



Decreasing Turnover Rates for Research Coordinators through Enhancing Support Structures

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BACKGROUND

For 2021 and 2022, on average, 25 Data and Regulatory Research Coordinators (RCs) turned over annually, equating to a 28% turnover rate. Existing RCs on the team were subject to absorbing the workload of the team member who left while also taking on the role of mentor to the new hire and continuing to take on new study start-ups.

GOALS

Decrease overall turnover within the data and regulatory team.

OUTCOMES

In 2023 the turnover rate of RCs decreased to 12% from 28% in 2021 and 2022. Of the 13 Research Coordinators who left their positions in 2023, 3 of those individuals were promoted within the department (2 to Research Supervisor and 1 to IIT Program Manager).

METHODS

In Q2 2021 we added a 4th supervisor to the team, decreasing the RC to supervisor ratio from 20:1 to 16:1, allowing for more one-on-one time and increased overall support. In Q3 2021 we officially adopted the hybrid work model, 2 days in office and 3 remotely, with flexibility on which days RCs were in office. RCs were required to be in office on their Program Research Group day for their disease team, the second day was at their choosing. In Q3 2022 we added a Quality Assurance Trial Management Team to decrease workload burden from turnover by completing and auditing regulatory and data during vacancies until new employees are trained. The inception of this team allowed for the existing team members to focus on their own workload and mentoring the new hire instead of also absorbing the entire workload from the RC who had left. Over the last 2 years we continued to enhance our formal training program for the RCs, lessening the workload for the new hire's mentor and supervisor. The team increased and streamlined department communication via weekly update emails from the management team. These emails are sent out to the entire team (clinical and non-clinical) with any updates/changes each week.

LESSONS LEARNED AND FUTURE DIRECTIONS

Overall, increased one-on-one time with supervisors, enhanced formal training, implementation of hybrid work schedules, establishment of career advancement opportunities within the department and the introduction of the Quality Assurance Trial Management Team collectively led to a decrease in turnover rates. Continuing to improve in each of these will be vital to preventing burnout in the role leading to steady or decreased vacancy rate.