Strategies to Improve Clinical Research Staff Engagement, Retention, Career Development & Performance

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Background 2019
- High turnover rate (34.4%)
- Low retention rate (59.3%)
- Low promotion rate (2.9%)
- Vacancy rate (13.9%)
- Low NYULH HR employee engagement survey score 59% (12/15)

Clinical Staff Survey 2019
- Lack of support for the role (30%)
- Not feeling valued in the role (55.2%)
- Lack of formal orientation (34.5%)
- Feeling of overwork (55.2%)
- Desire for more SOPs (77.8%)

Goals
- Incremental and multi-pronged approach
- Collaborate with NYU Human Resources
- Decrease turnover rate by > 10%
- Increase retention rate and promotion rate by > 10%
- Maintain vacancy rate (goal <15%)
- Increase employee engagement to > 70%

Solutions
- Create and maintain an evidence-based, competency driven orientation program for clinical research staff (2019)
- Create clinical research career ladders and perform market analysis (2019 & 2022)
- Develop career promotional tracks to clinical management (2021)
- Institute an employee-lead mentorship program (2021)
- Establish a High Reliability Organization (HRO) program (2021)
- Form unit practice counsels (2022)
- Evaluate and address need for internal clinical research SOPs (2019-2022)

Outcomes
- Turnover rate decreased 9.8% (p = 0.15)
- Retention rate increased 17.8% (p = 0.03)
- Promotion rate increased 37% (p = 0.00003)
- Vacancy rate maintained at 14.7% with FTE increase from 40 (2019) to 65 (2022) (63% increase)
- NYULH HR engagement results increased to 73% (goal >70%) (p = 0.17) (89% response rate 58/65)
- All internal and external audits passed 2020-2022
- Internal audit findings decreased by 80% 2020 to 2022
- Central review of reportable events showed a 30% decrease in 2022
- SOPs increased from 14 to 33 (2018 to 2022)

Outcome Measures

Next Steps?
- Partner with NYU Rory Meyers College of Nursing Research MSN to establish a training pathway
- Create additional licensed management positions
- Add a project management steps to the clinical research ladder