



Challenges of Creating New Graduate Nursing Supernumerary and Permanent FT Positions in Ontario: How does the data inform Decision Making?

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Overview



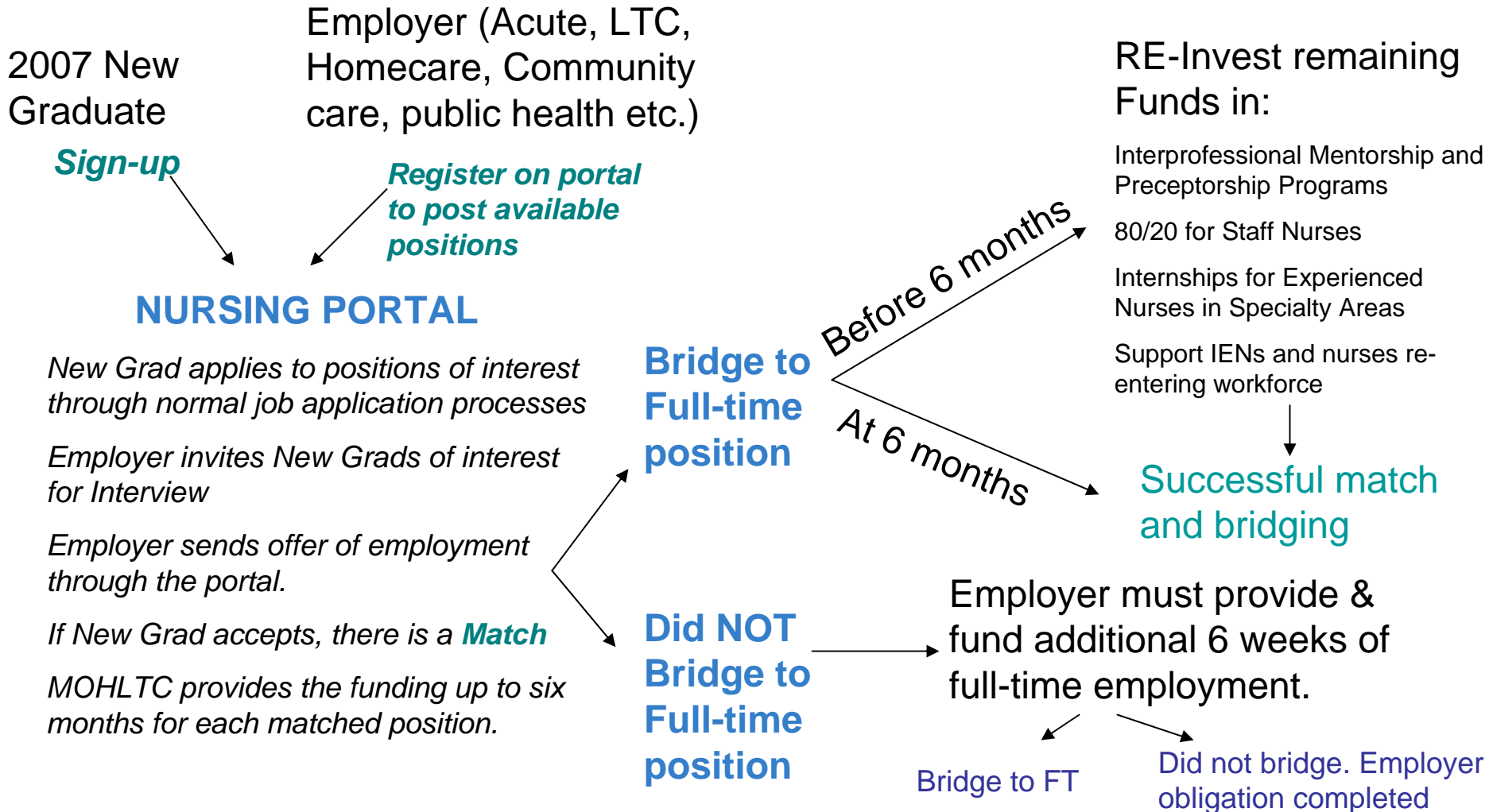
- Nursing Graduate Guarantee (NGG) Initiative
- Nursing Graduate Employment Portal
- Evaluation of the NGG Initiative
- Methodology
- Focus: *Creating New Graduate Nursing Supernumerary Positions and Permanent FT Positions in Ontario*
- Evaluation outcomes
- Conclusions

Nursing Graduate Guarantee (NGG) Initiative

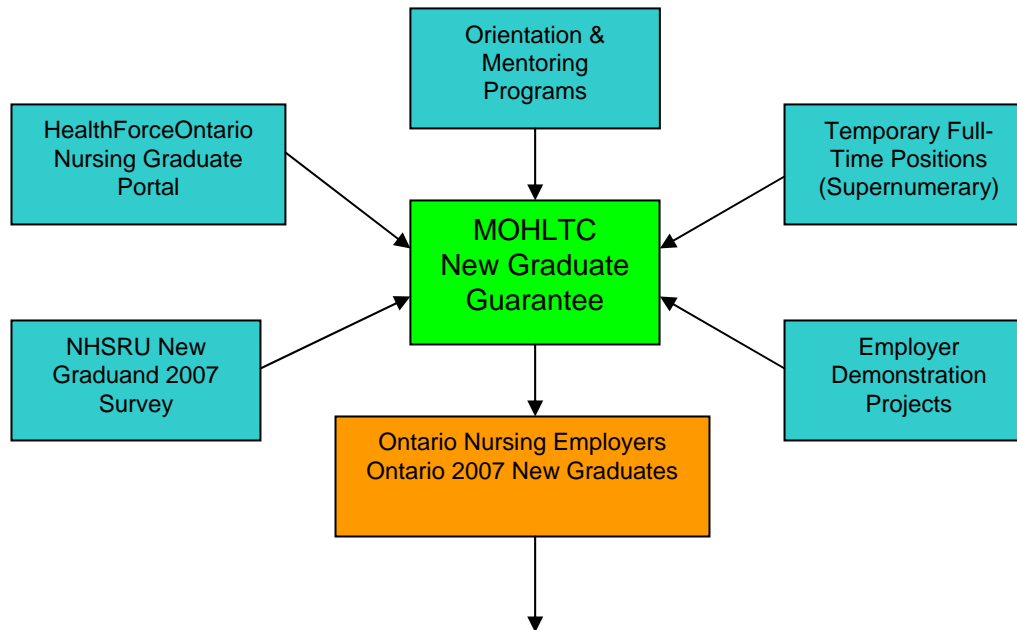


- The purpose of the initiative is to fund supernumerary positions for all 2007 new nursing graduates.
- The NGG is intended to give every RN and RPN new nursing graduate the opportunity to work FT in Ontario.

HealthForceOntario (HFO) Nursing Graduate Portal Application Process



Evaluation of NGG Initiative



Legend
 Green - Initiative
 Teal - Strategies/Projects
 Orange - Targets
 Purple - Methods

Evaluation

(ii) Surveys

- New Graduate Evaluation of Nursing Graduate Portal
- Employer Evaluation of Employment Portal
- Nursing Graduated Survey 2007 RN Programs
- Nursing Graduated Survey 2007 RPN Programs

(ii) Stakeholder Analysis

Focus Groups

- Employer Focus Groups - acute care (large, medium, small and rural), long-term care, public health and community)

Interviews

- New Graduates of 2007 Key Informant Interview Guide
- Senior Nursing Staff Key Informant Interview Guide
- Union Representative Key Informant Interview Guide
- RNAO Vignettes

(iii) Document Analysis



- Quantitative, Qualitative, and Document Analysis
 - Mixed Methods Approach
 - Surveys, focus groups, interviews

Methodology and Sample: Surveys



■ Quantitative Approach

Surveys

- New Graduate Evaluation of Nursing Graduate Portal 2007
- Employer Evaluation of Employment Portal 2007
- Nursing Graduatnd Survey 2007 RN Programs
- Nursing Graduatnd Survey 2007 RPN Programs

Response Rate: Surveys



- New Graduate Evaluation of Nursing Graduate Portal
 - 1780 respondents out of 4234* portal registrants [42%]

- Employer Evaluation of Employment Portal
 - 230 respondents out of 296* portal registrants [78%]

Methodology and Sample: Stakeholder Analysis



■ Qualitative approach

Focus Groups

- Employers

Key Informant Interviews

- New 2007 Graduates
- Front-Line/Experienced Nursing Staff
- Union Representatives

Vignettes

- RNAO Vignettes

Stakeholder Analysis Participants



- Focus Groups
 - 7 Employer Focus Groups
 - 42 participating employers – acute care (large, medium, small and rural), long-term care, public health and community

- Key Informant Interviews
 - 25 interviews with New Graduates, Front-line/Senior Nursing Staff, and Union Representatives

Analysis



- Surveys
 - Statistical analysis SPSS Version 16.0
- Thematic analysis of qualitative data
- Document analysis
- Triangulation of data to evaluate the initiative and identify trends



THE CHALLENGE OF MATCHING AND CREATING SUPERNUMERARY POSITIONS

The Challenge of Matching for Supernumerary Positions: Employer Perspective



- Employers were asked to provide

“Reason(s) for NOT offering a NGG position to a new graduate nurse”

The Challenge of Matching for Supernumerary Positions: Employer Perspective



Reasons Employers Provided for not Offering Temporary FT Position

| Reasons Stated by Employer | % of Employers |
|--|----------------|
| New grad accepted offer elsewhere/Offer rejected | 21 |
| Poor performance in Interview | 16 |
| Mismatch between nurse skills and position | 16 |
| Mismatch between nurse knowledge and position | 14 |
| Low/no applications | 9 |
| No positions/resources available | 6 |
| Application not professional | 6 |
| Poor applicant | 3 |
| Other | 9 |

The Challenge of Matching for Supernumerary Positions: New Graduate Perspective



- New Graduates were asked:

“If you are currently registered on the Nursing Graduate Portal but have not been matched to an employer, please indicate why:”

The Challenge of Matching for Supernumerary Positions: New Graduate Perspective



Reasons Nursing Graduates provided for Not Matching into Temporary FT Positions through the Portal

| New Graduate Reasons for Not Matching | % of New Grads |
|---|----------------|
| Secured position outside of the portal | 43 |
| Posted positions are not of interest/in geographical region of choice | 18 |
| Not seeking a nursing position at the present time | 13 |
| No response from employers/no position available | 11 |
| Did not pass the nursing exam | 2 |
| Other | 13 |

New Graduate Supernumerary Positions: Challenges for Employers



- Staff Shortages and RN Graduation
 - Graduates enter market during the summer when staffing shortages are most critical
 - Requirement for mentors conflicts with senior staff summer vacations
- Orientation and immediate need for staff
 - Extended orientation delays readiness of new graduates for employment
 - A few graduates were hired outside initiative for immediate assistance with summer staff shortages

New Graduate Supernumerary Positions: Benefits



- Extended Orientation:
 - Mentoring and support for new graduates viewed as a benefit
 - Supported by all stakeholders: employers, new grads, front-line nurses and union representatives

Quote from an employer:

“...extensive orientation and thorough integration into a nursing unit is the only way...otherwise I think you’re going to see people leaving the profession early because they just can’t handle the stress and pressure of not being supported properly”

Organizational Variability in Orientation: Mentoring and Resources



- Mentoring:
 - Type of mentoring model was primarily a 1:1 model
 - Mentoring program did not exist in smaller organizations prior to the NGG
- Resources
 - More existing resources in larger organizations
 - nurse educators, mentoring workshops
 - A strain on some organizations to precept students and mentor new graduates

Orientation and Mentoring: Integrating New Graduates into Workforce



- Workload and “above complement” positions:
 - Short-staffing challenges
 - Some new graduates worked as base staff some of the time
- New graduates perspectives:
 - Access to a mentor
 - Option to not take on additional assignments during staff shortages
 - Able to handle assignments



OFFERING PERMANENT FT POSITIONS WITHIN THE REALITY OF THE WORKPLACE

Factors Affecting the Offering Full-time Positions for New Graduates



- Sector Variables
 - Availability of FT positions varied by sector
 - Large acute care centers with resources to create FT positions (i.e. float pools, collapsing of PT positions to create FT).
 - Public health have limited availability of permanent FT positions
 - LTC and Community did not have sufficient FT positions/float pool systems
- New Graduate Preferences
 - Stayed in PT position in area of choice even when FT is offered in less preferred clinical area
- Employee seniority
 - Some new graduates were offered PT or casual according to bargaining unit contracts

Employer Reasons for not Transitioning a New Graduate into a Permanent FT Position



- Employers were asked:

The reason(s) for not extending the contract of a new nursing graduate into a permanent FT position:

Employer Reasons for not Transitioning a New Graduate into a Permanent FT Position



Percentage of Employers stating each reason

| Reason Stated | % of Employers |
|---|----------------|
| Lack of availability of full-time positions | 30.5 |
| Nursing graduate rejection of the full-time offer | 22.8 |
| Failure of the registration exam | 15.2 |
| Seniority/union agreements | 7.6 |
| Inadequate performance | 6.6 |
| Lack of funding | 6.6 |
| Mismatch between offer and interest of nursing graduate | 6.6 |
| Other | 8.6 |

Organizational Benefits



- Benefits of participating in the NGG
 - Financial support for orientation and education for the new graduates entering the system
 - Innovative strategies to create FT positions (float pools, creative workforce planning using sick-time and overtime hours)
 - Opportunity to re-invest remaining funds when new graduate transitions early (i.e. education programs)

Financial Restraints



- Some Sectors had difficulty creating permanent FT jobs (have to pay 6 weeks orientation)
- Difficulty in retaining nurses (i.e. LTC has image as “default” career)
- Small acute care centers had difficulty when new grads left (to large centers)
- Public Health was reluctant to participate because of limited availability of permanent FT positions

Summary



- How does data inform decision making?
 - Orientation and mentoring is perceived to be very valuable
 - Resources vary across the sectors and geography
 - Students graduation dates are an issue - conflicts with summer staff shortage
 - FT is not always available in areas of choice – new graduate preferences
 - Data shows initiative has made a difference with a 76% in FT jobs for graduate RN s and RPNs

Conclusion



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- Future initiatives can be targeted at addressing the outlined reasons as to why there is a challenge in creating and offering full time positions.
 - Allows for informed financial decision making and policy/strategy formation.

Questions?



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