

“The Relationship Between Staff Turnover and Nursing Home Deficiencies”

Objectives: This study examined the relationship between nursing home characteristics and state survey deficiencies with the goal of identifying priorities for change to improve survey results.

Methods: Data from Kansas nursing homes were drawn from three primary sources: On-Line Survey, Certification, and Reporting System (OSCAR); Medicaid Cost Reports; and Minimum Data Set. Data from the survey that the Kansas Nursing Facility Project mailed to nursing home administrators in 2004 and data from the 2000 U.S. Census also are incorporated.

Results: Turnover rates were the most important factor in predicting nursing home deficiency scores.

- Homes with total staff turnover rates equal to or greater than 81 percent had approximately twice as many deficiencies on average (11.1 deficiencies) as homes with turnover rates lower than 81 percent (5.7 deficiencies).
- Turnover rates were influenced by LPN wage rates and ownership, with for-profit homes having higher turnover.
- Nursing home administrators believe that the primary causes of voluntary turnover are personal, family and transportation problems, low pay, no career ladders, heavy workload, working with difficult residents and family, and the stress of being around elderly and dying residents.

Discussion: This study will assist nursing home administrators in establishing goals for reducing staff turnover rates, which not only would reduce administrative expenses, but also would improve the quality of care, as reflected in reduced deficiency citations in state surveys. Organizational changes designed to increase staff satisfaction and reduce voluntary turnover may be limited by nursing home budgets. However, there is evidence that the job satisfaction of certified nursing assistants (CNAs) is closely related to factors that are not budget-contingent, such as organizational policies and processes that make staff feel like valued employees. As nursing homes undertake organizational change initiatives, it will be important to systematically understand the efficacy of those changes so that the entire industry can benefit from successful interventions.

For a link to this report in it's entirety, click below.

http://www.nursingoutcomes.org/nursing_home_pdfs/The%20Relationship%20Between%20Staff%20Turnover%20and%20Deficiencies.pdf

