



Early professional careers of nurses in Switzerland

Results from a longitudinal study after career start 2011/12

Presentation for SCOHPICA conference
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René Schaffert¹

Research Team: Dominik Robin¹, Esther Helfenstein¹, Andreas Bänziger²

1) Zurich University of Applied Sciences, Institute for Health Sciences

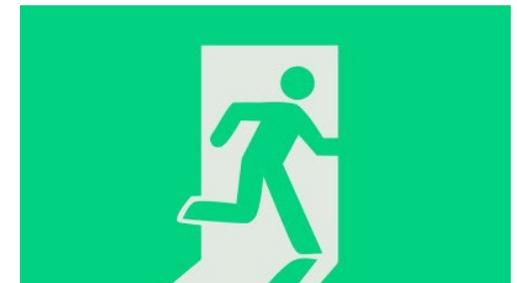
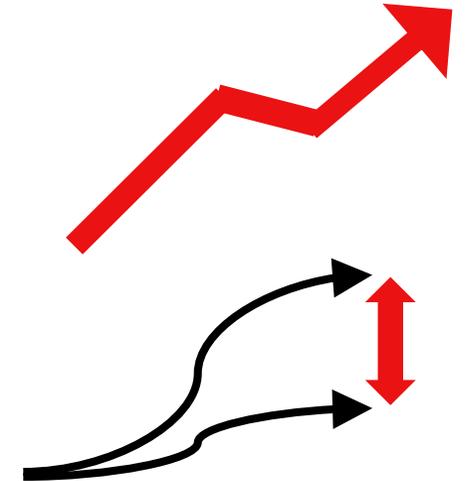
2) Bänziger SozWiss & docyard GmbH, Zurich



Background

Nursing shortage in Switzerland

- **More nurses needed** (expected rise of 29 % between 2019 to 2035) (Merçay, Grünig & Dolder, 2021)
- **Only 2/3 of demand is covered** by nurses trained in Switzerland (Merçay, Grünig & Dolder, 2021)
- **Higher exit rate** for nurses compared to other health professions (nurses 43 %; medical doctors with 31 %) (Lobsiger & Liechti, 2021)





Aims and Method

- Professional careers of tertiary level nurses in Switzerland after graduation?
 - Reasons for leaving profession?
 - Expectations to professional future?
- **Longitudinal study**
 - **1 cohort of nurses graduating 2011/12**
 - **3 waves (end of studies, 1 year, 6 years)**
 - **Online questionnaires (instruments in collaboration with study to health care assistants by SFUVET)**
 - **Mainly descriptive analysis**

The screenshot shows a website page with a blue header containing the 'zhaw' logo and navigation links. The main content area features the title 'Berufskarrieren Pflege: Längsschnittstudie nach dem Berufseinstieg' and a sub-header 'Welche beruflichen Wege streben Absolvierende im Pflegebereich an und welche Karrieren verfolgen sie nach dem Berufseinstieg?'. Below this, there are four navigation links: 'Ausgangslage', 'Zielsetzung', 'Ergebnisse', and 'Projektorganisation'. A photograph of three people (two women and one man) looking at a laptop is displayed. To the right of the photo, there is a text block starting with 'Der prognostizierte Fachkräftemangel beim Gesundheitspersonal gefährdet die zukünftige gesundheitliche und pflegerische Versorgung in der Schweiz. Damit wirksame Massnahmen gegen den Personalmangel entwickelt und umgesetzt werden können, sind auch Kenntnisse zu den Berufskarrieren der Pflegenden notwendig.' Below the photo, there is a link for 'Projektbeschreibung (PDF 207,4 KB)'. At the bottom of the page, the word 'Ausgangslage' is visible.



Data

**Graduates
2011 / 2012**

CHE G 940 CHE I 95 CHE F 0
BSc D 93 BSc I 40 BSc F 469

**Wave 1
End of studies
2011 / 2012**

CHE G 718 CHE I 31
BSc D 72 BSc I 32 BSc F 276

**Wave 2
1 year after
graduation
2012 / 2013**

CHE G 407 CHE I 14
BSc D 56 BSc I 13 BSc F 129

**Wave 3
6 years after
graduation
2017/2018**

CHE D 396 CHE I 22
BSc D 49 BSc I 14 BSc F 128

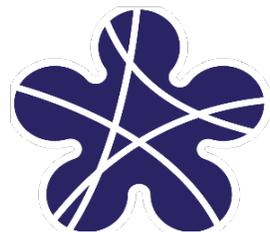
100 % ~1640

69 % ~1120

38 % ~620

37 % ~620

¹ CHE – College of Higher Education (Höhere Fachschule, École supérieure)

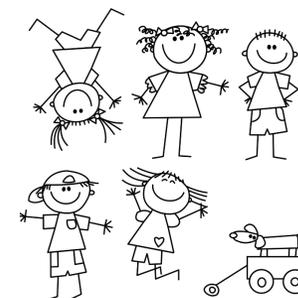
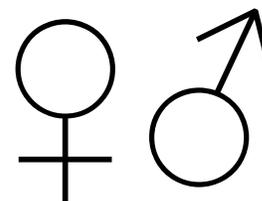


Results

Participants

Socio-demographic variables:

- 93 % female
- 4 % with children during studies
- 29 % having children 6 years after graduation



Region and degrees

- French speaking: $1/1$ BSc (21 % of participants)
- German speaking: $1/10$ BSc (8 % of part.) $9/10$ CHE (65 % of part.)
- Italian speaking: $4/10$ BSc (2 % of part.) $6/10$ CHE (4 % of part.)



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Results: Situation six years after graduation

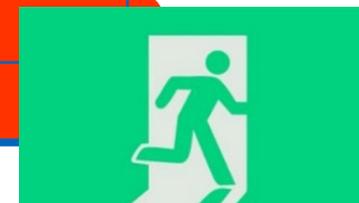
General situation 6 years after graduation (n=609)	Valid percent
Employed	73 %
Employed and in (further) education	22 %
Studies or further education but no employment	1 %
Neither employment nor studies	4 %

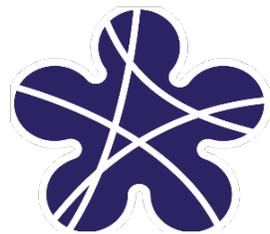


Results: Working situation six years after graduation

Working situation 6 years after graduation (n=609)	%
Nursing without special tasks or functions	38 %
Nursing with additional responsibilities	18 %
Nursing Experts (Anesthesia, emergency, intensive care, or other nursing experts)	16 %
Professional trainer or teacher	9 %
Management	5 %
Other, but nursing studies required	4 %
No employment*	5 %
Working outside of nursing	5 %

* Mainly family break (4%) or full time studies (1 %)





Results: Part-time work six year after graduation

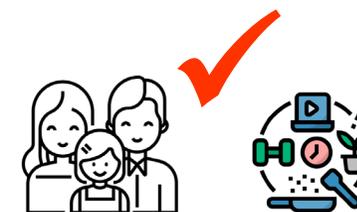
Employment percentage (for those still working as nurses)

- mean value 83 %
- 40 % of nurses work part-time 80 % or less



Reasons for working part-time (multiple answers)

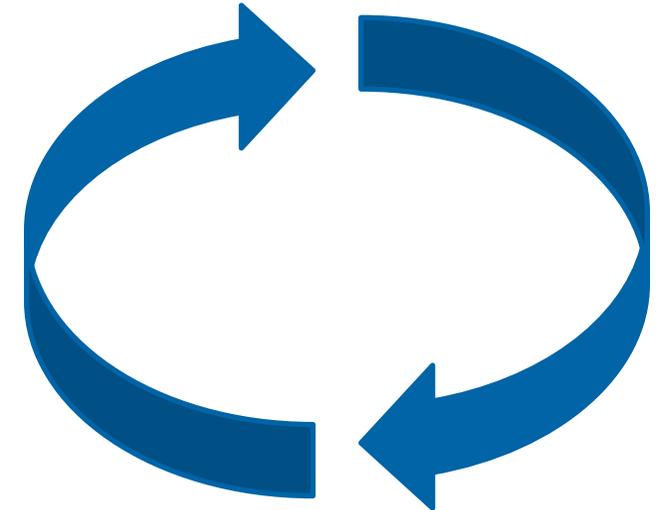
- 48% more time for private life / family
- 42% care responsibilities; housework; family
- 30% full-time too physically or mentally demanding





Results: Change as the norm in the first years after graduation

- **$\frac{3}{4}$ changed job between 1st and 6th year**
- **\emptyset 2.6 jobs in six years**
- **$\frac{1}{2}$ of jobs lasted less than 2 years**
- **28 % of the jobs lasted less than 1 year**
- **72 % attend or finished further or continuing education**





Results: Transitions between fields

Analysis in extended dataset with health care assistants (conducted by SFUVET)

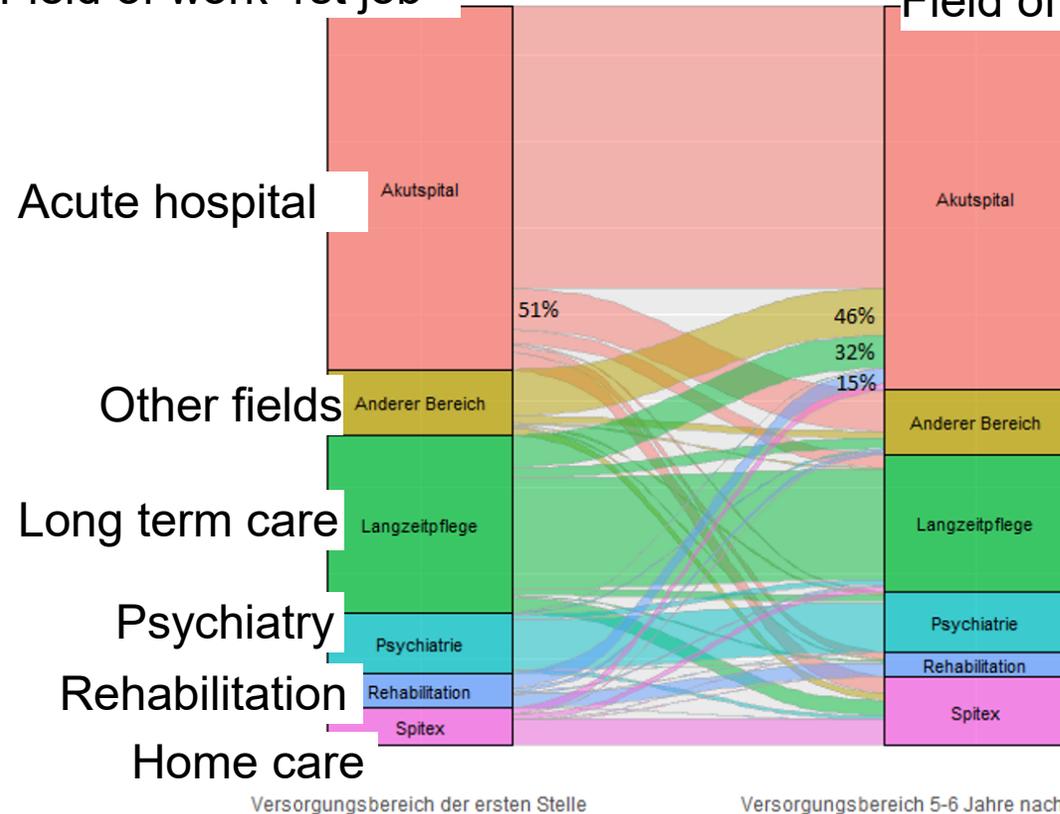
Zurich University
of Applied Sciences



Erkenntnisse aus einem kombinierten Datensatz zu FaGe- und diplomierten Pflegenden
I. Trede, M. Gröning, M. Hänni (EHB Schweizerisches Observatorium für Berufsbildung)

ZHAW-Departement-Gesundheit

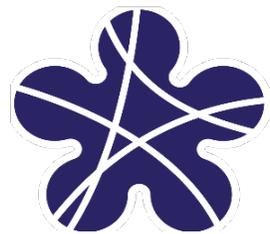
Field of work 1st job Field of work job 5-6 years after graduation



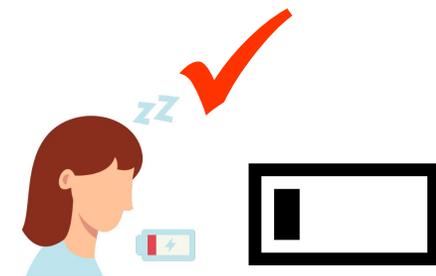
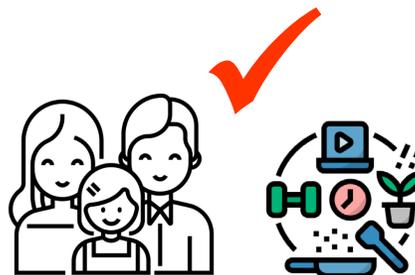
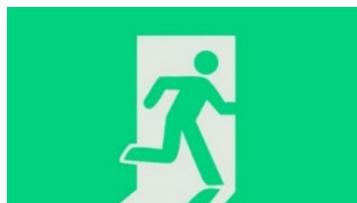
Datset with healthcare assistants and nurses 1 year and 5-6 year after graduation:

- long term care loses persons
- main transitions from long term care and from other fields to acute hospitals

Abbildung-11: Mobilität nach Einstiegs- und Zielbereich (Grafik: EHB / n=428)
Bemerkung: Prozente auf der linken Seite beziehen sich auf Ausstiege aus dem Bereich, Prozentangaben auf der rechten Seite auf Einstiege in den Bereich. Lesebeispiel: 32% der Zugänge in den Akutbereich kommen aus der Langzeitpflege.



Results: Reasons for already leaving nursing (multiresponse) N=26



New job has / is ...

**Percent of
Cases**

Better working hours

62 %

Better conditions for reconciliation of job and family

42 %

Mentaly less strainful

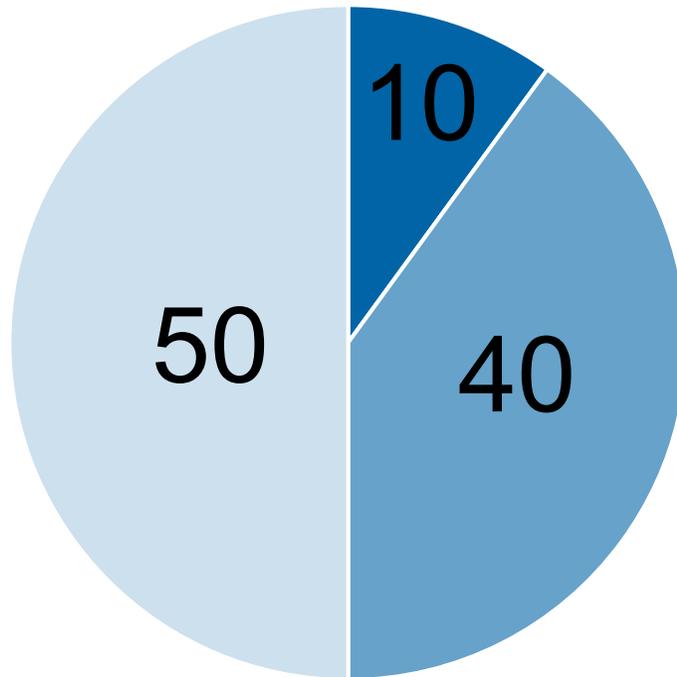
31 %

Physically less strainful

27 %



Results: Intention to stay (n=547)

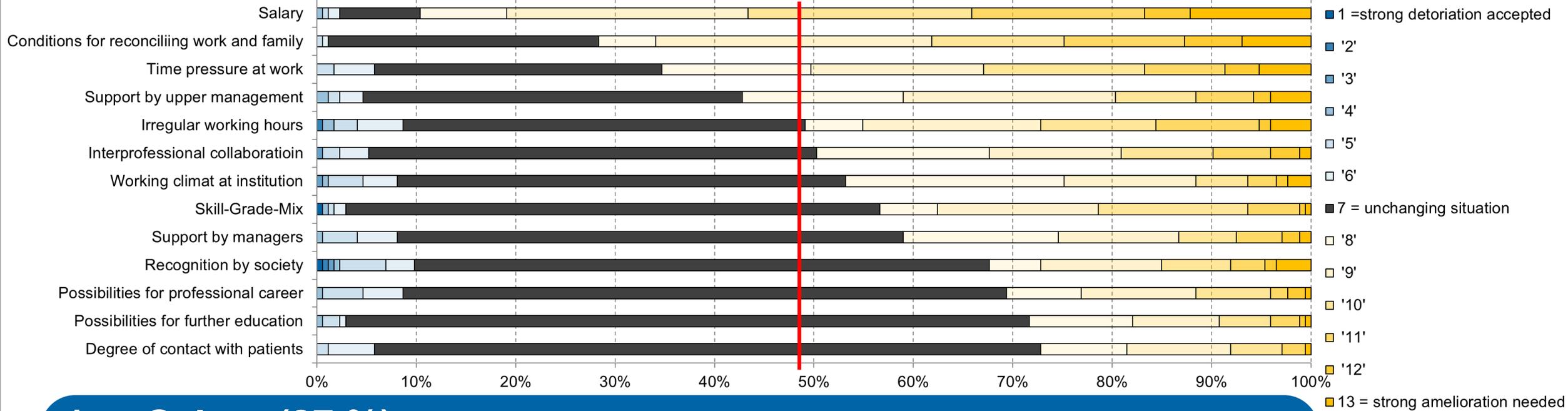


- No, I have already left the profession or am considering it due to other interests.
- Yes, I can imagine staying under the existing conditions.
- Yes, but the current situation in nursing must change for this to happen.



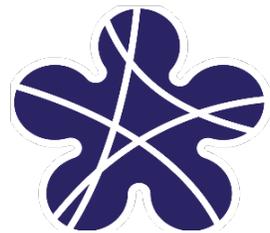
Results: Expected changes in situation to stay in nursing in upcoming 10 years

How could or should the following aspects of working as a nurse change that you can still imagine to work in nursing in 10 years?



1. Salary (87 %)
2. Conditions reconciliation work and family (72 %)
3. Less time pressure at work (62 %)
4. Better support by management (57 %)

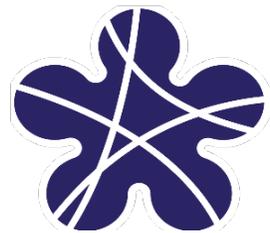
(n=221; due to an error in a filter only those who indicated that they would stay in the profession even when nothing changes got this question)



Results: Suggestions for improving conditions for reconciliation work and family

(Question was asked to respondents indicating that amelioration is expected)

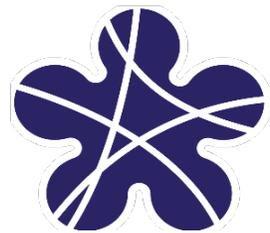
Categories derived from short text answers (n=129)	Proportion of responses
Offer low-percentage part-time models	41 %
More regularity in working days and work planning	40 %
Flexibility and consideration of wishes	33 %
Suitable care services (e.g. costs, compatibility with shift work)	23 %



Results: Suggestions for improving situation regarding working hours

(Question was asked to respondents indication that amelioration is expected)

Categories derived from short text answers (n=84)	Proportion of responses
Optimization of shift planning	63 %
More regularity in shifts and working days	58 %
Improvement in working conditions and terms of employment	32 %
Fixed shift work, reduction in shifts and weekend work	10 %



Results: Sugestions for improvement in management

(Question was asked when respondants indication that amelioration is expected)

Categories derived from short text answers (n=96)	Proportion of responses
More visibility and communication	39 %
Positioning regarding the conflict between economic efficiency vs. quality of care	38 %
Involvement of employees	27 %
More recognition and appreciation	21 %



Results: Mismatch between reality and expectations

1. Time private life
2. Reconciliation work and family
3. Meaningfullnes
4. ...
5. Learn new things
6. Good salary
7. ...
8. Job oportunities
9. ...
10. ...
11. ...
12. ...

1. Job oportunities
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4. ...
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6. ...
7. ...
8. ...
9. ...
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11. Time private life
12. Good salary

Expectations

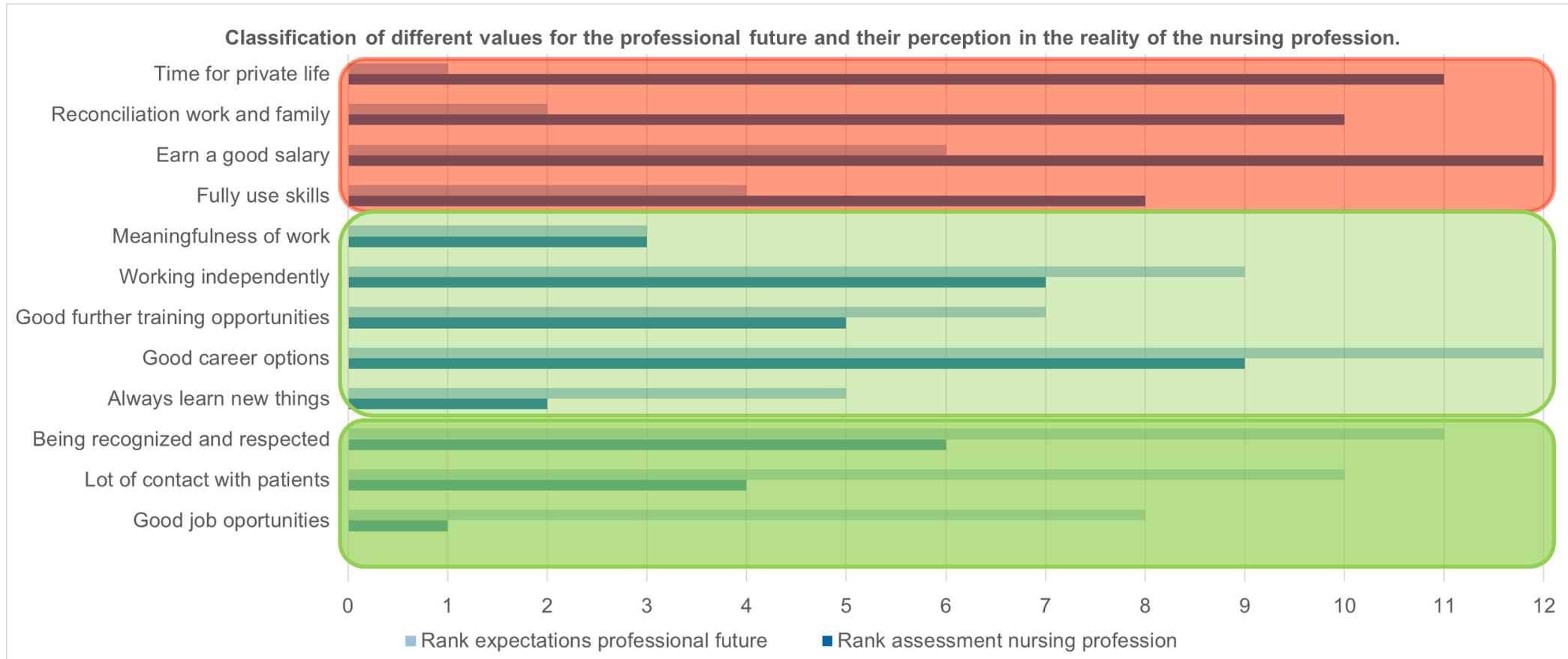
Reality





Results: Mismatch between expectations and assessment nursing profession

(n = 585)





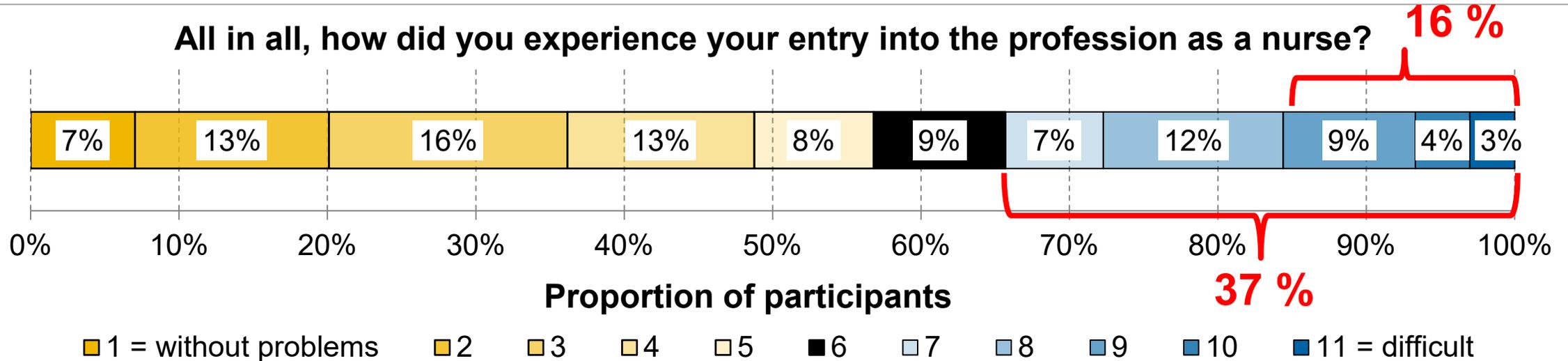
Results: Correlations between mismatch in expectations and satisfaction or exit

Discrepancies between expectations and reality	Satisfaction with professional situation (Spearman's rho)	Thoughts of leaving profession (Spearman's rho)
Reconciliation work and family	-.293**	.194**
Time for private life	-.275**	.223**
Meaningfulness of work	-.275**	.190**
Fully use skills	-.273**	.228**
....		
Earning a good salary	-.190**	.190**



Results survey one year after graduation: Entry into profession

All in all, how did you experience your entry into the profession as a nurse?



Categories derived from short text answers to challenges experienced entering professional life (n=595).

Proportion of respondents

Responsibility

37 %

Not enough practical expertise

30 %

To be on your own

22 %

Change of role between student at nurse

21 %



Discussion

Strengths

- Detailed information to first years of professional careers of one cohort of nurses.

Limitations

- Narrow focus on situation until six years after graduation of one cohort graduation 2011/12 → other topics could be relevant in later career.
- Possible selection bias: Nurses that already left nursing may be underrepresented in the second and third wave.



Discussion:

Starting points for measures to increase retention and reduce exit from the profession

- high intention of caregivers to remain in the profession if the situation improves,
- **compatibility between work and private or family life,**
- the mostly **unfulfilled professional expectations** for the future,
- high **workload** and its impact on private life and health,
- **recognition** of care by management and through higher wages and
- **transitions** between fields of work and between studies and professional life





Some conclusions How to increase retention?

Support for reconciliation of work and family life

- One of two reasons for leaving nursing
- One of the two main requirements for change for staying
- Main reason for working part time

Ideas suggested by participants

- ✓ Offer low-percentage part-time models
- ✓ More regularity in working days and work planning
- ✓ Flexibility and consideration of wishes
- ✓ Suitable care services (e.g. costs, compatibility with shift work)





Some conclusions

How to increase retention?

Improve working conditions

- Working hours as one of two main reasons for leaving
- Time pressure, mental and physical strain as important reasons for part-time work or leaving the profession

Ideas suggested by participants to working hours

- ✓ Optimization of shift planning
- ✓ More regularity in shifts and working days





Some conclusions

How to increase retention?

Improve recognition

- 87% expect improvement in salary for staying in the profession
- 57 % expect a better support by management

Ideas suggested by participants regarding management

- ✓ More visibility and communication
- ✓ Positioning regarding the conflict between economic efficiency vs. quality of care





Good news from the field: Less shortage in hospitals in the city of Zurich after measures to improve retention

Zürich | Fachkräftemangel in Zürich: So gelang es dem Stadtspital, den Pflegenotstand zu entschärfen

Massnahmen gegen Fachkräftemangel

So gelang es Zürich, den Pflegenotstand zu entschärfen

Höhere Löhne und flexible Arbeitsmodelle: Das Stadtspital Zürich konnte die Vakanzen in der Pflege markant reduzieren.

Susanne Andenegg
Publiziert: 15.11.2023, 18:52



Die Bettenstation der Herzchirurgie ist eine der grössten im Triemli. Das ermöglicht relativ viel Flexibilität in der Dienstplanung.
Foto: Jonathan Labusch

Die Zahlen aus dem Stadtspital Zürich sind beeindruckend: Innert eines Jahres ist die Fluktuation beim Pflegepersonal von 16 Prozent auf unter 10 Prozent gesunken. Die Kosten für Temporärpersonal sind um ein Drittel gesunken. Und die Zahl der unbesetzten Stellen an den Standorten Waid und Triemli konnte von 60 auf 15 reduziert werden.

Reduction of turnover rate from 16% to 10 % in one year ([Tagesanzeiger, 15.11.2023](#)) after introduction of a package of measures to reduce turnover and increase retention in the city of Zurich with elements as:

- ✓ More flexibility in work planing and working time models (involement in planing, models for low-percentage part-time-work)
- ✓ Higher salary (10% more for 70% of staff)
- ✓ Creation of a staff pool to reduce pressure
- ✓ Improvement in organisation focusing on skill grade mix
- ✓ Empowerment through further education and career planing ([Stadt Zürich – Stadtratsbeschluss, 08.11.2023](#))



Thank you for your attention Questions?



Contact:
rene.schaffert@zhaw.ch

Sources of pictures, icons & symbols:

- ZHAW Dep.G: students; nurses
- Katrin Simonet: team meeting
- Sonja Langford: clock (unsplas.com)
- Schedule: Laura Reen (CC BY 3.0)
- Kids: Gustavo Rezende at Pixabay
- Regions Switzerland: BFS
- Family: Chanut is Industries (CC BY 3.0)
- Hobby: Wichai.Wi (CC BY 3.0)

**Link to final report (in German with
English and French Summary:**

<https://doi.org/10.21256/zhaw-3132>

Berufskarrieren Pflege

Resultate einer Längsschnittstudie zum Berufseinstieg von diplomierten Pflegenden und Erkenntnisse aus einem kombinierten Datensatz zu diplomierten Pflegenden und Fachfrauen/Fachmännern Gesundheit

René Schaffert¹ (Hrsg.)

Unter Mitwirkung von
Ines Trede², Miriam Gronning², Miriam Hänni²,
Andreas Bänziger¹, Esther Helfenstein¹

In Kooperation mit
Eidgenössische Hochschule für Berufsbildung EHB

Oktober 2021

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¹ ZHAW Zürcher Fachhochschule für Angewandte Wissenschaften,
Institut für Gesundheitswissenschaften

² EHB Eidgenössische Hochschule für Berufsbildung,
Schweizerisches Observatorium für die Berufsbildung