

# WHY SHOULD WE CARE ABOUT THE LOYALTY OF NURSES? INSIGHTS FROM MOSCOW SURVEYS

Ignat V. Bogdan, Mariia V. Gurylina,  
Daria P. Chistyakova

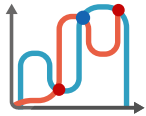




- ▶ **Largest** health professionals group
- ▶ Nurse staffing and quality of their work **affect treatment outcomes**

**VS**

- ▶ **Poor working conditions**
- ▶ **Bad public image** and lots of stereotypes



### **EMPIRICAL BASE:**

Number of surveys in 2017–2019 (held by authors):

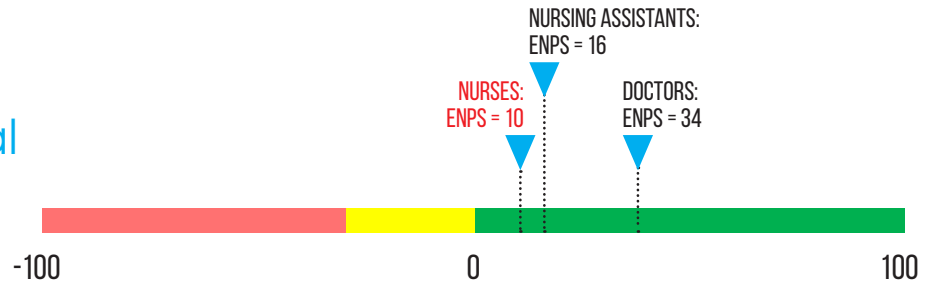
- ▶ 9 Moscow public medical organizations (n = 3053).
- ▶ In-depth analysis of relations between loyalty level and statistics division-wise took place in one public hospital (n = 1241,  $rr = 70\%$ ).



### **METHODOLOGY:**

eNPS (Reicheld F., Markey R., 2013)

## CASE: Moscow public hospital (n = 1241)

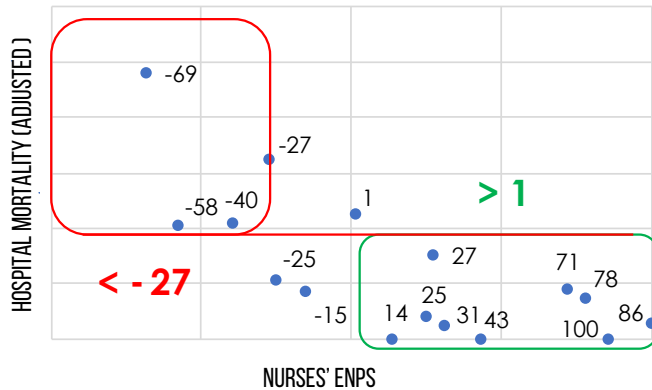


PERFORMANCE METRICS					
	AVERAGE NUMBER OF WORK DAYS PER BED	AVERAGE LENGTH OF STAY	BED TURNOVER	HOSPITAL MORTALITY	IDLE BED DAYS
ENPS-STATISTICS CORRELATION (ONLY MODERATE AND HIGH CORRELATIONS PRESENTED)					
DOCTORS	- 0,50	- 0,45			0,53
NURSES		- 0,48	0,54	- 0,72	
NURSING ASSISTANTS				- 0,51	

Nurses appeared to be the **least loyal group** of the medical staff (as our research indicates, this situation is common for healthcare in general), but their eNPS scores showed **the strongest correlations with statistical indicators** of the hospital. The strongest correlation was found between eNPS and standardized hospital **mortality rate** ( $r = -0,72$ ).

## How to influence performance through nurses' loyalty?

The main factor of nurses' loyalty found was the **psychological climate** in the ward (up to  $r = 0,82$ ). This is also the main factor for all the groups of workers. The common main negative loyalty factor was the dissatisfaction with the salary ( $r = -0,66$ ), but no reference values were found for it.



SHARE OF NURSES SATISFIED WITH PSYCHOLOGICAL CLIMATE	LOYALTY	HOSPITAL MORTALITY (ADJUSTED)
< 28,5%	ENPS < -27	ABOVE THE MOSCOW AVERAGE (AMONG SIMILAR WARDS)
> 55%	ENPS > 1	BELOW THE MOSCOW AVERAGE (AMONG SIMILAR WARDS)

To improve healthcare system performance we need to **increase the loyalty of nurses**.

It can be done through improving psychological climate and financial motivation, e.g. by enhancing respect given to nurses in the team, increasing their professional autonomy where possible, giving a chance to earn more if they want to by providing the opportunity for experienced nurses to perform more complex duties (e.g. some of the 'classical' doctor's functions). Also as our research indicates certain actions aimed at improving public image of nurses would be beneficial.

# WHAT'S NEXT?

## 1. What to read?

- Bogdan I.V., Gurylina M.V. Employee net promoter score as a quality of medical services' factor // Health and healthcare in Russia. 2018. p. 6-10
- Bogdan I.V., Gurylina M.V., Chistyakova D.P. Staff and patient loyalty in healthcare management. M., 2019
- Bogdan I.V., Gurylina M.V., Chistyakova D.P. Medical staff engagement factors. M., 2019

## 2. Where to write?

**E-mail:** [bogdaniv@zdrav.mos.ru](mailto:bogdaniv@zdrav.mos.ru)

Looking for cooperation!