



The Turnover Takedown: The 4 Biggest Causes of Healthcare Turnover

& How You Can Protect
Against Them!



Annual turnover in healthcare sits at around 28%¹, and this presents a major burden for hospitals: it can cost over \$88,000 to replace a nurse² and over \$230,000 for primary care physicians.³ However, such a big financial albatross can be reduced to four major themes.

Read about the four biggest causes of turnover and their prevention strategies:



1 Bad Onboarding

Onboarding is more than just orientation. With the tremendous talent shortage in healthcare – nurses alone will count for 1.2 million of that deficit by 2022⁴ – healthcare organizations can't afford to start new hires off on the wrong foot because that reduces patient care quality, engagement, and retention levels.

Impactful onboarding:

Start the employee experience off right with a comprehensive onboarding experience including an introduction to the mission, hospital culture, job-specific training, team integration and more. Also, ensure that new hires understand the hospital's procedures and goals so they can hit the ground running. Doing so leads to the best possible result – strong patient outcomes. When one hospital leveraged part of their onboarding process to re-prioritize a caring culture, patient satisfaction soared 95% and nursing turnover decreased.⁵



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2 Low Engagement

A Gallup survey found that hospitals with the least engaged nurses pay over one million dollars more annually in malpractice fees than centers with engaged nurses.⁶ Yet, despite the financial and patient care challenges spurred by disengaged workers, 25% of health organizations in one survey say they don't measure engagement at all.⁷

Develop employees:

Stem the tide of disengagement by leveraging stronger talent management tools. These lead to 29% higher engagement levels (and just a 15% increase in engagement leads to a 2% increase in operating margins). Engage your staff by focusing on onboarding, offering training initiatives, helping plan career paths, and improving the culture. Another critical strategy is to prioritize learning and development initiatives. One organization, BJC Healthcare, focused on this and realized better patient care, increased safety, and stronger compliance.



3 High Staff Burnout

Burnout is often caused by the trifecta of low staff head counts, too few training resources, and extended shifts. It hurts hospitals by draining as much as five percent – and sometimes more – off their operating budgets.⁹ Further, burned out workers are less engaged, which reduces retention rates and patient care outcomes.

Fix the “Why”:

Determine the causes of attrition; exit interviews are a great time to dive deep into retention challenges, and doing so will help create a strategy for the future. An effective plan to keep employees from leaving may be a combination of more training, better hours, determining appropriate head count, and giving employees more control over their career growth.



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4 Toxic Employees

“Toxic” behavior is loosely defined, but it refers to any employee who engages in harmful behavior like showing a bad attitude, whining, sabotaging others’ work, and more. Even gossiping, which may seem harmless on the surface, can actually cause major problems. The fallout from toxic staff? 12% of victims quit, 38% saw a decrease in work quality, and for every 10% of unsatisfied nurses, patient recommendations drop 2%.

Support your staff:

Curing toxic employees is simple, once you know why they’re toxic. Similar to burnout, toxic behavior could come from being overworked, not knowing future career opportunities, no awareness of the culture, or even a simple miscommunication. Step one in any strategy is to highlight organizational culture during recruitment so both the care center and candidate are on the same page for expectations and opportunities. Eighty percent of hospitals already do this, so don’t get left behind!

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To discover more tips and tools that help healthcare organizations prevent turnover and empower staff to deliver top notch patient care, visit csod.com/healthcare.

1. <https://www.healthcareers.com/article/healthcare-news/staff-turnover>
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3. <https://www.ncbi.nlm.nih.gov/pubmed/10662416>
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