

Publications de SHURP (Swiss Nursing Homes Human Resources Project)

Peer-reviewed journals

Swiss Nursing Homes Human Resources Project (SHURP): Protocol of an observational study

Schwendimann, R., Zúñiga, F., Ausserhofer, D., Schubert, M., Engberg, S., & de Geest, S. (2013). Swiss Nursing Homes Human Resources Project (SHURP): Protocol of an observational study. *Journal of Advanced Nursing*, 70(4), 915-926. doi: 10.1111/jan.12253.

Aim: To explore the relationships among various nursing homes characteristics including work environment, care worker outcomes and resident outcomes in Swiss nursing homes.

Background: In Switzerland, a growing number of older people live in nursing homes. Although research has addressed the issue of quality of nursing care in such facilities, few have integrated a range of interrelated factors that may influence the quality and safety of residential care. The Swiss Nursing Homes Human Resources Project will comprehensively assess key organizational factors, their interrelationships and the associations between these factors and care worker and resident outcomes.

Design: Cross-sectional design.

Methods: Three-year multi-center study (2011–2013) including a representative sample of approximately 160 nursing homes across the three language regions in Switzerland. Survey data will come from approximately 6000 care workers and 160 administrators. Survey questionnaires will include variables on organizational facility characteristics and resident outcomes, care worker socio-demographic and professional characteristics, the quality of their work environments, resident safety climates and care worker outcomes. Appropriate descriptive and comparative analysis will be used and multivariate and multilevel analyses will be applied to examine the relationships among the various factors including quality of the work environment, safety climate, work stressors, rationing of care, workload, care worker and resident characteristics, as well as resident and care worker outcomes.

Discussion: The study results will contribute to a comprehensive understanding of the interrelationships between key organizational factors and resident/ care worker outcomes and will also support planning and conducting interventions to improve quality of care concerning organizational factors affecting care workers in daily practice.

The relationship of staffing and work environment with implicit rationing of nursing care in Swiss nursing homes – a cross-sectional study

Zúñiga, F., Ausserhofer, D., Hamers, J.P.H., Engberg, S., Simon, M., & Schwendimann, R. (2015). The relationship of staffing and work environment with implicit rationing of nursing care in Swiss nursing homes – a cross-sectional study. *International Journal of Nursing Studies*, 52(9), 1463-74. doi: 10.1016/j.ijnurstu.2015.05.005

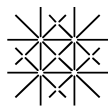
Background: Implicit rationing of nursing care refers to the withdrawal of or failure to carry out necessary nursing care activities due to lack of resources, in the literature also described as missed care, omitted care, or nursing care left undone. Under time constraints, nurses give priority to activities related to vital medical needs and the safety of the patient, leaving out documentation, rehabilitation, or emotional support of patients. In nursing homes, little is known about the occurrence of implicit rationing of nursing care and possible contributing factors.

Objectives: The purpose of this study was (1) to describe levels and patterns of self-reported implicit rationing of nursing care in Swiss nursing homes and (2) to explore the relationship between staffing level, turnover, and work environment factors and implicit rationing of nursing care. Design: Cross-sectional, multi-center sub-study of the Swiss Nursing Home Human Resources Project (SHURP).

Settings: Nursing homes from all three language regions of Switzerland.

Participants: A random selection of 156 facilities with 402 units and 4307 direct care workers from all educational levels (including 25% registered nurses).

Methods: We utilized data from established scales to measure implicit rationing of nursing care (Basel Extent of Rationing of Nursing Care), perceptions of leadership ability and staffing resources (Practice Environment Scale of the Nursing Work Index), teamwork and safety climate (Safety Attitudes Questionnaire), and work stressors (Health Professions Stress Inventory). Staffing level and turnover at the unit level were measured with self-



developed questions. Multilevel linear regression models were used to explore the proposed relationships.

Results: Implicit rationing of nursing care does not occur frequently in Swiss nursing homes. Care workers ration support in activities of daily living, such as eating, drinking, elimination and mobilization less often than documentation of care and the social care of nursing homes residents. Statistically significant factors related to implicit rationing of care were the perception of lower staffing resources, teamwork and safety climate, and higher work stressors. Unit staffing and turnover levels were not related to rationing activities.

Conclusions: Improving teamwork and reducing work stressors could possibly lead to less implicit rationing of nursing care. Further research on the relationship of implicit rationing of nursing care and resident and care worker outcomes in nursing homes is requested.

Are staffing, work environment, work stressors, and rationing of care related to care workers' perception of quality of care? A cross-sectional study

Zúñiga, F., Ausserhofer, D., Hamers, J.P.H., Engberg, S., Simon, M., & Schwendimann, R. (2015). Are staffing, work environment, work stressors, and rationing of care related to care workers' perception of quality of care? A cross-sectional study. *Journal of the American Medical Directors Association*, 16(10), 860-866. doi: 10.1016/j.jamda.2015.04.012

Objectives: To describe care worker-reported quality of care and to examine its relationship with staffing variables, work environment, work stressors, and implicit rationing of nursing care.

Design: Cross-sectional study.

Setting: National, randomly selected sample of Swiss nursing homes, stratified according to language region and size.

Participants: A total of 4311 care workers of all educational backgrounds (registered nurses, licensed practical nurses, nurse aides) from 402 units in 155 nursing homes completed a survey between May 2012 and April 2013.

Measurements: Care worker-reported quality of care was measured with a single item; predictors were assessed with established instruments (eg, Practice Environment Scale – Nurse Working Index) adapted for nursing home use. A multilevel logistic regression model was applied to assess predictors for quality of care.

Results: Overall, 7% of care workers rated the quality of care provided as rather low or very low. Important factors related to better quality of care were higher teamwork and safety climate (odds ratio [OR] 6.19, 95% confidence interval [CI] 4.36-8.79); better staffing and resources adequacy (OR 2.94, 95% CI 2.08-4.15); less stress due to workload (OR 0.71, 95% CI 0.55-0.93); less implicit rationing of caring, rehabilitation, and monitoring (OR 0.34, 95% CI 0.24-0.49); and less rationing of social care (OR 0.80, 95% CI 0.69-0.92). Neither leadership nor staffing levels, staff mix, or turnover was significantly related to quality of care.

Conclusions: Work environment factors and organizational processes are vital to provide high quality of care. The improvement of work environment, support in handling work stressors, and reduction of rationing of nursing care might be intervention points to promote high quality of care in nursing homes.

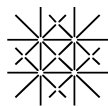
Affective organizational commitment in Swiss nursing homes: A cross-sectional study

Graf, E., Cignacco, E., Zimmermann, K., & Zúñiga, F. (2016). Affective organizational commitment in Swiss nursing homes: A cross-sectional study. *The Gerontologist*, 56(6), 1124-1137. doi: 10.1093/geront/gnv053

Purpose of the Study: This sub-study of the Swiss Nursing Homes Human Resources Project (SHURP) explored the relationships between affective organizational commitment (AOC) levels and organizational, situational, and care personnel characteristics, and between AOC and care personnel outcomes.

Designs and Methods: SHURP was a representative national cross-sectional study in 163 Swiss nursing homes. Its data sources were: (a) a care personnel questionnaire, (b) a facility questionnaire, (c) a unit questionnaire, and (d) administrative resident data. Generalized estimating equations (GEEs) were applied to examine AOC's relationships with selected antecedents and care personnel outcomes.

Results: Data were collected from 5,323 care personnel in 163 nursing homes (return rate: 76%). On a scale from 1 to 5, the mean level of AOC was 3.86 (standard deviation = 0.81). Variations in AOC regarding care personnel characteristics (age, education, and experience in nursing home) and organizational characteristics (size, profit status) were statistically significant with minimal effect sizes. The main factors positively related to AOC were



leadership, job satisfaction, quality of care, and collaboration with the nursing home director. Care personnel outcomes significantly related to higher AOC were reduced intention to leave, health complaints, presenteeism, and absenteeism.

Implications: As leadership is a crucial factor of AOC, its development might improve care personnel outcomes such as intention to leave or absenteeism.

Absenteeism and presenteeism among care workers in Swiss nursing homes and their association with psychosocial work environment: A multi-site cross-sectional study

Dhaini, S., Zúñiga, F., Ausserhofer, D., Simon, M., Kunz, R., De Geest, S., & Schwendimann, R. (2016). Absenteeism and presenteeism among care workers in Swiss nursing homes and their association with psychosocial work environment: A multi-site cross-sectional study. *Gerontology*, 62(4), 386-395. doi: 10.1159/000442088

Background: Worker productivity is central to the success of organizations such as healthcare institutions. However, both absenteeism and presenteeism impair that productivity. While various hospital studies have examined the prevalence of presenteeism and absenteeism and its associated factors among care workers, evidence from nursing home settings is scarce. **OBJECTIVE:** To explore care workers' self-reported absenteeism and presenteeism in relation to nursing homes' psychosocial work environment factors.

Methods: We performed a cross-sectional study utilizing survey data of 3,176 professional care workers in 162 Swiss nursing homes collected between May 2012 and April 2013. A generalized estimating equation ordinal logistic regression model was used to explore associations between psychosocial work environment factors (leadership, staffing resources, work stressors, affective organizational commitment, collaboration with colleagues and supervisors, support from other personnel, job satisfaction, job autonomy) and self-reported absenteeism and presenteeism.

Results: Absenteeism and presenteeism were observed in 15.6% and 32.9% of care workers, respectively. While absenteeism showed no relationship with the work environment, low presenteeism correlated with high leadership ratings (odds ratio [OR] 1.22, 95% confidence

interval [CI] 1.01-1.48) and adequate staffing resources (OR 1.18, 95% CI 1.02-1.38).

Conclusions: Self-reported presenteeism is more common than absenteeism in Swiss nursing homes, and leadership and staffing resource adequacy are significantly associated with presenteeism, but not with absenteeism.

Care workers health in Swiss nursing homes and its association with psychosocial work environment: A cross-sectional study

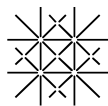
Dhaini, S. R., Zúñiga, F., Ausserhofer, D., Simon, M., Kunz, R., De Geest, S., & Schwendimann, R. (2016) Care workers health in Swiss nursing homes and its association with psychosocial work environment: A cross-sectional study. *International Journal of Nursing Studies*, 53, 105-115. doi: 10.1016/j.ijnurstu.2015.08.011

Background: Previous studies have demonstrated poor health of care workers in nursing homes. Yet, little is known about the prevalence of physical and mental health outcomes, and their associations with the psychosocial work environment in nursing homes.

Objectives: (1) To explore the prevalence of physical and mental health outcomes of care workers in Swiss nursing homes, (2) their association with psychosocial work environment.

Methods: This is a secondary data analysis of the cross-sectional Swiss Nursing Home Human Resources Project (SHURP). We used survey data on socio-demographic characteristics and work environment factors from care workers (N = 3471) working in Swiss nursing homes (N = 155), collected between May 2012 and April 2013. GEE logistic regression models were used to estimate the relationship between psychosocial work environment and physical and mental health outcomes, taking into account care workers' age.

Results: Back pain (19.0%) and emotional exhaustion (24.2%) were the most frequent self-reported physical and mental health. Back pain was associated with increased workload (odds ratios (OR) 1.52, confidence interval (CI) 1.29–1.79), conflict with other health professionals and lack of recognition (OR 1.72, CI 1.40–2.11), and frequent verbal aggression by residents (OR 1.36, CI 1.06–1.74), and inversely associated with staffing adequacy (OR 0.69, CI 0.56–0.84); emotional exhaustion was associated with increased workload (OR 1.96, CI 1.65–2.34), lack of job preparation (OR 1.41, CI 1.14–1.73), and conflict with other health professionals and lack of recognition (OR



1.68, CI 1.37–2.06), and inversely associated with leadership (OR 0.70, CI 0.56–0.87).

Conclusions: Physical and mental health among care workers in Swiss nursing homes is of concern. Modifying psychosocial work environment factors offer promising strategies to improve health. Longitudinal studies are needed to conduct targeted assessments of care workers health status, taking into account their age, along with the exposure to all four domains of the proposed WHO model.

Factors associated with high job satisfaction among care workers in Swiss nursing homes – a cross sectional survey study

Schwendimann, R., Dhaini, S., Ausserhofer, D., Engberg, S., & Zúñiga, F. (2016). Factors associated with high job satisfaction among care workers in Swiss nursing homes – a cross sectional survey study. *BMC Nursing*. 15: 37. doi: 10.1186/s12912-016-0160-8

Background: While the relationship between nurses' job satisfaction and their work in hospital environments is well known, it remains unclear, which factors are most influential in the nursing home setting. The purpose of this study was to describe job satisfaction among care workers in Swiss nursing homes and to examine its associations with work environment factors, work stressors, and health issues.

Methods: This cross-sectional study used data from a representative national sample of 162 Swiss nursing homes including 4,145 care workers from all educational levels (registered nurses, licensed practical nurses, nursing assistants and aides). Care worker-reported job satisfaction was measured with a single item. Explanatory variables were assessed with established scales, as e.g. the Practice Environment Scale – Nursing Work Index. Generalized Estimating Equation (GEE) models were used to examine factors related to job satisfaction.

Results: Overall, 36.2 % of respondents reported high satisfaction with their workplace, while another 50.4 % were rather satisfied. Factors significantly associated with high job satisfaction were supportive leadership (OR = 3.76), better teamwork and resident safety climate (OR = 2.60), a resonant nursing home administrator (OR = 2.30), adequate staffing resources (OR = 1.40), fewer workplace conflicts (OR = .61), less sense of depletion after work (OR = .88), and fewer physical health problems (OR = .91).

Conclusions: The quality of nursing home leadership – at both the unit supervisor and the executive administrator

level – was strongly associated with care workers' job satisfaction. Therefore, recruitment strategies addressing specific profiles for nursing home leaders are needed, followed by ongoing leadership training. Future studies should examine the effects of interventions designed to improve nursing home leadership and work environments on outcomes both for care staff and for residents.

Evidence on the validity and reliability of the German, French and Italian nursing home version of the Basel Extent of Rationing of Nursing Care instrument

Zúñiga, F., Schubert, M., Hamers, J.P.H., Simon, M., Schwendimann, R., Engberg, S., & Ausserhofer, D. (2016): Evidence on the validity and reliability of the German, French and Italian nursing home version of the Basel Extent of Rationing of Nursing Care instrument. *Journal of Advanced Nursing* 72(8):1948-63. doi: 10.1111/jan.12975

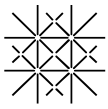
Aim: To develop and test psychometrically the Basel Extent of Rationing of Nursing Care for Nursing Homes instrument, providing initial evidence on the validity and reliability of the German, French and Italian-language versions.

Background: In the hospital setting, implicit rationing of nursing care is defined as the withholding of nursing activities due to lack of resources, such as staffing or time. No instrument existed to measure this concept in nursing homes.

Design: Cross-sectional study.

Methods: We developed the instrument in three phases: (1) adaption and translation; (2) content validity testing; and (3) initial validity and reliability testing. For phase 3, we analyzed survey data from 4748 care workers collected between May 2012–April 2013 from a randomly selected sample of 162 nursing homes in the German-, French- and Italian-speaking regions of Switzerland to provide evidence from response processes (e.g. missing), internal structure (exploratory factor analysis), inter-item inconsistencies (e.g. Cronbach's alpha) and interscorer differences (e.g. within-group agreement).

Results: Exploratory factor analysis revealed a four-factor structure with good fit statistics. Rationing of nursing care was structured in four domains: (1) activities of daily living; (2) caring, rehabilitation and monitoring; (3) documentation; and (4) social care. Items of the social care subscale showed lower content validity and more missing values than items of other subscales.



Conclusion: First evidence indicates that the new instrument can be recommended for research and practice to measure implicit rationing of nursing care in nursing homes. Further refinements of single items are needed.

Are nursing home care workers' health and presenteeism associated with implicit rationing of care?

A cross-sectional multi-site study

Dhaini, S., Zúñiga, F., Ausserhofer, D., Simon, M., Kunz, R., De Geest, S., & Schwendimann, R. (2017). Are nursing home care workers' health and presenteeism associated with implicit rationing of care? A cross-sectional multi-site study. *Geriatric Nursing* 38(1), 33-38. doi: 10.1016/j.gerinurse.2016.07.003

Abstract: To explore associations between care workers' health and implicit rationing of care. Diverse studies have linked impaired health to reduced work performance – a factor measured through omission of required tasks. This cross-sectional study gathered data from 3239 care workers in 162 Swiss nursing homes. Data were analyzed via a linear logistic regression model using general estimating equations. Overall, rationing of care occurred “never” to “seldom.” Rationing of activities of daily living was positively associated with care workers' joint pain (b 0.04, CI 0.001-0.07), emotional exhaustion (b 0.11, CI 0.07-0.15), and presenteeism (b 0.05, CI 0.004-0.09). Rationing of caring, rehabilitation, and monitoring was positively associated with care workers' joint pain (b 0.05, CI 0.01-0.09) and emotional exhaustion (b 0.2, CI 1.16-0.24). Care workers health complaints are strongly associated with rationing of tasks directly related to resident care.

Dementia care worker stress associations with unit type, resident, and work environment characteristics: A cross-sectional secondary data analysis of the Swiss Nursing Homes Human Resources Project (SHURP)

Vogel, B., De Geest, S., Fierz, K., Beckmann, S., & Zúñiga, F. (2017): Dementia care worker stress associations with unit type, resident, and work environment characteristics: A cross-sectional secondary data analysis of the Swiss Nursing Homes Human Resources Project (SHURP). *International Psychogeriatrics*: 29(3), 441-454. doi: 10.1017/S1041610216002027

Background: Although caring for residents with dementia in nursing homes is associated with various stressors for

care workers, the role of the unit type, and particularly the proportion of residents with dementia, remains unclear. This study aimed to explore associations between unit type and care worker stress, taking into account additional potential stressors.

Methods: This cross-sectional study was a secondary data analysis in the Swiss Nursing Homes Human Resources Project, which included data from 3,922 care workers from 156 Swiss nursing homes. Care workers' stress was measured with a shortened version of the Health Professions Stress Inventory. Generalized estimating equation models were used to assess care worker stress and its relationships with three unit types (special care units and others with high or low proportions of residents with dementia), work environment factors, and aggressive resident behavior.

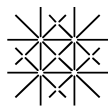
Results: After including all potential stressors in the models, no significant differences between the three unit types regarding care worker stress were found. However, increased care worker stress levels were significantly related to lower ratings of staffing and resources adequacy, the experience of verbal aggression, and the observation of verbal or physical aggression among residents.

Conclusions: Although the unit type plays only a minor role regarding care worker stress, this study confirms that work environment and aggressive behavior of residents are important factors associated with work-related stress. To prevent increases of care worker stress, interventions to improve the work environment and strengthen care workers' ability to cope with aggressive behavior are suggested.

Elder abuse in nursing homes: Do special care units make a difference? A secondary data analysis of the Swiss Nursing Homes Human Resources Project

Blumenfeld Arens, O., Fierz, K., & Zúñiga, F. (2017). Elder abuse in nursing homes: Do special care units make a difference? A secondary data analysis of the Swiss Nursing Homes Human Resources Project. *Gerontology* 63(2), 169-179. doi: 10.1159/000450787

Background: In special care units (SCUs) for residents with advanced dementia, both personnel and organizations are adapted to the needs of residents. However, whether these adaptations have a preventive effect on elder abuse has not yet been explored.



Objective: To describe the prevalence of observed emotional abuse, neglect, and physical abuse in Swiss nursing homes, to compare SCUs with non-SCUs concerning the frequency of observed emotional abuse, neglect, and physical abuse, and to explore how resident-related characteristics, staff outcomes/characteristics, and organizational/ environmental factors relate to observed elder abuse.

Methods: This is a secondary data analysis of the Swiss Nursing Homes Human Resources Project (SHURP), a cross-sectional multicenter study. Data were collected from 2012 to 2013 and are based on observed rather than perpetrated elder abuse. We performed multilevel mixed-effects logistic regressions taking into account the hierarchical structure of the data with personnel nested within units and facilities.

Results: Of 4,599 care workers in 400 units and 156 facilities, 50.8% observed emotional abuse, 23.7% neglect, and 1.4% physical abuse. There was no significant difference between SCUs and non-SCUs regarding observed emotional abuse and neglect. Higher scores for workload and sexual aggression towards care workers were associated with higher rates of emotional abuse and neglect. Verbal and physical resident aggression, however, were only associated with higher rates of emotional abuse. Negative associations were found between 'teamwork and resident safety climate' and both forms of abuse.

Conclusion: Improving teamwork and the safety climate and reducing work stressors might be promising points of intervention to reduce elder abuse. More specific research about elder abuse in SCUs and the interaction between work climate and elder abuse is required.

Mobbing among care workers in nursing homes: A cross-sectional secondary analysis of the Swiss Nursing Homes Human Resources Project

Tong, M., Schwendimann, R., & Zúñiga, F. (2017): Mobbing among care workers in nursing homes: A cross-sectional secondary analysis of the Swiss Nursing Homes Human Resources Project. *International Journal of Nursing Studies* 66, 72-81. doi: 10.1016/j.ijnurstu.2016.12.005

Background: As a category of bullying, mobbing is a form of violence in the workplace that damages the employing organization as well as the targeted employee. In Europe, the overall prevalence of mobbing in healthcare is estimated at 4%. However, few studies have explored mobbing among long-term care workers.

Objectives: This study aims to examine the frequency of mobbing in Swiss nursing homes and its relationships with care workers' (i.e. registered nurse, licensed practical nurse, assistant nurse, nurse aide) health status, job satisfaction, and intention to leave, and to explore the work environment as a contributing factor to mobbing.

Design: A cross-sectional, multi-center sub-study of the Swiss Nursing Homes Human Resource Project (SHURP).

Setting: Nursing homes in Switzerland's three language regions.

Participants: A total of 162 randomly selected nursing homes with 20 or more beds, including 5311 care workers with various educational levels.

Method: Controlling for facility and care worker characteristics, generalized estimation equations were used to assess the relationships between mobbing and care workers' health status, job satisfaction, and intention to leave as well as the association of work environment factors with mobbing.

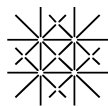
Results: In Swiss nursing homes, 4.6% of surveyed care workers (n = 242) reported mobbing experiences in the last 6 months. Compared to untargeted persons, those directly affected by mobbing had higher odds of health complaints (Odds Ratios (OR): 7.81, 95% CI 5.56–10.96) and intention to leave (OR: 5.12, 95% CI 3.81–6.88), and lower odds of high job satisfaction (OR: 0.19, 95% CI 0.14–0.26). Odds of mobbing occurrences increased with declining teamwork and safety climate (OR: 0.41, 95% CI 0.30–0.58), less supportive leadership (OR: 0.42, 95% CI 0.30–0.58), and higher perceived inadequacy of staffing resources (OR: 0.66, 95% CI 0.48–0.92).

Conclusions: Mobbing experiences in Swiss nursing homes are relatively rare. Alongside teamwork and safety climate, risk factors are strongly associated with superiors' leadership skills. Targeted training is necessary to sensitize managers to mobbing's indicators, effects and potential influencing factors.

Factors associated with aggressive behavior between residents and staff in nursing homes

Stutte, K., Hahn, S., Fierz, K., & Zúñiga, F. (2017) Factors associated with aggressive behavior between residents and staff in nursing homes. *Geriatric Nursing*. 38(5), 398-405 doi: 10.1016/j.gerinurse.2017.02.001

Abstract: The aim of this secondary data analysis of the cross-sectional Swiss Nursing Homes Human Resources Project (SHURP) study was to describe the prevalence of



residents' verbal, physical and sexual aggression toward care workers in Swiss nursing homes and to explore their association with context and care worker factors. The study's sample incorporated data from 155 randomly selected nursing homes, including 402 units. Among care workers ($n = 3919$), 66% reported experiencing verbal, 42% physical and 15% sexual aggression. Logistic regression analyses indicated that non-special care units and care workers' higher perception of staffing and resources adequacy and higher age were associated with a decreased likelihood of aggression, whereas emotional exhaustion was associated with an increased likelihood. Our results suggest an association of aggressive resident behavior with modifiable context and care worker factors. Knowledge about this may contribute to a continuous improvement process, enhancing residents' well-being alongside care workers' safety and satisfaction.

Factors associated with care workers' intention to leave employment in nursing homes: A secondary data analysis of the Swiss Nursing Homes Human Resources Project (SHURP)

Gaudenz, C., De Geest, S., Schwendimann, R. & Zúñiga, F.: Factors associated with care workers' intention to leave employment in nursing homes: A secondary data analysis of the Swiss Nursing Homes Human Resources Project (SHURP). *Journal of Applied Gerontology*. (Online first.) doi: 10.1177/0733464817721111

Background: As the elderly population in Switzerland is steadily outgrowing the supply of nursing home care workers, the emerging personnel shortage is aggravated by high turnover – one strong predictor of which is intention to leave. This study aimed (1) to describe the prevalence and variability of care worker intention to leave between facilities, and (2) to examine care worker intention to leave regarding its relationships with work environment factors and care worker outcomes.

Methods: As a secondary data analysis nested within the large cross-sectional Swiss Nursing Home Human Resources Project (May 2012–April 2013), this study calculated the prevalence and variability of nursing home care worker intention to leave. Factors were tested via multiple regression analyses.

Results: Of 3,984 respondents, 56% reported intention to leave. In two of the 156 participating facilities, no respondents indicated any such intention; in two others, all did (range: 0–100%). Intention to leave showed strong

inverse correlations with perceived leadership support (OR .62, 95% CI [.50, .76]) and affective organizational commitment (OR .14, 95% CI [.11, .16]), and weaker direct correlations with stress due to workload (OR 1.61, 95% CI [1.32, 1.98]), emotional exhaustion (OR 1.18, 95% CI [1.10, 1.26]) and number of care worker health problems (OR 1.09, 95% CI [1.04, 1.14]).

Conclusion: While this study's use of cross-sectional data precluded causal inferences, the strong direct correlation of nursing home care workers' intention to leave with their affective organizational commitment and perceptions of leadership suggest that interventions to improve these factors should be explored to reduce intention to leave.

Au sujet de l'étude SHURP

Rapport final

F. Zúñiga, D. Ausserhofer, C. Serdaly, C. Bassal, S. De Geest & R. Schwendimann (2013): *Schlussbericht zur Befragung des Pflege- und Betreuungspersonals in Alters- und Pflegeinstitutionen der Schweiz*. Universität Basel.

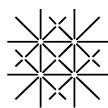
F. Zúñiga, D. Ausserhofer, C. Serdaly, C. Bassal, S. De Geest & R. Schwendimann (2013): *Rapport final de l'enquête relative au personnel de soins et d'accompagnement dans les établissements-médico-sociaux en Suisse*. Université de Bâle.

F. Zúñiga, D. Ausserhofer, C. Serdaly, C. Bassal, S. De Geest & R. Schwendimann (2013). *Rapporto finale sull'indagine del personale infermieristico e assistenziale nelle case per anziani svizzere*. Università di Basilea.

Rapport de Follow-up

F. Zúñiga, D. Ausserhofer, M. Simon, C. Serdaly & R. Schwendimann (2015). *Die SHURP Follow-Up Befragung 2015*. Universität Basel.

F. Zúñiga, D. Ausserhofer, M. Simon, C. Serdaly & R. Schwendimann (2015). *L'enquête SHURP Follow-Up 2015*. Université de Bâle.



Articles dans la revue « Soins infirmiers »

Mobbing

Tong, M., Zúñiga, F., & Schwendimann, R. (2015). Mobbing in Schweizer Pflegeheimen. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(6), 20-21.

Saladin, M., Zúñiga, F., & Schwendimann, R. (2015). Mobbing dans les EMS suisses. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(6), 72-73.

Implication des collaborateurs

Graf, E., Ausserhofer, D., Schwendimann, R., & Zúñiga, F. (2015). Erfolgsfaktor emotionale Mitarbeiterbindung. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(8), 20-21.

Graf, E., Ausserhofer, D., Schwendimann, R., & Zúñiga, F. (2015). L'implication des collaborateurs, clef du succès. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(9), 74-75.

Rationnement des soins

Zúñiga, F., Ausserhofer, D., & Schwendimann, R. (2015). Weglassen, hinauszögern oder nur teilweise ausführen. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(11), 30-31.

Zúñiga, F., Ausserhofer, D., & Schwendimann, R. (2015). Des actes de soins partiels, retardés ou supprimés. *Krankenpflege/Soins infirmiers/Cure infermieristica* 108(11), 64-65.

Satisfaction au travail

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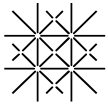
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Travail de master non publié

The association of professional care worker characteristics and work environment factors in nursing homes: A cross-sectional study in the Swiss Nursing Homes Human Resources Project

Jessica Friedel (2016)

Aims: This study was designed 1) to describe care workers' professional characteristics (nursing staff category, leadership position, employment degree and usual shifts) and their perceptions of work environment and 2) to assess associations between the professional characteristics and the perceptions care workers hold of their work environment in terms of leadership support, staffing and resource adequacy, teamwork and resident safety climate.

Background: Positive work environment factors are associated with desirable resident and care worker outcomes. Previous research has shown differences in perceptions of work environment depending on professional care worker characteristics, where leaders and daytime workers are more likely to perceive their work environments as positive. Insights about different perceptions of the work environment might help to understand care workers' behavior, to provide a supportive work environment, and to attract and retain an effective workforce.

Design: This study is a secondary data analysis in the cross-sectional, national, multi-center Swiss Nursing Homes Human Resources Project (SHURP). It uses data from 157 Swiss nursing homes and 4889 care workers.

Methods: Data were collected between May 2012 and April 2013. Work environment factors were measured using validated scales adapted for the nursing home setting. Professional care worker characteristics were obtained from the personnel questionnaire. For analysis descriptive statistics and generalized estimation equations were used.

Results/Findings: Registered nurses perceived their work environment as less positive than care workers in other nursing staff categories. Care workers in leadership positions perceived their work environments more positively than care workers without leadership positions.

Conclusion: Strengthening the connection between leaders and not leading care workers seem to be a promising approach to provide a positive and supportive work environment. Differences in work environment of registered nurses with and without leadership positions need further exploration, to retain qualified nursing personnel and to ensure quality of care.

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