

# Introduction to Retention & Recruitment



# Overview

- In this section we will review:
  - The significance of the issue, internationally and in Canada, related to a stable workforce and contributing factors
  - Definitions of retention and identify related terms
  - The complexity of the issue, including the role of policy, education and employers to promoting retention and recruitment
  - Emphasize contributions of the nursing leader for promoting retention and recruitment in the workplace



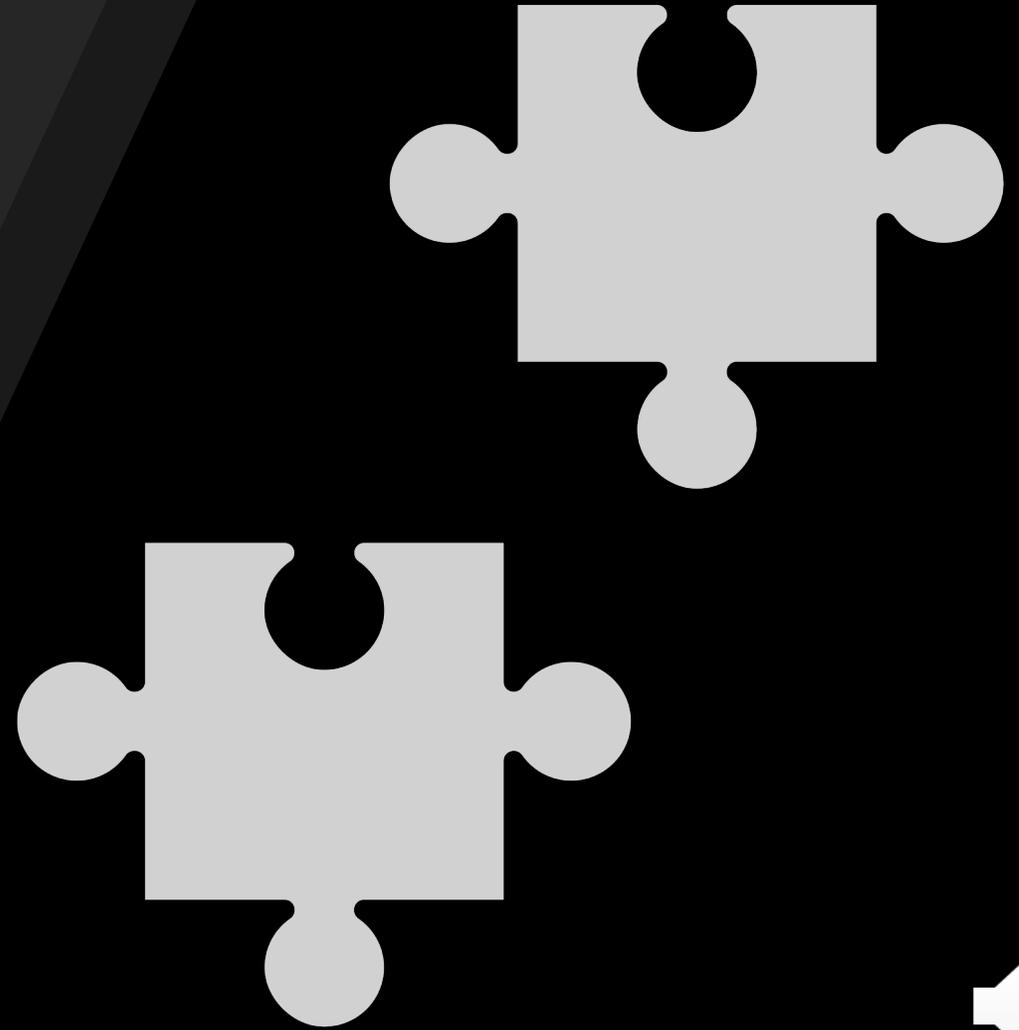
# Significance of the Issue

- The concerns of having sufficient workforce supply in health care is international and long-standing
- Within Canada, anticipated shortages of registered nurses for decades
- Recently, concerns of a sufficient health care workforce have been heightened by the burden of the global COVID-19 pandemic



# Contributing Factors

- Ageing population
- "Doing more with less"
- External influences  
(example, global COVID pandemic)



# Definitions and related terms

## Retention

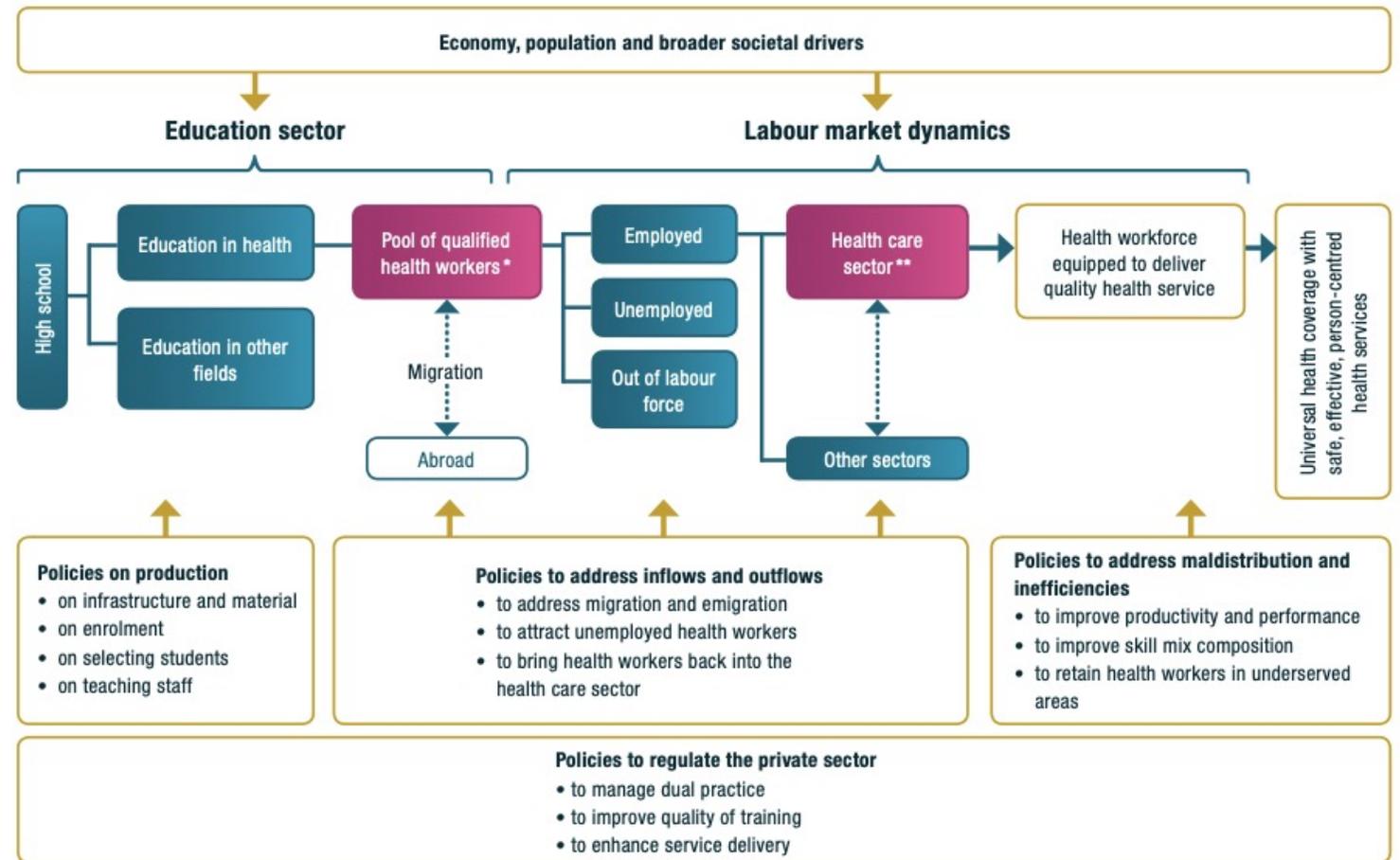
- “a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs” (Employee Retention Workgroup, 2002, as cited in World Health Organization Regional Office for Europe, 2011)
- Related terms: Turnover, Intention to Leave, Intention to Remain, Intention to stay



# Complexity of the issue

(Adapted from World Health Organization, 2016)

**Figure 2: Policy levers to shape health labour markets**



\* Supply of health workers= pool of qualified health workers willing to work in the health-care sector.

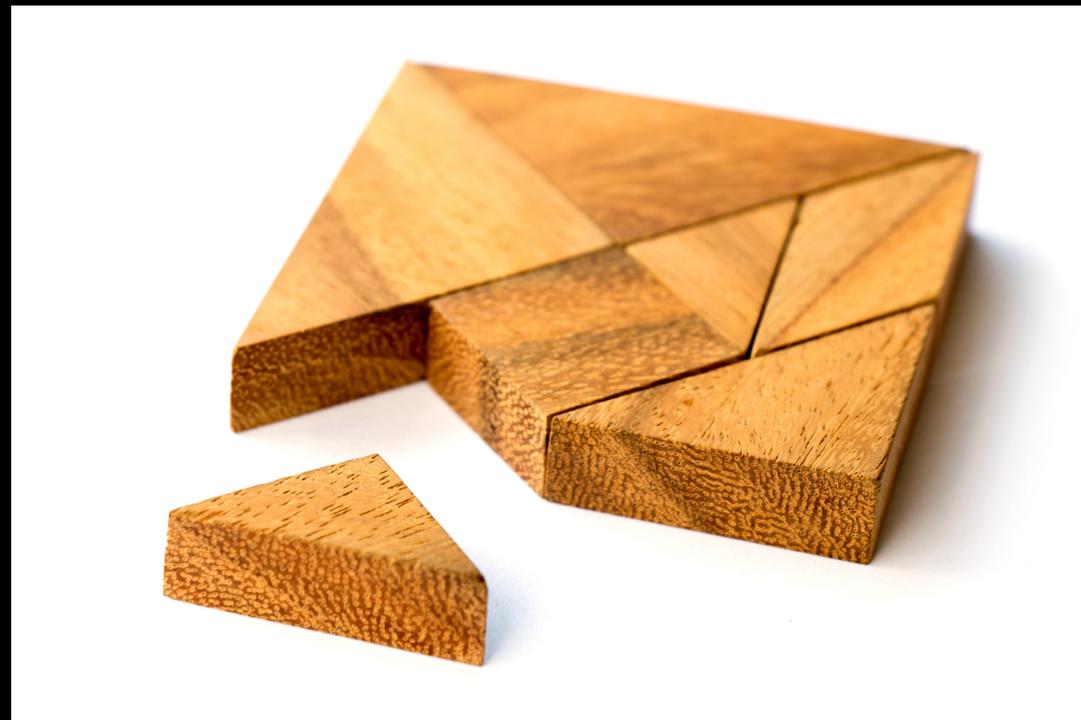
\*\* Demand of health workers= public and private institutions that constitute the health-care sector.

Source: Sousa A, Scheffler M R, Nyoni J, Boerma T "A comprehensive health labour market framework for universal health coverage" Bull World Health Organ 2013;91:892– 894



# The Role of the Nursing Leader

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# Implications for Nursing Leaders

- Call for action for Healthy Work Environments
  - Communication
  - Collaboration
  - Effective decision making
  - Appropriate staffing
  - Recognition
  - Authentic leadership
  - Continuous learning opportunities



As a leader,  
ask yourself:



Have you asked staff why they stay?



Have you asked former staff why they left?



How do you engage with staff?



How do you promote learning and professional development?



How are you addressing concerns raised?



# Summary

- Nursing leaders play a key role in supporting the retention and recruitment of staff.
- Retention is a complex issue. To address, nursing leaders need to work with partners at various levels of the organization, and externally
- Nursing leaders are well positioned to gather feedback from staff on why they might leave or stay in the workplace.
- Nursing leaders must build relationships based on trust and respect, then listen, and act.



# Next Steps



There are a few readings and references provided for this section of the module. Please review each before proceeding to the next section.

