

Northern Ontario Nurse Practitioner Job Satisfaction and Intent to Leave



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Study Goal



Study Goal:

“To enhance understanding about job satisfaction and intent to leave among northern Ontario’s primary healthcare nurse practitioners”

Importance of Learning More



Why Learn More?

Understanding the primary healthcare (PHC) nurse practitioner (NP) workforce could:

- alert policymakers to health human resource threats and opportunities
- assist in the design positions/settings to attract NPs to unserved areas (often rural)
- enhance retention of primary healthcare NPs to work in PHC as opposed to other sectors

Study Population/Data Collection



Study Population:

- Nurse practitioners working full time in primary healthcare
- NE and NW LHINS

Data Collection:

- Professional association sent out study invitation by email
- Telephone interviews – transcribed-analyzed

Method



Method:

- Grounded theory – Corbin & Strauss (1990)
- Open coding, constant comparison - identify substantive and key concepts
- End goal: theory development (Corbin & Strauss, 1990)

Why this method?

- Studies to date mostly used surveys
- Qualitative - seeking unique features and factors

Key Concepts related to Job Satisfaction



Key Concept – Job Satisfaction:

Challenge – Already well substantiated as an NP satisfier

(Fitzpatrick et al., 2010, Lamarche & Tullai-Mcguinness, 2009).

Respondents were talking about:

- Challenge of full scope - satisfier
- Challenge of crisis/complexity – satisfier/dissatisfier depending on NP
- Challenge of barriers to practice – dissatisfier
- Lack of challenge – focused caseloads – dissatisfier

Key Concepts Related to Job Satisfaction



Key Concept - Job Satisfaction:

Interdependence/Independence

- NPs seeking independence and interdependence
- Often simultaneously – needing **balanced** amounts of each

“Okay, so what I like about this is my freedom. I’m there when I’m there and I don’t really have to worry about accomodating the scheduling needs of others. And then what is – what isn’t – what I don’t like about it is there’s never that team to bounce things off of”

Key Concepts Related to Job Satisfaction



Key Concept - Job Satisfaction:

Quiet Moments

- **NEW Satisfier!** Not mentioned in the NP literature to date
- Balance of patient contact time and time spent on non patient care activities

“Sometimes its nice not to really have to like think and its just something specific and you do it, versus having to listen to people tell you a whole bunch of stuff and then – so that is kind of a nice little relief if you have some time in between”.

Key Concepts – Intent to Stay/Leave



Key Concept – Intent to Leave

Pay and Benefits

- Mentioned frequently when discussing intent to leave current job
- Primary healthcare/hospital wage disparity - motivator to leave primary healthcare
- Lack of HOOPP pension major issue fueling intent to leave

Key Concepts – Intent to Stay/Leave



Pay and Benefits Cont'd:

- Sick time to STD within first few days of absence
- Some avoided taking leave d/t inadequate STD/LTD compensation

“And with the _____ (chronic health condition), I’m thinking long term. If something happens to me the disability we have is crap right now. Eventually if they do not change them yes, people will leave. They’re already leaving”.

Key Concepts – Intent to Stay/Leave



Key Concept – Intent to Leave

Management and Administration:

- Micro management - intent to leave
- Inflexible time off – intent to leave

“if management got more involved that always puts pressure on me. If they start messing with your practice then that is a reason I’d want to go and do something else”.

What's the Theory?



What's the Theory?

Substantive Areas: Job Satisfaction and Intent to Leave

Core Categories: Job Satisfaction

- Independence/Interdependence
- Challenge
- Quiet Moments

Core Categories: Intent to Leave

- Pay and Benefits
- Management and Administration
- Pay for Leave

What's the theory?

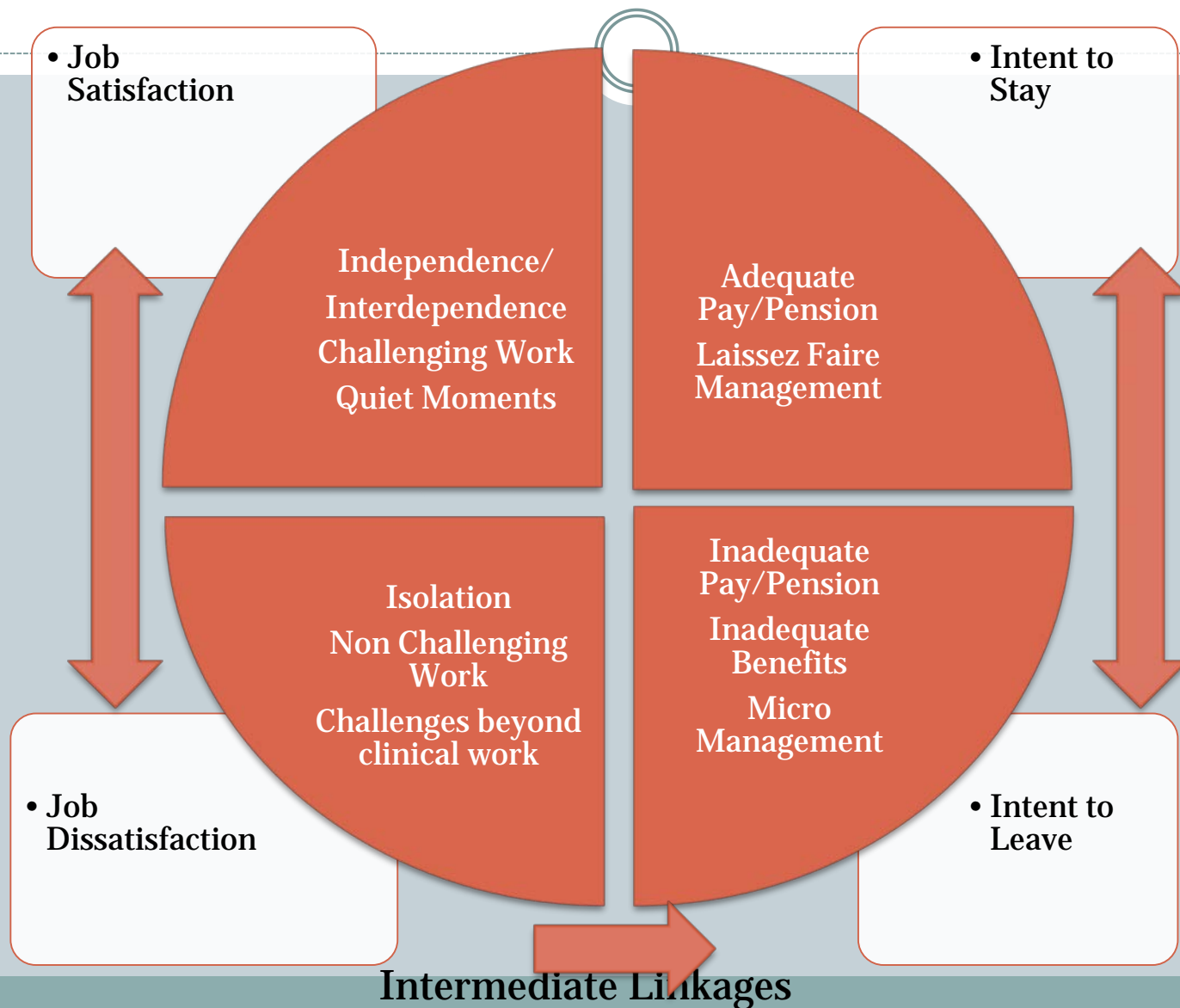


NOTE: Intermediate linkages – Cognitions between dissatisfiers/intent to leave must occur before NP moves from dissatisfied to intending to leave (Mobley, 1977)

Cognitions around items such as:

- thoughts of quitting
- job search behaviours
- perception of being able to find a better job
- All **moderated** by impulsivity/good or poor job market/employee demographics (Mobley et al., 1977)

A Theory of Nurse Practitioner Job Satisfaction and Intent to Leave



What's Interesting About the Theory?



What's new and interesting?

- Factors that influence job satisfaction/dissatisfaction - same items – continuum - doesn't mirror Herzberg's **dual factor theory** of separate satisfiers/dissatisfiers (Herzberg, 1968)
- Introduces a **new concept** – “quiet moments” that was not mentioned in literature related to NP job satisfaction and/or intent to leave

Study Limitations



Study Limitations:

- Population from a specific geographic area
- Only interviewed those currently employed
- Those with more to say more likely to participate
- Challenged to find interviewees from far northern Ontario – employment challenges
- Principal researcher is an NP – influences analysis and interpretation of the study data

Takeaway Messages



Takeaway Messages:

- Employers and policymakers should treat job satisfaction and intent to leave together and separately.
- Unique factors affect intent to leave – not the same as those associated with NP job dissatisfaction
- Scale will tip based on various dissatisfying factors and intermediate linkages – likely differ among individual NPs

Future Research



Opportunities for Future Research:

- Investigate “**quiet moments**” - learn more about their function and how they might relate to concepts such as stress reduction/burnout prevention
- Perform **quantitative research** and **environmental scans** using key concepts uncovered here
- Perform qualitative research with NPs who have left - explore and identify any **unique intermediate linkages** for NPs



Thank You!

Any Questions?

References



Corbin, J. and Strauss, A. (1990). Grounded Theory Research: Procedures, Canons and Evaluative Criteria. *Qualitative Sociology*, 13(1).

Mobley, W. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.