

Looking for the Way Out

A Multi-Method Study Facing the Lack of Nursing Professionals

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Background

There is currently already a lack of nursing staff in Baden-Württemberg [1].
In addition, there will be an increase in both the quantitative and qualitative requirement for professional care [2,3].
The main causes are

- | the age structure of nursing staff [4]
- | a significant expansion in part-time employment for staff policy reasons [5] and increasing mental and physical stress [6]
- | the short retention time in the nursing profession due to physical and mental stress [7]
- | demographic change [8]
- | an increase in chronic illnesses and multimorbidity [9]

A range of approaches are essential; there is a discrepancy between measures recommended on a scientific basis and their practical implementation.



The aim of the Centre for Applied Research at Universities of Applied Sciences, ZAFH care4care, is to develop adaptive strategies to help to acquire new staff and to retain those who are already in employment, to instil in them a sense of commitment to the profession and to provide them with continuing professional development.
Thus, the following **fields of action** have been identified:

- Field of action I – to retain existing nursing staff
- Field of action II – to acquire new staff / to explore new potential
- Field of action III – to increase the attractiveness of the nursing profession

ZAFH care4care is an interdisciplinary research association

- | of the University of Applied Sciences Esslingen (coordination)
- | of the University of Applied Sciences Ravensburg-Weingarten
- | of the Institute for Applied Economic Research e.V.
- | of the Catholic University of Applied Sciences Freiburg.

Our cooperating partners are the Welcome Center Sozialwirtschaft Baden-Württemberg and the Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege Baden-Württemberg. (Duration 03/2017 – 02/2020)

Purpose - Subproject Esslingen

Field of Action I	Analysis of challenges and complex inter-relationships Identification of the interaction between services and branch-specific aspects
To retain existing staff	Establishment and emphasis of problem-solving strategies and their general parameters
Field of Action II	Current and future staff challenges and potential Innovative projects for acquiring staff
To acquire new staff / to explore new potential	New training structures, vertical and horizontal permeability and also new concepts of continuing training and professional development

Methods

A multi-method approach is used. As a first step, **explorative expert interviews** were conducted.

Aims of the Expert Interviews

- | Recording of empirical knowledge acquired through experience
- | Relevance from the field
- | Identification of inconsistencies

Methodical Approach

- | Semi-structured guideline with narrative units
- | Categorisation using qualitative content analysis [10,11]
- | Period of July to September 2017

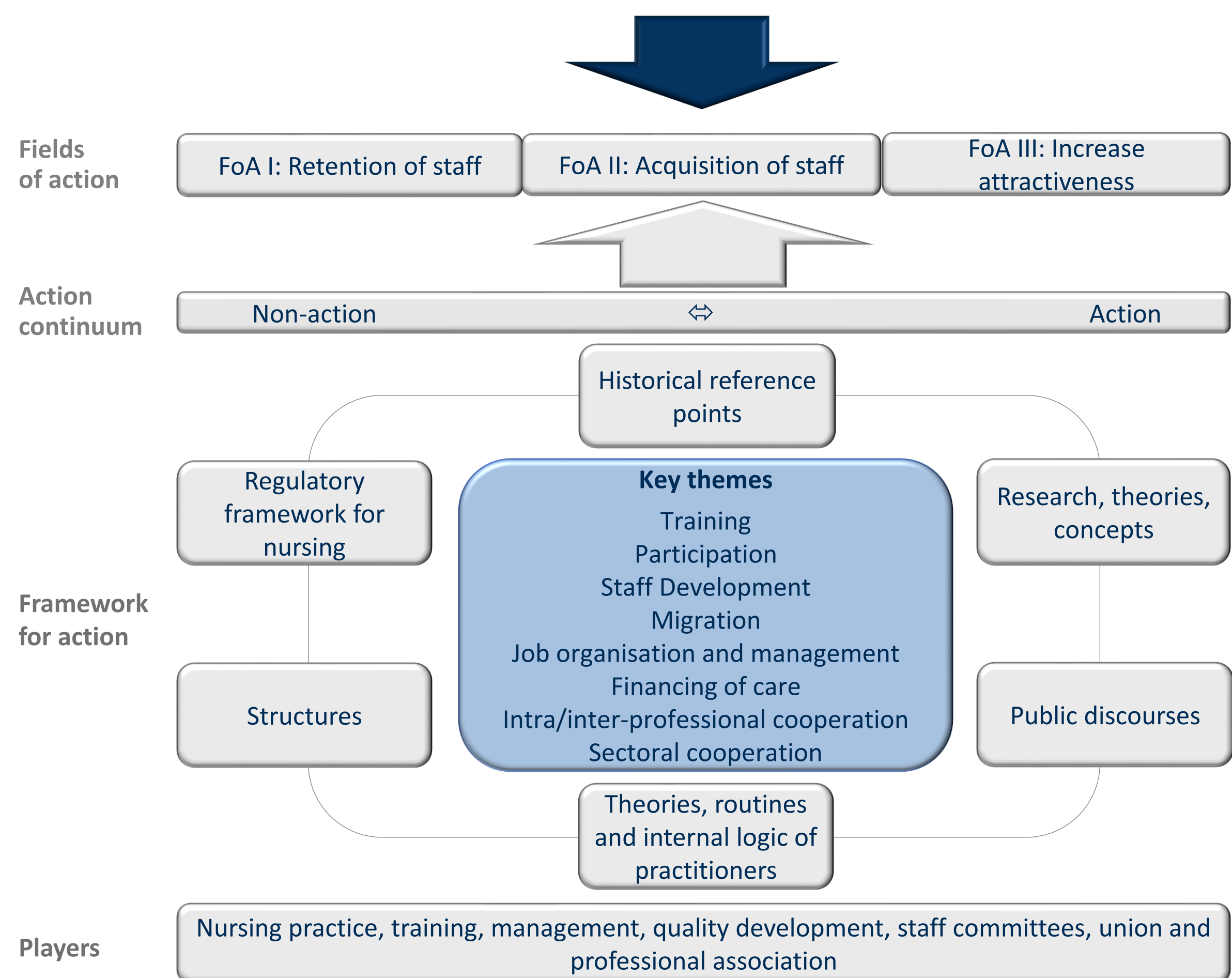
Sample

- | 10 interviews
- | 11 people from nursing practice, training, management, quality development, staff committees, the union and the professional organisation

Results

Premises

1. The situation in different healthcare facilities varies.
2. Action regarding key areas is taken with varying degrees, it can be represented on a continuum of action.
3. Action always takes place within an action framework which can both promote and hinder systematic targeted action.
4. Key themes can be inferred which take on an important role with regard to nursing staff requirements.



Key Themes from the Expert Interviews

- | Practical **training** to ensure care quality and job satisfaction of the trainees
- | **Participation** and representation of nursing professionals in decision-making processes
- | **Staff development** and career planning from internship until retirement over all life stages
- | Investment in and opportunities for **migration** of nursing personnel from overseas and training of people with prospects of permanent residence
- | **Organisation of work and management** including management development
- | **Financing** of nursing services by exploitation of all internal operational margins while at the same time demanding better remuneration of nursing services
- | Importance of grade and skill mix und of re-delegation of tasks according to relevant qualifications for **intra-professional and inter-professional cooperation**
- | **Sectoral cooperation** across health insurance, nursing insurance and Participation Act

Conclusions

- | Professional care acts within the interplay between evolved structures, regulatory requirements and current discourse.
- | Need for action exists within general parameters (such as political requirements, financing, legal principles).
- | Approaches and possibilities for action also exist on an operational level.
- | Further issues are:
 - | Who implements what strategies and measures and for what reasons?
 - | Why does implementation fail?
 - | How must the general parameters be designed so that strategies and measures can be effective?
 - | Which further demands should be made on other players?
- | As a next stage, operational possibilities for action and further action requirements are to be investigated and analysed using the Delphi survey, case studies and more expert interviews.

Results will be available at the start of 2020 .

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