

New Roles and a Changing Environment...Another Reason for Role Clarity!

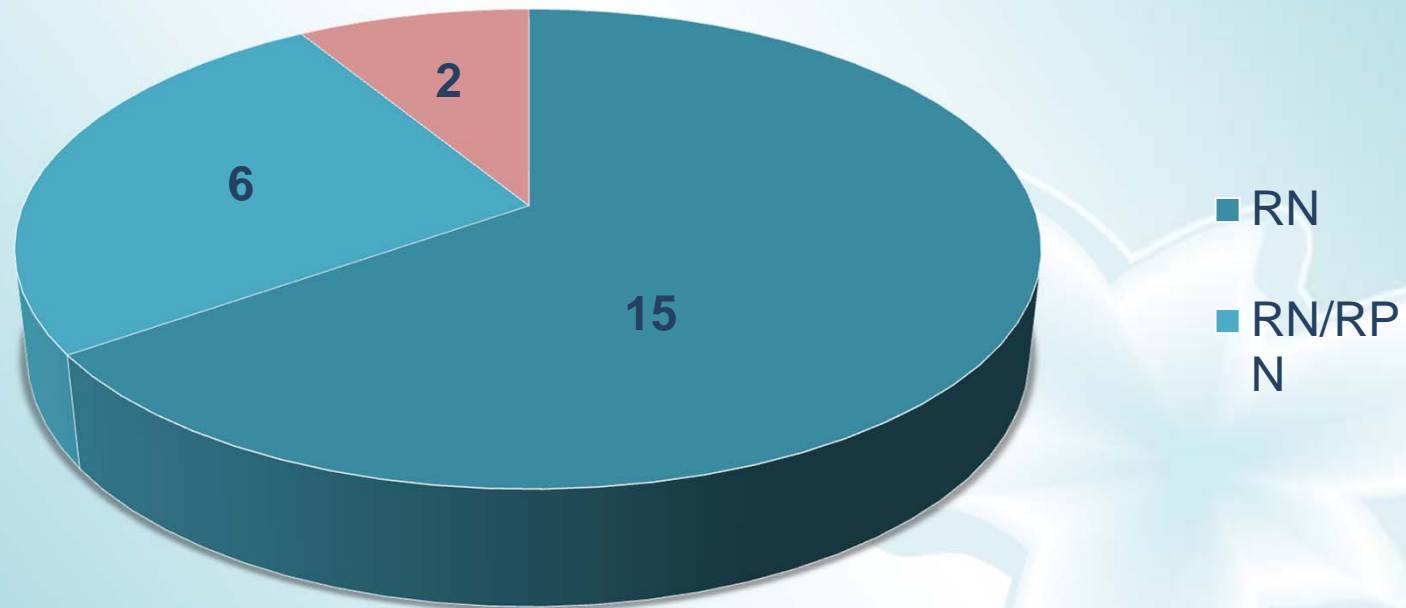
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Background

2012 RPNAO Literature Review Retention by Category of Nurse



Research Question

What are the factors that affect the retention of RPNs in the workplace and their ability to provide high quality care?

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RPNAO Study

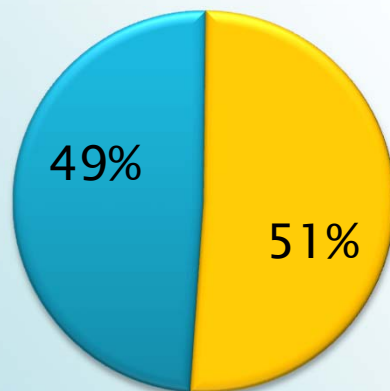


Survey Component

- N= 28,752
- Response rate of 8% (n= 2,299)
- Outcomes:
 - 93% of respondents love the profession
 - 52% intended to stay in the RPN role for the foreseeable future
 - Top three reasons for leaving the RPN role were:
 - lack of respect for what RPNs do
 - compensation
 - role being too political (RN/RPN role ambiguity).

Why conduct Focus Groups?

■ Agree
 ■ Disagree



Focus Group	Phase I	%	Phase II	%2	Total	%
Agree	701	48%	427	51%	1128	49%
Disagree	760	52%	411	49%	1171	51%
Total Respondents	1461		838		2299	

Why have Focus Groups?

- Approximately 5,525 discrete comments were given by survey respondents
- This equates to approximately 510 pages of commentary

RPN Demographics

31 Participants in Focus Groups

Education

- 51% diploma
- 45% certificate

Work Experience

- 51% had at least 13 years experience in nursing
- 38% had less than seven years experience

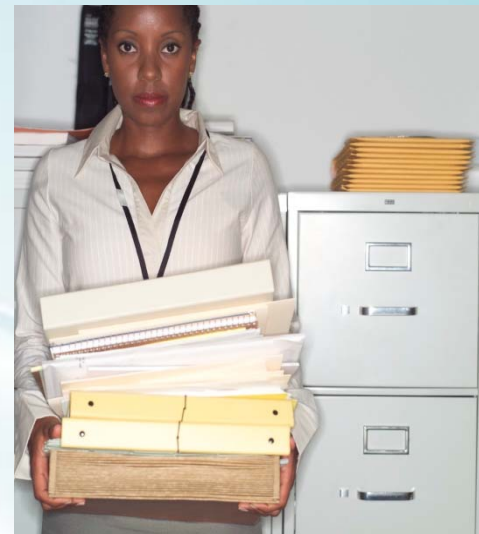
Themes

Three main themes emerged from the focus group analysis:

- The changing nature of the work environment
- The changing profession and
- The changing role of the RPN

Changing Nature of the Work Environment

- Increased workload
- Health and safety concerns
- Management and teamwork support



Changing Profession

- Increased depth and breadth of knowledge
- Societal stigma
 - Lack of respect
 - Lack of leadership opportunities
 - Lack of autonomy

think outside the



stigma

Changing Role of the RPN

- Poor utilization of RPNs
- Lack of role clarity
- Perception of RNs' responses to expanded knowledge of RPNs



Barriers to Providing High Quality Care

- Staffing Levels
- Workload
- Scope of Practice
- Communication
- Conflict
- Lack of Collaboration

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Recommendations to Create Healthier Work Environments

- Organizations should utilize current resources to address staffing and workload:
 - RNAO BPGs, RN/RPN Utilization Toolkit, College of Nurses Resources
- Important to engage nurses in all roles, in all phases of process to examine staffing and workload

Healthier Work Environments Recommendations

- Ensure unit/program staffing specific, reflects the needs of individual patient, unit patient profile, and system characteristics to use the most appropriate nurse (Nursing Human Resource Planning Best Practice Toolkit)
- Ensure processes/access to resources support fluctuating patient and staff trends (RNAO (2007). *Developing and Sustaining Effective Staffing and Workload Practice*)
- Recognize work life factors with staffing decisions (Sachiko, T., Yukie, M., Satoko, O., & Hirotaka, I.) (Lowe, 2006)
- Ensure access to manager (Amy Sanchez McCutcheon, Diane Doran, Martin Evans, Linda McGillis Hall and Dorothy Pringle, 2009)

Recommendations to Create Healthier Work Environments

Nurse takes accountability for professional practice needs

- Self care needs recognized (Nahm, Eun-Shim ; Warren, Joan ; Zhu, Shijun ; An, Minjeong ; Brown, Jeanine, 2012)
- Share accountability (Kalisch, B, Leem, K.H., 2011)
- Resources to support quality environments (Lucas V ; Laschinger HKS ; Wong CA, 2008)

Recommendations to Support the Changing Role

- Resources to support quality care
- Resources to support managers, staff and public (Amy Sanchez McCutcheon, Diane Doran, Martin Evans, Linda McGillis Hall and Dorothy Pringle, 2009)
- RPN ability to communicate role
- Leadership opportunities (LCPF) (RPNAO, 2012)

Recommendations to Clarify the RPN Role

- Education information sessions
- Resources to address conflict
- Ability to communicate role

Areas Not Fully Addressed by Current Resources

- Poor/inconsistent utilization of RPNs
- Inconsistent understanding among leaders about expanded RPN knowledge
- Role stigma
 - Misconceptions of the RPN role- not viewed as a professional
- Perception of RN response to expanded knowledge of RPNs
- Work environments supports

Next Step ~ Establish Role Clarity

Engage in a Role Clarity Project

- Facilitator Selection
- Expert Panel engagement
- Development of Recommendations &

Resources

References

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