

### Background

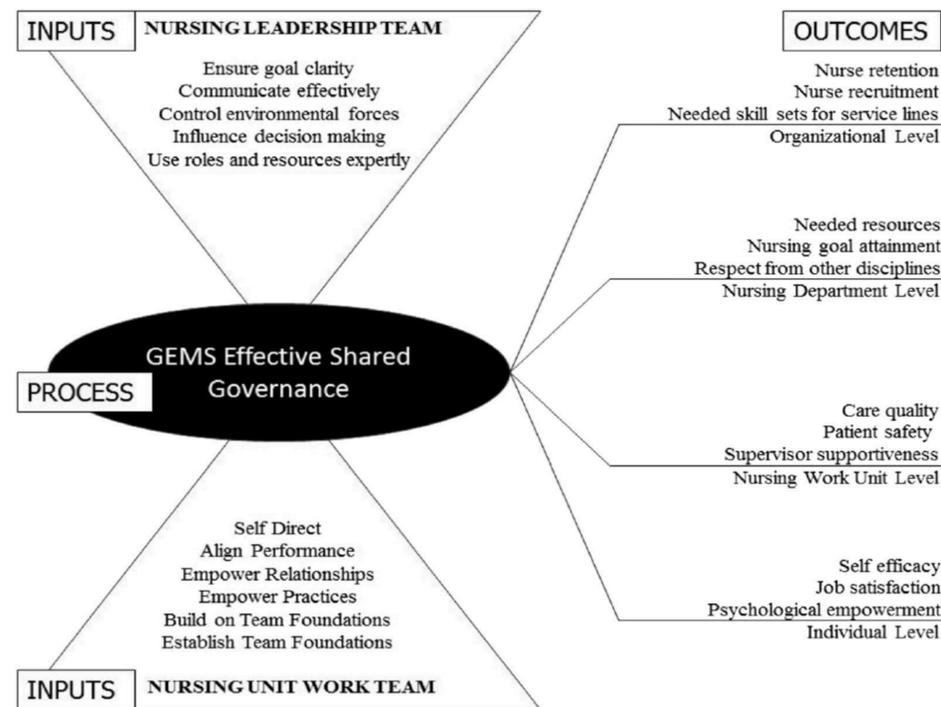
- ❖ United States (2021) national average for nurse turnover was 27.1%.
  - Nurse turnover costs the average hospital \$7.1 million per year (Nursing Solutions Inc., 2021).
- ❖ Empowering nurses is critical to increase nurse engagement and improve retention (Carthon et al., 2019).
- ❖ **Nursing Shared Governance:** Empowerment of bedside nurses to use expertise to influence hospital policies, procedures, and protocols that directly impact patient outcomes (Kutney-Lee et al., 2016).
  - Shared governance positively affects nurse engagement, job satisfaction, retention, and high patient satisfaction scores (Ong et al., 2017).

### Purpose

To implement and evaluate the effectiveness of a nursing shared governance structure on nurse engagement and retention at a Midwest rehabilitation hospital.

### Method

- ❖ Established a nursing shared governance model based on The General Theory for Effective Multilevel Shared Governance (GEMS) (Joseph & Bogue, 2016).
  - Held monthly meetings for 3 months with volunteer participants.
- ❖ Administered Utrecht Work Engagement Scale (UWES) survey as pre/post questionnaire.
- ❖ Monitored monthly nurse retention rates and compared to the baseline mean retention rate for January 2022 – September 2022 (98.28%).



**Figure 1 – The General Theory for Effective Multilevel Shared Governance (GEMS) (Joseph & Bogue, 2016).**

### Results

#### Descriptive statistics for UWES scores

Time	<i>n</i>	<i>Mean</i>	<i>Std Dev</i>	<i>Min</i>	<i>Max</i>
Pre	8	3.85	1.06	2.12	5.12
Post	2	3.29	0.5	2.94	3.65

#### Nurse retention rates

Month	Retained	<i>p</i> -value	95% CI
October	98.18%	0.96	(90.39%, 99.68%)
November	96.36%	0.27	(87.68%, 99.00%)
December	94.44%	0.0302	(84.89%, 98.09%)

### Discussion

- ❖ Pre/post UWES scores decreased.
- ❖ Retention rates decreased post project.
  - December 2022 was the most significant difference.
- ❖ Participants voiced enjoyment of meetings and appreciation of involvement in the decision-making process.
- ❖ **Limitations:** Small sample size, short timeframe, and lack of control group.
  - Seasonal effects on retention or extenuating circumstances during the project may have impacted results.
- ❖ **Recommendations:** Repeat project with a larger sample size, increased length, and include a control group.

### Conclusion

- ❖ Healthcare organizations must recognize the importance and urgency of creating cultures that promote nurse engagement to improve nurse retention.
- ❖ Implementing a nursing shared governance model may improve nurse engagement and reduce the adverse effects associated with nurse turnover (Ong et al., 2017).
- ❖ The nurses and leadership viewed shared governance as a positive change and permanently adopted the model.
- ❖ Further research is needed to determine the relationship between nursing shared governance and nurse engagement and retention.

References available upon request.