



Enhancing Workforce Stability in Healthcare: The Role of Job Satisfaction, Work Engagement and Wellbeing

A Boone, Olivia Lavreysen, N De Vries, P De Winter, W Mazzucco, D Matranga, L Maniscalco, S Micelli, A Savatter, M Kowalska, S Szemik, K Baranski, L Godderis
Centre for Environment and Health, KU Leuven, Belgium



Introduction

Healthcare organizations are confronted with **challenges in retaining physicians and nurses**, leading to increased costs and decreased quality of care^{1,2}.



This study **identified interventions to enhance job satisfaction & retention among healthcare workers (HCWs)** and translated these findings into policy recommendations.

Methodology

- Co-creation methodology
- Online via Microsoft Teams
- Use of Miro → online whiteboard to facilitate interaction and creativity
- Verbatim transcription & thematic analysis using NVIVO



8 co-creation workshops
Physicians & nurses (n= 53)

4 Delphi-inspired sessions
Hospital managers & policymakers (n=17)

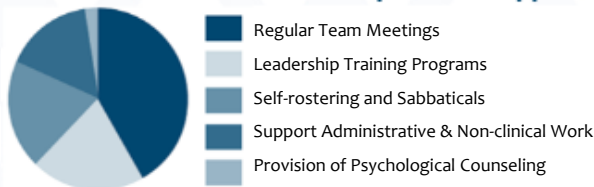


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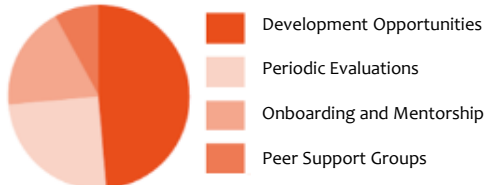
Results

The interventions derived from the co-creation process were categorized into four main themes:

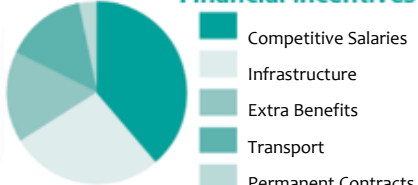
Professional and personal support



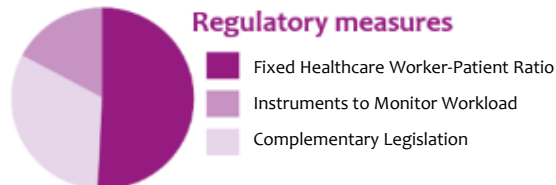
Education



Financial incentives



Regulatory measures



Discussion

⇒ The results, supported by existing literature, underscore that a **multitude of interventions** could improve job retention among HCWs².

⇒ The **unique healthcare systems and socio-economic contexts** across different countries should be considered.

⇒ **Country-specific factors** that could influence the selection of job retention interventions include for example hierarchical structures³.

⇒ Healthcare organizations and policymakers should implement a comprehensive strategy including **combined interventions** to maximize their impact, both on hospital and national level.



Future research should include:

- High quality intervention studies
- Longitudinal studies
- Inclusive interventions

Conclusion



Combining interventions related to personal and professional support, education, financial incentives & regulation will be most effective.



Healthcare organizations & policy makers should **tailor interventions** to address the unique factors impacting intention to leave.



Implementing these interventions can create a **supportive environment** that **promotes job satisfaction** & encourages HCWs to remain in the profession.

References

1. Park et al (2019). Intention to leave among staff nurses in small- and medium-sized hospitals. JCN, 28(9-10), 1856-1867.
 2. De Vries et al (2023). Retaining Healthcare Workers: A Systematic Review of Strategies for Sustaining Power in the Workplace. Healthcare, 11(13), 1887.
 3. Schönfelder & Nilsen (2016). An ideal-typical model for comparing interprofessional relations and skill mix in health care. BMC Health Serv Res, 16(1), 1-11.
- These results are described in a manuscript currently under review for publication: Boone et al (2024). Retaining Healing Hands: A Transnational Study on Job Retention Interventions for the Healthcare Workforce.



Olivia.Lavreysen@kuleuven.be
Anke.Boone@kuleuven.be
Lode.Godderis@kuleuven.be