LTC organizations. J Long Term Care Adm. 1996 Spring;24(1):24-9. PMID: 10159659 **SUBJECT HEADINGS:** Community Health Services/manpower\Focus Groups\Health Care Costs\Humans/*Job Satisfaction\Long-Term Care/economics/*manpower/organization & administration/standards\Ontario/*Organizational Culture\Patient Satisfaction/*Personnel Loyalty\Quality of Health Care NOTES: PUBLICATION TYPE: Journal Article
168. Wilner MA. Paraprofessional Healthcare Institute, South Bronx, USA. Recruiting qualified home care aides: new candidate pools. Caring. 1999 Apr;18(4):44-5. PMID: 10537510 . **ABSTRACT:** With the demographic surge of baby boomers and the number of women aged 25-45 projected to decline, the coming decades will see a shortage of workers to care for the elderly. Home care aide agencies will only be able to retain their competitive edge if they widen the pool of candidates from which they recruit and create an attractive and decent job. Creating a decent job with adequate pay, benefits, and support is a business strategy that will attract a wider range of workers, including those with minimal experience, and have positive ramifications for health care in the future--and now. **SUBJECT HEADINGS:** Aged\Home Care Agencies\Home Health Aides/standards/*supply & distribution\Humans\Inservice Training\Personnel Selection/methods/*trends\Population Dynamics\Professional Competence\SALARIES and Fringe Benefits\United States NOTES: PUBLICATION TYPE: Journal Article
169. Wolf EJ. Four strategies for recruitment and retention. Healthc Exec. 2001 Jul-Aug;16(4):14-8. PMID: 11434129 . **ABSTRACT:** The combined pressures of a shrinking work force, an aging population, changing social attitudes toward work, financial constraints, and public perception of healthcare have contributed to a growing personnel problem for healthcare organizations across the country. In fact, decreasing job satisfaction among healthcare employees has them headed for the doors in search of nonhospital jobs that can offer flexible hours, more opportunities, equal or better pay, and less stress. Without sufficient numbers of personnel, healthcare organizations will not be able to meet the needs of their communities. And the need for healthcare services will continue to grow as the Baby Boomers age. **SUBJECT HEADINGS:** Employee Incentive Plans/*Health Manpower\Humans\Job Satisfaction/*Personnel Loyalty\Personnel Selection/*methods\Planning Techniques\United States NOTES: PUBLICATION TYPE: Journal Article

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SUBJECT HEADINGS: Career Mobility\Colorado\Connecticut\Information Systems/*manpower\Job Description*Personnel Loyalty*Personnel Selection\SALARIES and Fringe Benefits NOTES: PUBLICATION TYPE: Journal Article

171. Zinober JW, Maier C. Center for the Professions, Tampa, FL.
Selecting the best to be the best: how to gain a competitive edge for your organization, Part I. *Clin Lab Manage Rev.* 1993 Nov-Dec;7(6):483-5, 488, 490-1. **PMID:** 10130699 .

ABSTRACT: This article describes the benefits of good hiring and the costs of poor hiring in a health-care environment. The elements of an effective hiring process are delineated and discussed, including job descriptions; position specifications; the advantages and disadvantages of hiring from within or outside of the organization; and job application, resume, and telephone screening. Part II will focus on compensation considerations; the selection interview; legal issues in hiring; letting candidates know the results; and orientation of new employees. Keys for success in each of these areas are provided. An outline of the steps in a selection interview as well as specific do's and don'ts in interviewing are provided. The point is made that the selection of a new employee is one of the most important processes in the effective management of any health-care organization. Yet, it is often done in haste, with a sense of urgency and with insufficient attention to the demands of the job, the specific nature of the organization, and the less tangible but critical aspects of the applicants.

SUBJECT HEADINGS: Costs and Cost Analysis\Guidelines\Job Application\Job Description/standards\Laboratory Personnel/*standards\Personnel Selection/economics/*methods\United States NOTES: PUBLICATION TYPE: Journal Article

