



# Factors Associated with Turnover among Long-Term Care Administrators in Ontario



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# Determinants of Quality in LTC Research Team

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# Administrator Turnover in LTC Homes

- What is the typical turnover of Administrators in LTC Homes?
  - Typical rates in U.S.: 20-30%
  - Castle found 39% in New York and Pennsylvania (HCMR, 2006)
- What is the impact?
  - Admin and DOC turnover related
    - DOC turnover associated with lower quality (Anderson et al., HCMR 2006)  
and with retention of RN staff (see poster #76 Wodchis et al.).
    - ...which is associated with quality in LTC (e.g. Zimmerman JAGS 2002)

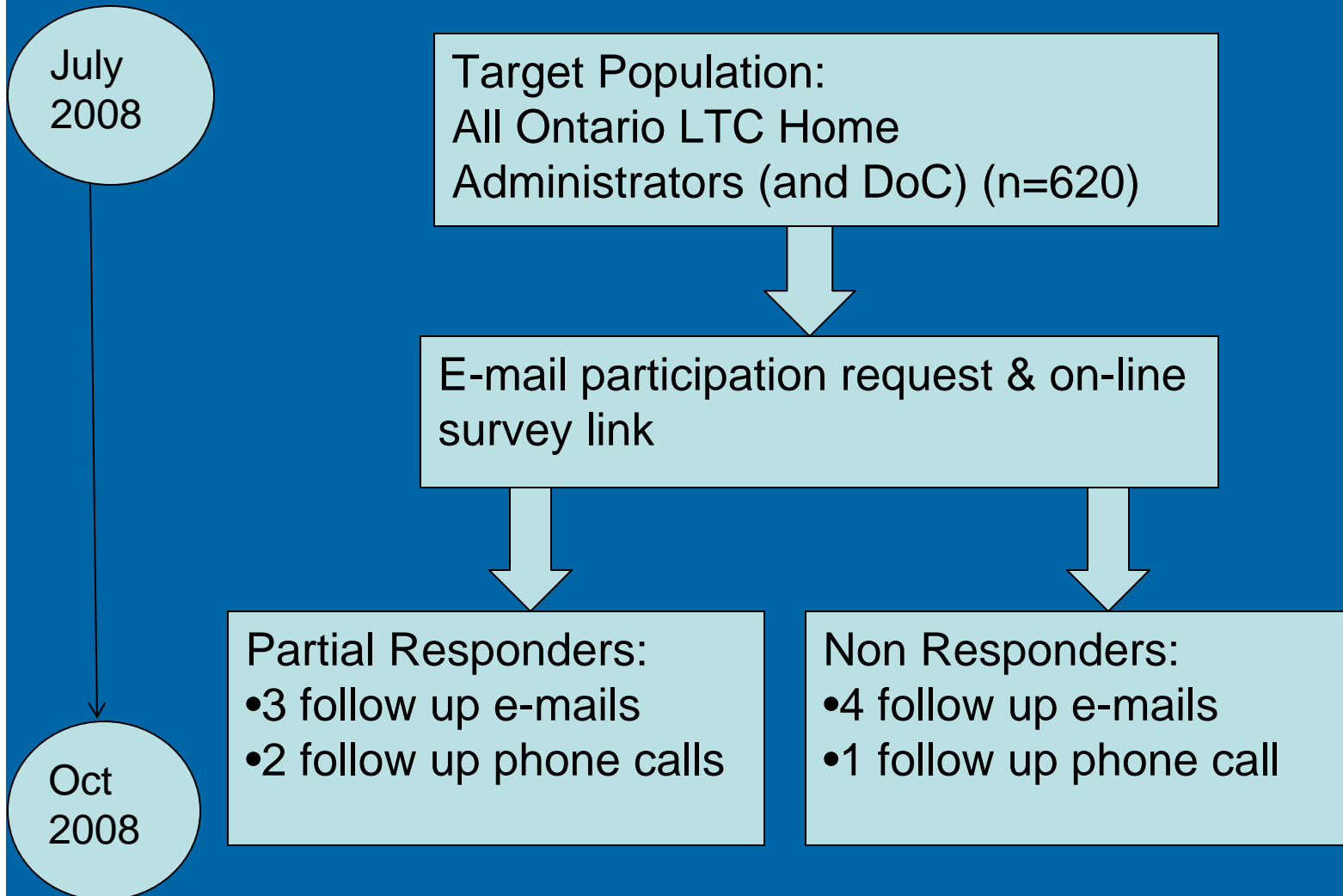
Motivating our question:

- What factors are associated with high Administrator turnover in LTC Homes?

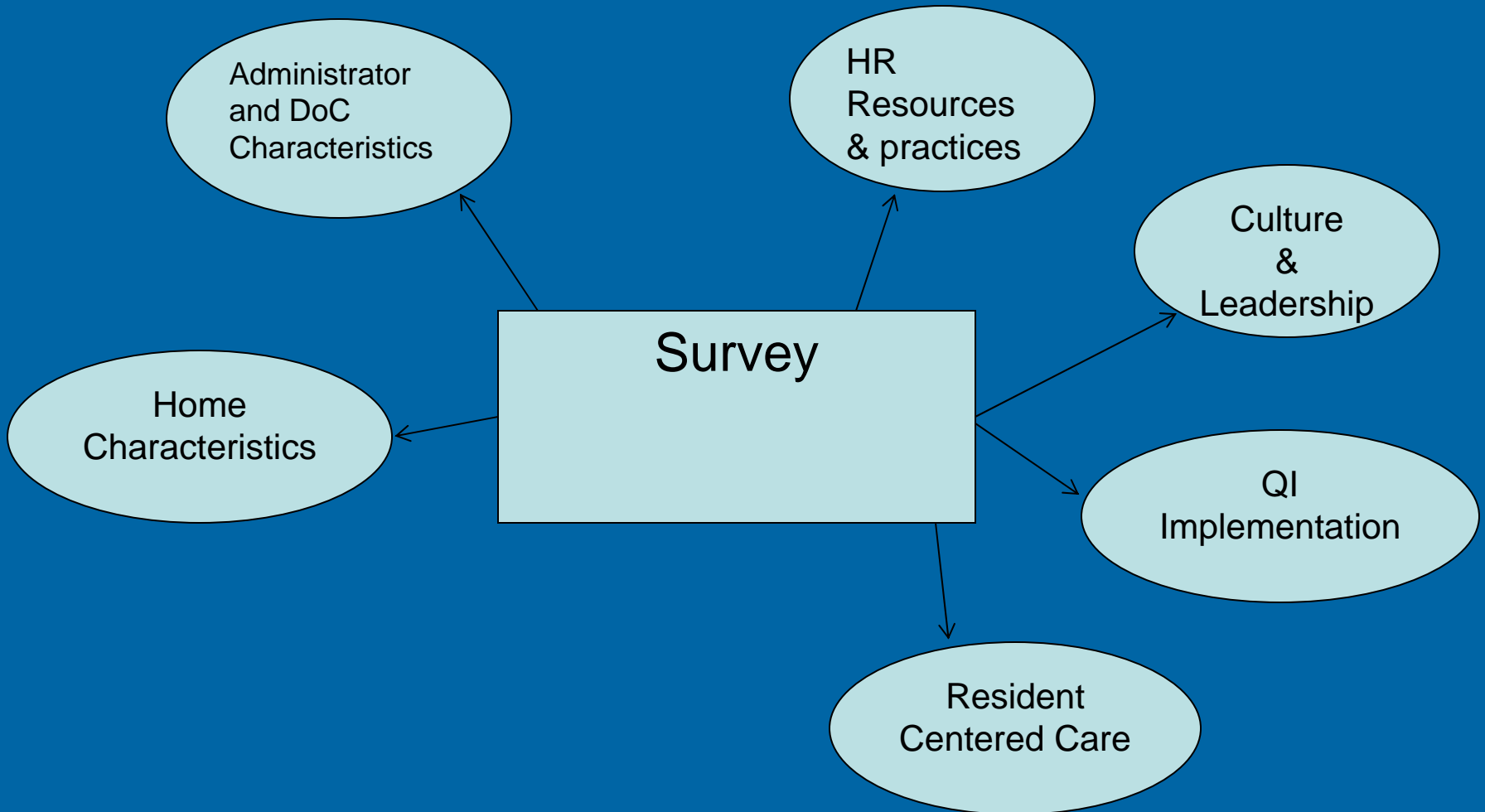
# Research Goals and Objectives

- To determine the level of turnover among Administrators in Ontario LTC homes
- Examine what LTC home characteristics are associated with turnover.

# Methods



# Survey Instrument



# Variables

- Dependent
  - Turnover defined as: the number of Administrators who “left this home” over the past 3 years.
- Independent
  - Home characteristics
    - Chain affiliation
    - Management other than owner
  - DoC turnover
  - Human resource utilization

# Data Analysis

- 49% Response rate (302)



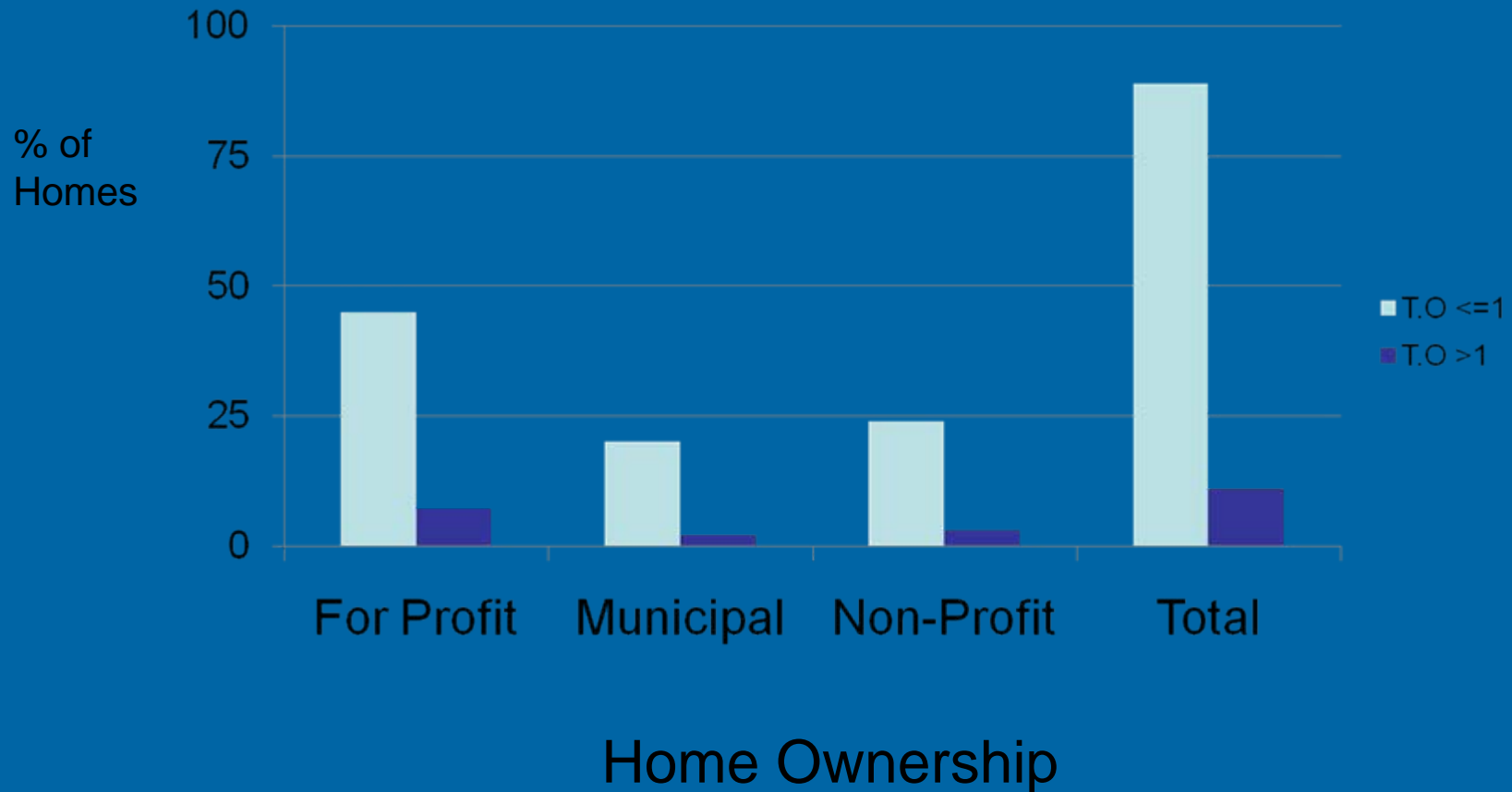
# Results: Administrator Turnover

## Turnover in Participating Ontario LTC Homes

	<b>N (%)</b>
Turnover $\leq 1$	268 (88.7%)
Turnover $> 1$	34 (11%)
Total	302

# Results

## Administrator Turnover by Ownership



# Results

	Administrator Turnover
Mean	0.53
Median	0
75% Quantile (Q3)	1
100% (Max)	8

# Results

- Logistic regression model explained 49% of the variance ( $r = 0.4861$ )

ADMINISTRATOR TURNOVER				
	Low Turnover n (%) or median	High Turnover n (%) or median	Overall	Adjusted Odds Ratio (95% CI)
Admin Turnover	268 (88.7%)	34 (11.3%)	302	-----
DoC Turnover				
<1	237 (78.5%)	6 (2%)	243 (80.5%)	
>1	31 (10.3%)	28 (9.3%)	59 (19.5%)	44 (15.1, 128.2)***
Chain Affiliated				
No	71 (23.5%)	9 (2.9%)	80 (26.5%)	
Yes	197 (65.2%)	25 (8.3%)	222 (73.5%)	0.6 (0.19, 1.66)
Managed by another organization				
No	221 (73.2%)	23 (7.6%)	244 (80.8%)	
Yes	47 (15.6%)	11 (3.6%)	58 (19.2%)	2.5 (0.88, 7.1)*
HR Utilization				
<=3	38 (12.6%)	10 (3.3%)	48 (15.9%)	
3-4	91 (30.1%)	14 (4.6%)	105 (34.8%)	0.25 (0.07, 0.89)**
>=4	139 (46%)	10 (3.3%)	149 (49.3%)	0.19 (0.05, 0.68)**

\*p<0.10; \*\*p<0.05; \*\*\*p<0.001

# Key Findings - 1:

- Link between senior management turnover:
  - Admin and DoC
  - Homes where 2 or more DoCs had left in the past 3 years were 44 times more likely to have 2 or more administrators leave in the same period

## Key Findings - 2:

- Being managed by another organization made it 2.5 times more likely that the home would have 2 or more administrators leave within the past 3 years.

# Key Findings - 3:

- Administrators less likely to leave in homes where (administrator agrees/strongly agrees that) employees are supported through education and training for quality improvement.
- Note:  
HR Utilization: extent to which hospital employees are provided adequate education and training for quality improvement efforts — 4 items in scale ( $\alpha = 0.79$ );



# Key Finding -4:

- Chain affiliation not significant in our model

# Limitation

- Non responders may be due to vacancies (conservative turnover results)
- Response bias & error
  - Self-report
  - Did they complete it?
- Cross-sectional

# Next Steps:

- Examine why administrators stay
  - Factors associated with retention
- Phase 2: staff data collection underway
  - Analyze staff perspectives regarding leadership, management, HR, quality improvement

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# More Info

## Determinants of Quality in LTC Homes

<http://www.hpme.utoronto.ca/about/research/kt/research/ltc.htm>

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