

10.53106/199457952023071704006

# Application of Talent Selection and Retention Strategy for Reducing Turnover Rate of New Nursing Staff

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## Abstract

**Purpose:** This study investigated the effectiveness of a project for reducing the high turnover rate of new nursing staff. Because of the rural location of our hospital, talent recruitment and retention are challenging. The high turnover rate of nursing staff exacerbates the human resource shortage problem, which in turn increases training cost and affects quality of care.

**Materials and Methods:** This project targeted the new nursing staff of the hospital and was implemented between January 1, 2018, and April 30, 2019. According to statistics, the turnover rate of new nursing staff was 23.5% (35/149) in 2017, and the main reasons for nurses leaving were (1) personal factors (e.g., work stress and adaptation difficulties) and (2) working environment-related factors (e.g., working far from home or in remote areas). Thus, a nurse retention strategy involving the following measures was formulated: a talent campaign implemented through a creative talent recruitment fair, new recruit care symposiums, and diverse work-pressure reduction measures (including the use of zentangles, mood cards, and interactive inheritance cards that are focused on love).

**Results:** The turnover rate of new recruits decreased from 23.5% (35/149) to 11.3% (7/62), and the target retention rate reached 104.3%.

**Conclusion:** This project is an ongoing project, and during the effective maintenance period from 2020 to 2021, the rate still increased from 10.3% (9/87) to 17.9% (12/67). The findings of this study can serve as a reference for the management of nursing staff.

**Keywords:** new nursing staff, turnover rate, retention strategy


# 運用選才、留任策略降低新進護理人員離職率

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## 摘要

**目的：**探討新進護理人員離職率高，期望有效降低離職率，提升照護品質。

**材料與方法：**實施對象為新進三個月的護理人員，本專案執行期間自2018年1月1日至2019年4月30日，統計2017年新進護理人員離職率高達23.5% (35/149)，歸納主要離職肇因：一、工作壓力及適應；二、離家遠/偏僻，予介入策略：一、創意“搶人大作戰”選才招募博覽會；二、新人關懷座談會；三、多元壓力調適措施（禪繞畫、心情卡）；以及四、互動式愛的傳承卡。

**結果：**經專案實施後，新進人員離職率由23.5% (35/149)降至至11.3% (7/62)，目標達成率高達104.3%。

**結論：**統計2020年至2021年效果維持期仍有10.3% (9/87)~17.9%(12/67)，冀望此文章之分享，可作為護理人力資源管理之參考。

**關鍵詞：**新進護理人員、離職率、留任策略