



# AONL COVID-19 Longitudinal Study

**Conducted by Joslin Marketing**

**August 26, 2021**

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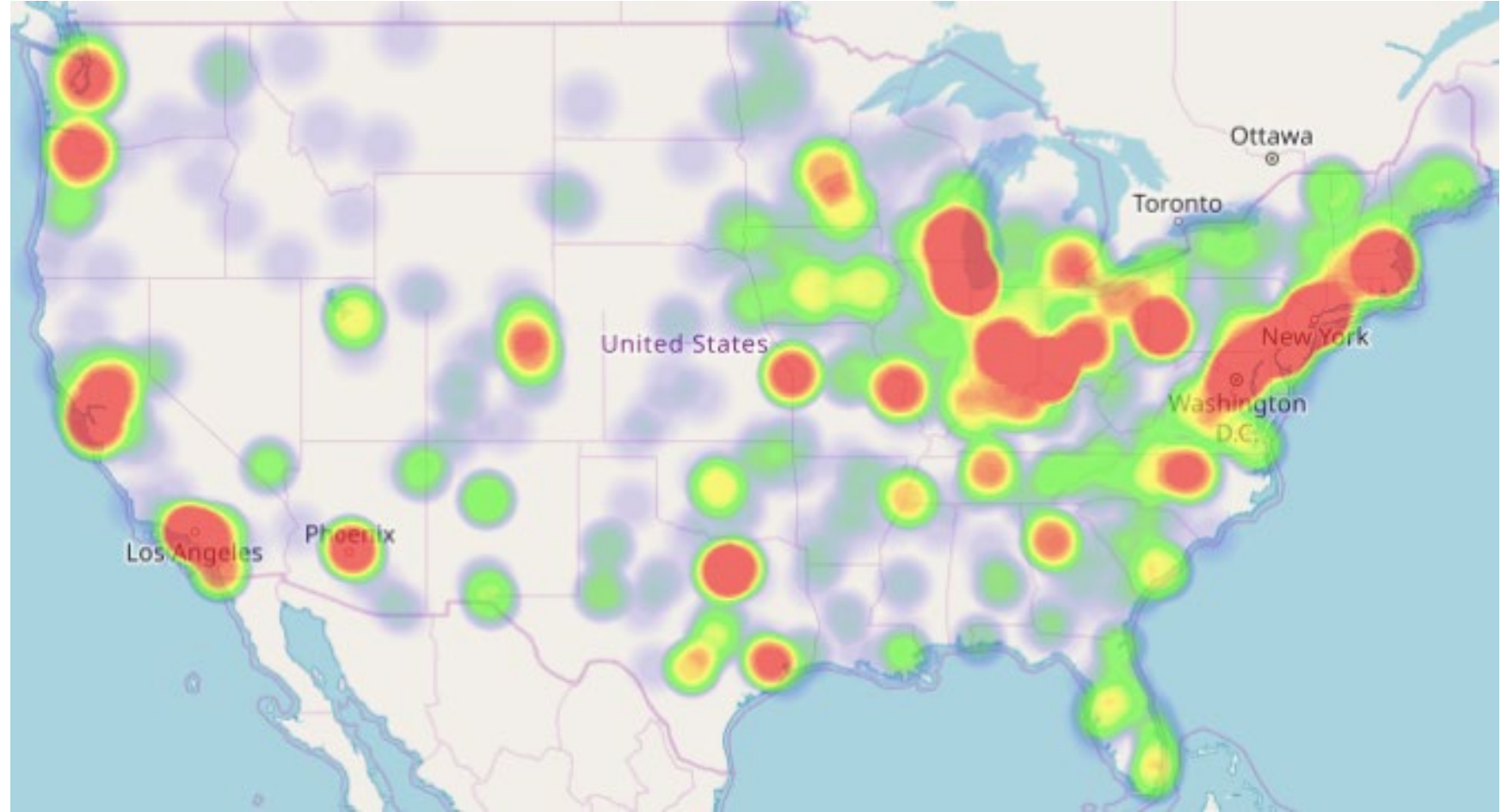
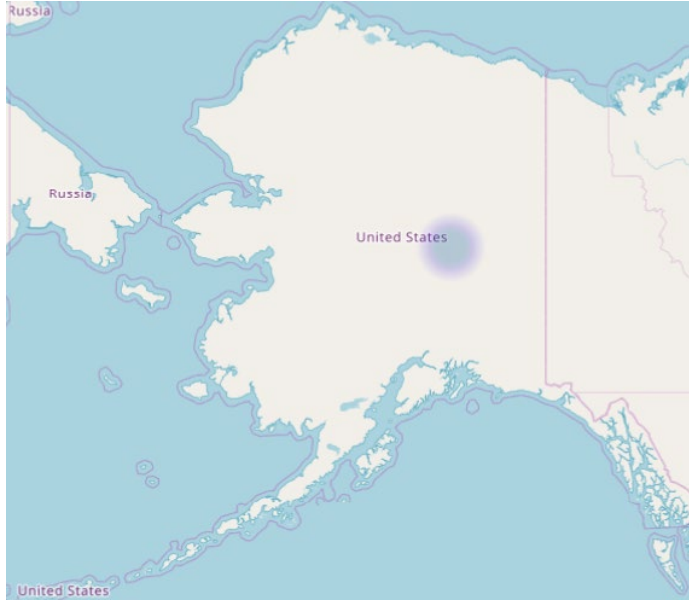
*Advancing Health in America*

# SURVEY INSIGHT: RESPONSE



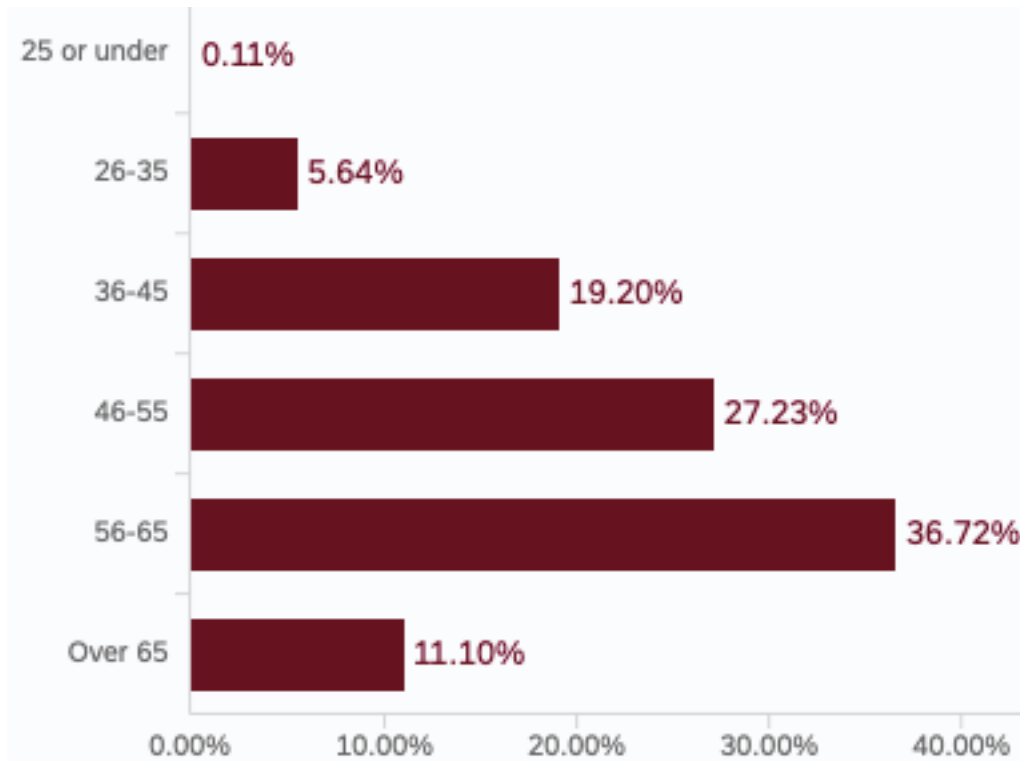
*\* respondents who started survey*

# SURVEY RESPONDENTS: GEOGRAPHIC LOCATION

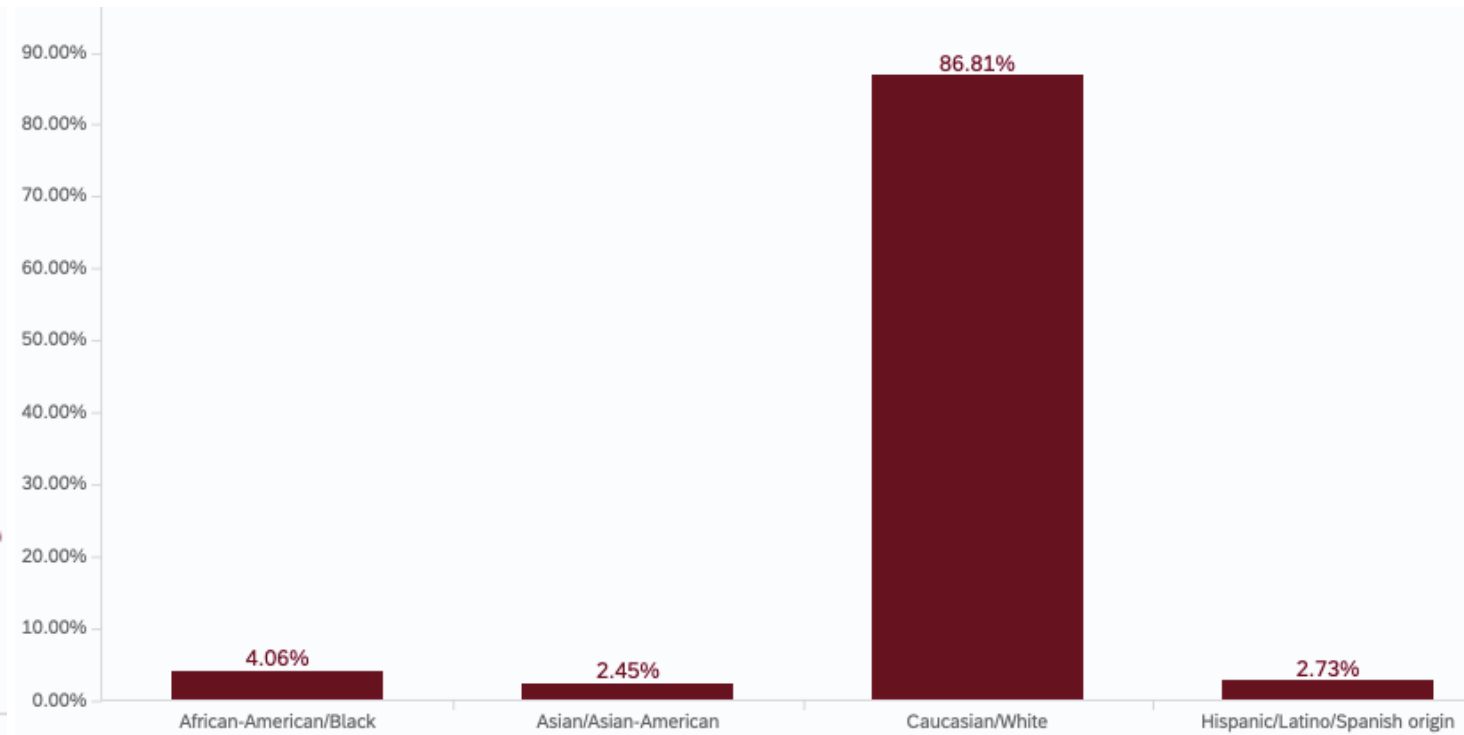


# SURVEY RESPONDENTS: DEMOGRAPHICS

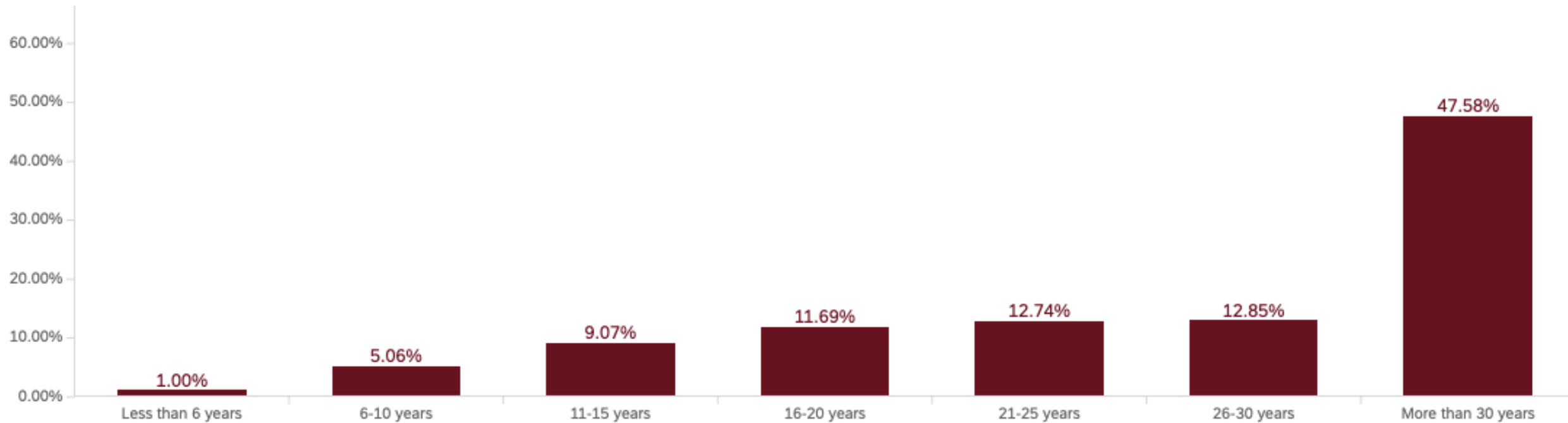
## ■ What is your age?



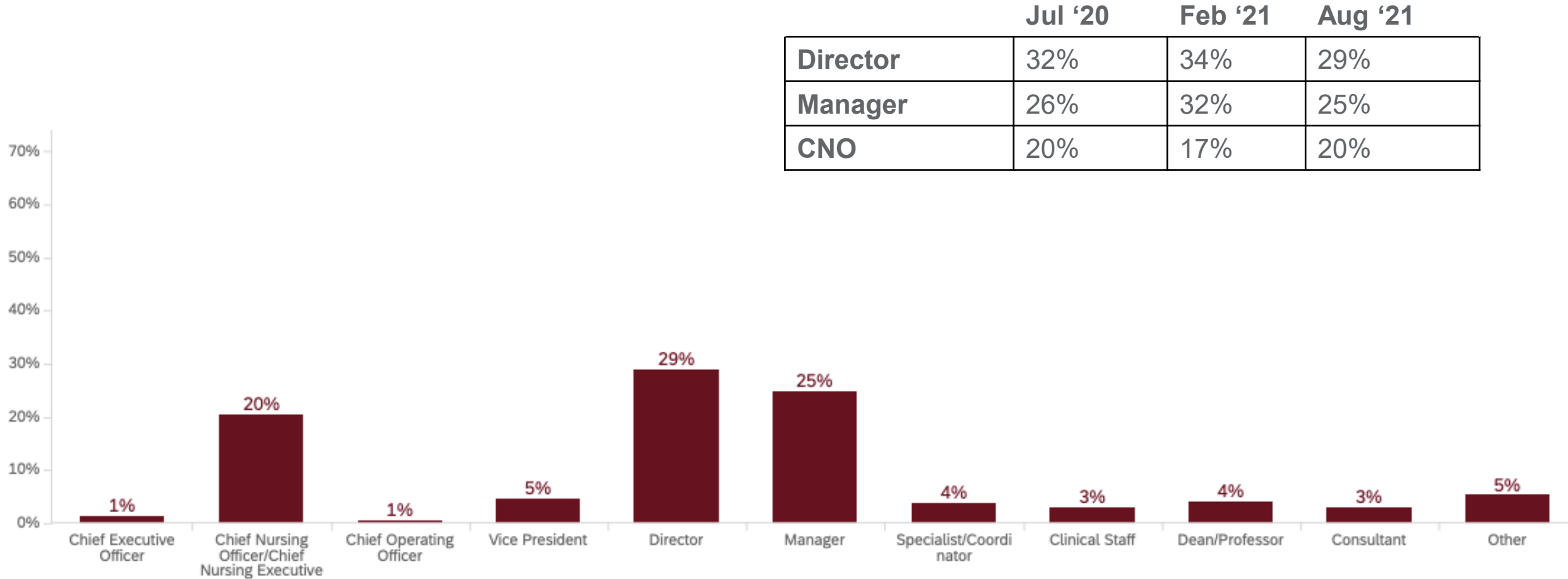
## ■ How would you describe yourself?



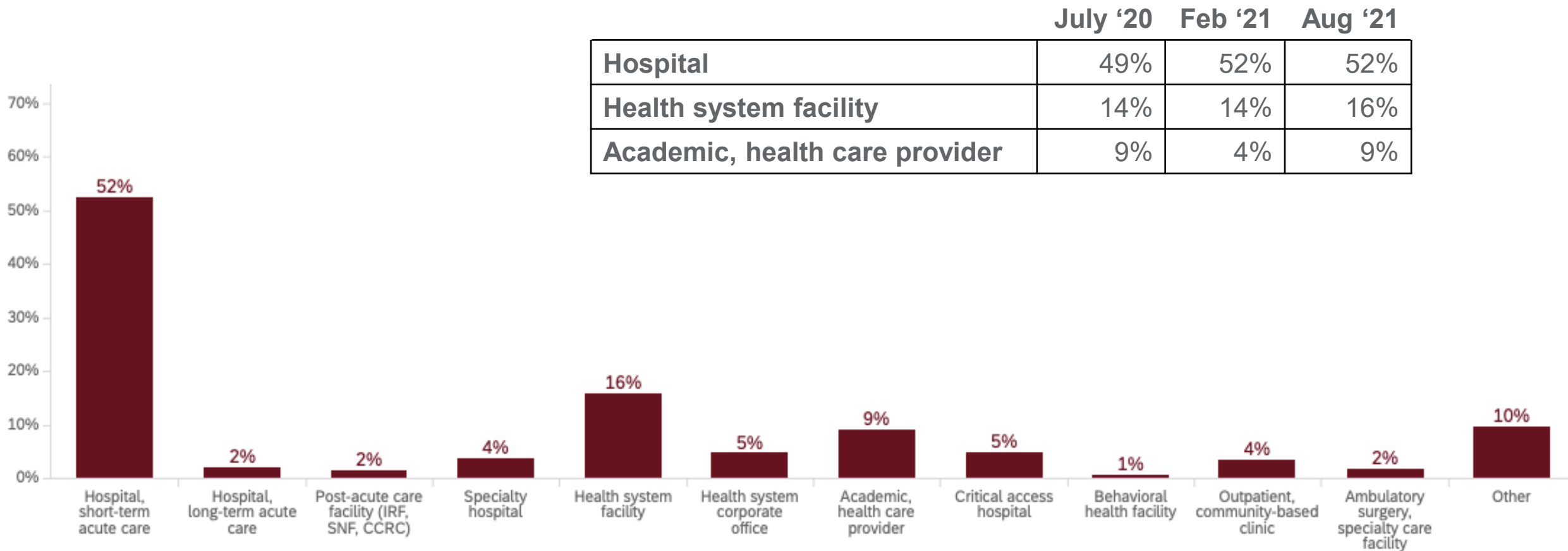
# SURVEY RESPONDENTS: TENURE



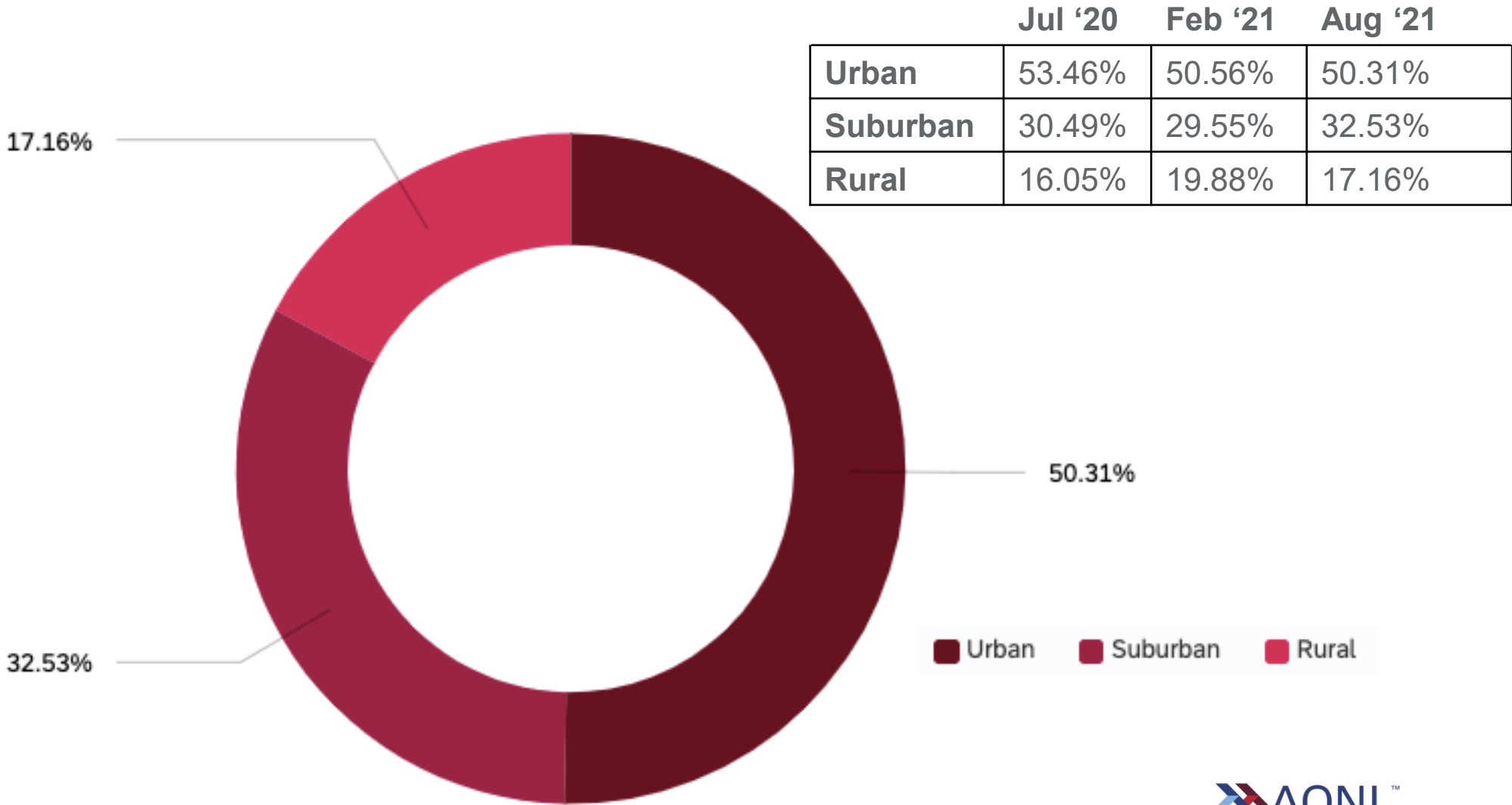
# SURVEY RESPONDENTS: PRIMARY ROLE



# SURVEY RESPONDENTS: PRIMARY SETTING

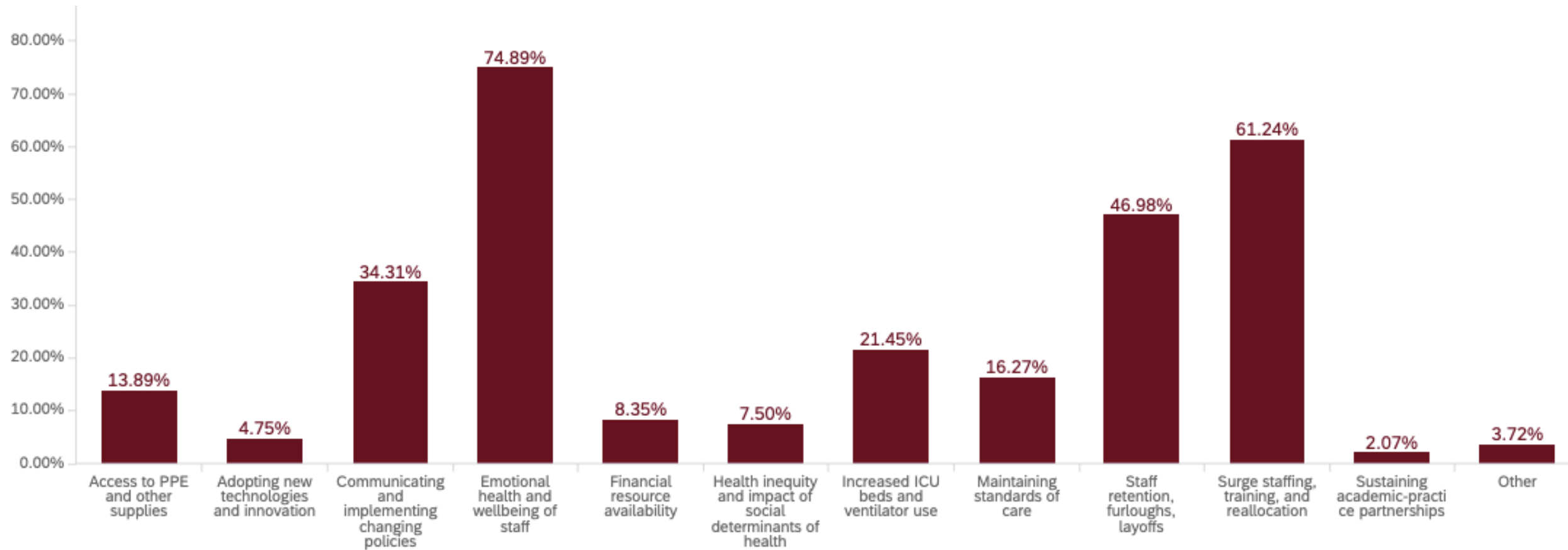


# SURVEY RESPONDENTS: SETTING LOCATION

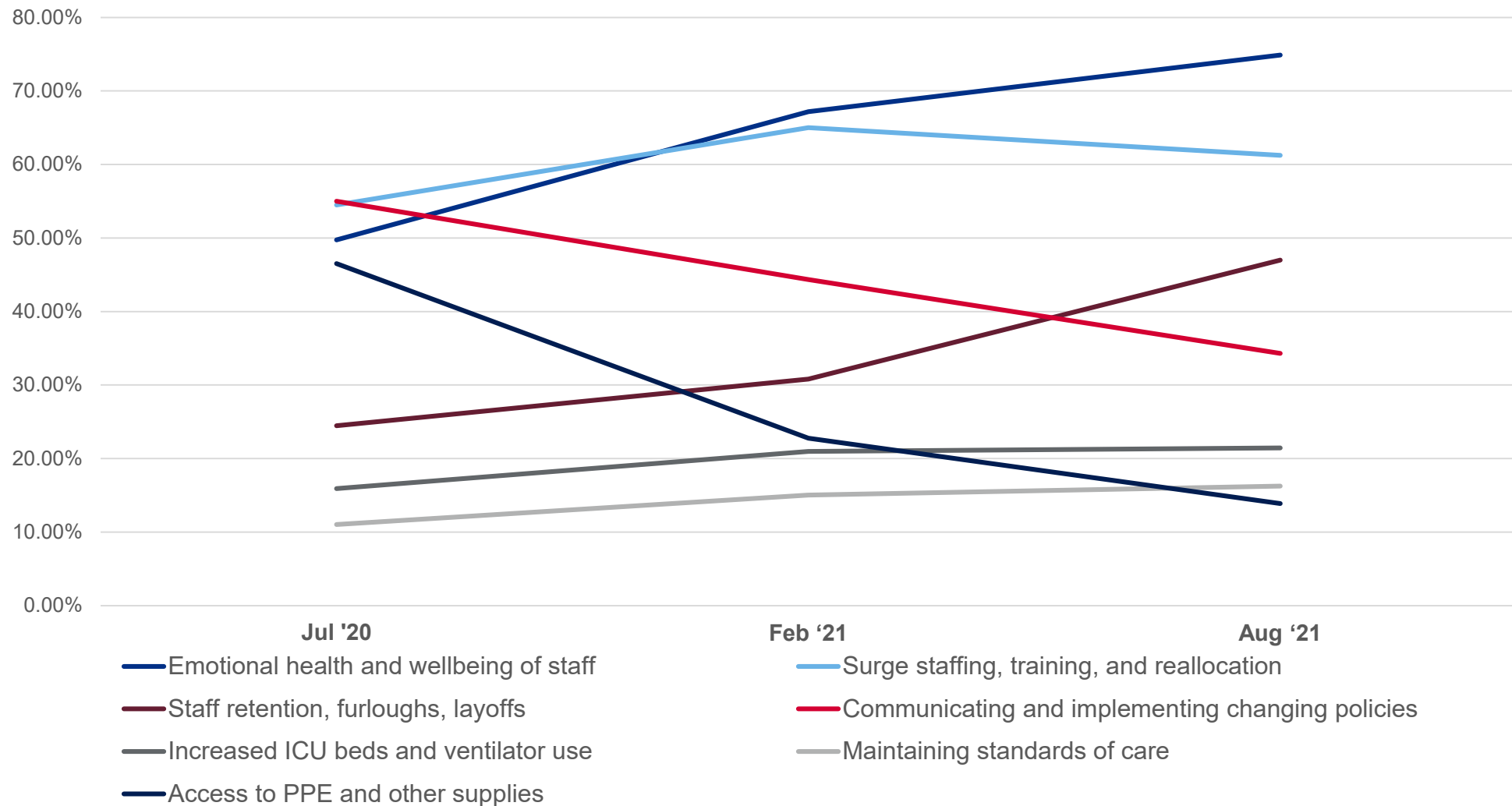


# CHALLENGES

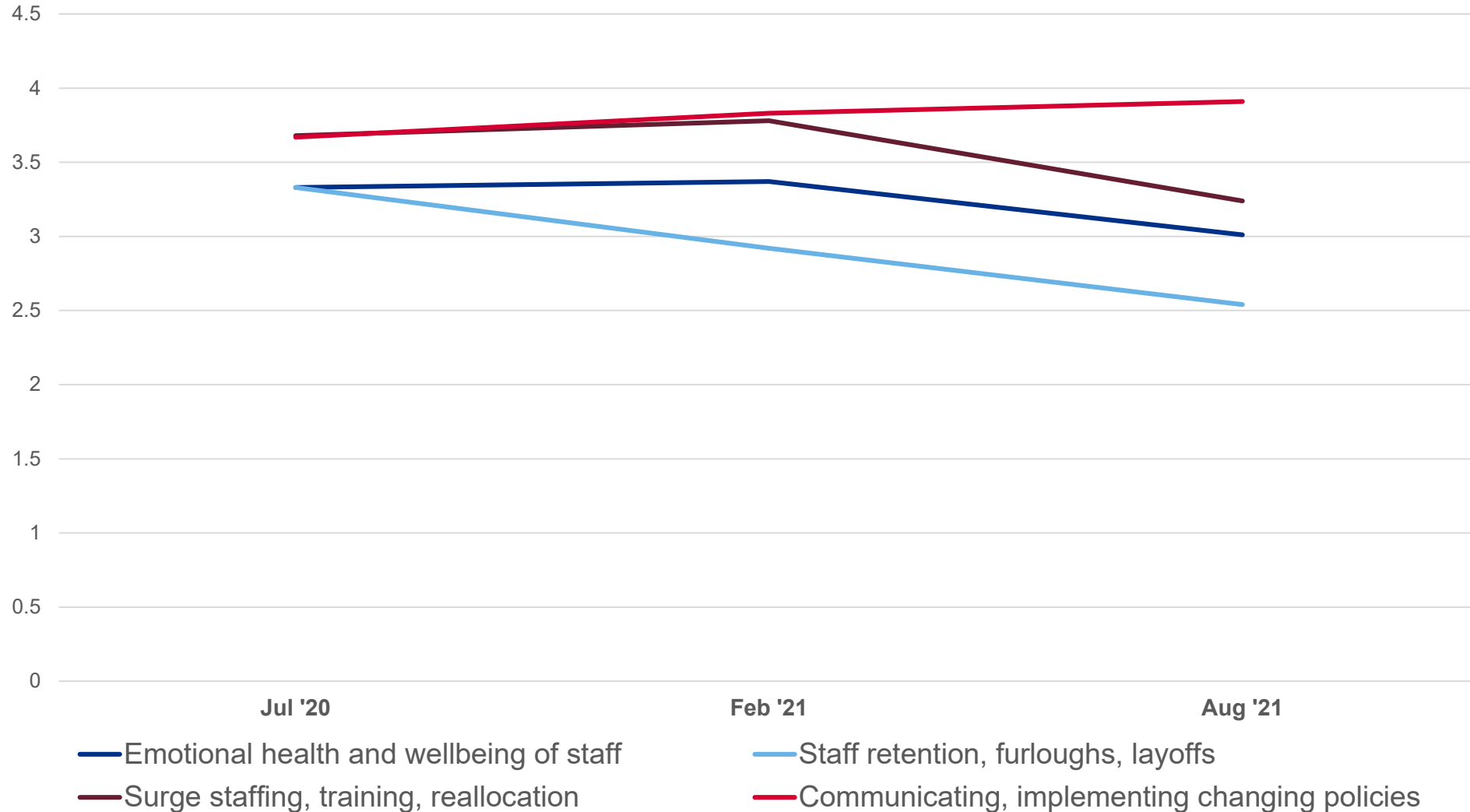
# CURRENT TOP 3 CHALLENGES



# TOP CHALLENGES THROUGHOUT THE PANDEMIC



# ABILITY TO RESPOND TO CHALLENGES



# EFFECTIVENESS IN RESPONDING TO CHALLENGES

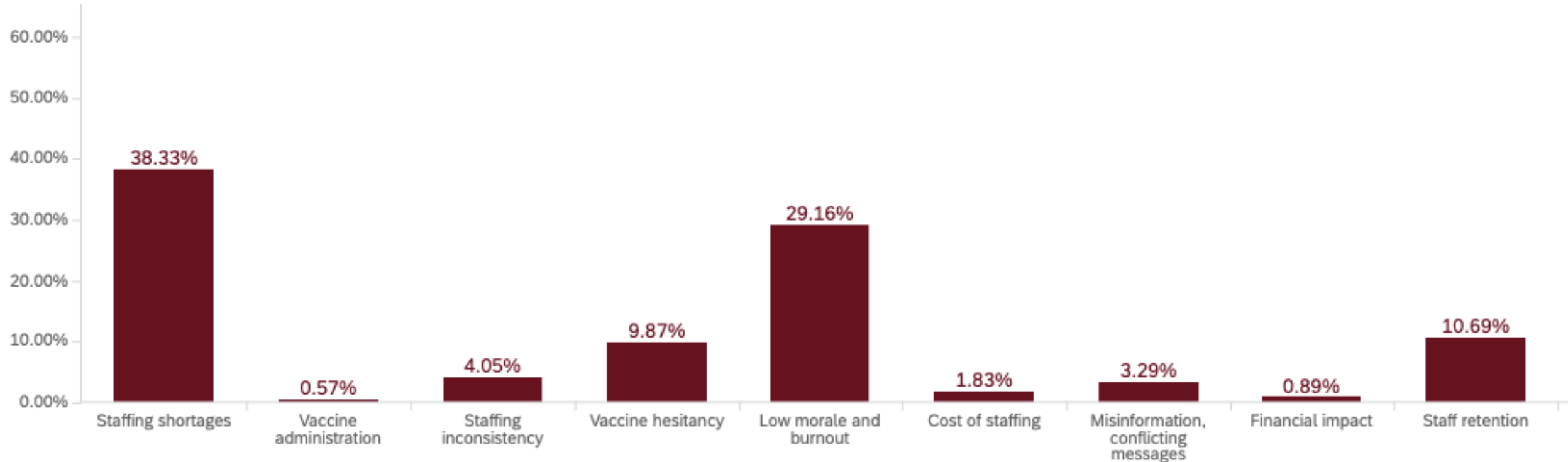
Field	Access to PPE and other supplies	Adopting new technologies and innovation	Communicating and implementing changing policies	Emotional health and wellbeing of staff	Financial resource availability	Health inequity and impact of social determinants of health	Increased ICU beds and ventilator use	Maintaining standards of care	Staff retention, furloughs, layoffs	Surge staffing, training, and reallocation	Sustaining academic-practice partnerships
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mean	3.76	3.96	3.83	3.01	2.88	2.83	3.66	3.22	2.54	3.24	3.12
Std Deviation	0.98	0.97	0.75	1.02	1.07	1.08	1.08	1.03	1.01	1.07	1.25
Variance	0.96	0.94	0.57	1.05	1.15	1.16	1.16	1.06	1.03	1.15	1.56
Count	174	53	429	849	98	75	254	175	540	733	26

# BIGGEST CHALLENGES WITHIN LAST 6-8 MONTHS

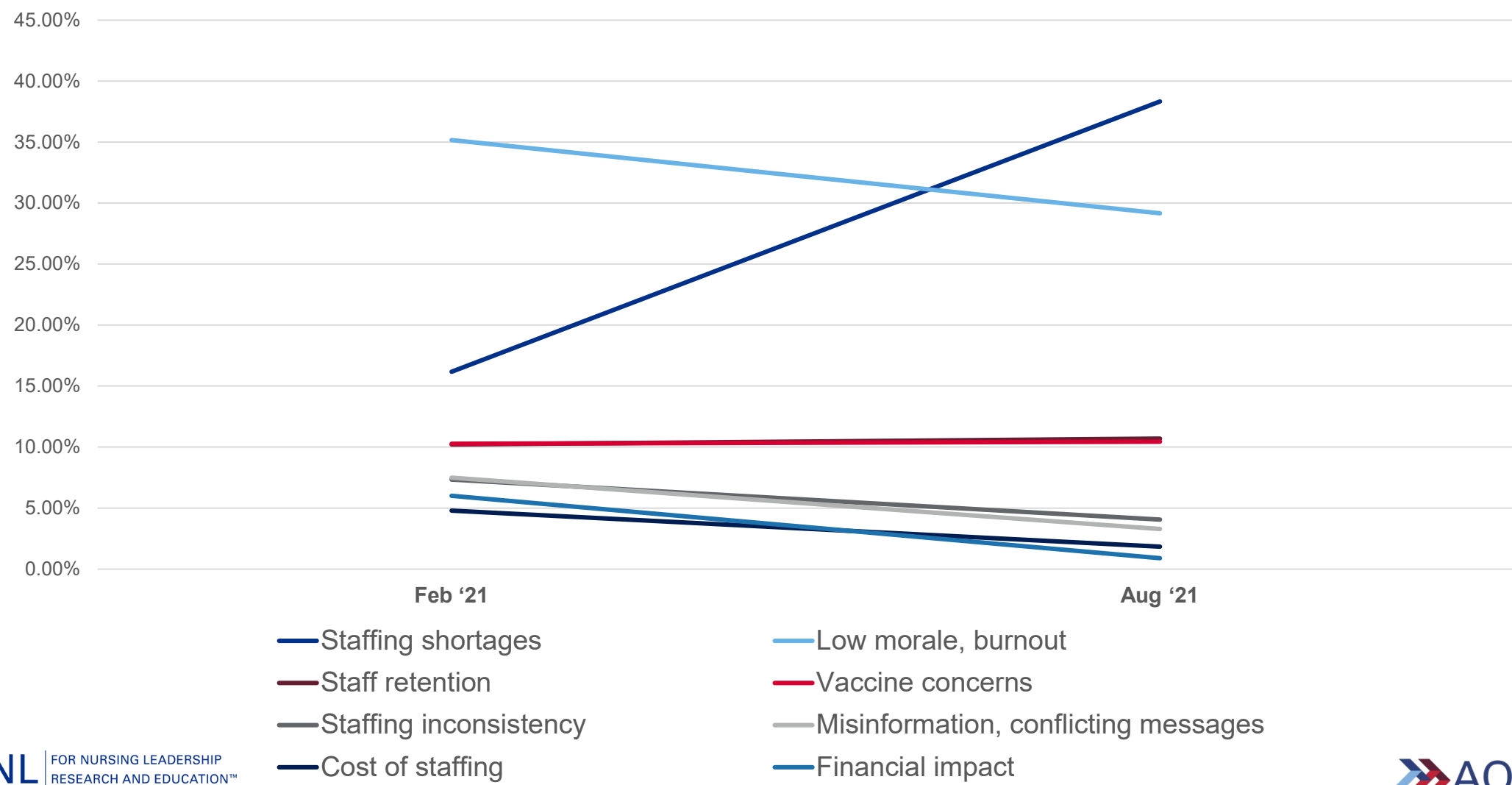
**Managers:** 1) Burnout (37.1%), 2) Staffing shortage (36.9%)

**Directors:** 1) Staffing shortage (36.3%), 2) Burnout (29.2%)

**CNO/CNEs:** 1) Staffing shortage (44.5%), 2) Burnout (21.6%)



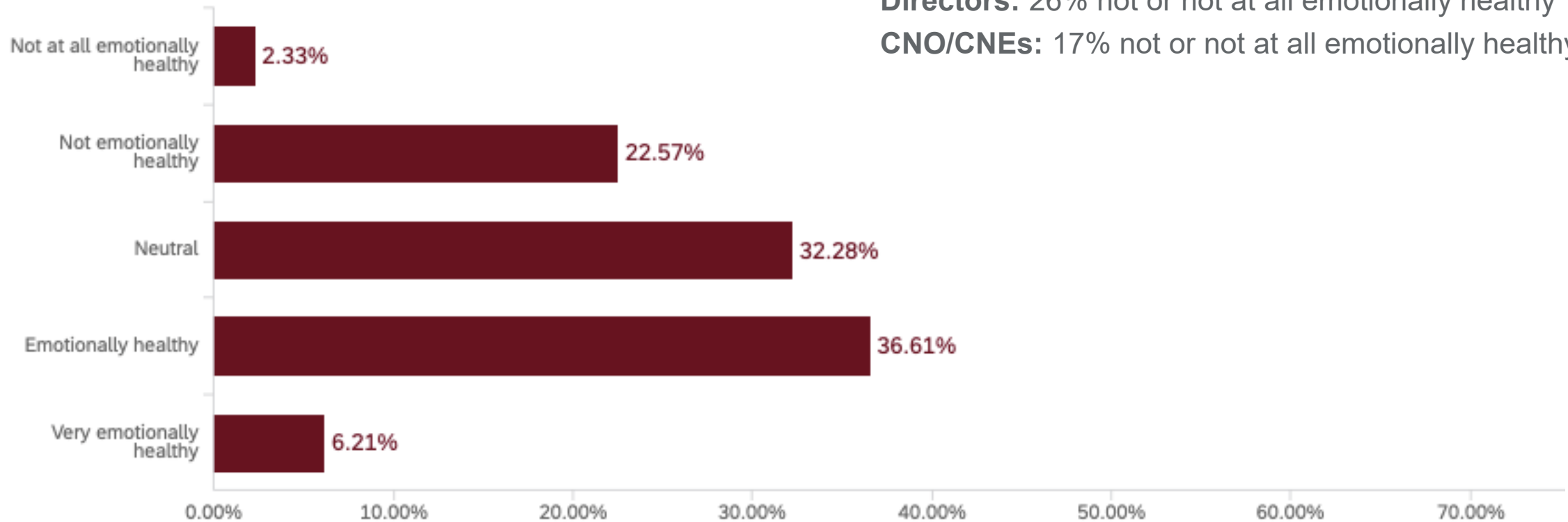
# STAFFING SHORTAGE SURPASSED WELL-BEING



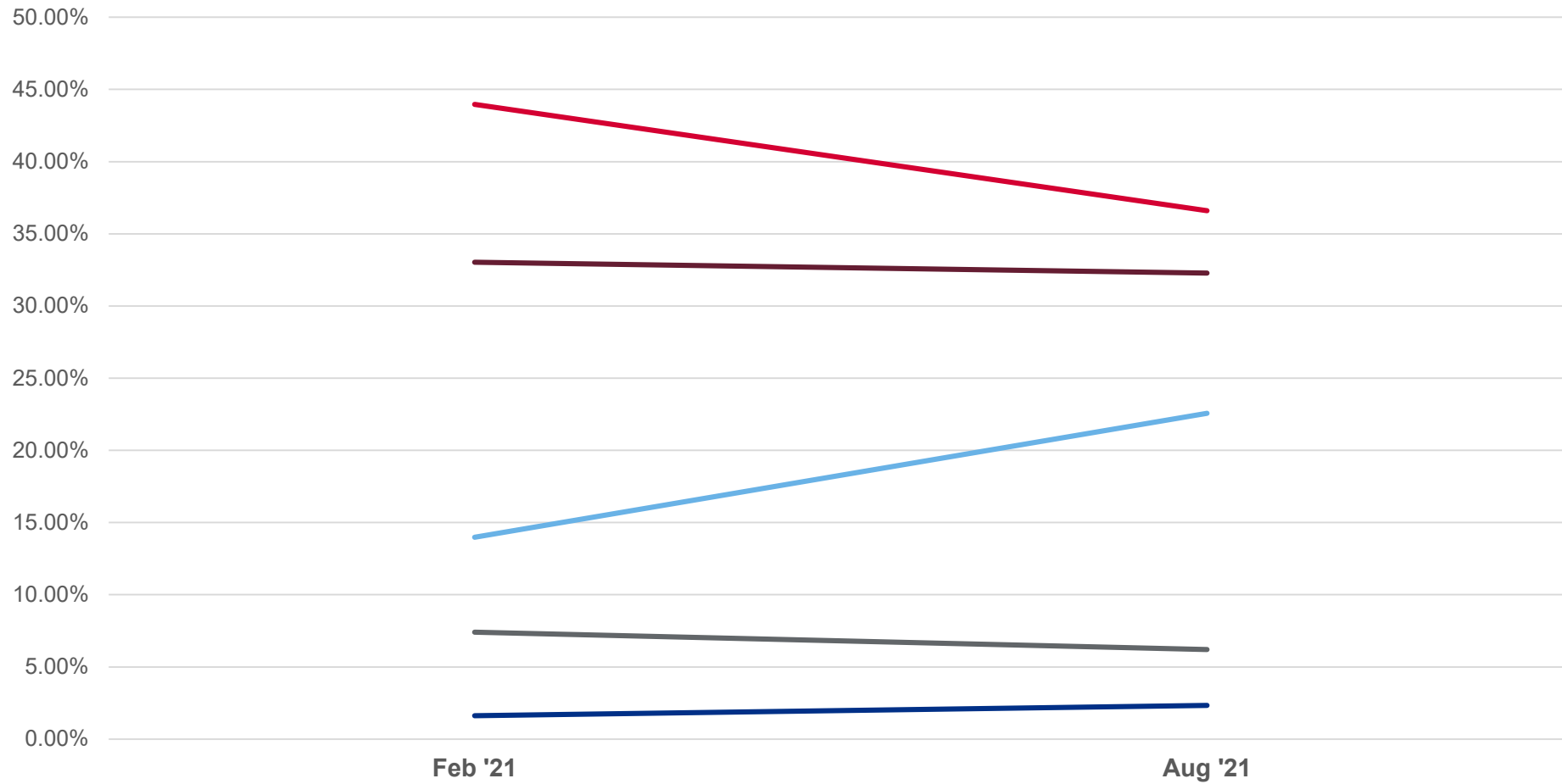
# EMOTIONAL HEALTH & SUPPORT

# CURRENT STATE OF EMOTIONAL HEALTH

**Managers:** 36% not or not at all emotionally healthy  
**Directors:** 26% not or not at all emotionally healthy  
**CNO/CNEs:** 17% not or not at all emotionally healthy



# CURRENT STATE OF EMOTIONAL HEALTH

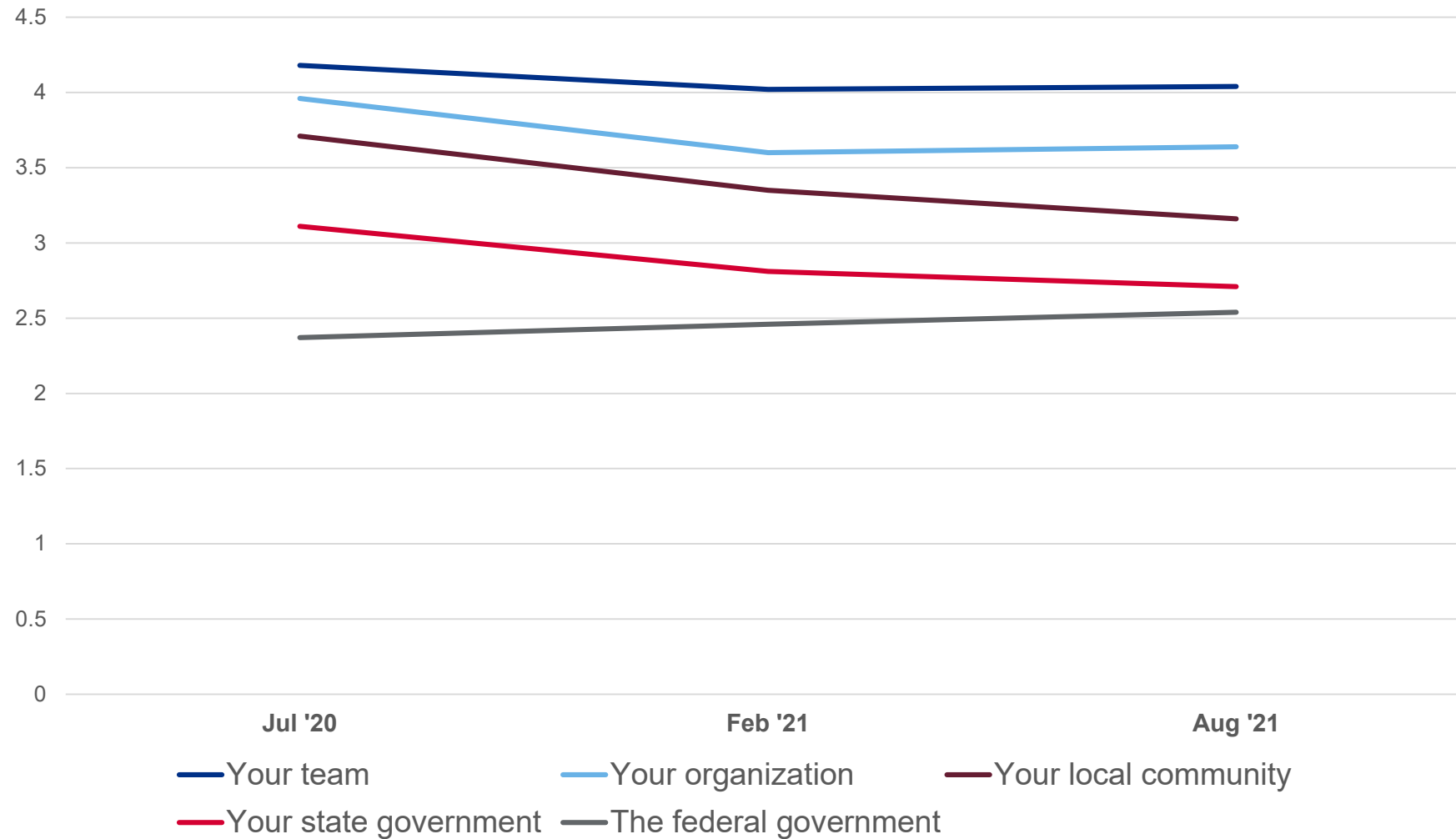


# RATE LEVEL OF SUPPORT RECEIVED

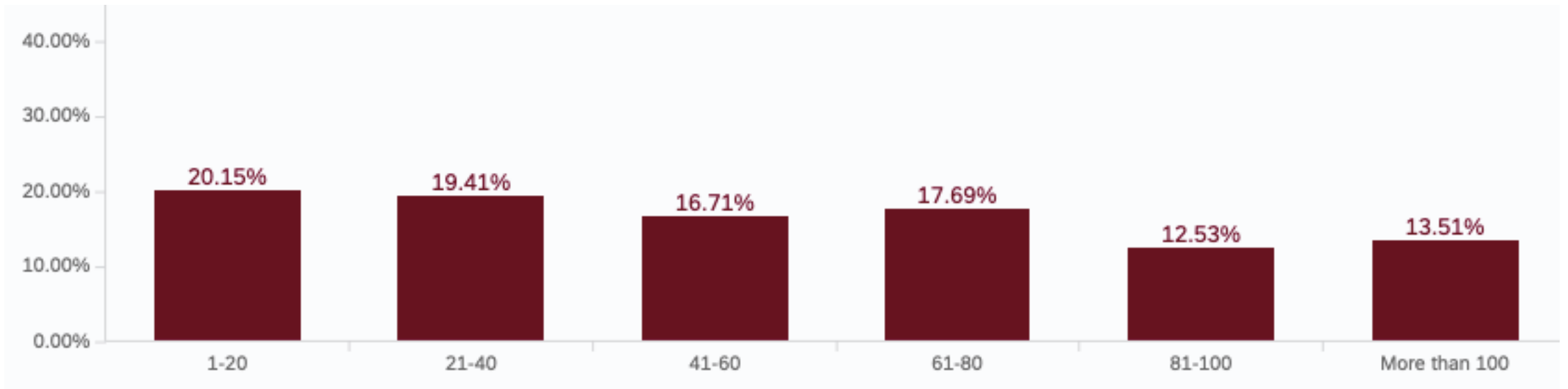
Field	Far short of expectations		Short of expectations		Equals expectations		Exceeds expectations		Far exceeds expectations			
Your team	5.78%		↑ 1.61%		18.18%		↑ 2.41%		76.05%		↓ 4%	
Your organization	13.80%		↑ 2.84%		26.42%		↑ 4.61%		59.77%		↓ 7.46%	
Your local community	24.02%		↑ 11.69%		40.63%		↑ 2.74%		35.35%		↓ 14.43%	
Your state government	40.10%		↑ 6.46%		38.42%		↓ 4.97%		21.48%		↓ 1.48%	
The federal government	46.95%		↓ 4.75%		40.92%		↑ 3.96%		12.13%		↑ 0.79%	

\* all changes between Feb '21 and Aug '21 are in % points

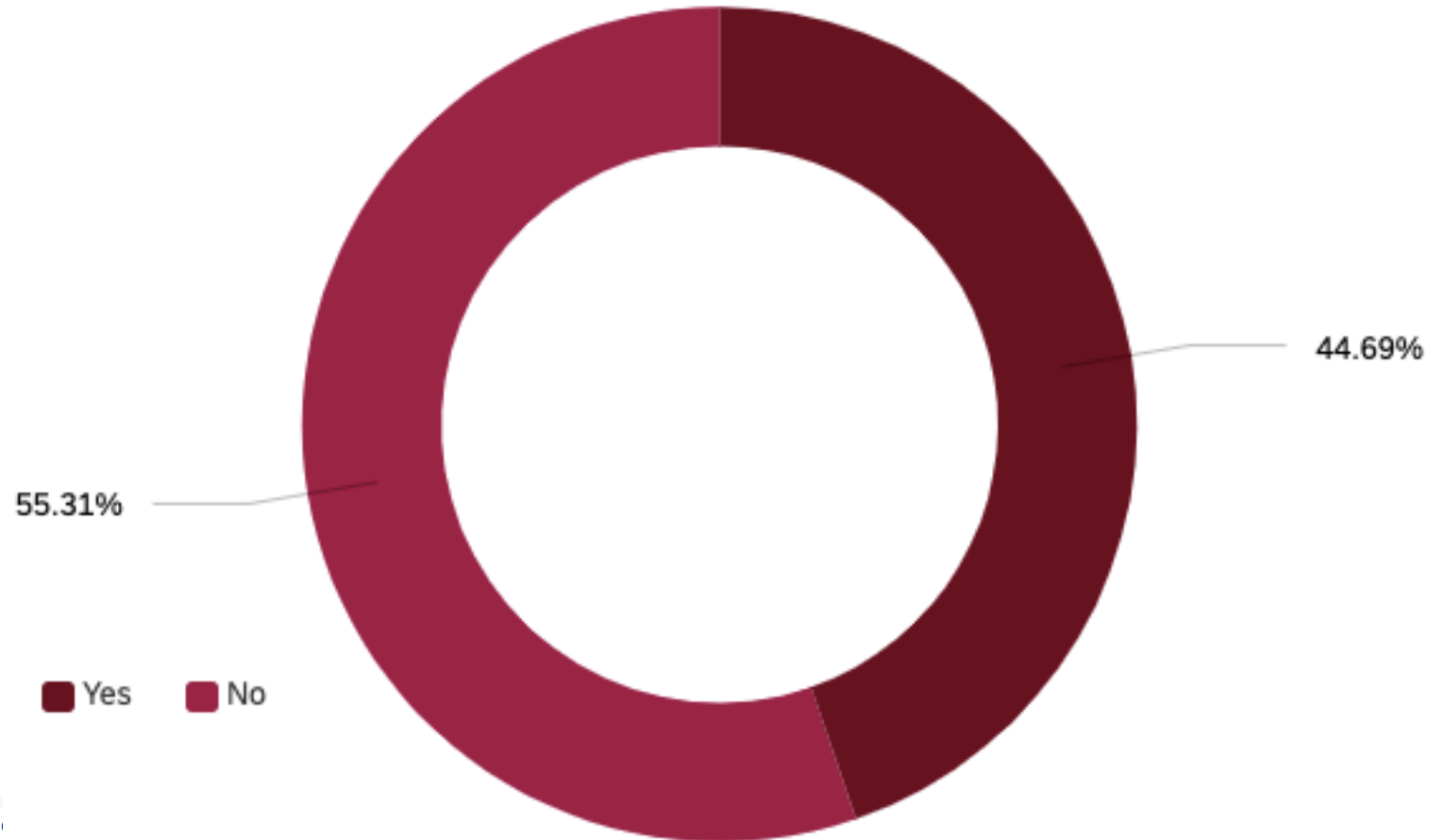
# PERCEPTION OF SUPPORT



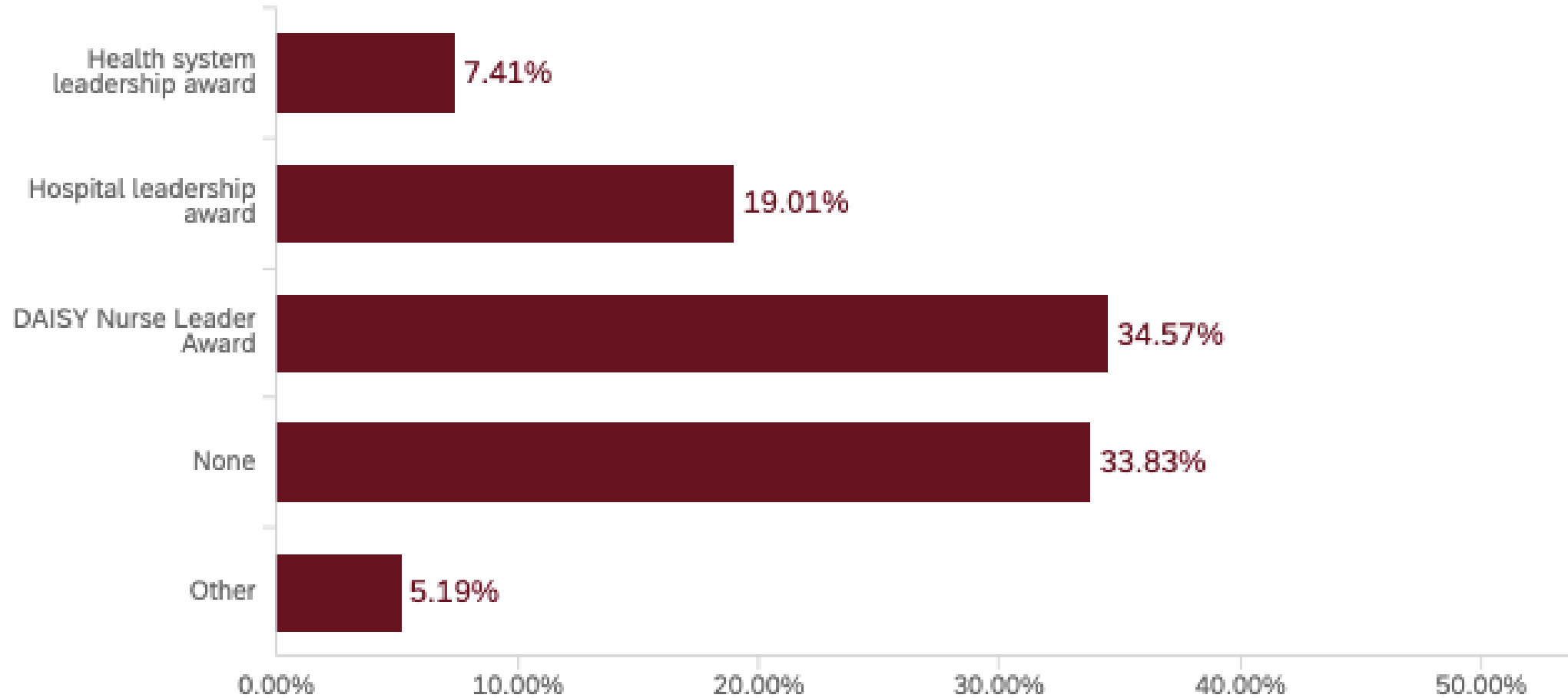
# NURSE MANAGERS' DIRECT REPORTS



# NURSE MANAGERS: FORMAL RECOGNITION

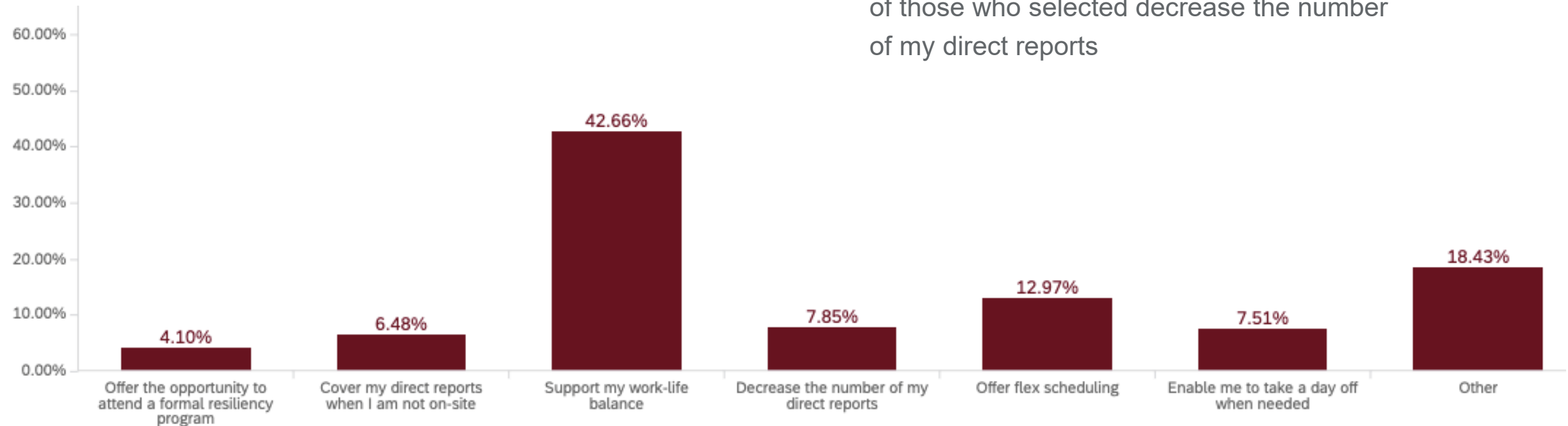


# RECOGNITION FOR NURSE MANAGERS



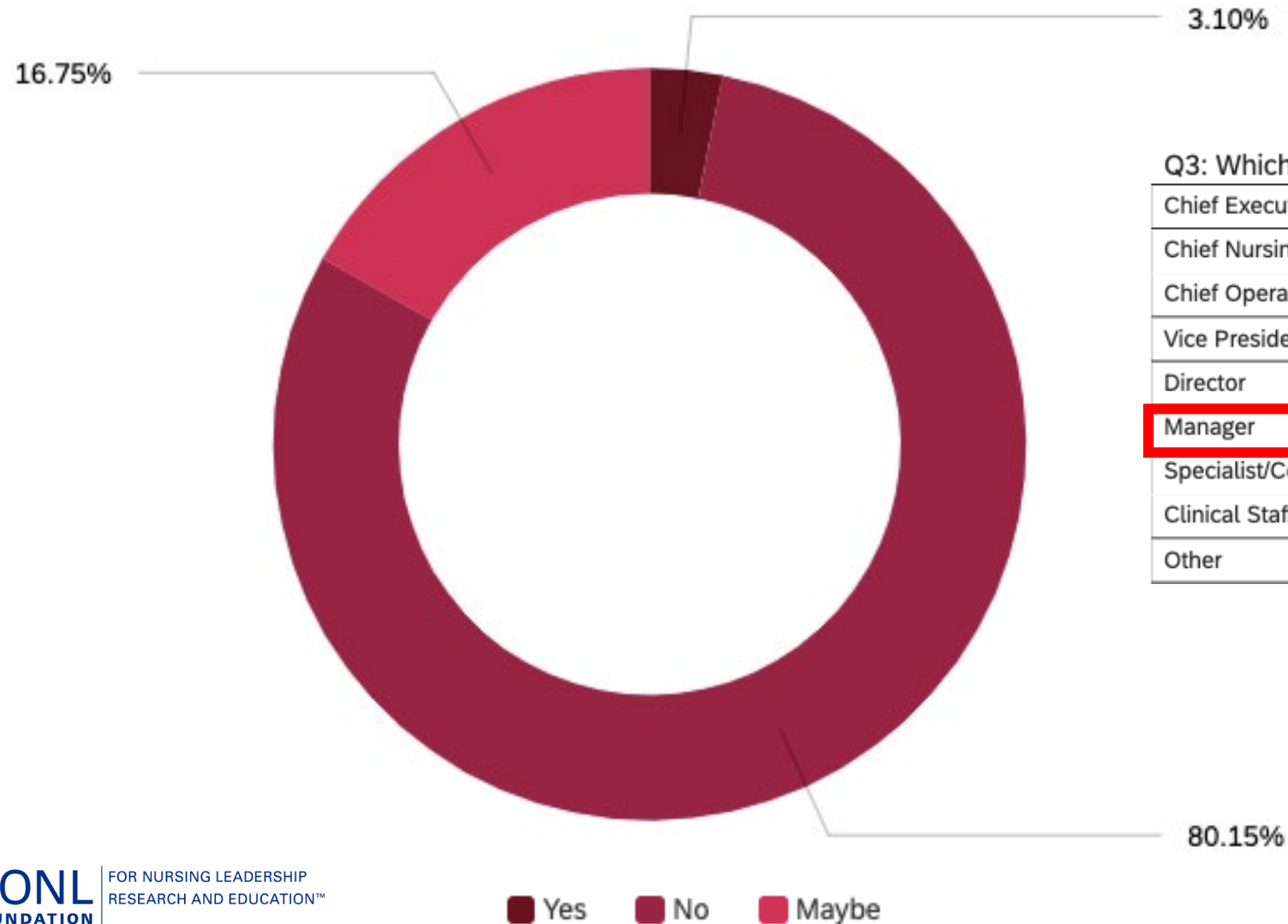
# SOLUTIONS TO IMPROVE WORK SATISFACTION

Managers accounted for 60% of those who selected decrease the number of my direct reports



# NURSING SHORTAGE & SOLUTIONS

# INTENT TO LEAVE NURSING DUE TO PANDEMIC

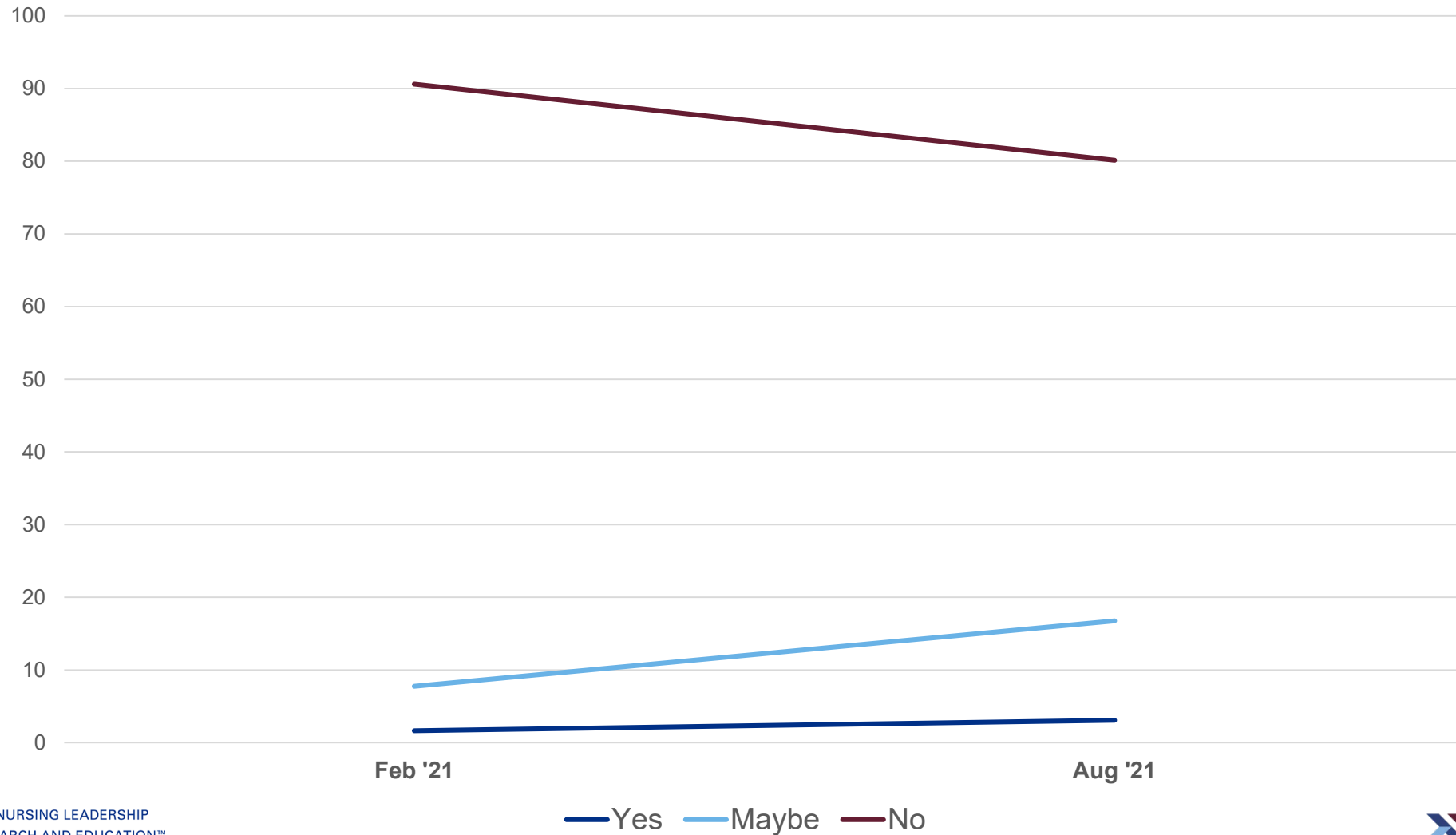


Q21: Do you intend to leav... ⌵

Q3: Which of the following ... ⌵

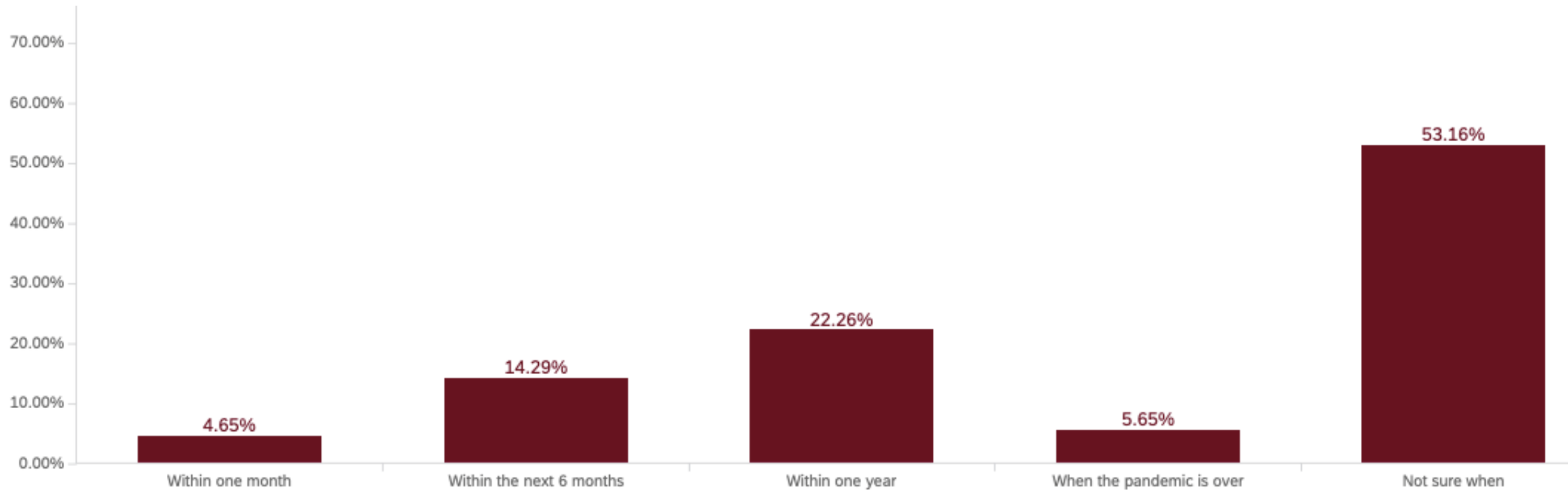
	Yes	No	Maybe
Chief Executive Officer	0.0%	86.4%	13.6%
Chief Nursing Officer/Chief Nursi...	3.6%	82.8%	13.6%
Chief Operating Officer	0.0%	66.7%	33.3%
Vice President	1.3%	89.5%	9.2%
Director	2.3%	81.4%	16.3%
Manager	3.9%	74.9%	21.2%
Specialist/Coordinator	1.7%	74.1%	24.1%
Clinical Staff	2.1%	83.0%	14.9%
Other	6.7%	80.0%	13.3%

# INTENT TO LEAVE NURSING (6 MONTHS)

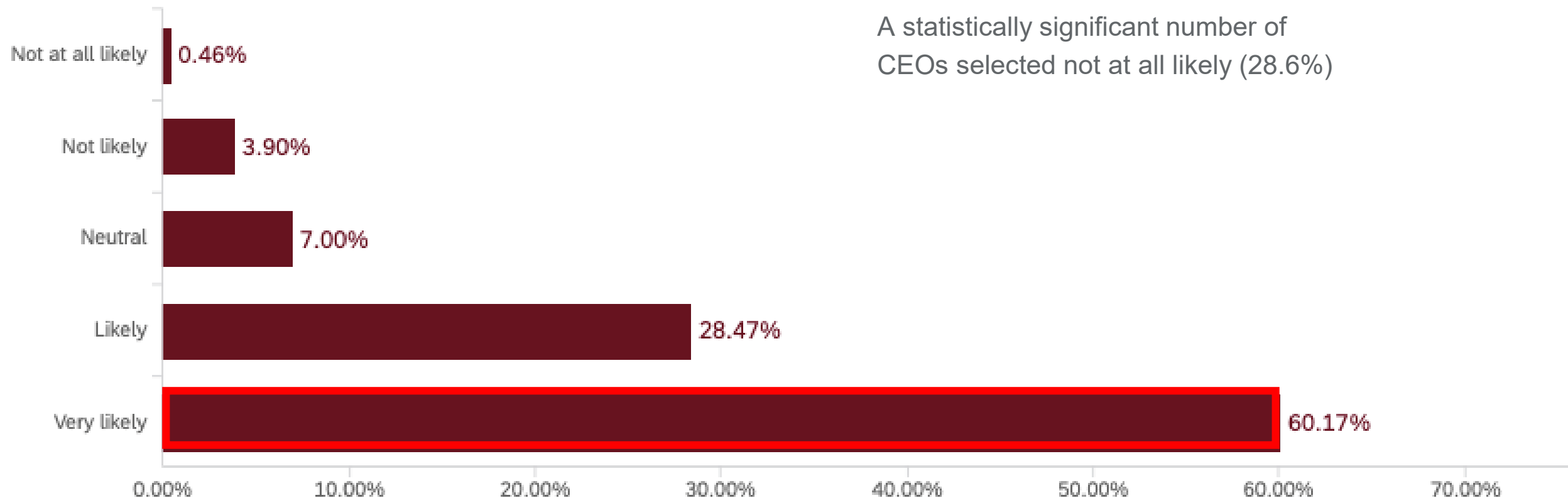


# TIMELINE TO LEAVE NURSING

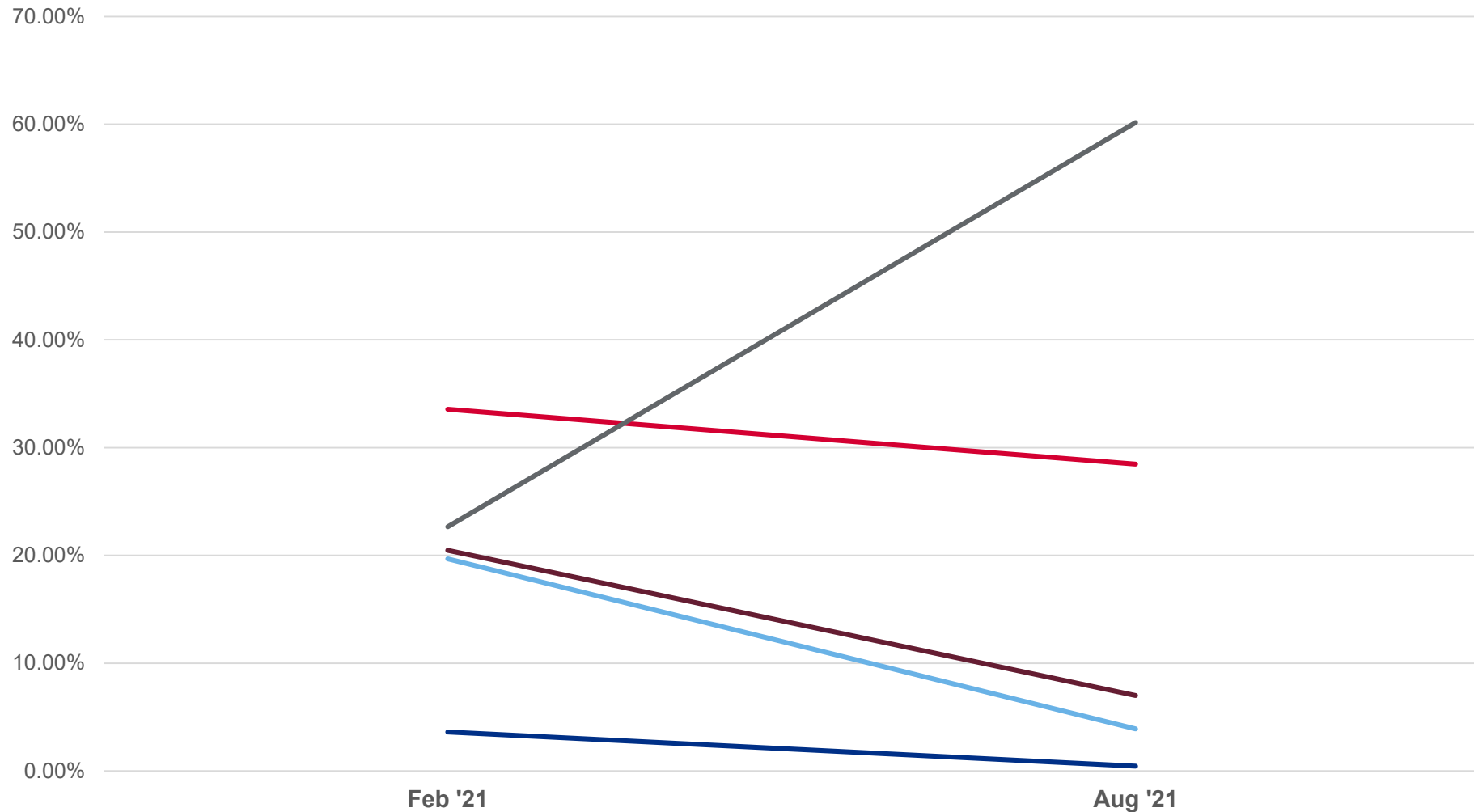
*For the 3.10% who selected Yes to intent to leave*



# LIKELIHOOD OF EXPERIENCING STAFFING SHORTAGE POST-PANDEMIC

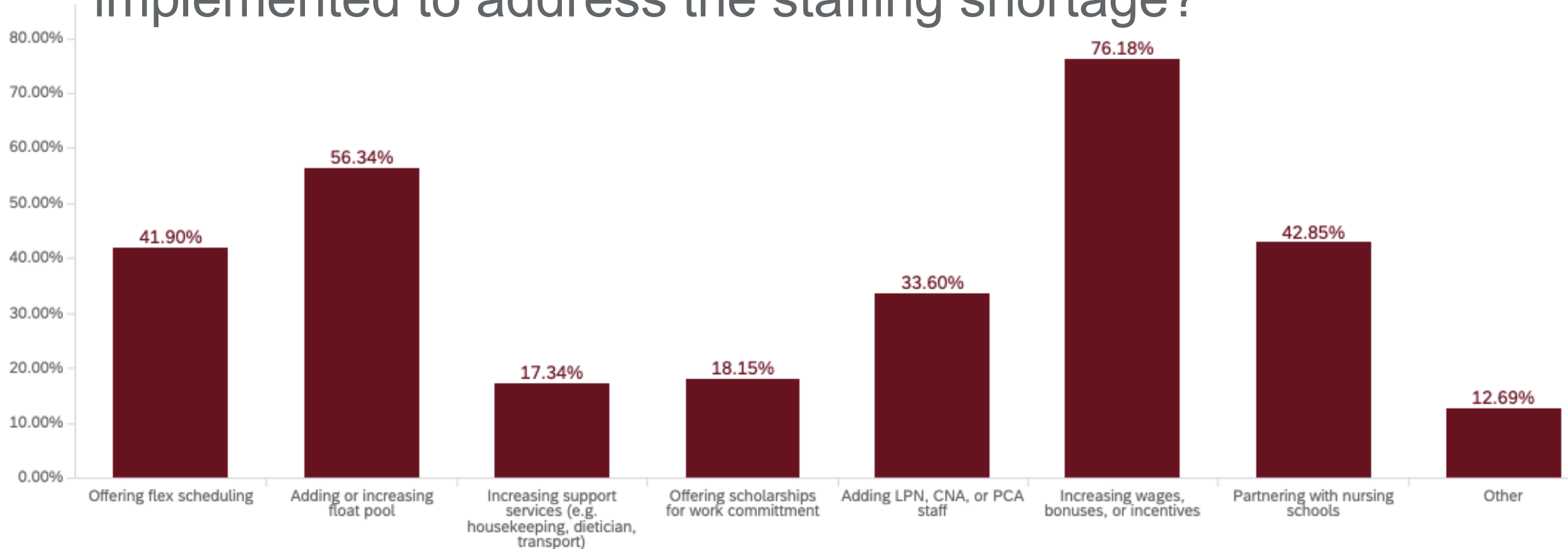


# STAFFING SHORTAGE LIKELINESS (6 MONTHS)



# ADDRESSING THE STAFFING SHORTAGE

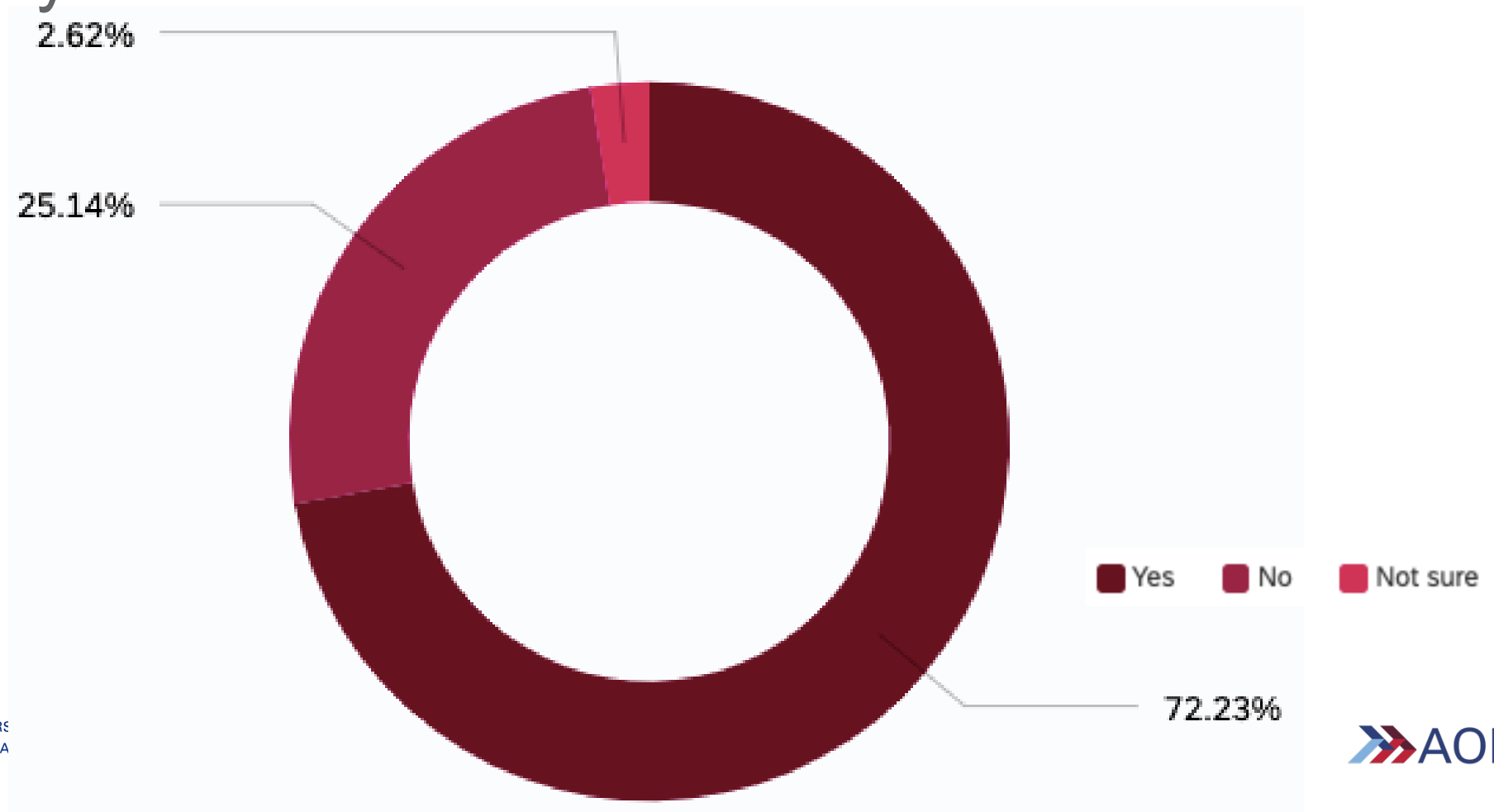
What options has your organization considered or implemented to address the staffing shortage?



# LOOKING FORWARD

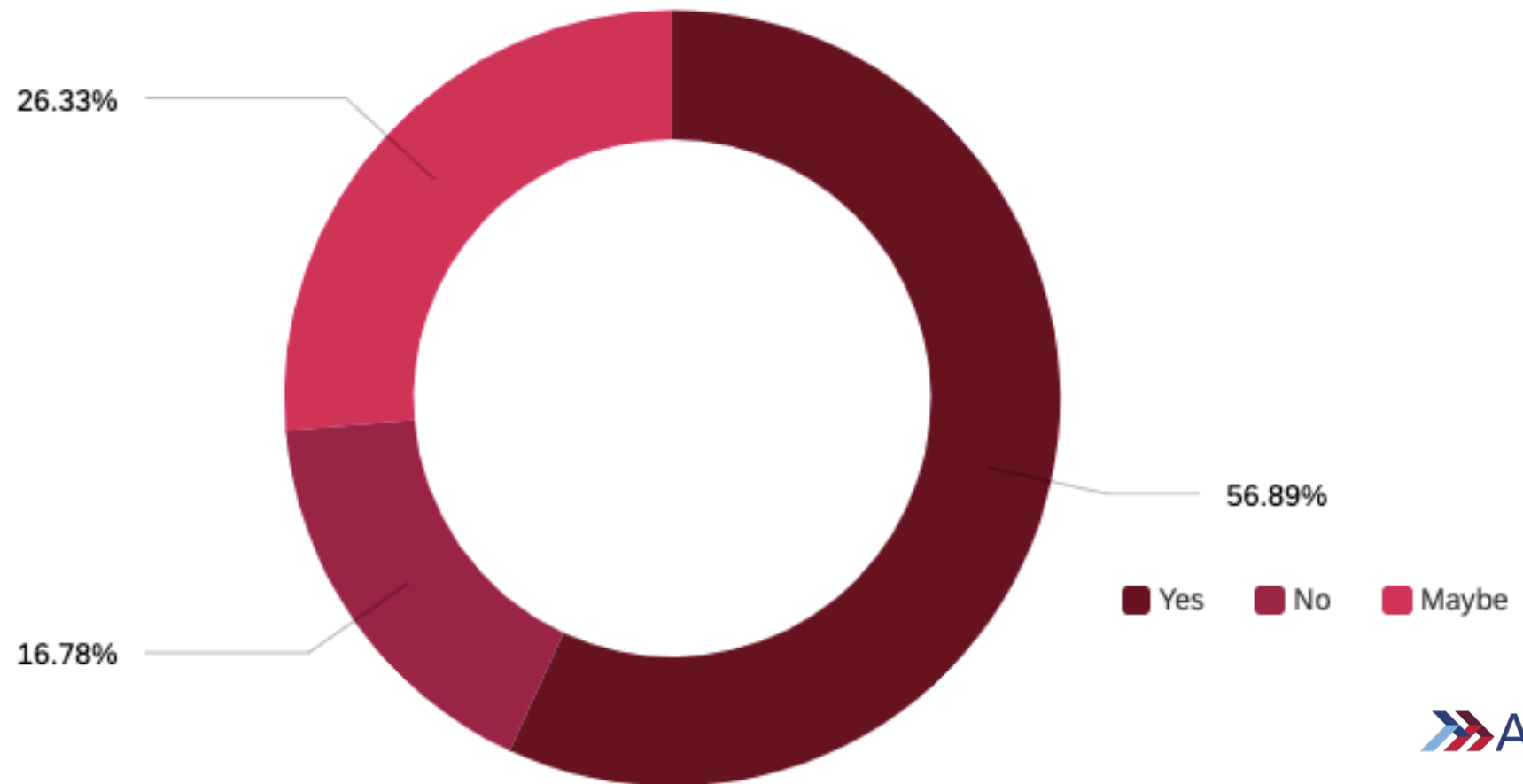
# MANDATORY VACCINATION

Has your organization considered or implemented mandatory vaccinations?

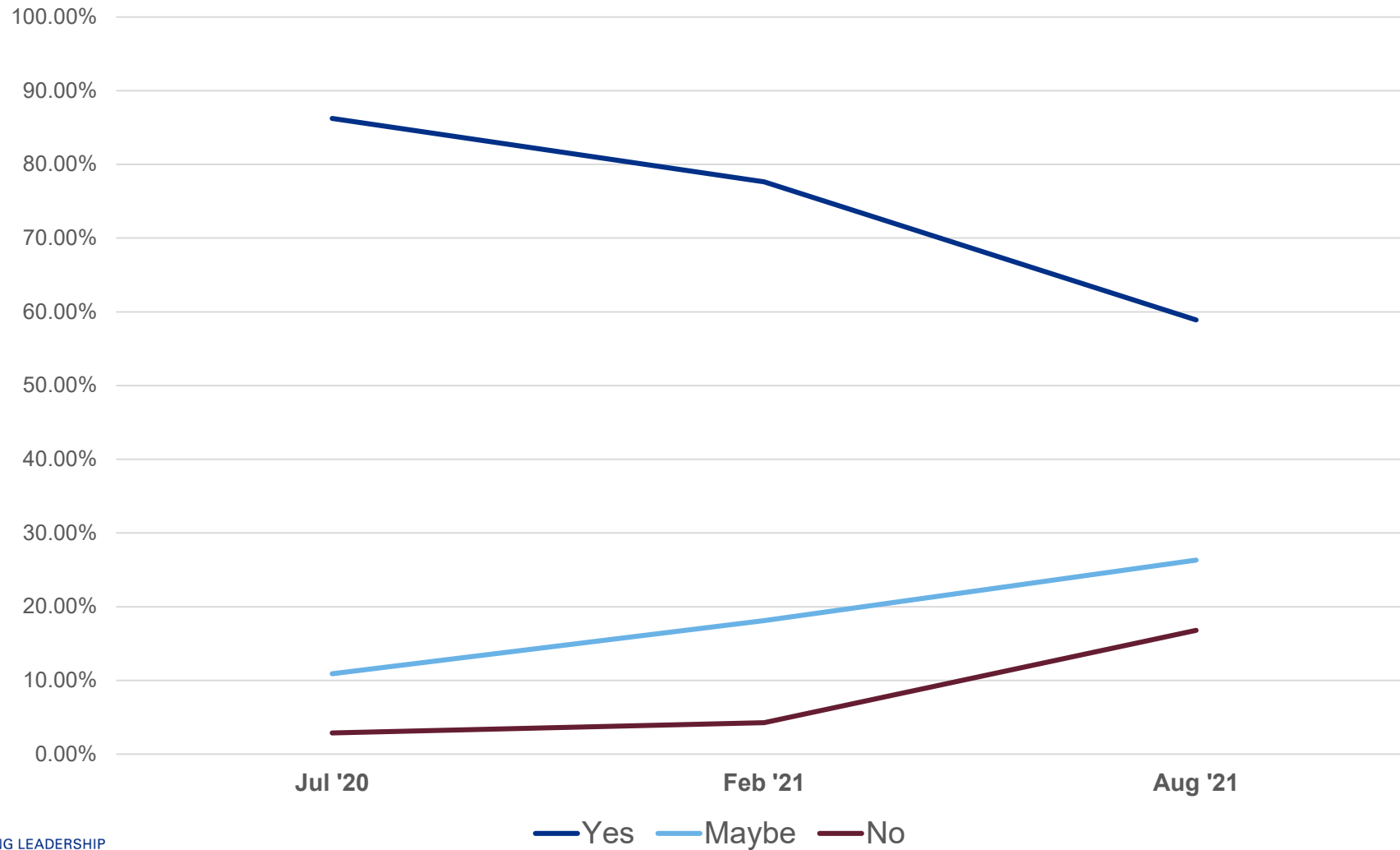


# PREPAREDNESS FOR FUTURE CRISES

Do you feel your team is better prepared for a future variant, surge, or pandemic?



# CONFIDENCE TO HANDLE SURGE / PANDEMIC



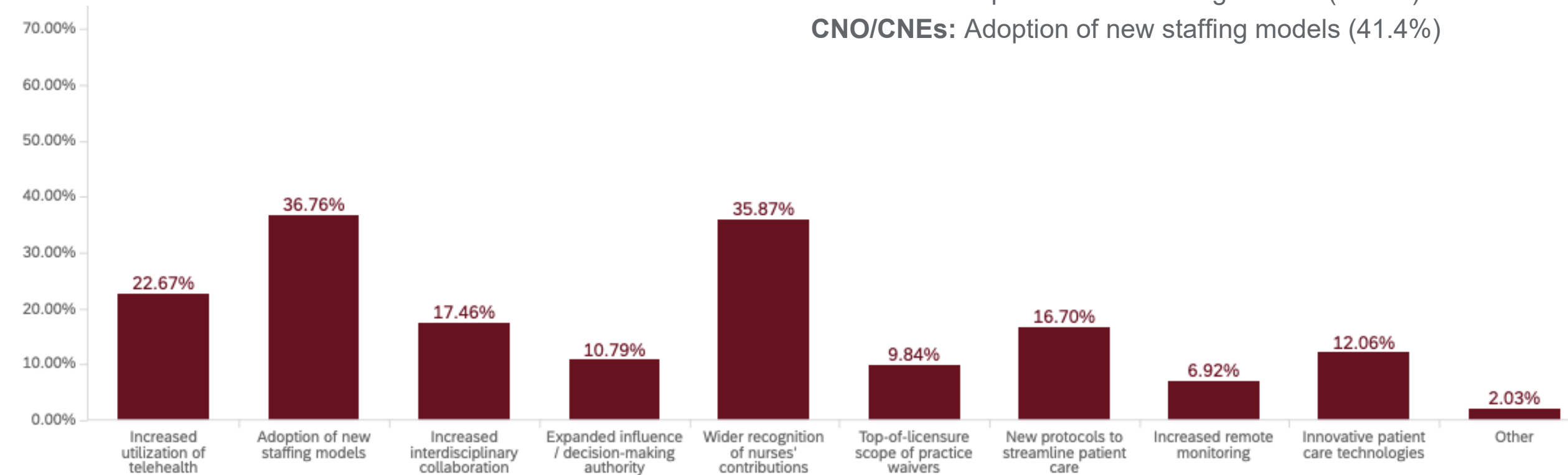


# TEMPORARY ADVANCEMENTS TO MAINTAIN POST-PANDEMIC

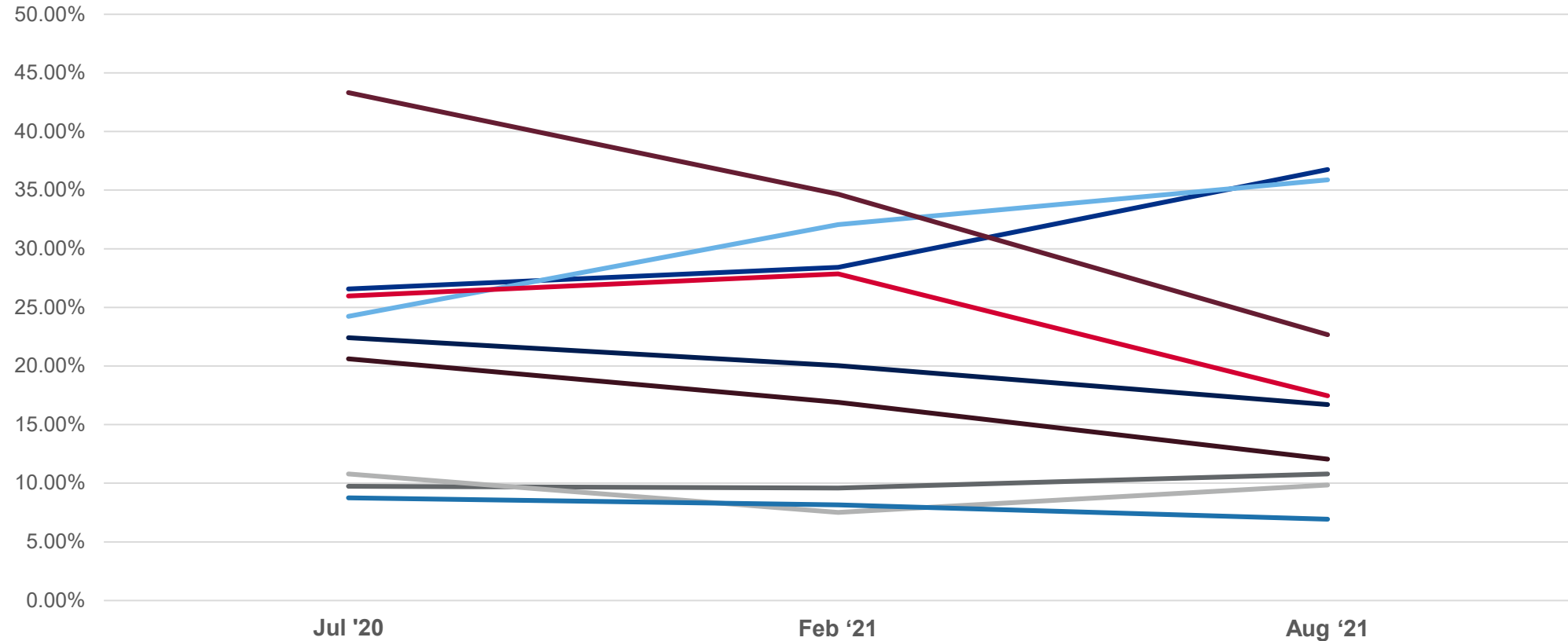
**Managers:** Wider recognition of nurses' contributions (39%)

**Directors:** Adoption of new staffing models (37.6%)

**CNO/CNEs:** Adoption of new staffing models (41.4%)



# ADVANCEMENTS FOR THE FUTURE



# SUMMARY

# CHALLENGES BY ROLE

	Primary Challenge	Secondary Challenge
CNO	Staffing shortage	<b>Bullying</b> by peers, patients and families
DIRECTOR	Staffing shortage	<b>Negativity</b> of the nursing profession
NURSE MANAGER	Staffing shortage	<b>Shortage</b> of support service employees

# PERCEPTION DIFFERENCES

## CNO & DIRECTORS

### Focus on nurse staffing solutions

- Concentrating on the supply and demand inconsistency
- Focus on care model changes

### Efforts to improve staff wellbeing

- Increased pro-active efforts to identify front-line emotional needs
- Increased rounding and stepping in

### Impact of COVID

- Interdisciplinary efforts to address challenges e.g. workforce shortage

## NURSE MANAGER

### Overwhelmed by nurse staffing shortage

- Union interruptions in care
- Retention of new grads
- Inability to work to top of licensure

### Faced with personal wellbeing

- Managing personal hopelessness
- Challenge finding work/life balance
- Inability to manage the front line

### Impact of COVID

- Improved infection control
- Importance of up-to-date education

# OVERALL IMPACT

1

**Nurse managers have gone from burnout to hopelessness**

2

**Well-being initiatives are a primary focus of leaders**

3

**Nurse leaders are leading a change in the model of care**

4

**Workforce shortages and nurse manager direct report ratios are key pain points**



# SUMMARY

- ◆ **Staff retention** has joined **well-being** and **surge staffing / training** as one of the top three challenges. Of these, ability to respond to retention scored lowest
- ◆ **Staffing shortages has surpassed burnout** as the biggest challenge nurse leaders face today that they did not face 6-8 months ago
- ◆ **New staffing models** and **wider recognition of nurses' contributions** are the two most important temporary innovations to maintain post-pandemic
- ◆ **Emotional health and wellbeing continues to worsen** for all roles
- ◆ Post-COVID, **89% of nurse leader say nursing shortage is likely or very likely**
- ◆ **Confidence to handle future variants, surges, or pandemics is waning** while **intent to leave climbs**, especially among nurse managers