

JARRARD

A CHARTIS COMPANY

Field Dates: Aug. 1-Aug 11, 2023

N = 938 Nurses & APRNs

Margin of error: \pm 3.2%

NATIONAL NURSE SURVEY

Beyond Burnout, Part II: What Nurses Want Now

The nursing workforce is holding steady, with opportunities to bolster caregivers and build trust and loyalty through improved communication and manager support.

Engaging nurses on the other side of burnout

How can leaders effectively engage healthcare workers today, in the wake of an ongoing caregiver shortage, an industry-shaking pandemic and the reverberating aftershocks from burnout?

Last May, in Beyond Burnout I, we explored questions of trust and engagement with hundreds of physicians. We noted a lack of trust from physicians in their leaders, low levels of loyalty to their organization and a desire for greater transparency.

In Beyond Burnout II, we put similar questions to 1,000 nurses. Note that this survey excludes questions of compensation and staffing. Both are vital, but we assume provider organizations have done all they can in those areas. What comes after compensation? Here we offer insight into four key areas:

- » **Job satisfaction and influencing factors**
- » **Trust in and loyalty to both the organization and the team**
- » **Onboarding and career development**
- » **Effectiveness of nurse managers as leaders**

We examined:

- » What is the level of job satisfaction among nurses, and how likely are they to stay in healthcare?
- » What tactical and relational factors might affect job satisfaction – for better or worse?
- » How do nurses rate their onboarding programs – a critical component of early engagement that can help with long-term retention?
- » How do nurses rate their managers on a variety of positive and negative characteristics?
- » What are the response differences between nurses who have been in their jobs for a long time versus newcomers?

Key findings

The results of this survey blaze a path for increasing trust and improving nurse engagement today. Key opportunities lie in strengthening the people and programs that support frontline staff – from nurse onboarding to providing more frequent feedback to deeper manager training.



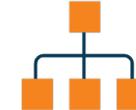
Nurses are generally content and planning to stay in practice

- » About two-thirds of nurses say they're satisfied with their career, a number that's holding steady from last year
- » Eight in ten are likely to stay in healthcare, up a few points from last year
- » Better communication within teams, along with stronger relationships with managers, are key opportunities to increase job satisfaction



Onboarding and ongoing career development needs improvement

- » Nurses give onboarding programs an average mark of 6-7 on a scale of 1-10
- » Two-thirds or fewer agree their organization gives new nurses the resources to succeed
- » Nurses who have been on the job a while feel an even lower level of support from their organization



Managers and team leads need more support to build trust with their teams

- » Nurses give their managers and team leads marginal overall marks
- » Trust in direct supervisors is low
- » **Bright spot:** Nurses are more likely to agree with positive statements about their manager or team lead than negative ones

Demographics

Race/Ethnicity	
White	67%
Black / African American	15%
Hispanic/Latino	8%
Asian	6%
Other	3%
American Indian / Alaska Native	1%

Facility	
Hospital	68%
Health Services Co	10%
Ambulatory Clinic	9%
Specialty Practice	7%
Surgery Center	6%

Years in Healthcare	
< 2	5%
2-5	18%
6-10	29%
11-15	16%
16-20	12%
> 20	20%

Years in Current Job	
< 2	22%
2-5	34%
6-10	23%
11-15	9%
16-20	6%
> 20	6%

Gender	
Female	84%
Male	16%

Role	
RN	82%
NP/APRN	14%
CRNA	4%

Organization Type	
TOTAL not-for-profit	49%
<i>Not-for-profit hospital or health system</i>	39%
<i>Academic medical center/system</i>	10%
TOTAL investor-owned	42%
<i>For-profit hospital or health system</i>	38%
<i>Investor-owned practice/company</i>	4%
Independent practice	6%
Unsure	3%

*Throughout this report, unless otherwise noted:

- “**Not-for-profit organization**” includes both employed by a not-for-profit hospital or system and academic medical center/system.
- “**Investor-owned organization**” includes both employed by a for-profit or investor-owned hospital or system, as well as employed by an investor-owned practice/company.



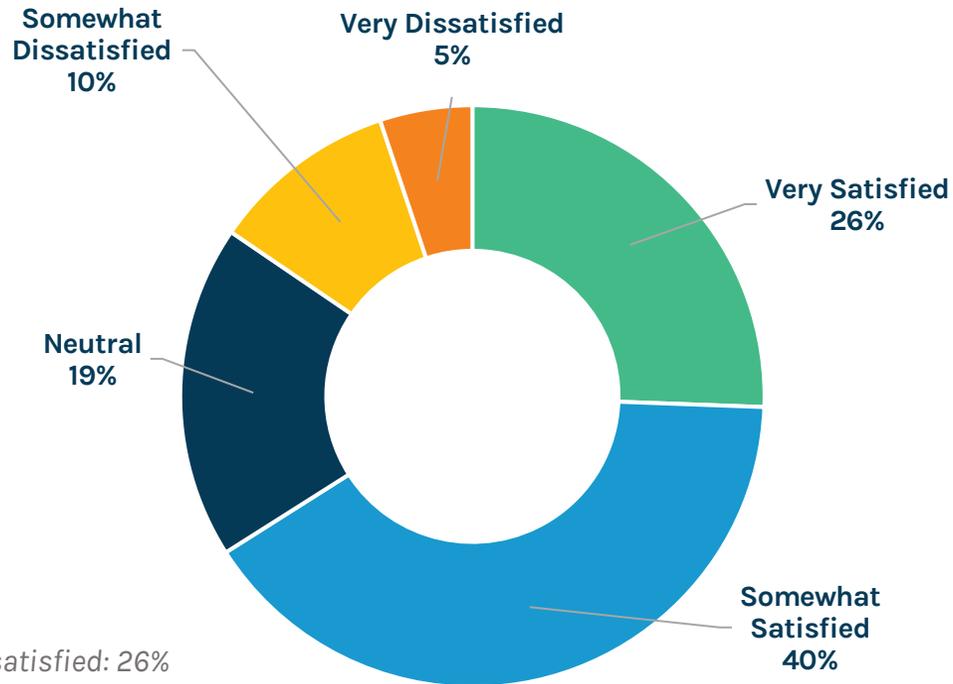
Career Satisfaction

Most nurses are planning to stay in healthcare, with job satisfaction holding steady.

Two-thirds of nurses are satisfied with their job – holding steady from last year

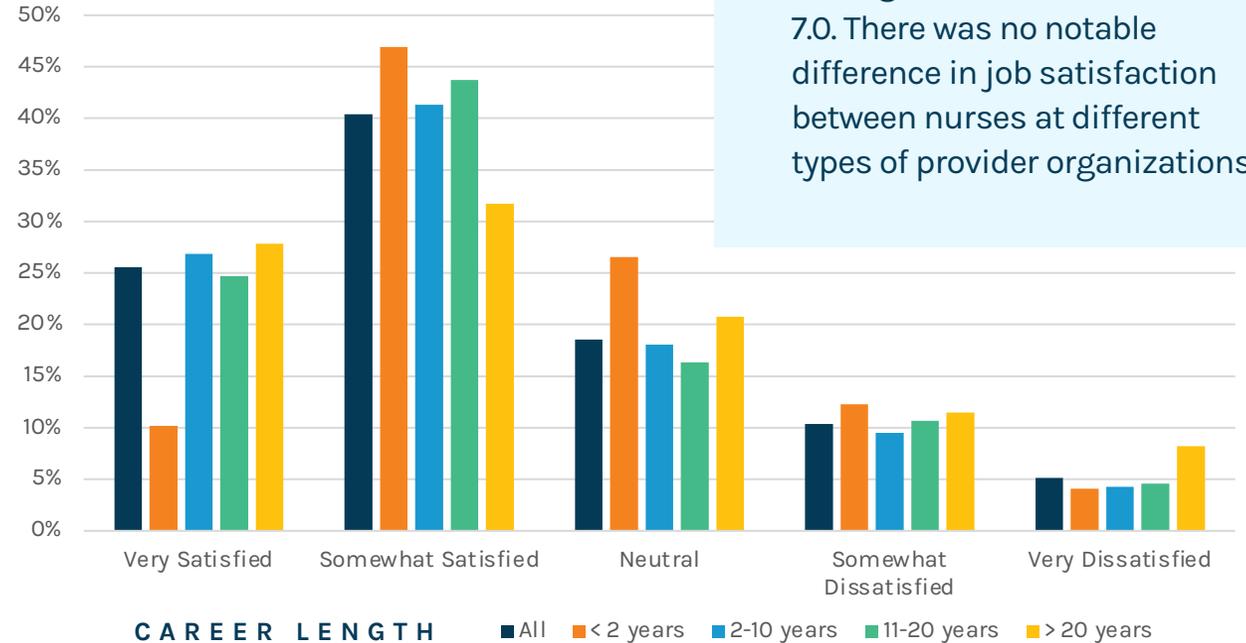


As a practicing healthcare worker, how satisfied are you with your job?



2022

Very satisfied: 26%
Somewhat satisfied: 40%



OF NOTE

Average job satisfaction among all nurses came in at 7.0. There was no notable difference in job satisfaction between nurses at different types of provider organizations.

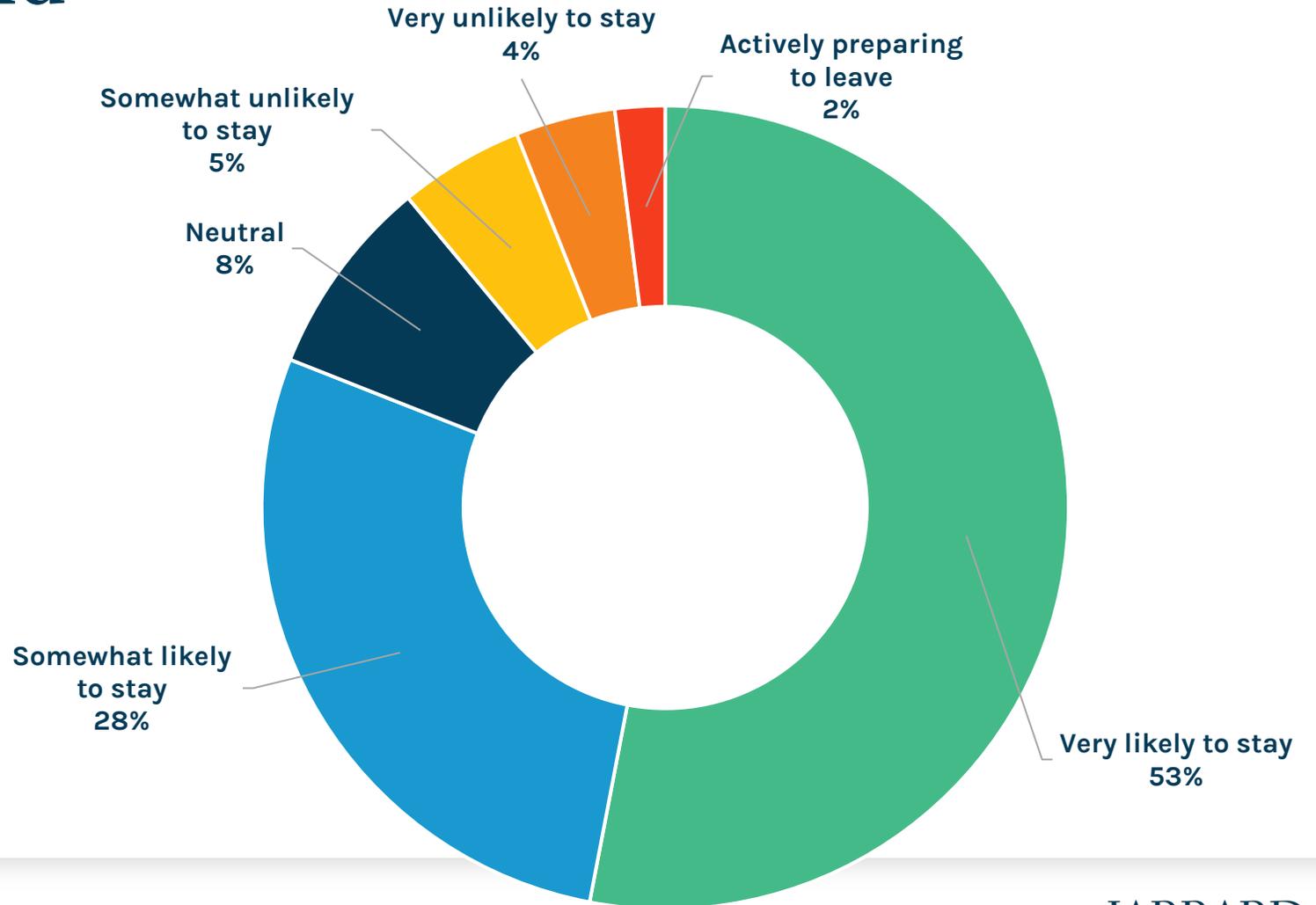
The vast majority of nurses plan to stay in the field

How likely are you to stay in nursing as a career?



OF NOTE

81% of nurses say they are likely to stay in healthcare, up from 75% in 2022. These results are the same regardless of nurse experience level and organization type.



Team dynamics are key to job satisfaction

Respondents who rated their job satisfaction as 1-7 were asked to pick and rank their top four choices from a list of 13 actions that might increase satisfaction. Those who rated their satisfaction as 8-10 were asked to pick and rank the top four that could decrease it.



Excluding more pay and reduced workload, which of the following actions from your organization and its leaders would meaningfully **increase** your job satisfaction?

- 1 More recognition, appreciation or empathy from my manager/team lead
- 2 Stronger interdisciplinary teamwork and communications within my department/practice
- 3 Find ways to help me meet basic needs - getting food, water and using the restroom - while I'm at work
- 4 More authentic, engaged two-way communication between my manager/team lead and my colleagues and me
- 5 Make it easier to obtain the supplies and medications I need to help my patients



Excluding pay cuts and reduced workload, which of the following actions from your organization and its leaders would meaningfully **decrease** your job satisfaction?

- 1 Processes or workload that make it harder for me to meet basic needs - getting food, water and using the restroom - while I'm at work
- 2 Weaker interdisciplinary teamwork and communications within my department/practice
- 3 Reduced support of my manager/team lead, leaving them with less training, tools and opportunities to support me
- 4 Less engagement and two-way communication between my organization's leadership team and my colleagues and me
- 5 Less engagement and two-way communication between my manager/team lead and my colleagues and me

Career Satisfaction: The Work Ahead

In the current environment, steady levels of job satisfaction and desire to stay in healthcare can be seen as a positive outcome. But it's not a time to rest on laurels. These findings provide a strong foundation for healthcare leaders to...



Survey nursing staff to understand organization and/or unit-specific factors that contribute to job satisfaction.



Create space and offer resources for teams to strengthen their peer-peer and peer-manager relationships, away from the pressure of daily patient care.



Redouble efforts to ensure nurses and other staff can meet basic needs – known to be a key contributor to burnout.

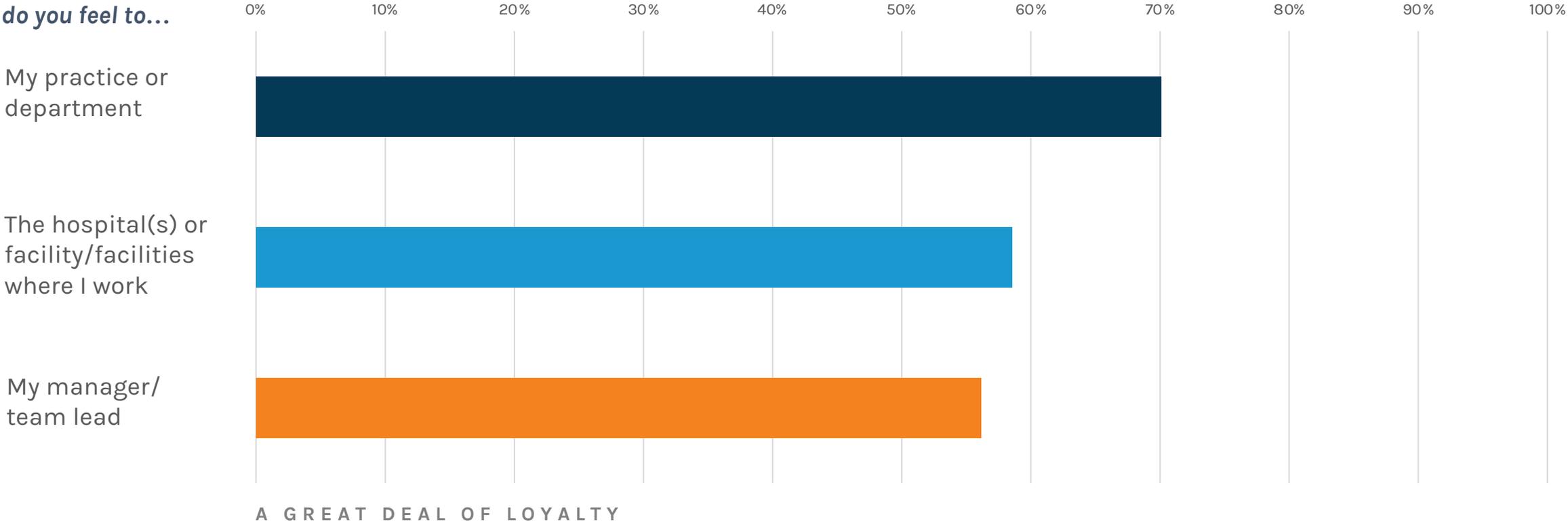


Trust & Loyalty

Benchmarking how nurses feel about their leaders and organizations.

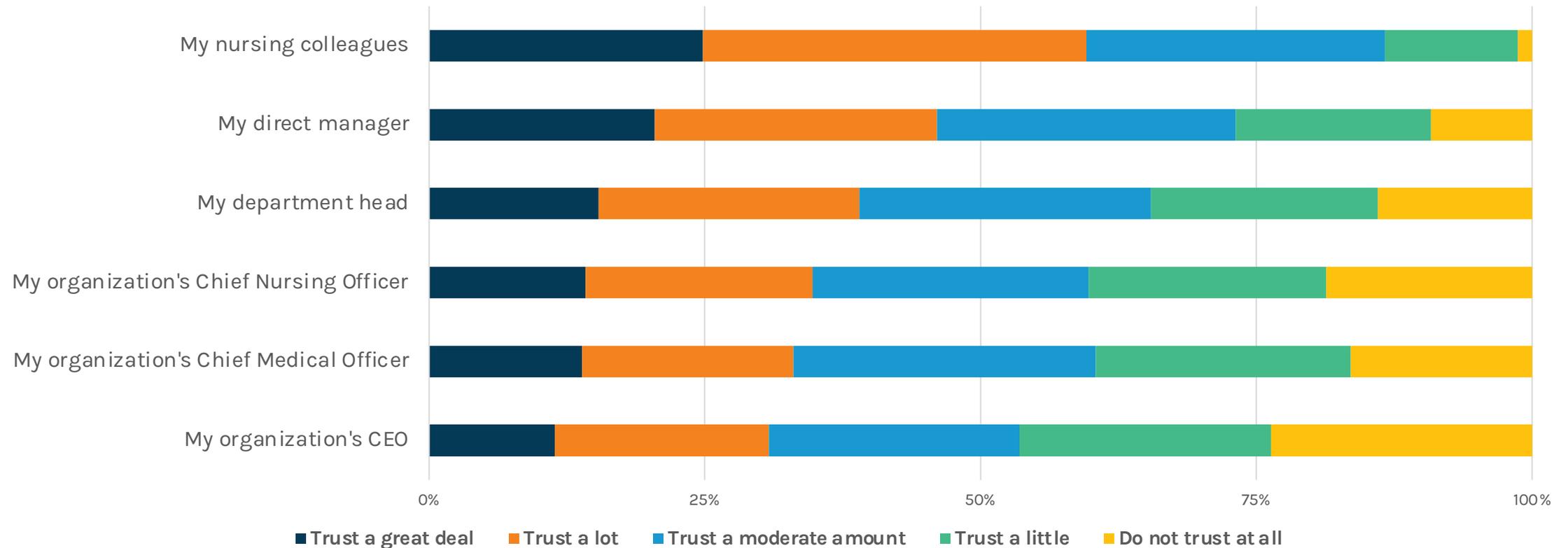
Seven in 10 nurses feel loyal to their team. Loyalty declines when it comes to supervisors and organizations.

How much loyalty do you feel to...



Less than half of nurses have a high degree of trust in their direct manager and department head

How much do you trust each of the following people or groups?



Trust & Loyalty: The Work Ahead

Trust in leaders and the organization remains a challenge. However, it's hard to earn trust from a distance. Trust tends to develop with authentic and frequent two-way communication – which often occurs between our closest team members and leaders. Therefore, improving the communication skills of immediate supervisors will have the most impactful, direct benefit on the team. That can be advanced through...

- 1 Improving two-way communication at every level of the organization.
- 2 Setting managers up for success, coaching them on how to coach.
- 3 Holding everyone accountable, including – especially – leadership. Culture and communication starts at the top, and it's unreasonable to expect staff to behave in a certain way if they don't see leadership doing the same.
- 4 Providing space for team bonding – and not forcing leader-caregiver relationships.
- 5 Visibly and consistently demonstrating a commitment to supporting longer-serving nurses. This will show nurses new and old that the organization is as loyal to caregivers as those caregivers are to the organization.



Onboarding & Retention

Nurse onboarding programs, the early foundation to long-term retention, need improvement. An even bigger opportunity lies in supporting established nurses.

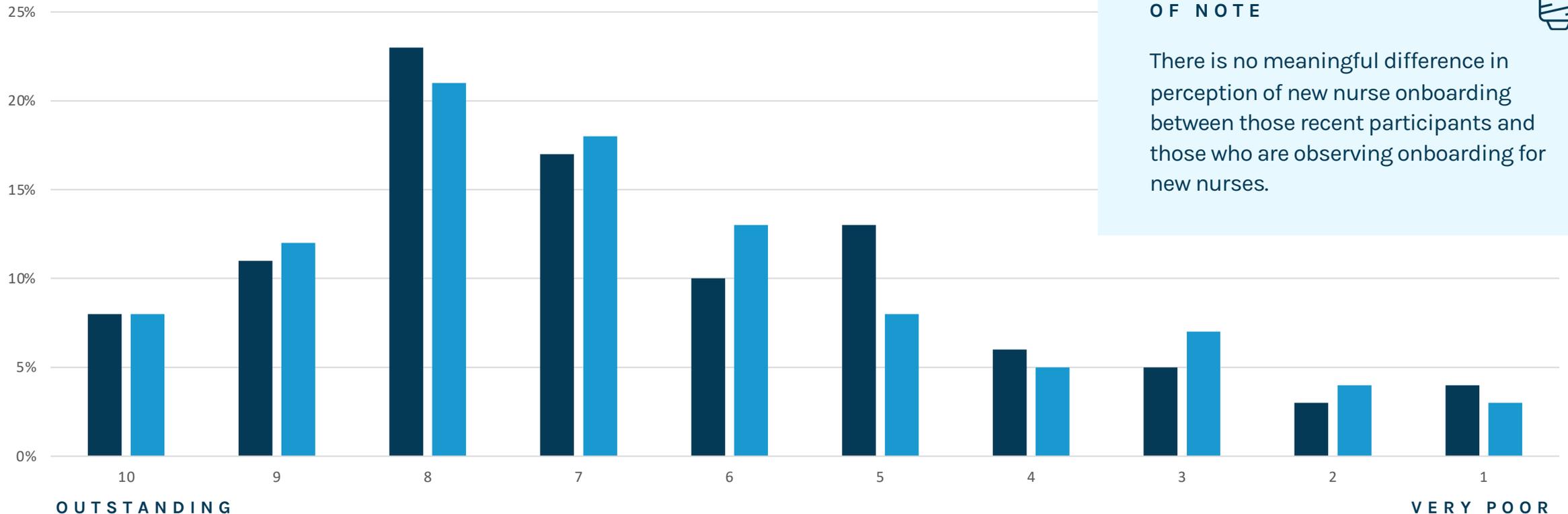
Only about one in four nurses give onboarding high marks

< 2 years in current job:

How would you rate the orientation and onboarding process *for your current job?*

2+ years in current job:

How would you rate the orientation and onboarding process *for new nurses at APRNs?*



OF NOTE

There is no meaningful difference in perception of new nurse onboarding between those recent participants and those who are observing onboarding for new nurses.



Two-thirds or fewer agree their organization gives new nurses the early resources to succeed

TOTAL AGREE

During orientation and onboarding, new nurses and APRNs are given the administrative/HR information, tools and resources necessary to be successful in their job long term.

During orientation and onboarding, I was given the administrative/HR information, tools and resources necessary to be successful in my job long term.

During clinical orientation/preceptorship, new nurses and APRNs are given the medical operational information, tools and resources necessary to be successful long term.

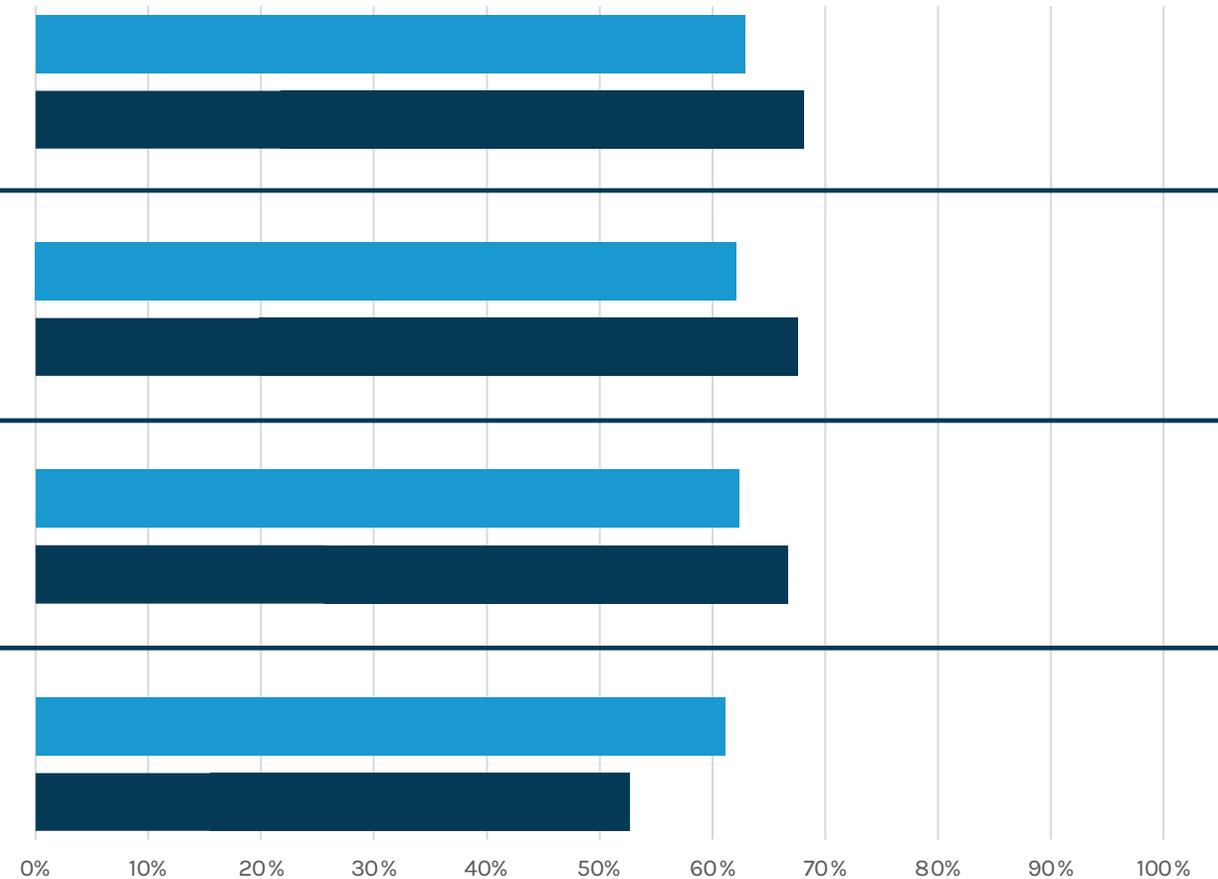
During clinical orientation/preceptorship, I was given the medical operational information, tools and resources necessary for me to be successful long term.

My manager/supervisor is committed to helping new nurses and APRNs get up to speed and learn what is expected of them during their first 90 days on the job.

My manager/team lead was committed to helping me get up to speed and learn what is expected of me during my first 90 days on the job.

My organization is committed to helping new nurses and APRNs succeed and be satisfied in their career.

2+ years in current job <2 years in current job



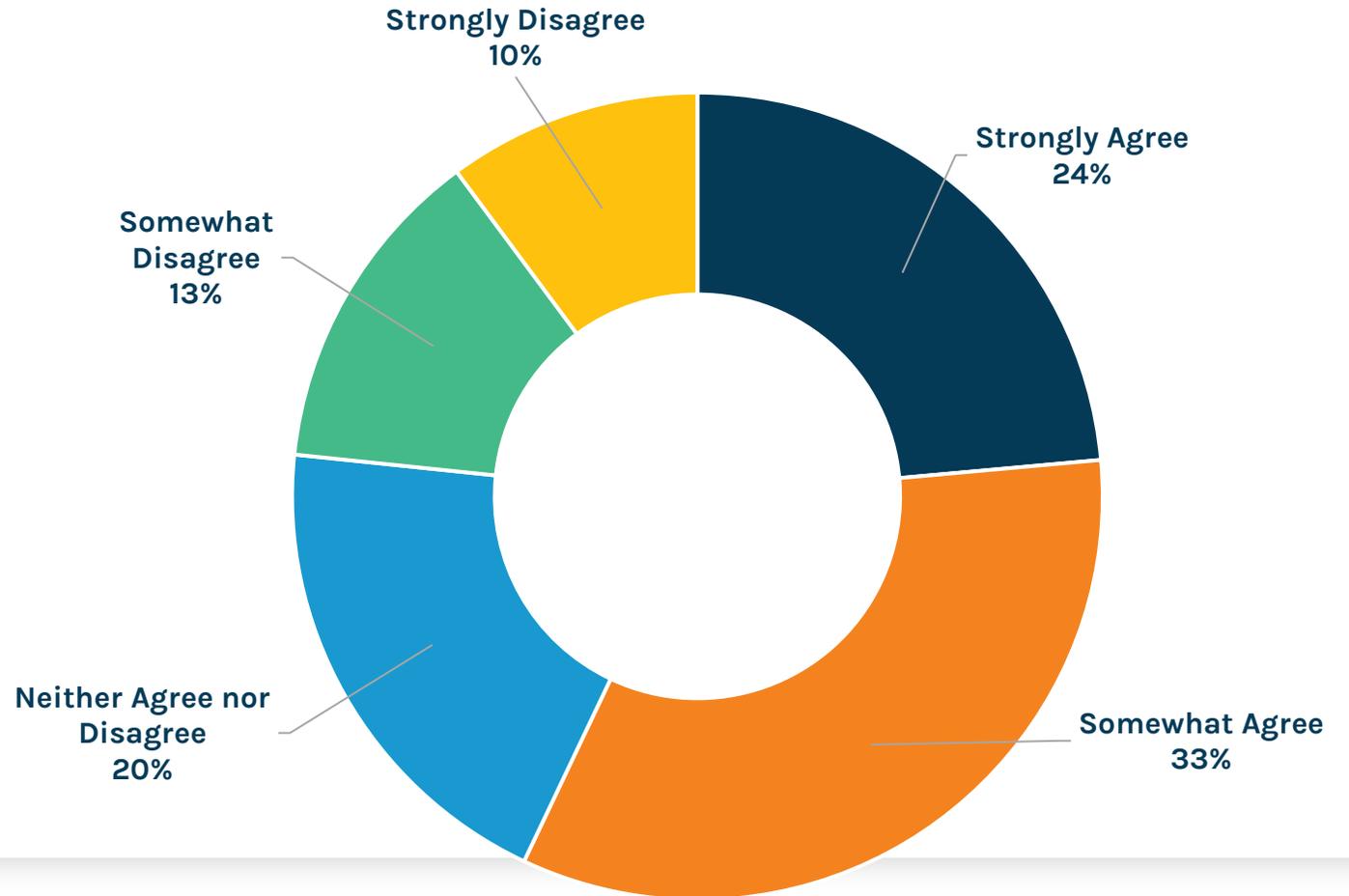
Just over half of nurses feel they are provided career growth opportunities

Professional development opportunities/training have been offered to me in the last year.



OF NOTE

Nurses at not-for-profit and investor-owned organizations were equally likely to agree that they'd been given recent professional development opportunities (57% and 58% percent, respectively). In contrast, only 49% of nurses in independent practices agreed.



Perceived support for experienced nurses is lower

As a clinician who has been in the job for a while, my organization gives me the information, tools and resources I need to continue to succeed and be satisfied with my career.

My organization gives nurses and APRN's who have been in their job for a while ongoing information, tools and resources to continue to succeed and be satisfied with their career.

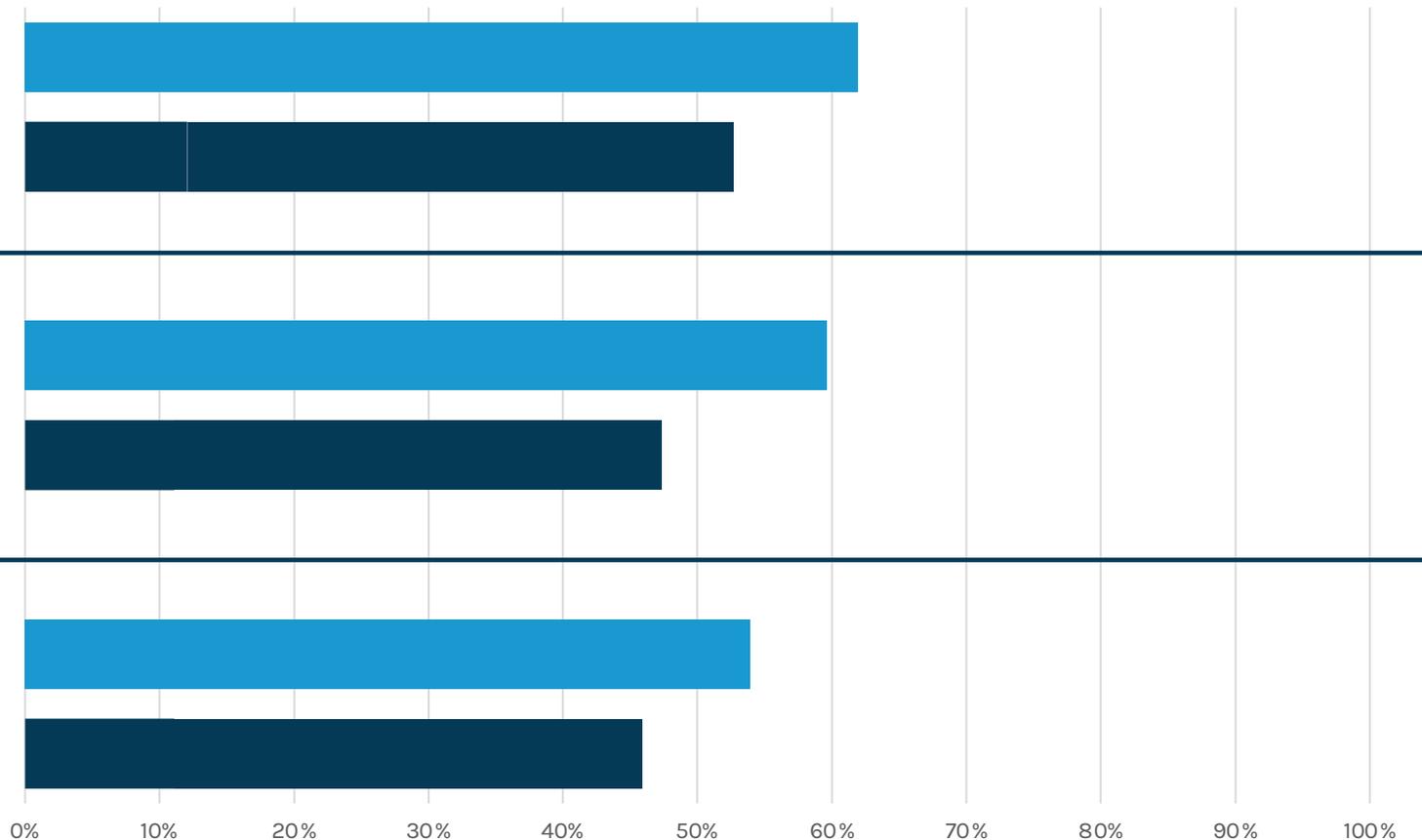
My manager/team lead is committed to helping me continue to grow and find fulfillment in my career.

My manager/team lead is committed to helping nurses and APRNs who have been around a while continue to grow and find fulfillment in their career.

My organization is committed to helping nurses and APRN's who have been around a while succeed and be satisfied in their career.

2+ years in current job **<2 years in current job**

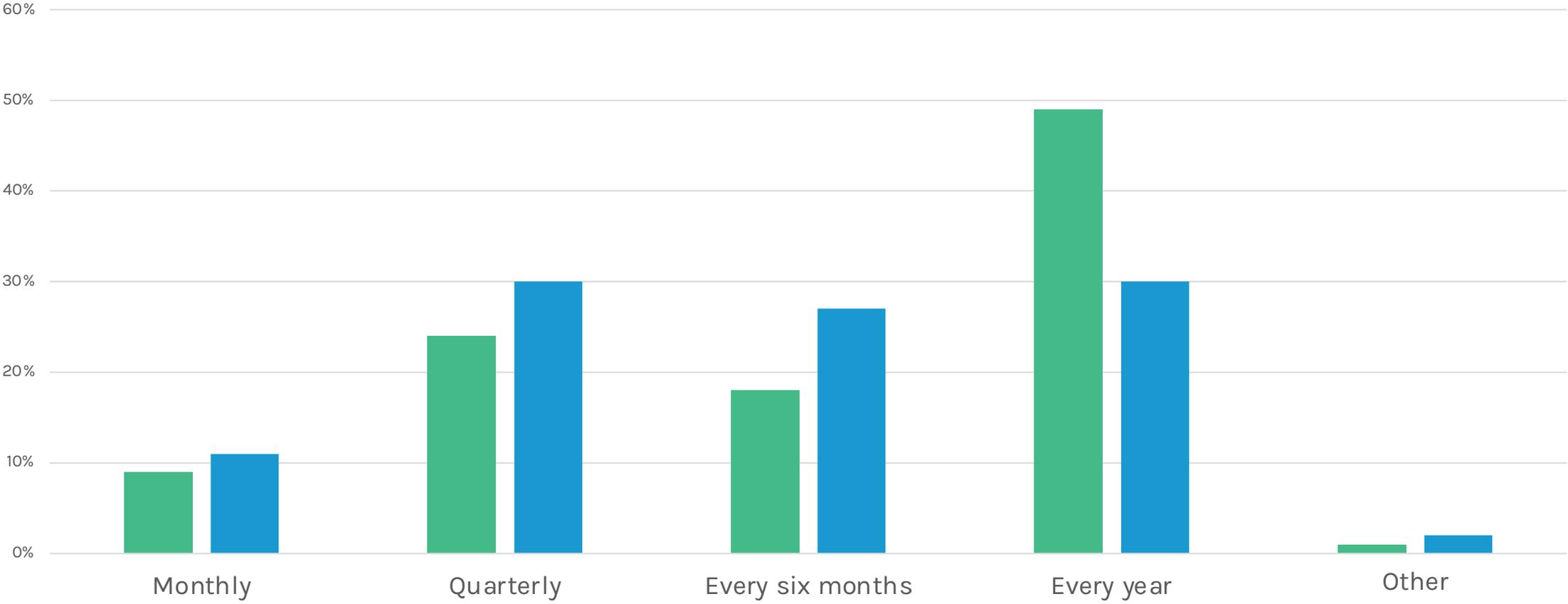
TOTAL AGREE



Nurses want more frequent feedback

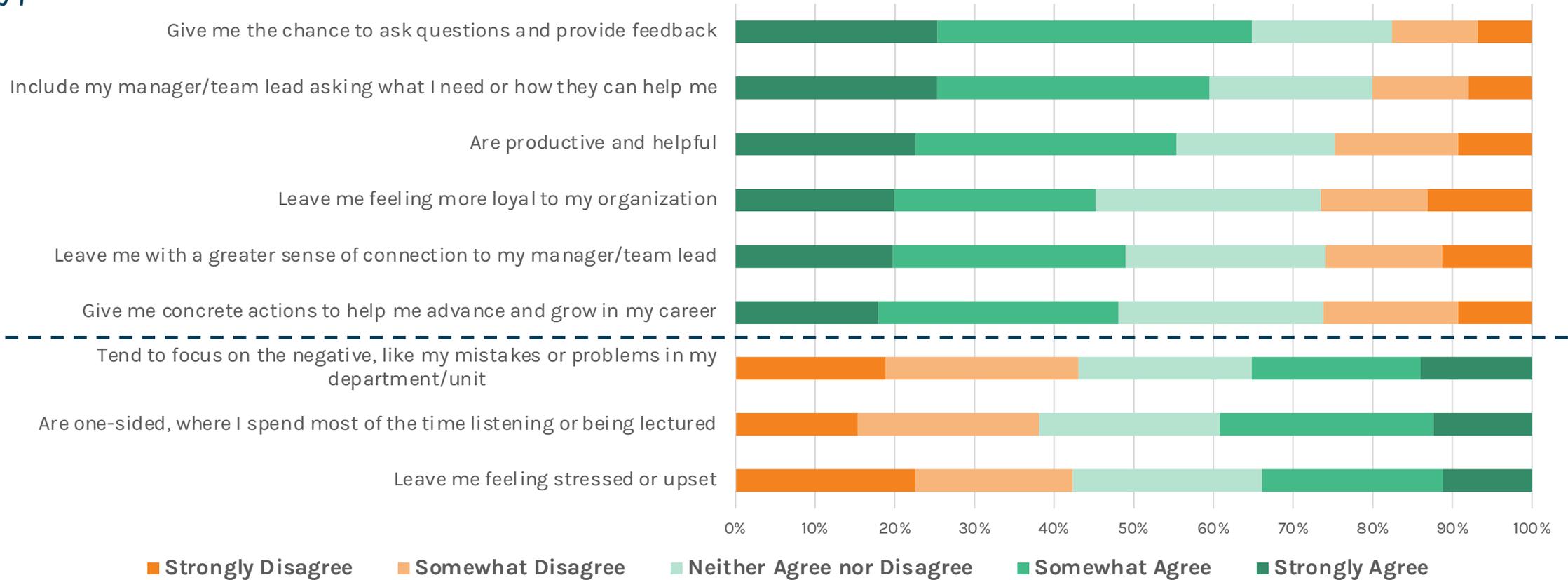
■ How often do you have performance reviews?

■ How often would you like to have performance reviews?



Deeper Dive: One-third say performance reviews are one-sided

My performance reviews...



Onboarding & Retention: The Work Ahead

Experience shows that a strong onboarding program is a vital component of nurse retention. Yet support of new nurses shouldn't come at the expense of longer-tenured caregivers. Instead, leaders should consider...

1 Redoubling efforts to strengthen and expand preceptor programs.

This may include finding new incentives to recruit preceptors. Don't put safety and quality at risk during shortages by throwing new nurses into the fire of clinical care before they're fully ready. Instead, focus on ways to provide new nurses a more consistent, complete preceptor experience.

2 Ensuring new nurses have the complete picture of their work.

Clearly define the administrative onboarding process. Include plenty of time with colleagues and team leads to talk about team dynamics – not just clinical orientation.

3 Continuing to engage with established nurses.

Provide ongoing opportunities to grow and advance in ways meaningful to each individual. Involve these established caregivers in dialogue about the organization so they can see where things are headed. When employees don't see or feel left out of change, they're less likely to stay.

4 Modifying the performance review process to allow for more frequent feedback.

Ensure it's not punitive and that it's an opportunity for nurses to provide feedback. Think of it as a "stay interview" or a "professional development check-in" rather than performance review.

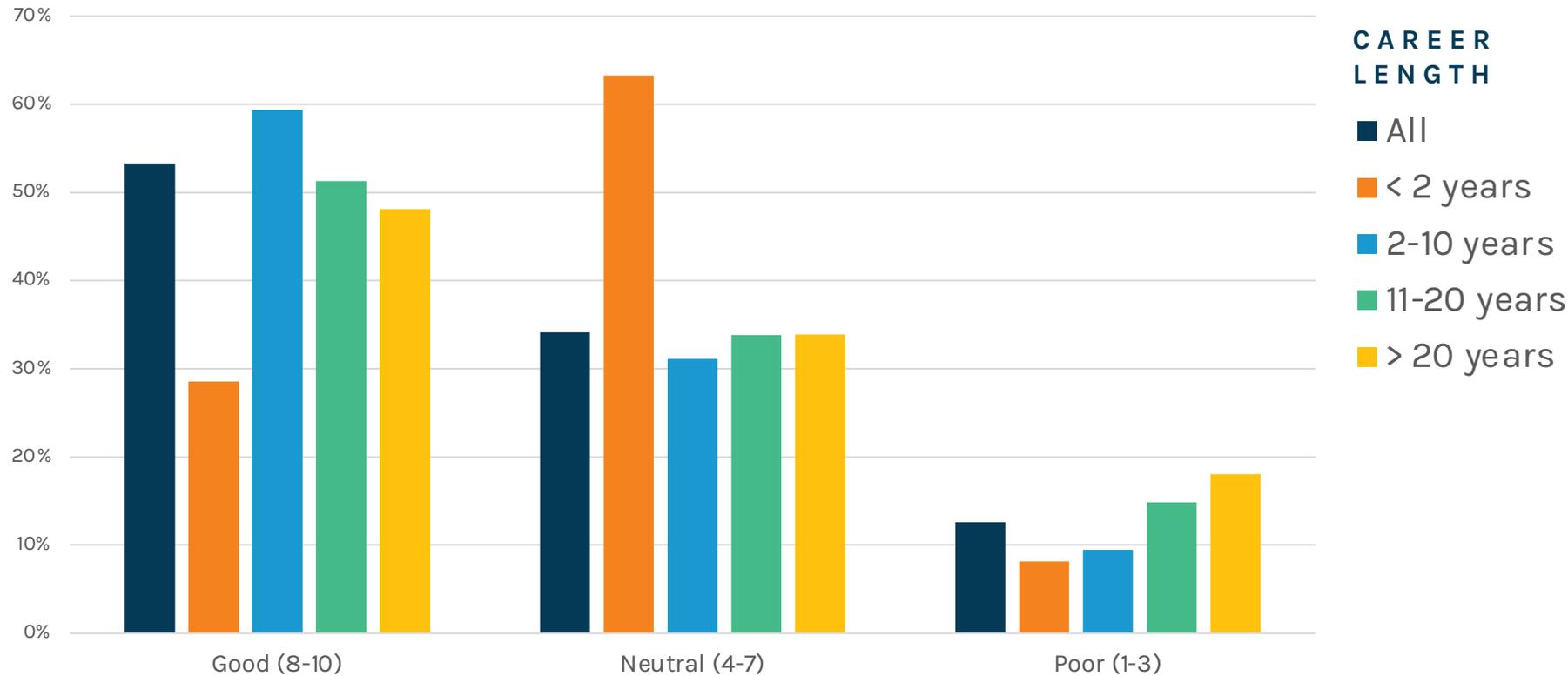


Nurse Managers

Mid-level leaders are the hub of hospital staffing. Bolstering managers' leadership and communications skills will go a long way toward building trust, creating unity and giving nurses a reason to stay.

Early career nurses are more likely to give their supervisor marginal marks

Overall, how would you rate your manager/team lead?

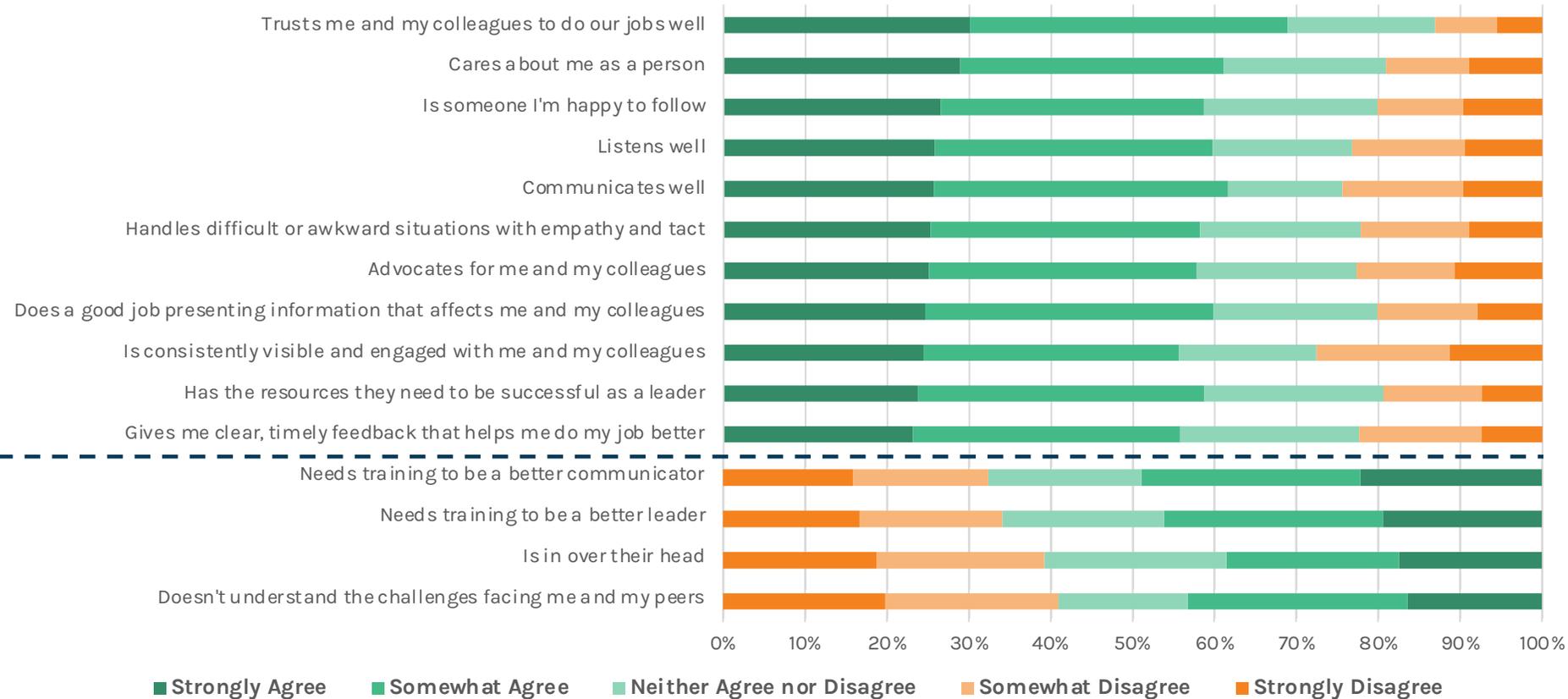


OF NOTE

Organization type - whether not-for-profit, investor-owned or independent practice - had no meaningful connection to nurses' rating of their managers. The same held true for nurses who had been in their current job for different lengths of time.

Deeper Dive: Nurses have a somewhat positive view of their supervisor

My manager/team lead...



OF NOTE

Though trust in managers is marginal, nurses do see some positives when it comes to these leaders. More than half (56%-69%) of nurses agree that their manager or team lead exhibits positive leadership qualities. Less than half (43%-49%) say their supervisor is ill-equipped to lead.

Nurse Managers: The Work Ahead

As the bridge between administration and frontline staff, nurse managers drive the culture and team dynamics on each unit. Ensuring they are trusted by staff and fully equipped to lead is crucial to attract and retain nurses, while providing the best patient experience possible. Leaders can improve here by ...

- 1 Providing more communications training for nurse managers. Give them time, resources and encouragement to be more present with their team.
- 2 Create tools and processes to aid managers in collecting and authentically responding to feedback – not as a mechanism to “spy” on behalf of administration, but to serve as a key advocate for caregivers and a translator of the organization’s plans and priorities.
- 3 Holding managers accountable to invest in and engage with new nurses early on.
- 4 Provide experienced nurses opportunities – formal or not – to lead and mentor less seasoned nurses. This gives those new nurses engagement and training to help them advance and build relationships, while also offering established nurses valuable opportunities to develop important skills relevant to leadership positions.

Closing Thoughts

Nurse managers are pivotal to every issue explored in this survey.

It is crucial to assess, refine and perhaps expand nurse manager training. To equip these vital leaders for communications, listening, feedback, difficult conversations and daily engagement.

This training cannot be one-and-done. Supporting nurse managers must be an ongoing investment that includes up-skilling, mentoring and opportunities to connect with peers.

Most of all, it's about how to help them be continually present and engaged, even in the crush of the daily work.

About Us

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