OPERATIONAL DEFINITION
MEASUREMENT: Nursing Turnover Rate

I. Description and Rationale

This measure answers the question:
At what rate does the nursing staff leave the hospital?

Human Resources Management Services measures this as the annualized number of nurses per 100 who voluntarily or involuntarily leave (terminate) CCHMC. The purpose of the measure is to track turnover of nurses as one way to quantify the well-being of the hospital's nursing staff.

II. Population Definition (Inclusions/Exclusions)

The population being measured is CCHMC nurses who leave the hospital only. Nurses who transfer internally are excluded. The following job titles are included in the measurement:

Job Title
REGISTERED NURSE
REGISTERED NURSE II
REGISTERED NURSE III
PERI-OP COORDINATOR
PT CARE FACILITATOR
CARE MANAGER

The following departments are included in the measure:

Dept Name	Dept Name	Dept Name
DPIC	A4S	College Hill Inpatient – Child
B4 NICU	Specialty Resource Unit - Mths	Fetal Therapy
B6HI CICU	Specialty Resource Unit - Wks	Anesthesia Imaging
B5CC PICU	Specialty Resource Unit - Days	General Pediatrics
A5S Nursing	Integrative Care	Hopple St
A5N Nursing	Psychiatric Resource Unit	OPD Case Management
A7NS Neurology & Neuroscience	Psych Intake Response Ctr	Wound Care Center
A6N Adolescent	Dialysis Unit	Mason Clinics
A6C	Aerodigestive & Sleep Center	Mason Surgery
A6S Nursing	OPD DDBP	Fairfield Clinics
A3N Surgical Short Stay	OPD Base	Anderson Clinics
A3S CRC	A5C Nursing	Kentucky Clinics
B6TC	Vascular Access Team	Eastgate Clinics
A7C2	B1 ED	West Chester Clinics
A4C1	Transport	Harrison Clinics
A4 TCC	OR	Private Duty Nursing
A4C2 Psych	SDS	Home Health
College Hill Inpatient	PACU	Home Health Agency Home Health Rehab
College Hill Residential	Liver Transplant	

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III. Data Source(s)
Human Resources Management Services, Standard Nursing Report

IV. Sampling and Data Collection Plan
Data is collected continuously for the nursing staff indicated above.

V. Calculation
The turnover rate is an annualized percentage rate. It represents the number of nurses per 100 who leave CCHMC in a year, and is calculated as:

$$\frac{T}{AS} \times 100 \times 4\ Quarters$$

Where:
T = number of nurses who left CCHMC (terminations) during the quarter
AS = average staff level for the quarter = (beginning nurses + ending nurses)/2

VI. Analysis Plan and Frequency of Reporting
Data is collected continuously and is reported quarterly via run chart.

VII. Reporting Venues
The measure is reported on the System Level Report Card.

VIII. Limitations
This measure only includes nursing and not all healthcare delivery staff.

IX. Experts/Resources
http://www.ihi.org/IHI/Topics/Improvement/ImprovementMethods/ImprovementStories/Pursuing+PerfectionReportfromMcLeodRegionalMedicalCenteronRecruitingandRetainingNurses.htm

X. Revision History

Version	Primary Author(s)	Description of Version	Date Completed
Final	Jonathan La Bare		6/14/2007
Version 1.1	John Barth	Updated job titles and departments. Changed references from HPCE to the Anderson Center.	2/22/2011

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