



The WDI Registered Nurse Retention Survey

The WDI RN retention survey is a proactive diagnostic tool designed to provide critical and insightful information necessary to assist hospitals in designing their RN retention strategy that can significantly increasing RN retention, reduce RN turnover and increase RN morale. It is without question the most powerful RN retention survey available.

The survey was designed, developed and tested by WDI at several major client hospitals. The survey is administered to a hospital's registered nurses on the internet at www.RNsurvey.com.

The survey gathers the following information from each nurse:

- Primary work value.
- Top five reasons for staying in rank order.
- Top three reasons for leaving if they are considering leaving.
- Intention to stay until retirement.
- Intention to leave prior to retirement.
- Employment status preference.
- Number of years they plan on working.
- **Optional:** Satisfaction survey compared to national norms.
- **Optional:** Written comments & suggestions.

The survey provides useful and customized breakdowns of results:

The survey results can be viewed in *real-time* on our secure website with a secure access code and you can view and print your reports by one of the following subgroups or combination of subgroups.

- **By Position:** Supervisor, Non-supervisor
- **By Race:** African American, Asian/Pacific Islander, Hispanic, Native American, White, Other
- **By Age:** 16-21, 22-30, 31-40, 41-50, 51-60, Over 60
- **By Shift:** Day, Evening, Nights, Rotate Shifts
- **By Sex**
- **By Employment Status:** Full-time, Part-time, Per Diem or Casual
- **By Length of Service:** Less than 1 year, 1-5 years, 6-10 years, 11-20 years, Over 20 years
- **By Education:** Two-year College complete, Three-year Diploma Program complete, Four-year College complete, Graduate School incomplete, Graduate School complete, Doctoral Degree incomplete, Doctoral Degree complete
- **By Work Unit**



You know what your nurses are thinking before they make a decision to leave.



The survey is taken over the internet at RNsurvey.com

RNsurvey.com

Nurses can complete the survey either on the internet or by questionnaire. The vast majority of nurses choose to take the survey over the internet. Prior to the survey, each nurse is given a letter announcing the survey that includes an access code. When they log on to www.RNsurvey.com, they enter the access code and begin taking the survey. The survey takes approximately 15-20 minutes to complete. In our experience, unlike so many surveys nurses are asked to complete, this survey is one they want to take because RN retention and recruitment directly affects them.

You can view and print your survey results instantly

You may view and print your survey reports in **real-time** from our secure web site as your nurses are completing the survey. The core report provides over forty different breakdowns of survey results plus you can cut and slice your results anyway you want. The following is just one example of what your reports will look like.

1/27/2003 Work Dynamics, Inc.

RN Retention Survey - Jan 2003 Survey Report Prepared for: Any Hospital Any Town, USA

Results By: Division (Critical Care/ED)

Total Respondents: 253

Total Respondents For Demographic: 54

Respondents as % of Total 21%

Looking to the Future:	No.	%	Work Value	No.	%	Top Five Reasons to Stay
Seriously considering leaving	27	50%	One	5	9%	1 I am proud to be a nurse here.
Wanting full-time position	33	61%	Two	2	4%	2 I like the way employees work together here.
Wanting part-time position	21	39%	Three	30	56%	3 Compare to other places we have adequate staffing here.
Plan on staying until retirement	41	76%	Four	5	9%	4 I like the flexibility of my work schedule.
Min. average additional yrs planning to work	6		Five	4	7%	5 My current work schedule fits my needs.
Max. average additional yrs planning to work	10		Six	8	15%	
Average additional yrs planning to work	8		Total	54	100%	Top Three Reasons to Leave
						1 There are not enough clinical and/or educational opportunities for me here.
						2 The amount of work I am expected to do here is not reasonable
						3 My patient workload is too much for me to handle.



The distribution of RN work values is unique to each hospital.

The survey identifies each nurses' primary work value and what motivates them to stay or leave

Nurses have different reasons for working—no right or wrong reasons—just different. These differences go to the heart of what they value in work. These work values influence their job related needs and thus the reasons that cause them to stay in their current job. The distribution of these work values is unique to each hospital. That is why what works for one hospital may not work for another. Knowing the unique distribution of work values for your nurses is critical in knowing what retention strategies will or will not work. The following is a brief description of the six core work values identified by WDI RN Retention Survey.

Work Value One

This value system is outer-directed and describes a nurse who wants to work for a hospital that will voluntarily look out for the welfare and security of its nurses. The unit supervisor is the most important factor affecting retention of this nurse. They prefer a nursing assignment where the work is routine and task oriented. They prefer to work within a group as opposed to working alone. They look to their supervisor to represent their interest, answer questions, show them what to do and give them feedback on how they are doing. It is important that they have a unit supervisor who is personable and friendly, but also firm and fair.

Work Value Two

This value system is inner-directed and describes a nurse who has more of a need for power and control than others. They work best in a nursing assignment where they can work alone and use their creativity, toughness and persistence without too many constraints. They may prefer working for a temporary staffing agency where they have variety and take on difficult assignments. Their loyalty is to themselves and, as a result, they tend to change jobs more often than others. This work value typically has the highest turnover.

Work Value Three

This value system is outer-directed and describes a nurse who is hard working and loyal. They value longevity, loyalty and length of service. They prefer to follow the rules and value a supervisor who is consistent and fair in making decisions. They like working in a nursing assignment where everything is organized and predictable. They tend to be perfectionists in non-perfect worlds and often have a hard time accepting change. This work preference is ideally suited for a structured staff nurse job that requires conscientious effort and consistency. They have the longest length of service and lowest turnover.

Work Value Four

This value system is inner-directed and describes a nurse who places a high value on her/his career and personal achievement. They tend to view money as the primary score card of their success. They enjoy the material things that money can buy and respond favorably to any reward or recognition program that provides bonuses or other financial incentives. They view their time as valuable and will leave their current job for one that provides more money and greater opportunity to advance their career. They prefer variable merit increases where they compete for raises instead of automatic pay adjustments.

Work Value Five

This value system is outer-directed and describes a nurse who places a high value on interpersonal relationships and has more concern for others than herself/himself. They tend to be subjective and social in nature. They view nursing as an opportunity to help and interact with others. They have a strong preference for participative management and “group input.” They prefer sensitivity to objectivity and cooperation over competition. They resist pay schemes that cause nurses to compete for amounts of increases. They want and need a supervisor who acts more like a friend than a boss and who “fits in” with the team.

Work Value Six

This value system is inner-directed and describes a nurse who prefers a nursing position that allows for autonomy and personal growth. They see themselves as a unique one of a kind individual who values freedom above all else. They tend to be existential thinkers and creative problem solvers. They resist manipulation and avoid conformity. They maintain an internal sense of direction and principles. Money is important to them not to buy material things but to ensure their freedom. They are primarily motivated by opportunities for personal growth and development. They prefer a supervisor who helps set the goals and then stays out of their way and lets them do their job in their own way. They are less interested in titles, job security or status and more interested in freedom, flexibility and personal competency. They are self motivated and tolerate change.

Inner-directed versus Outer-directed Work Values

Our research shows that 62% of hospital registered nurses fall into the outer-directed work values. That is they have a strong preference for structure, security and stability. They tend to be influenced most by their peers and other individuals. For these nurses, retention is more a matter of inertia; that is, they tend to stay until some force causes them to leave.

The other 38% of hospital registered nurses fall into the inner-directed work values. Their preference is for less structure, and rather than be controlled by their environment, they prefer to change it, get control of it or leave. They are influenced most by factors internal to the hospital and decisions to stay or leave are made based upon their own internal priorities.



What causes one nurse to stay may cause another nurse to leave.

The survey rank orders the top five reasons your nurses stay

The reasons nurses stay are different for each hospital. By knowing the top five reasons your nurses stay, you are able to reinforce the “right reasons” for staying and avoid spending time or money on the “wrong reasons”. When taking the survey, your nurses choose from sixty different reasons for staying, broken down into the following categories. The sixty choices themselves represent both internal/controllable and external/uncontrollable factors:

Job Related Reasons

Career Reasons

Residency Reasons

Organizational Reasons

Nurse Practice Reasons

Financial Reasons

Social Reasons

Supervisory Reasons

Family Reasons

Change Reasons

The survey rank orders the top three reasons your nurses are considering leaving

Nurses who indicated that in the last six months they have seriously considered leaving select from forty different options and rank order the top three reasons they are considering leaving. This information not only tells you how many nurses are considering leaving, but also their precise reasons. Knowing in advance the work area and demographics of those considering leaving places you in a strategic position to prioritize your retention efforts for maximum results. The forty different reasons for leaving are broken down into the following subgroups:

Job Related Reasons

Supervisory Related Reasons

Compensation Related Reasons

Staffing Related Reasons

Job Stress Related Reasons

External Related Reasons

Nursing Practice Related Reasons

Career Related Reasons

Organizational Related Reasons

The survey tells you the number of years your nurses plan on working

We have found nurses to be very candid about how long they plan on working. With an aging RN workforce, this information is important in forecasting future staffing requirements. It is also enlightening when you see the average number of years your nurses plan on working broken down by work value, age and length of service. Depending on your particular survey results, you may be surprised when you realize the magnitude of your projected recruitment needs. Providing this information to your hospital today will help you minimize recruitment problems tomorrow.



The survey tells you why they stay, how long they plan on staying and why they may be considering leaving.

Optional: You can measure your nurses' satisfaction with the following key employee relations categories:

The survey provides you the option of measuring your nurses satisfaction of the following key employee relations categories through thirty core questions and comparing your results to our national norms.

Opportunities for Advancement

Job Security

Pay

Teamwork

Due Process

Benefits

Job Satisfaction

Senior Management

Work Environment

Input in to Decisions

Loyalty

Supervision

Staffing

Custom questions can be added to address specific areas of concern.

Optional: Written Comments:

The survey provides you the option of allowing your nurses to make written comments and suggestions. These are then edited and provided to you by work unit.

Post survey options

Post survey communication options

When the survey is over and you have your results, you have various communication options available to you.

1. We can provide on-site presentations of your survey results to your Governing Board, senior leadership, nursing managers and your staff nurses.
2. In addition, we can provide a customized one day educational workshop based upon your unique survey results for all of your nursing leadership.

Post survey consulting options

Based upon your survey results, a specific action plan should be developed to increase retention, reduce turnover and increase morale. Our consulting assistance is available to you to develop this action plan and, if needed, assist you in implementing your action plan. The action plan should include specific customized solutions designed to measurably increase retention and improve morale. Possible solutions are many, examples may include: nurse empowerment models, staffing and scheduling systems, revised RN employment status categories, supervisory ratio models, mentoring models, complaint resolution models, physician education, compensation practice changes, etc. Whatever is identified as your unique "weak link" or "roadblock" to achieving your retention and recruitment goals, we will be available to assist you in finding the best workable solutions.

How do we begin?

Contact us to provide the information we need to send you a cost proposal. Upon acceptance, we will send you a project manual that gives you everything you need to plan, announce and conduct the survey. We will stay with you through the entire process to assure a positive experience and high level of survey participation. In addition, we are available at any time for on-site assistance .

Because the survey is administered over the internet, there is no need for typical survey logistics associated with paper and pencil surveys. And because of our technology, you will be able to view your survey results as soon as your nurses begin taking the survey.