



A Summary Of

Title: [Supportive Supervision and Staff Intent to Turn Over in Long-Term Care Homes](#)

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Keywords

Supervision • Staff • Turn Over • Nursing Homes • Personal Support Workers



Research Questions

For personal support workers working in long-term care homes:

- Is there a link between support from supervisors and intention to leave a job?
- Can this link be explained by their job satisfaction or overall happiness?



Why is this important?

Personal support workers provide most of the care to people living in long-term care homes. Their work is demanding, and they are not well-paid. Many leave their jobs in long-term care. Finding ways to help keep them from leaving their jobs could be good for residents, staff and homes.



Context

Previous research has studied the link between **supportive supervision*** and **intent to turn over***.

This study was a **secondary analysis*** of a large **cross-sectional*** survey. It included 5,513 **Personal Support Workers** working in long-term care homes in Ontario, Canada. This study looked at: The link between supportive supervision and intent to turnover.

● Definitions

***Intent to Turn Over:** planning to leave or quit one's current job.

***Secondary Analysis:** the analysis of existing data collected by others.

***Cross-Sectional Survey:** collecting data from people at a single point in time.

***Supportive Supervision:** positive, respectful, and helpful interactions with one's supervisor.

● Intent to Turn Over

17.6% of Personal Support Workers intended to turn over within the next 12 months.

Intent to turnover was highest:

- among those who reported being unhappy (43.5%)

Intent to turnover was lowest:

- among those who reported being happy (10.7%)

● Level of Happiness

Supportive supervision and intent to turnover depended on overall level of happiness.

Among those who described themselves as neither happy nor unhappy:

- Supportive supervision was not linked to intent to turn over.

● Supportive Supervision

Personal Support Workers who had lower levels of supportive supervision:

- Reported lower job satisfaction
- Were more likely to report intent to turnover

Job satisfaction only explained part of the relationship between supportive supervision and intent to turnover. It suggests other factors are also involved.



Conclusion

Supportive supervision for Personal Support Workers in long-term care homes is important.

Supervisors have a critical role in shaping perceptions among staff of how they are valued within their workplaces. Since nurses usually supervise Personal Support Workers, it shows they need to be skilled in these areas. Improving supportive supervision for Personal Support Workers might have a positive impact. But bigger changes are needed in the long-term care system.

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