

# Survey of Nurse Employers in California 2014

Conducted by UCSF Philip R. Lee Institute for Health Policy Studies,  
California Institute for Nursing & Health Care, and the Hospital Association of Southern California

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Please email completed survey to [Lela.Chu@ucsf.edu](mailto:Lela.Chu@ucsf.edu) or fax to: (415) 476-0705

You also may complete the survey online, by going to: <http://rnworkforce.ucsf.edu/moore2014/>

**DIRECTIONS:** Please fill in the numbers or check the categories that most accurately reflect your response to each item or question. If the information requested is not readily available from your hospital's record-keeping system, please estimate. Please skip questions that don't apply.

## CONTACT INFORMATION

1. Contact information (for clarification purposes only, will NOT be reported):

Name of person completing this survey: \_\_\_\_\_

Title of person completing this survey: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City: \_\_\_\_\_

Zip: \_\_\_\_\_

E-mail address of contact: \_\_\_\_\_

Telephone number: \_\_\_\_\_

## ORGANIZATION

2. Are you reporting data for more than one facility (for example, multiple campuses, hospital group, health care system)?

Yes      No

3. Please list the facility (or facilities) for which you are reporting and select the **facility type** from the following:

1 General acute-care hospital / medical center

2 Children's hospital

3 Heart hospital

4 Orthopedic hospital

5 Other specialty acute-care hospital

6 Psychiatric hospital

7 Ambulatory surgery center

8 Rehabilitation hospital / facility

9 Ambulatory medical clinic

10 Long-term care / skilled nursing facility

11 Other type of organization

(Please specify): \_\_\_\_\_

(Please specify): \_\_\_\_\_

Name of Facility

City

Type of facility  
(Number code)

(Choose one code per facility)

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

If you need additional space, please attach additional sheets of paper.

4. What departments are included in the data you are reporting? **(Please check all that apply).**

Acute-care / critical care services (inpatient)

Ambulatory surgery services

Ambulatory diagnostic / laboratory services

Ambulatory medical clinics

Rehabilitation center

Long-term care / skilled nursing facility

Behavioral health services center

Chemical dependency center

Home health services

Observation care

Dialysis

Other (Please specify all others):

\_\_\_\_\_

## **RN LABOR MARKET**

5. How would you describe the **overall RN** labor market in your area? (**Check only one**).

- High demand: difficult to fill open positions
- Moderate demand: some difficulty filling open positions
- Demand in balance with supply
- Demand is less than the RN supply available
- Demand is much less than the RN supply available

Please specify any positions where recruitment is difficult:

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5a. How would you describe the labor market for **experienced RNs** in your area? (**Check only one**).

- High demand: difficult to fill open positions
- Moderate demand: some difficulty filling open positions
- Demand in balance with supply
- Demand is less than the RN supply available
- Demand is much less than the RN supply available

Please specify any positions where recruitment is difficult:

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5b. How would you describe the labor market for **newly-graduated RNs** in your area? (**Check only one**).

- High demand: difficult to fill open positions
- Moderate demand: some difficulty filling open positions
- Demand in balance with supply
- Demand is less than the RN supply available
- Demand is much less than the RN supply available

**CHANGES IN THE PAST YEAR**

6. Has your employment of each of the following changed **in the past year**? (October 1, 2013 through September 30, 2014)

	Decreased employment	No change in employment	Increased employment
Staff RNs			
Nurse Practitioners (NP)			
Nurse Midwives (CNM)			
Certified Registered Nurse Anesthetists (CRNA)			
Clinical Nurse Specialists (CNS)			
All other RN positions (including managers and educators)			
Licensed Vocational Nurses (LVN)			
Aides / unlicensed nursing assistants			

6a. Please list the types of job titles associated with “other RN positions” reported above:

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6b. In what types of units do you employ Nurse Practitioners (NP)? **(Please check all that apply).**

Ambulatory Care Clinic

Intensive Care Unit

Emergency Department

Cardiac Unit

Medical-Surgical

Other (Please specify): \_\_\_\_\_

6c. In what types of units do you employ Clinical Nurse Specialists (CNS)?

**(Please check all that apply).**

Intensive Care Unit

Emergency Department

Education

Medical-Surgical

Pediatrics

Other (Please specify): \_\_\_\_\_

7. Have you experienced any of the following **in the past year** (October 1, 2013 through September 30, 2014)?

**(Please check all that apply).**

Hiring freeze

Budget constraints

Reduction in census

Increase in census

Decrease in hospital bed capacity

Increase in hospital bed capacity

Decrease in use of travelers / contract nurses

Increase in use of travelers / contract nurses

Current staff working more shifts

Current staff working fewer shifts

Current staff converting from part-time to full-time positions

Current staff converting from full-time to part-time positions

Less turnover / greater retention of staff

More turnover / less retention of staff

Fewer nurses retiring than expected

More nurses retiring than expected

More foreign recruitment

Less foreign recruitment

Increased patient acuity

Decreased patient acuity

Increase in outpatient and ancillary services provided by nurses

Other (Please specify): \_\_\_\_\_

\_\_\_\_\_

8. Have you had a shift in your RN hiring in these areas?

Inpatient care:

Increase      Decrease      No change

Ambulatory care:

Increase      Decrease      No change

Home health care:

Increase      Decrease      No change

Long-term care:

Increase      Decrease      No change

9. Have you created new job classifications for RNs **in the past year**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

Yes

No (**Skip to question #10 on page 7**)



9a. If yes, please check all new job classifications created in the past year:

Case manager

Care coordinator

Care navigator

Clinical documentation specialist

Informaticist

Other (Please specify): \_\_\_\_\_

9b. What have been the challenges of hiring or moving RNs into these new roles?

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10. Has your use of temporary and traveling nurses changed in the **past year** (October 1, 2013 through September 30, 2014)?

	Using more than last year	About the same as last year	Using fewer than last year
Temporary (agency) nurses			
Traveling nurses			

10a. Please describe the reason(s) for any changes:

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**DIFFICULTY RECRUITING**

11. Are you finding recruitment of nursing personnel **currently** to be:

	More difficult than last year	About the same as last year	Easier than last year
Staff RNs			
Nurse Practitioners (NP)			
Nurse Midwives (CNM)			
Certified Registered Nurse Anesthetists (CRNA)			
Clinical Nurse Specialists (CNS)			
All other RN positions (including managers and educators)			
Licensed Vocational Nurses (LVN)			
Aides / unlicensed nursing assistants			

**PLANNED EMPLOYMENT**

12. What are your expectations for RN employment in 2015 compared with 2014?

I expect RN employment will be **higher** in my organization in 2015

I expect RN employment will **not change** in my organization in 2015

I expect RN employment will be **lower** in my organization in 2015

13. If the number of nurses you plan to employ **in 2015 is different than in 2014**, why is there a difference?

**(Please check all that apply).**

- |  |  |
|--|--|
| Hiring freeze  | Budget constraints   |
| Reduction in census  | Increase in census   |
| Decrease in hospital bed capacity                              | Increase in hospital bed capacity                                |
| Decrease in use of travelers / contract nurses                 | Increase in use of travelers / contract nurses                   |
| Current staff working more shifts                              | Current staff working fewer shifts                               |
| Current staff converting from part-time to full-time positions | Current staff converting from full-time to part-time positions   |
| Less turnover / greater retention of current staff             | More turnover / less retention of current staff                  |
| Fewer nurses retiring than expected                            | More nurses retiring than expected                               |
| More foreign recruitment                                       | Less foreign recruitment   |
| Expected increase in patient acuity                            | Expected decrease in patient acuity                              |
| Care model redesign  | Pay-for-performance requirements                                 |
|  | Increase in outpatient and ancillary services provided by nurses |

Other (Please specify): \_\_\_\_\_  
\_\_\_\_\_



14. Do you anticipate a change in RN hiring in these areas?

Inpatient care:

Increase      Decrease      No change

Ambulatory care:

Increase      Decrease      No change

Home health care:

Increase      Decrease      No change

Long-term care:

Increase      Decrease      No change

15. Do you anticipate the creation of new job classifications for RNs in 2015? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

Yes              No      **(Skip to question #16 on page 10)**



15a. If yes, please check all planned job classifications:

Case manager

Care coordinator

Care navigator

Clinical documentation specialist

Informaticist

Other (Please specify): \_\_\_\_\_

15b. What strategies do you plan to use to hire or move RNs into these new roles?

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**FOREIGN-EDUCATED REGISTERED NURSES**

16. Are you currently engaged in recruitment of internationally (foreign) educated nurses?

Yes            No

**REQUIREMENTS FOR EMPLOYMENT**

17. Which of these are requirements for an RN to be hired into **general staff nursing** positions at your hospital? **(Please check all that apply).**

Minimum experience as an RN \_\_\_\_\_# of months required

Baccalaureate degree or higher:

\_\_\_\_\_ preferred    \_\_\_\_\_ required    \_\_\_\_\_ neither preferred nor required

Second language:

\_\_\_\_\_ preferred    \_\_\_\_\_ required    \_\_\_\_\_ neither preferred nor required

Which languages? \_\_\_\_\_

Other requirements for employment (Please specify): \_\_\_\_\_

\_\_\_\_\_

Other preferences for employment (Please specify): \_\_\_\_\_

\_\_\_\_\_

No specific requirements to be hired

18. What percentage of your currently employed RNs have a BSN? \_\_\_\_\_%

18a. Does your hospital have goals or plans in place to increase the percentage of BSN-prepared nurses?

Yes            No    **(Skip to question #19 on page 11)**



18b. What is your target / goal percentage of BSN-prepared nurses in 3 years? \_\_\_\_\_%

19. Does your hospital require new hires who have an AD or diploma to complete a BSN in a specified time period?

Yes                      No                      **(Skip to question #20)**



19a. If yes, how much time do they have to complete the BSN? \_\_\_\_\_

20. Are RNs who do not have a BSN limited from being promoted beyond staff nurse positions?

Yes                      No

21. Which of these are barriers to increasing the number of BSN-prepared nurses in your hospital?

**(Please check all that apply).**

Insufficient funds for tuition reimbursement

Insufficient funds for incentives (e.g., promotion, pay differential, bonus, etc.)

Insufficient senior leadership support

Scheduling / staffing barriers

Lack of interest in BSN education among incumbent RNs

Lack of BSN education programs in the community

Low supply of BSN nurses in the community

Other (Please specify): \_\_\_\_\_

\_\_\_\_\_

22. Does your organization differentiate RN salaries based on the type of nursing degree held (BSN, MSN, DNP, etc.)?

Yes                      No

23. Does your organization differentiate RN salaries based on whether RNs have advanced certifications (critical care, oncology, peri-operative, etc)?

Yes                      No      **(Skip to question #24)**



23a. Please describe the advanced certifications that are recognized with a salary increase or bonus:

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24. What support do RNs receive while working toward a post-licensure degree or certification in nursing (if any)? **(Please check all that apply).**

Tuition reimbursement:

Post-licensure degree(s)                      Certification(s)

Paid time off for coursework:

Post-licensure degree(s)                      Certification(s)

Approved use of unpaid time off for coursework:

Post-licensure degree(s)                      Certification(s)

None

Other (Please specify): \_\_\_\_\_

24a. If you offer tuition reimbursement, what is the maximum benefit paid per RN **per year, and per completed program**?

\$\_\_\_\_\_ maximum per year

\$\_\_\_\_\_ maximum per completed program

25. What types of non-salary incentives does your organization offer RNs to encourage completion of a post-licensure degree or certification in nursing (if any)? **(Please check all that apply).**

Recognition event or award:

Post-licensure degree(s)

Certification(s)

One-time bonus:

Post-licensure degree(s)

Certification(s)

Improved chance for promotion / professional advancement:

Post-licensure degree(s)

Certification(s)

None

Other (Please specify): \_\_\_\_\_

26. Does your hospital have any of these **on-site** RN education programs? **(Please check all that apply).**

LVN-to-RN

RN-to-BSN

MSN

Specialty certification program (Please specify): \_\_\_\_\_

Other (Please specify): \_\_\_\_\_

27. What is the *dominant* shift length that you use in scheduling for RNs?

12-hours

10-hours

8-hours

Other lengths of shifts (Please specify): \_\_\_\_\_

### **NEW GRADUATE HIRING**

28. Do you hire **new graduate** Registered Nurses?

Normally yes, and did so this year

Normally yes, but not this past year

No, we almost never hire new graduates → **(Skip to question #30 on page 14)**

29. Do you anticipate a change in the number of **new graduate** Registered Nurses you expect to hire in **the next year**?

Increased hiring of new graduate RNs

No change in hiring of new graduate RNs

Decreased hiring of new graduate RNs

30. What has influenced this hiring decision regarding new graduates? (**Please check all that apply**),

Cost of orientation / initial training of new graduates

Hiring freeze started or ended

Entry-level salaries for new graduates

Change in budget constraints

Too many novice nurses relative to number of expert nurses

Expected change in patient census

Change in nursing vacancies

Other (Please specify): \_\_\_\_\_

Change in number of experienced nurses available

\_\_\_\_\_

31. Do you have new graduate RNs on staff who are not working as RNs?

Yes                      No                      (**Skip to question #32 on page 15**)

31a. If yes, please explain: \_\_\_\_\_

\_\_\_\_\_

32. Do you have an internship / formal residency / training program for newly graduated RNs who are **not guaranteed to be hired?** (Do not include normal orientation programs for newly-hired RNs).

Yes          No          (Skip to question #33 on page 16)



Describe your internship / residency / training program for newly graduated RNs:

- a. Length of program \_\_\_\_\_ weeks
- b. Capacity of program \_\_\_\_\_
- c. Is your internship / residency / training program:

Externally contracted (working through a vendor)	Internally developed (home grown)	Partnership with a school of nursing
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d. Is this program paid?

Yes          No

e. What specialty areas does the newly graduated RN internship / residency / training program cover? **(Please check all that apply).**

- |  |                       |
|--|-----------------------|
| Medical-Surgical Care                        | OR / Peri-operative   |
| Ambulatory Care                              | Pediatrics / Neonatal |
| Critical Care                                | Psychiatry            |
| Delivery Room / Postpartum / Newborn Nursery | Skilled Nursing       |
| Home Health                                  | Rehabilitation        |
| Emergency Department                         |                       |
| Other (Please specify): _____                |                       |

f. What percentage of graduates of your internship / residency / training program did you hire last year?

Percent hired: \_\_\_\_\_%

33. Do you have an orientation / onboarding program for recent hires?

Yes

No



33a. Length of program: \_\_\_\_\_ weeks

34. If you DO NOT hire new graduates, what would you require to consider hiring them?

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35. Do you hire recently-graduated nurses who have been working in non-acute care settings at your hospital?

**Yes - we hire them into positions that require nursing experience**



35a. If you hire nurses without acute-care experience in acute care settings, do you have a bridge / training program for them?

No

Yes (Please specify): \_\_\_\_\_

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**Yes - we hire them into positions for recent or new graduates**



**No  
(Skip to question #36 on page 17)**



These questions are being asked this year for a new study of the relationship between anesthesia care models and patient outcomes. We appreciate your willingness to respond to these additional items!

## ANESTHESIA CARE

36. What is the **primary** anesthesia service model used at your institution? (**Check only one**).

Independent CRNA

Anesthesiologists only

Private collaborative practice (both CRNAs and anesthesiologists)

Name of group (Please specify): \_\_\_\_\_

Collaborative practice (both CRNAs and anesthesiologists), institution salaried



36a. If a collaborative practice is used, how are patients allocated to providers?

**(Please check all that apply).**

By risk level

Availability of provider / per work schedule

Randomly

None of the above

37. Are there **other** models of anesthesia care, in addition to the primary one, also used?  
**(Please check all that apply).**

Independent CRNA

Collaborative practice (both CRNAs and anesthesiologists), private group

Collaborative practice (both CRNAs and anesthesiologists), institution salaried

Anesthesiologists only

38. Are anesthesia residents or student registered nurse anesthetists involved in your anesthesia services?  
**(Please check all that apply).**

Anesthesia residents

Student registered nurse anesthetists

Neither (no student providers)

39. Has the anesthesia service model changed over the last five years?

Yes



No (Skip to question #40)

39a. If yes, has it changed to be more service by: **(Please check all that apply).**

Independent CRNA

Collaborative practice, private group

Collaborative practice, institution salaried

Anesthesiologists only

None of the above

39b. If yes, was the change due to: **(Please check all that apply).**

Regulations loosened / tightened

Cost, service model was too costly

Workforce, could not hire enough nurse anesthetists

Workforce, could not hire enough anesthesiologists

Residents / Nurse anesthetist students not available

None of the above

40. Where do you use CRNAs? **(Please check all that apply).**

Operating rooms

Pain management clinic or center

Same day surgery centers

Pre-operative testing centers

Other (Please specify): \_\_\_\_\_

We do not use CRNAs at this institution

41. What changes have you noticed in the utilization of CRNAs in practice at your institution in the last five years? **(Please check all that apply).**

Used more often

Used less often

Used in different settings

Where? (Please specify): \_\_\_\_\_

No change

We do not use CRNAs at our institution

42. Does your hospital require direct physician supervision of CRNAs?

Yes                      No    **(Skip to question #43 on page 20)**



42a. If yes, what is the collaborative ratio of physicians to CRNAs?

1:1

1:2

1:3

1:4

1:5 or more

Do not know

42b. How is the collaborating physician compensated?

Please describe if known: \_\_\_\_\_

Do not know

42c. How does the institution bill for this service?

Please describe if known: \_\_\_\_\_

Do not know

42d. Is the physician supervisor a(n)...? **(Please check all that apply).**

Anesthesiologist

Surgeon

Other type of physician (Please describe): \_\_\_\_\_

43. What additional expenses are associated with anesthesia services at your institution?  
**(Please check all that apply).**

Subsidies to the Department of Anesthesia for CRNA training

How much money? \$ \_\_\_\_\_

Don't know specific amount

Institution-provided malpractice insurance

What is the cost? \$ \_\_\_\_\_

Don't know specific amount

Other (Please specify): \_\_\_\_\_

Don't know if there are additional expenses

44. Do you administer patient satisfaction surveys specifically to patients who receive anesthesia services?

Yes                      No      **(Skip to question #45)**



44a. Are data publicly available?

Yes                      No

45. Does your facility utilize anesthesia providers to provide surgery pre-admission screening?

Yes  
**(Skip to next page)**

No



If no, who performs surgery pre-operative screening? (Please specify):

\_\_\_\_\_  
\_\_\_\_\_

**Thank you for your time and expertise.**

We appreciate your participation and will be alerting you as reports based on these data become available.

If you have other comments or thoughts about the nursing workforce in your region or across the state, we encourage you to share them with us.

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_