



# Shifting Perception from the “Revolving Door” Unit to “Spread Your Wings”

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## INTRODUCTION

Historically, medical units have been viewed as an incubator for new graduates to transition into practice and grow basic nursing skills.

Generally, after 1-2 years, these nurses transfer into specialty areas

According to the 2025 NSI National Health Care Retention & RN Staffing Report, the average hospital turnover rate stands at 18.3% with a RN turnover rate of 16.4%.

Further, that report also stated that the average turnover for medical/surgical areas is 18.0%. The national RN hospital vacancy rate currently averages 9.6% (NSI, 2025).

## PROBLEM

In 2023, this unit had a staggering turnover rate of 30% with a vacancy rate of 23.2%.

Out of those RNs that left the unit, 44% transferred internally, but 56% left the organization for a specialty position at another hospital negatively affecting our hospital's overall RN turnover and vacancy rates (18.5%, 11.3%).

## FROM FRUSTRATION to CELEBRATORY

Clinical Nurses: “No one stays here,” “Revolving door”

Nurse Managers “Resentment among nurse managers that other departments are 'stealing my nurses.’”

Nurse Directors: “We want RNs to stay here at Middlesex”

*Spread your Wings and Fly*



But, Stay at Middlesex.

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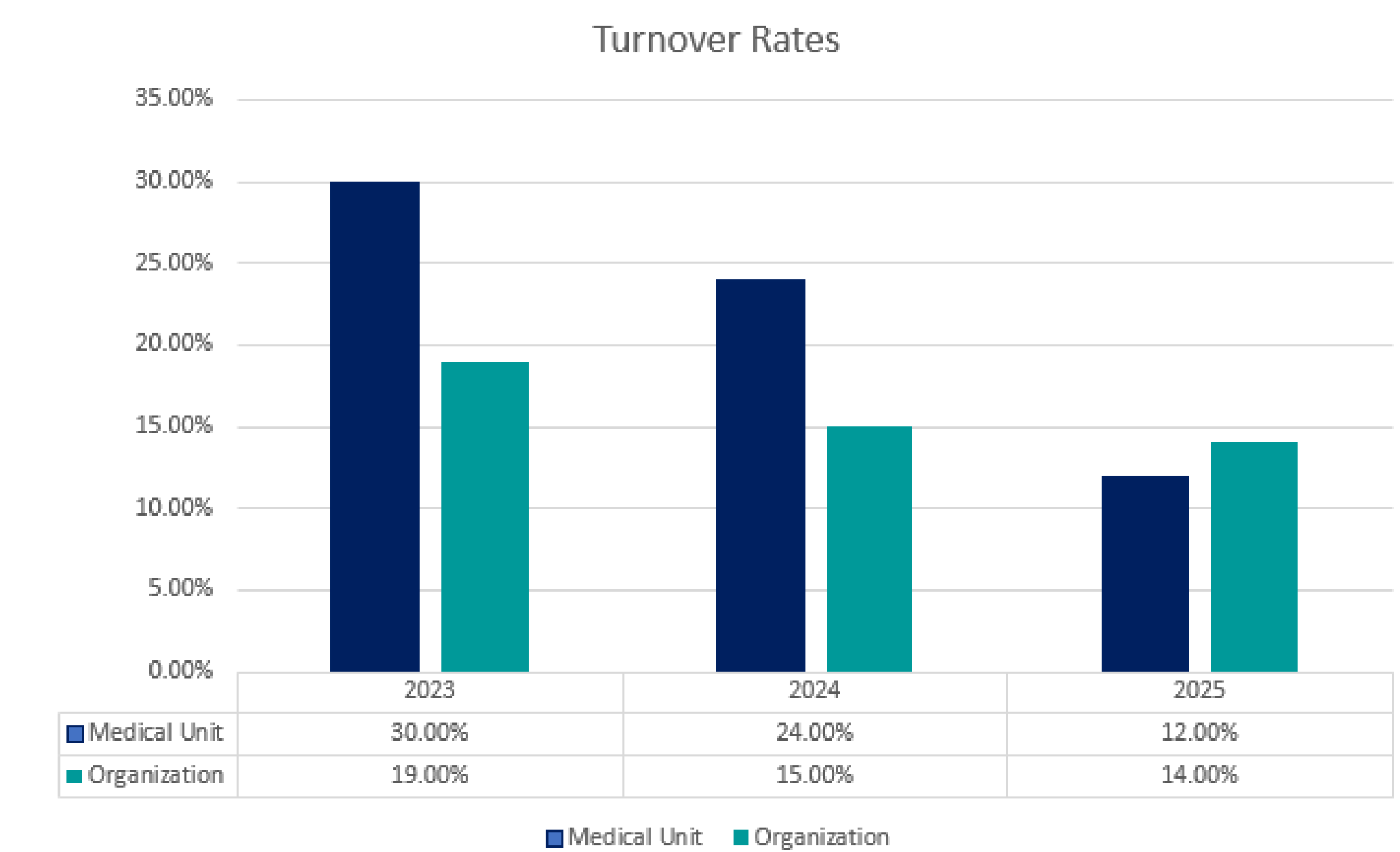
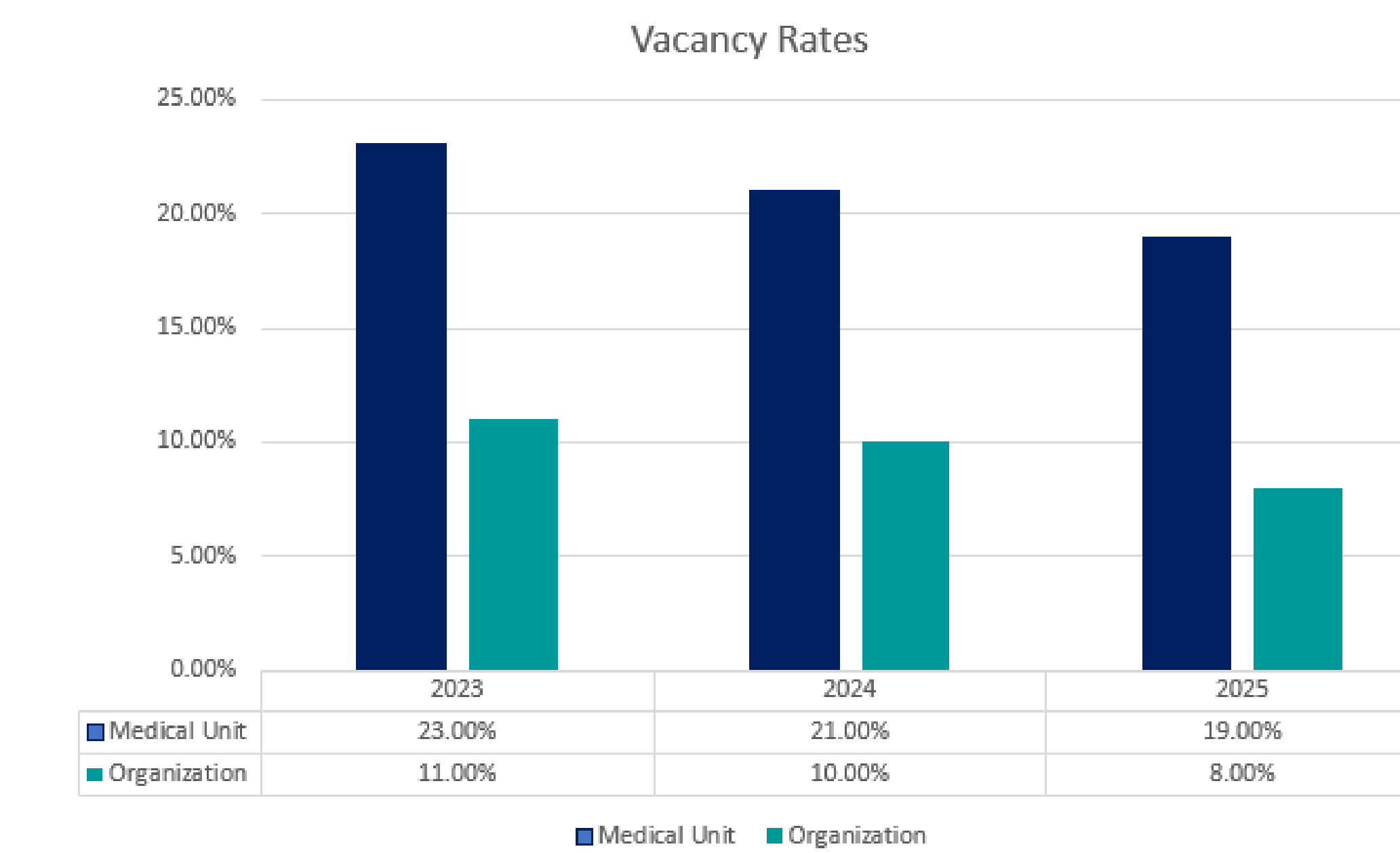
## PROJECT AIMS

1. Decrease unit RN turnover rate & unit RN vacancy rate
2. Decrease organizational wide RN turnover rate & organizational wide RN vacancy rate

## Decision RN Announce Future Transfer (DRAFT)



## RESULTS



2023: Of those RNs that left the unit, 44% transferred internally, 56% left our organization.

2025: Of those RNs that left the unit, 78% transferred internally, 11% left our organization.

*“By starting my career in Med-Surg, I was able to build a strong clinical foundation that has and will continue to carry me through different nursing positions. Starting in Med-Surg exposed me to a variety of patient conditions and age groups, so I was able to develop a broad skill set that covers nursing as a whole. After years of perfecting broad skills, I felt well prepared to transition into my new specialty as a Radiation RN.”*

(She remains at Middlesex today in her new role)

## KEY TAKEAWAYS

The DRAFT created a structured process for helping nurses transfer off the medical unit to their specialty in a staggered fashion.

“There is light at the end of the tunnel.” Reassuring RNs that goals are supported and valued.

Embracing ‘spread your wings’ engages generations Y and Z nurses that request prompt transfers to specialty areas (Kim et al., 2024).

## NEXT STEPS

Our Transformational Leadership Council is creating a “thank you” letter for entering DRAFT and offering mentoring resources.

## LIMITATIONS

This is a QI project and lacks the rigor of an empirical study

We are a community based hospital and lack certain specialty areas (i.e., NICU, SICU) and thus external transfers cannot always be prevented

Also, some of the turnovers are due to retirements, moving out the state and other non-controllable reasons.

## SELECTED REFERENCES

2025 NSI National Health Care Retention & RN Staffing Report (2025). Retrieved from [https://www.nsinursingsolutions.com/documents/library/nsi\\_national\\_health\\_care\\_retention\\_report.pdf](https://www.nsinursingsolutions.com/documents/library/nsi_national_health_care_retention_report.pdf)

Kim, E., Kim, H., & Lee, T. (2024). How are new nurses satisfied with their jobs? From the work value perspective of Generations Y and Z nurses. *BMC nursing*, 23(1), 252.

## ACKNOWLEDGEMENTS

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