# Acute Care Meets Home Care:

## Successful Nurse Retention Through a Hospital at Home Staffing Model

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## Background

Nursing retention is a growing challenge in the United States that is becoming increasingly urgent to address. The average hospital RN turnover rate over the course of a year in 2025 was 18.5%, which has associated costs and impacts on vacancy rates. One-third of hospitals reported a vacancy rate of 10% or higher. On average, it takes 78 days to recruit an experienced nurse. According to Becker's Hospital Review, the cost of hiring and training is $28,400-$51,700 for an RN, which adds up to 3.6 million - 6.5 million annually per hospital.

The American Nurses Association (ANA) reports that top reasons for nursing turnover include unsuitable working conditions, high patient to nurse ratios, and feeling undervalued.

**As a combination of inpatient care and home care, Hospital at Home offers a unique work environment and work experience for nurses. This abstract describes the impact of the staffing model for Hospital at Home on nurse retention**.

## Intervention

The nurse staffing model for Hospital at Home includes:

- Team nursing approach: Each patient is assigned a visiting nurse (Hospital at Home RN) or medic and a virtual nurse (Command Center RN)
- Acute care work environment from a cubicle or in the community
- Utilizing processes from both inpatient acute care and home health care
- Hospital at Home RNs (field visits) may start and end their shift from home
- Command Center RNs work in an office setting and have remote work capability
- 12hrs shift model
- Daily interdisciplinary rounds
- Paired visit model after 5pm

## Findings to Date

Findings include **100% nurse retention for the Hospital at Home RN position (field RN) for the last fiscal year.** Additionally, the turnover rate for the Command Center RN (virtual RN) is 40% lower than the national average.

Program outcomes include **superior ratings from patients regarding nursing communication and care coordination**.

In addition, **participation in unit-based Shared Governance Committees is high**

As follow-up, a unit survey was sent to the Hospital at Home RN (field RN) team to learn more about why this position had 100% retention. Responses **included the Hospital at Home model allowing more one-on-one care, less distraction, and being able to provide holistic and more impactful care**. Responses also highlighted the unique team nursing model, collaboration, and flexibility. It was reported that Hospital at Home made the RNs **"more satisfied with my profession."**

## Measures of Success

Quantitative measures include nursing retention rates, program outcomes such as Patient Satisfaction on HCAHPS, and RN participation in unit-based Shared Governance Committees.

Team member retention & satisfaction:

- 0% voluntary Hospital at Home RN turnover rate for the last fiscal year (12 positions)
- 11% voluntary Command Center RN turnover rate for the last fiscal year
- 15% vacancy rate for all staff (13% for nursing)

Patient Satisfaction (HCAHPS) for Hospital at Home:

- 94th percentile for recommend the hospital (at home)
- 99th percentile for nursing communication
- 96th percentile for care coordination

Participation in Unit-based Shared Governance Committees:

- 100% Committee positions filled

Qualitative measures were free responses to a survey of the Hospital at Home RNs (field RNs) inquiring why they think there was a 0% voluntary turnover rate for their role for the last fiscal year.




**As an inpatient care model provided in a patient's home, Hospital at Home provides a uniquely satisfying work environment and work experience for nurses resulting in low turnover rates.**

Though there are already financial benefits for hospitals to expand more care into the home, these findings suggest there are additional financial gains as this model shows decreased rates of RN turn-over.

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