

School of Nursing

THE GEORGE WASHINGTON UNIVERSITY

Autonomy, Role Ambiguity, and Collaborative Relationships Impact Novice Nurse Practitioner Turnover Intention in Primary Care

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Disclosures

The author has no relevant financial or commercial conflicts of interest to declare

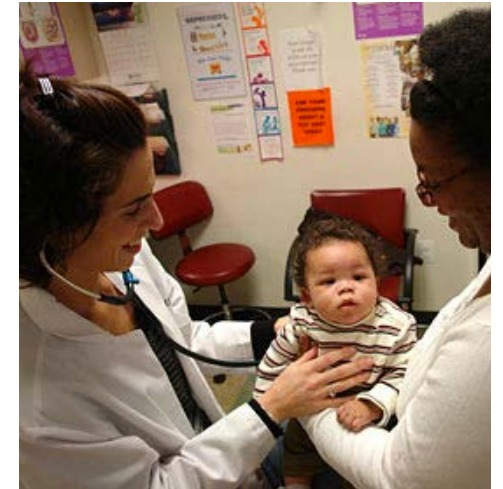
Objectives

- Identify factors most predictive of turnover intention in novice nurse practitioners (NPs) in primary care
- Apply interventions to:
 - Increase NP professional autonomy
 - Decrease role ambiguity
 - Improve collaborative relationships

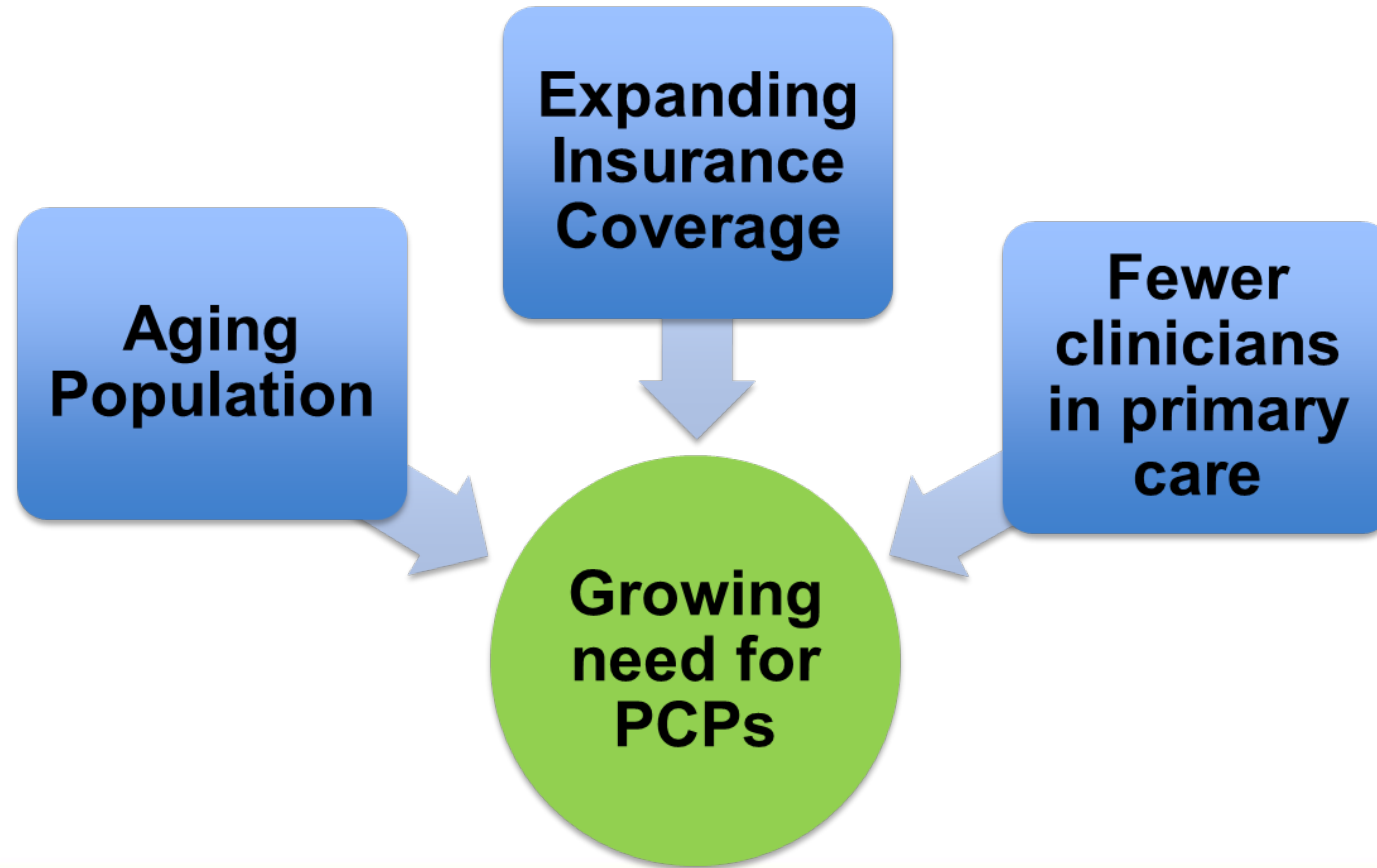
Introduction to the Problem

- There is a growing shortage of Primary Care Providers (PCPs)

“Primary Care”: Initial point of entry into health care system & source of ongoing health care services to maintain patients’ health

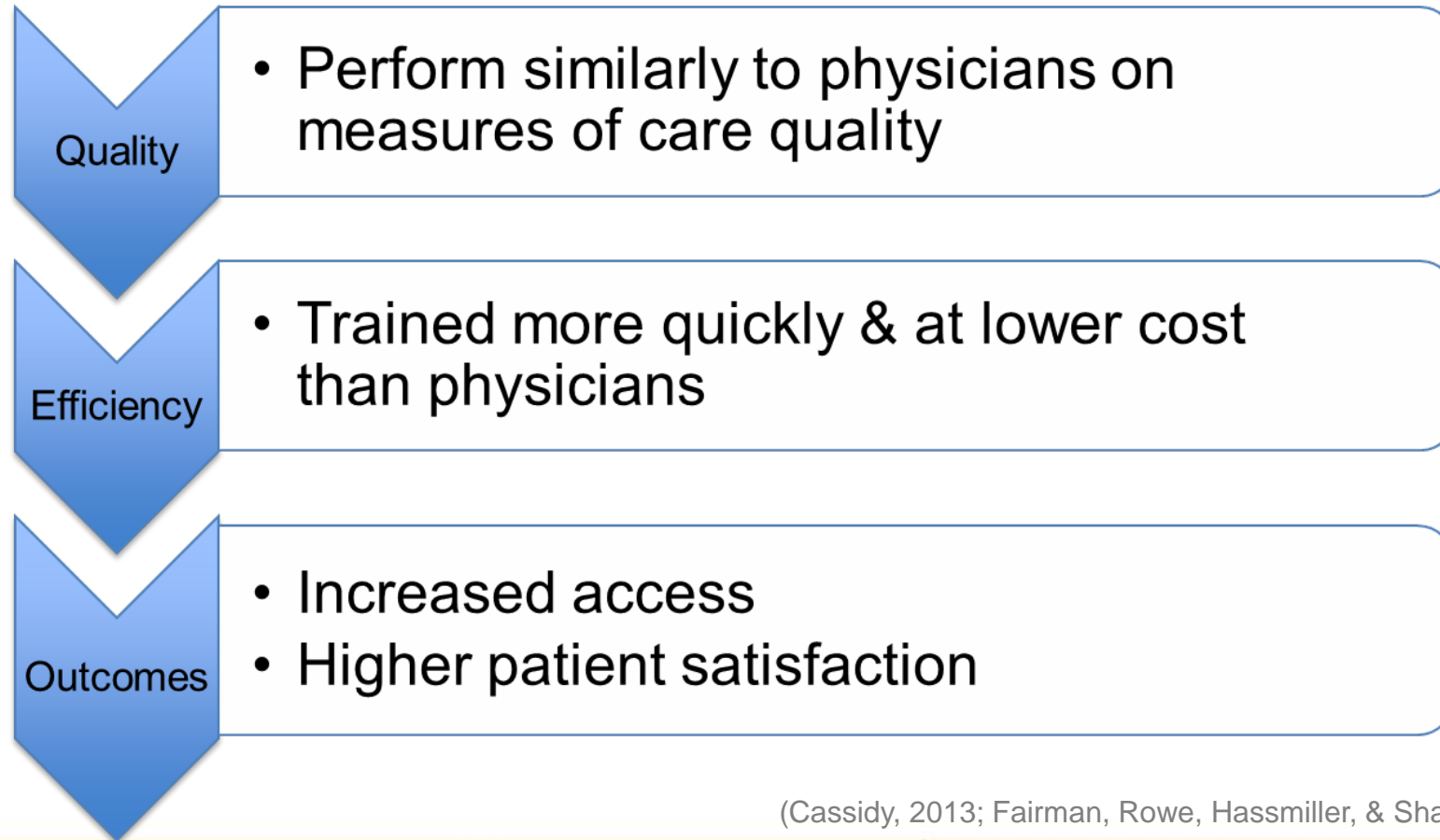


Factors Driving the PCP Shortage



(Inglehart, 2013; Petterson et al., 2012)

Nurse Practitioners (NPs) in Primary Care



(Cassidy, 2013; Fairman, Rowe, Hassmiller, & Shalala, 2011; Newhouse et al., 2011)

Novice NP Transition to Practice

- Important focal point
- As many as 1/3 change jobs in first year
- May remain in “mid-level, apprentice-type position from which it is very difficult to move to full professional status”

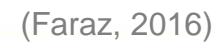
(IOM, 2010; Flinter, 2012; Sullivan-Bentz et al., 2010)

Research Questions

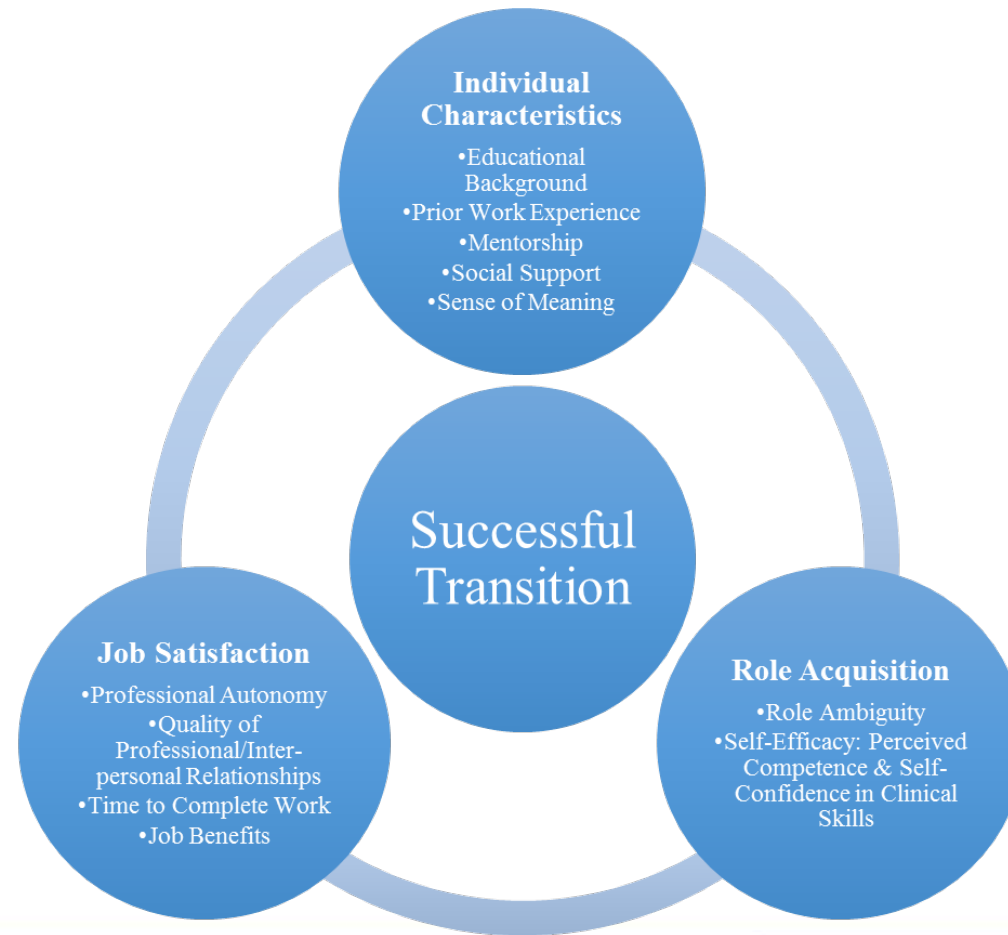
- What factors are *associated* with a successful transition and turnover intention of novice NPs in the primary care setting?
- What factors are *most important* for a successful transition and turnover intention of primary care NPs?

Hypotheses

- Novice NPs with certain *Individual Characteristics* will have lower *Turnover Intention* in PC settings
- Novice NPs with greater *Role Acquisition* will have lower *Turnover Intention* in PC settings
- Novice NPs with greater *Job Satisfaction* will have lower *Turnover Intention* in PC settings



Factors Influencing Successful Transition of Novice NPs



(Faraz, 2016)

Key Definitions

- Novice NP
 - Completed NP program within past 18 months & nationally certified
- Successful Transition
 - Increased role acquisition & job satisfaction → decreased turnover intention
- Turnover Intention
 - Likelihood of staying in current position, or in NP role as direct care provider

Methods

- Design
 - Cross-sectional, quantitative
- Setting
 - Online, via Qualtrics
- Sample
 - Novice NPs in U.S. (n=177)
 - Graduated from accredited NP program within past 18 months
 - Practicing in PC setting 3-12 months

Procedures

- Recruitment & Enrollment
 - NP program (n=431) & residency (n=8) directors asked to send email with survey link
 - Additional methods: social media sites, snowballing
 - Conditional incentive offered

Measures

IV/DV	Concept	Element	Scale	Reliabilities
IV(s)	Individual Characteristics	• Education/Work Exp.	Demographic Form	--
		• Mentorship	Demographic Form	--
		• Social Support	Modified SSQ-6 (2 items)	0.90-0.93
		• Sense of Meaning	PEI Meaning Subscale (3 items)	0.80
	Role Acquisition	• Role Ambiguity	Role Ambiguity Scale (6 items)	0.78, 0.81
		• Perceived Competence & Self-Confidence	Confidence Scale (5 items)	0.84
	Job Satisfaction	• Professional Autonomy	Misener Nurse Practitioner Job Satisfaction Scale (44 items)	0.96 overall; 0.79-0.94 subscales
		• Quality of Professional/ Interpersonal Relationships		
		• Time to Complete the Work		
		• Job Benefits		
DV	Turnover Intention		Anticipated Turnover Scale (12 items)	0.84, 0.68; 0.89 in RN studies

Data Collection

- May-November 2014
- Survey Questionnaire
 - 4 screening questions
 - 101 Likert-type questions, skip patterns
 - 5 open-ended questions
 - Block format with progress bar
 - Option to return to survey
 - Option to be contacted for follow-up

Ethical Considerations

- IRB HIC approval
 - Exempt
- Informed consent front page
 - Minimal risks/benefits
 - Anonymous
 - Responses separate from email address
 - Conditional incentive
 - May opt out of study at any point without penalty

Data Analysis

- SPSS version 24
 - Scale Reliabilities
 - Descriptive Statistics
 - Multivariate Linear Regressions

Results

- Response Rate
 - 29+ NP programs, 5 NP residencies sent recruitment email
 - 293 started, 207 qualified, 177 completed survey

Scale Reliabilities

Scale	Cronbach's Alpha
Psychological Empowerment Instrument (PEI) Meaning Subscale	.97
Modified Social Support Questions Short-Version (SSQ6)	.89
Role Ambiguity Scale (RAS)	.93
Confidence Scale (CS)	.93
Misener Nurse Practitioner Job Satisfaction Scale (MNPJSS)	.96
Anticipated Turnover Scale (ATS)	.90

Personal Demographics

Variable		<i>n</i>	%
Gender	Female	158	92.9%
	Male	12	7.1%
Age	21-30	64	36.2%
	31-40	71	40.1%
	41-50	30	16.9%
	>50	12	6.8%
Race/ethnicity	White/Caucasian	153	86.4%
	Black/African American	9	5.1%
	Hispanic/Latino	6	3.4%
	Asian	5	2.8%
Marital Status	Married/Civil Union	117	66.1%
	Co-habiting	25	14.1%
	Single	28	15.8%
	Divorced/Separated	7	4.0%

Career Demographics

Variable		<i>n</i>	%
Specialty	Family	115	65.0%
	Adult	23	13.0%
	Pediatrics	20	11.3%
	Gerontology	18	10.2%
	Psych	15	8.5%
	Other	15	8.5%
Practice Region	West	37	20.9%
	Midwest	38	22.0%
	South	50	28.2%
	Northeast	51	28.8%
Practice Setting	FQHC	32	18.1%
	Private Practice PC	41	23.2%
	Private Specialty	14	7.9%
	Hospital Outpatient PC	16	9.0%
	Other	43	24.3%

Factors Predictive of Turnover Intention

Variable	b	Std. Error	β	t	p-value
Traditional Master's Program	-.11	.43	-.04	-.25	.80
Accelerated Master's Program	.16	.49	.05	.33	.74
BSN-Master's Program	-.40	.47	-.10	-.85	.40
DNP Program	.11	.56	.02	.21	.84
Prior work experience	-.02	.04	-.04	-.50	.62
Mentorship	.73	.44	.11	1.66	.10
Social Support	.01	.09	.009	.14	.89
Sense of Meaning	-.11	.07	-.10	-1.53	.13
Role Ambiguity	-.29	.14	-.20	-2.14	.03*
Perceived Competence & Self-Confidence	.22	.14	.13	1.65	.10
Professional Autonomy	-.76	.22	-.44	-3.42	.001*
Quality of Prof/Int Relationships	-.25	.20	-.15	-1.24	.22
Time to Complete Work	.15	.10	.12	1.50	.14
Job Benefits	-.09	.08	-.08	-1.07	.29

Factors Most Predictive of Turnover Intention

Variable	b	Std. Error	β	<i>t</i>	<i>p</i> -value
Professional Autonomy	-.75	.20	-.43	-3.69	<.001*
Role Ambiguity	-.24	.12	-.16	-2.00	.05*
Quality of Professional & Interpersonal Relationships	-.18	.19	-.11	-.93	.36

$R=.641$

$F(3, 168)=39.02, p<.001$

Conclusions

- Professional Autonomy most predictive factor of Turnover Intention in novice NPs
 - Greater Professional Autonomy → lower Turnover Intention
- Role Ambiguity also highly predictive factor
 - Less Role Ambiguity → lower Turnover Intention
- Quality of Professional & Interpersonal Relationships not statistically significant
 - But important based on open-ended responses

Study Limitations

Recruitment/ Enrollment

- NP program participation
- Participants may be self-selective

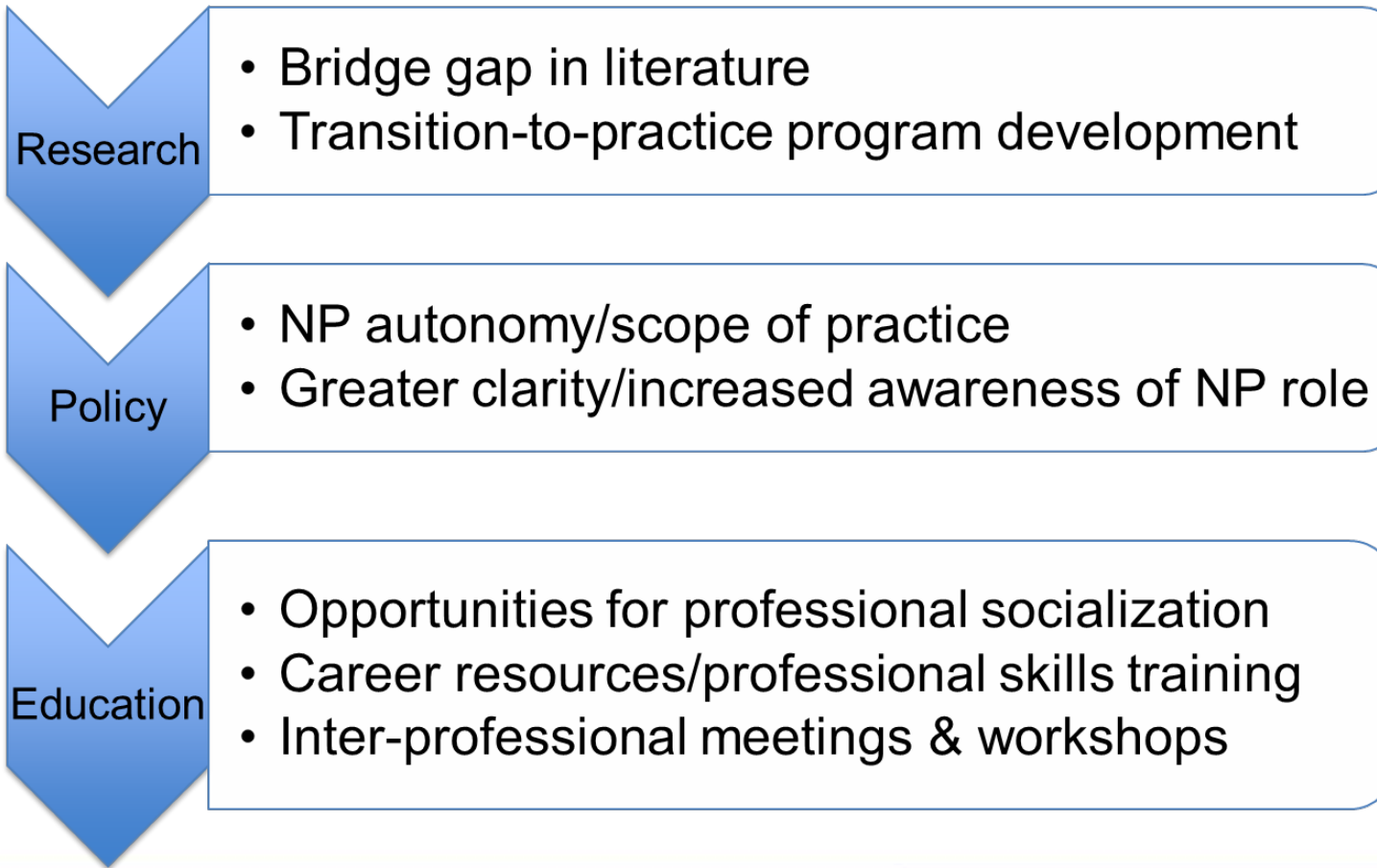
Data Accuracy

- Participant burden
- Openness & honesty of participants

Method/Analysis

- Cross-sectional, quantitative design
- Regression → only correlations

Implications



Recommendations

- Increased clarification of NP role & responsibilities
- Practicing to full scope of NP education and practice
- Increased collaboration among health care team

Conclusion

Develop handbook of roles & responsibilities

Communicate with leadership NP scope of practice

Provide formal & informal opportunities for interdisciplinary interaction

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