



# Multi-stakeholder collaboration to advance employer surveys

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# The Challenges

- **How can we track employer demand for nurses?**
- **Secondary data (inexpensive)**
  - State labor departments
  - Data are not specific to nursing employment
  - Long delays in data releases
- **Targeted surveys (ideal)**
  - Available surveys might not have all the data you want
  - Can be expensive
  - Can be proprietary and inaccessible
- **Public data is key for policy advocacy**

# What We Did

- **Brought together 3 stakeholders**
  - Each was conducting a separate survey
  - Data sharing was not consistent
  - Funding sources were different
- **Maintained separate surveys with intentional synergy**
- **Developed new projects as a team**



# The collaboration

- **California Institute for Nursing & Health Care (CINHC)**
  - State Nursing Workforce Center (non-profit)
- **Hospital Association of Southern California (HASC)**
  - Membership organization
- **Philip R. Lee Institute for Health Policy Studies, University of California, San Francisco (UCSF)**
  - University, health workforce research center

# The collaboration

- **Funding from...**
  - Betty Irene Moore Nursing Initiative
  - HASC membership dues
- **Other supporters...**
  - California Hospital Association
  - Hospital Council of Northern & Central California
  - Hospital Association of San Diego & Imperial Counties

# History

- **HASC surveys**
  - Long-standing turnover & vacancy survey
  - Completed by HR Directors
  - Special surveys (such as Allied health workforce surveys 2010, 2013)
  - Reports for members only
- **CINHC surveys**
  - Chief Nursing Officer Surveys, from early 2000s
  - Survey of new RN graduates
  - Public reports; data access limited
- **UCSF surveys**
  - RN surveys, RN schools surveys
  - Reports & public-use files available

# The nudge

- **Gordon and Betty Moore Foundation**
  - Betty Irene Moore Nursing Initiative
- **Wanted ongoing data to support workforce planning**
  - Needed data to evaluate their work
- **Supported 2009 CINHC survey**
  - Conducted using HASC CNO mailing list
- **Asked for collaboration between UCSF, CINHC, and HASC to standardize survey**

# Overarching strategy

- **Maintain HASC survey**
  - Revise to align with Forum Minimum Demand Data Set recommendations
  - Send to HR directors quarterly
- **Continue CINHC survey**
  - Send to CNOs annually (by UCSF)
  - Standardized CNO mailing list, updated annually
    - Prior HASC surveys were to their member CNO list only
    - HASC list included mix of settings



# Some lessons learned

- **Do not ask CNOs what they don't have, when you can ask HR**
  - Employment numbers, FTEs, vacancy counts
  - Many Forum MDS questions are better for HR
  - They have to go to HR for these data
- **Do not ask HR what they don't know**
  - Residency programs
  - Perceptions of difficulty recruiting
- **Five-point ratings of perception of surplus/shortage are useful**

# More lessons learned

- **Give CNOs multiple ways to respond**
  - Web-based survey
  - Fillable PDF that can be emailed
    - Automatically goes into database
  - Fax return available
- **Contact CNOs multiple times**
  - Introductory emails from hospital association
  - Announcements in nursing leadership organizations
  - Phone messages
  - Short-form survey for quick telephone response

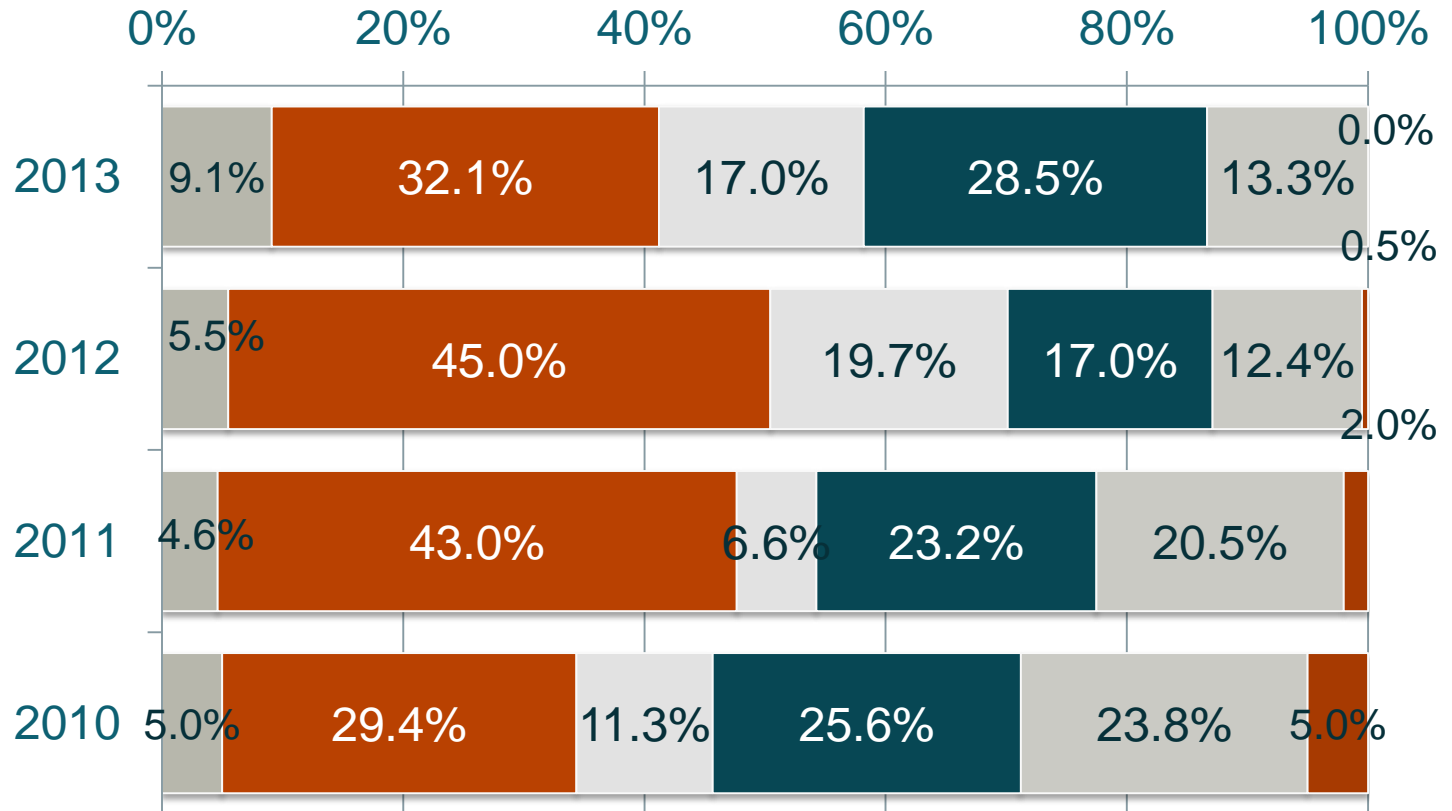
# Bring the data together

- **Complete datasets are shared by all partners**
  - Fully identified data
  - Identified data not shared outside the collaborative
- **CNO survey & HR survey: reported together**
  - More detailed HASC reports for members only

# Annual webinar

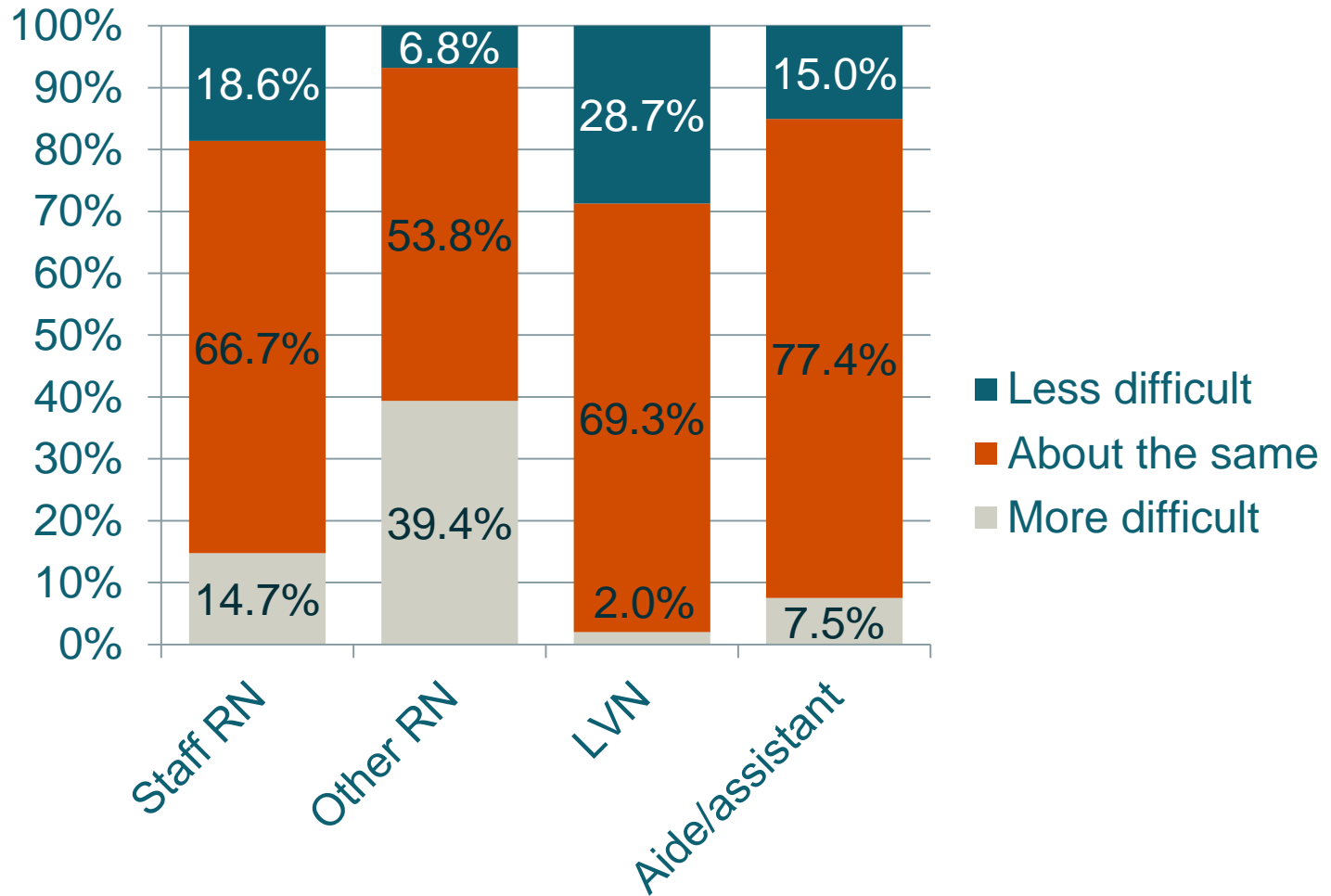
- **Includes data from...**
  - Employer survey (CNO+HR)
  - Biennial surveys of RNs (UCSF)
  - New graduate surveys (CINHC)
  - Annual schools surveys (UCSF)
- **Attendees include...**
  - Nursing deans & directors
  - Hospital leaders
  - Government officials (health, labor departments)
  - National workforce leaders (HRSA)
  - Other state nursing leaders

# Perceptions of employers, 2013

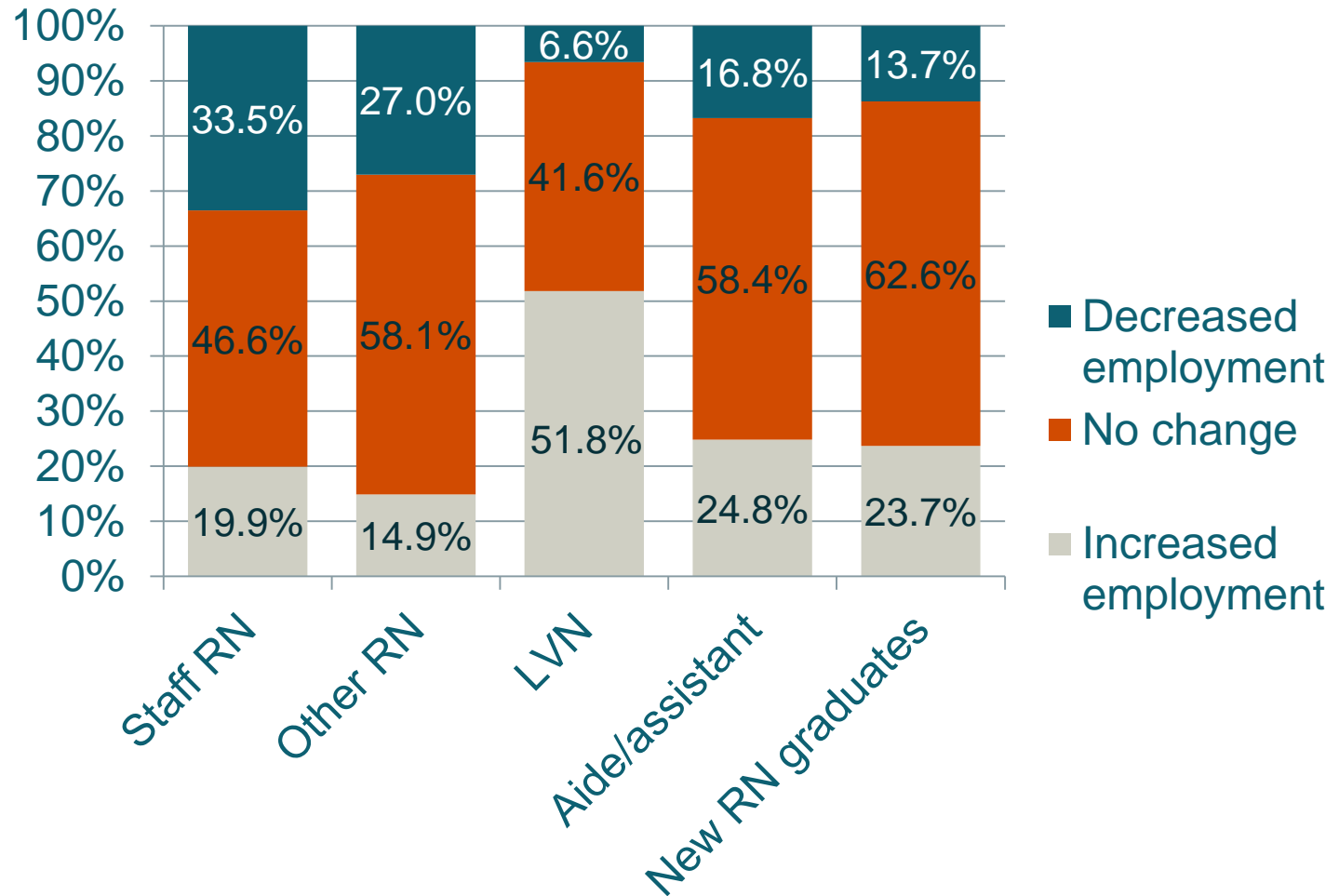


- High demand: difficult to fill open positions
- Moderate demand: some difficulty filling open positions
- Demand is in balance with supply
- Demand is less than supply available
- Demand is much less than supply available
- Other

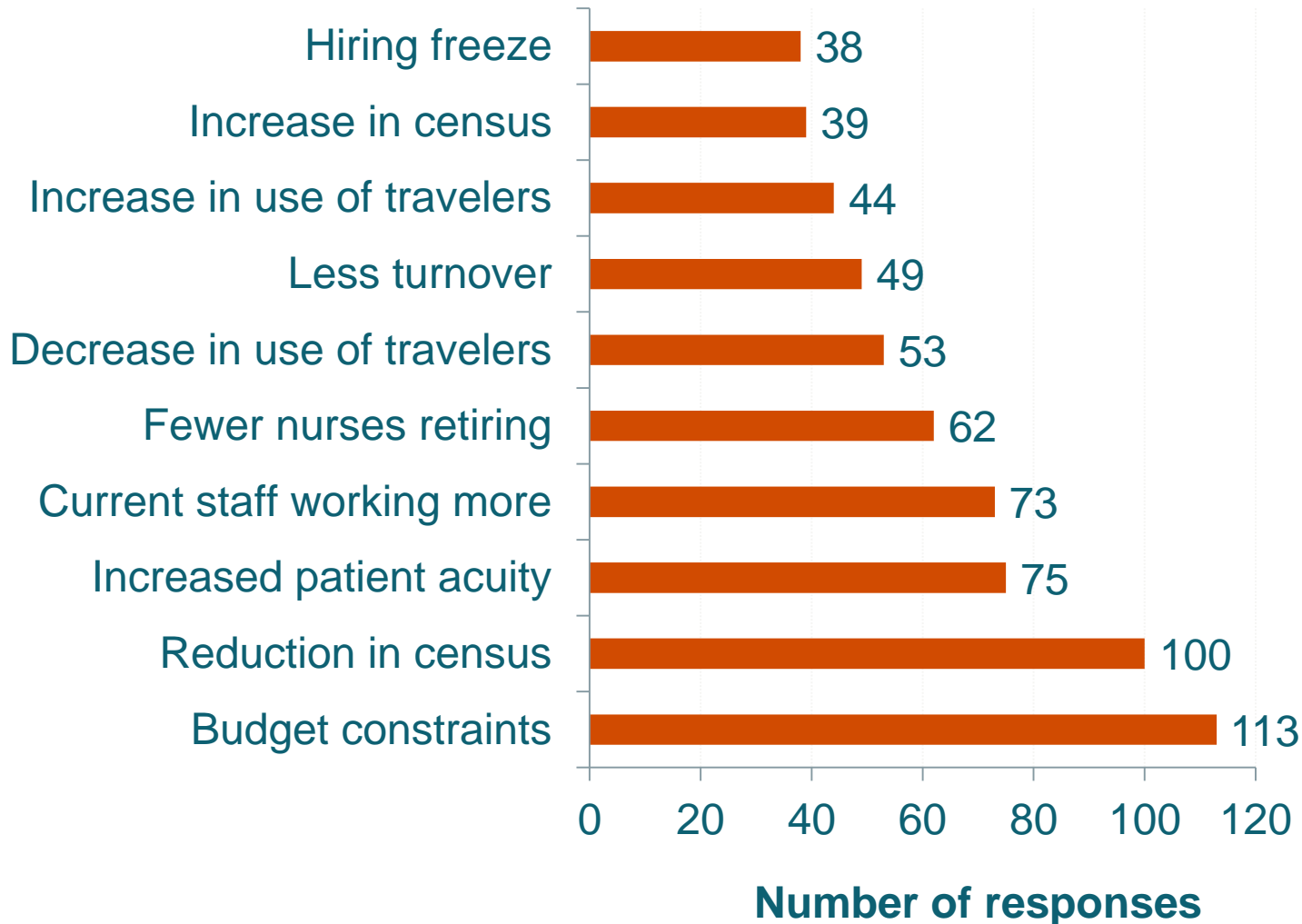
# Change in difficulty recruiting compared to last year, Fall 2013



# Change in RN employment in the past year

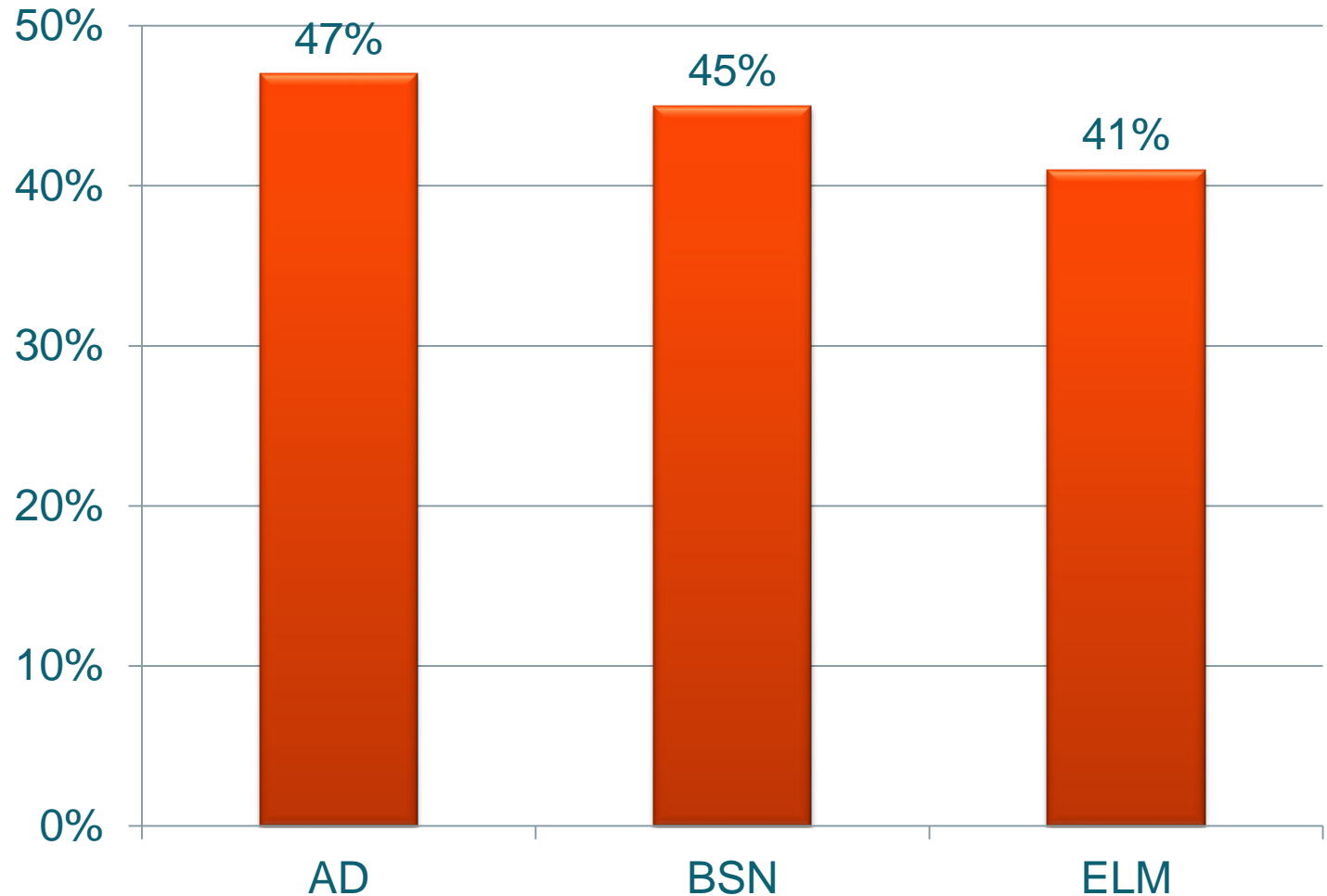


# Changes experienced in past year

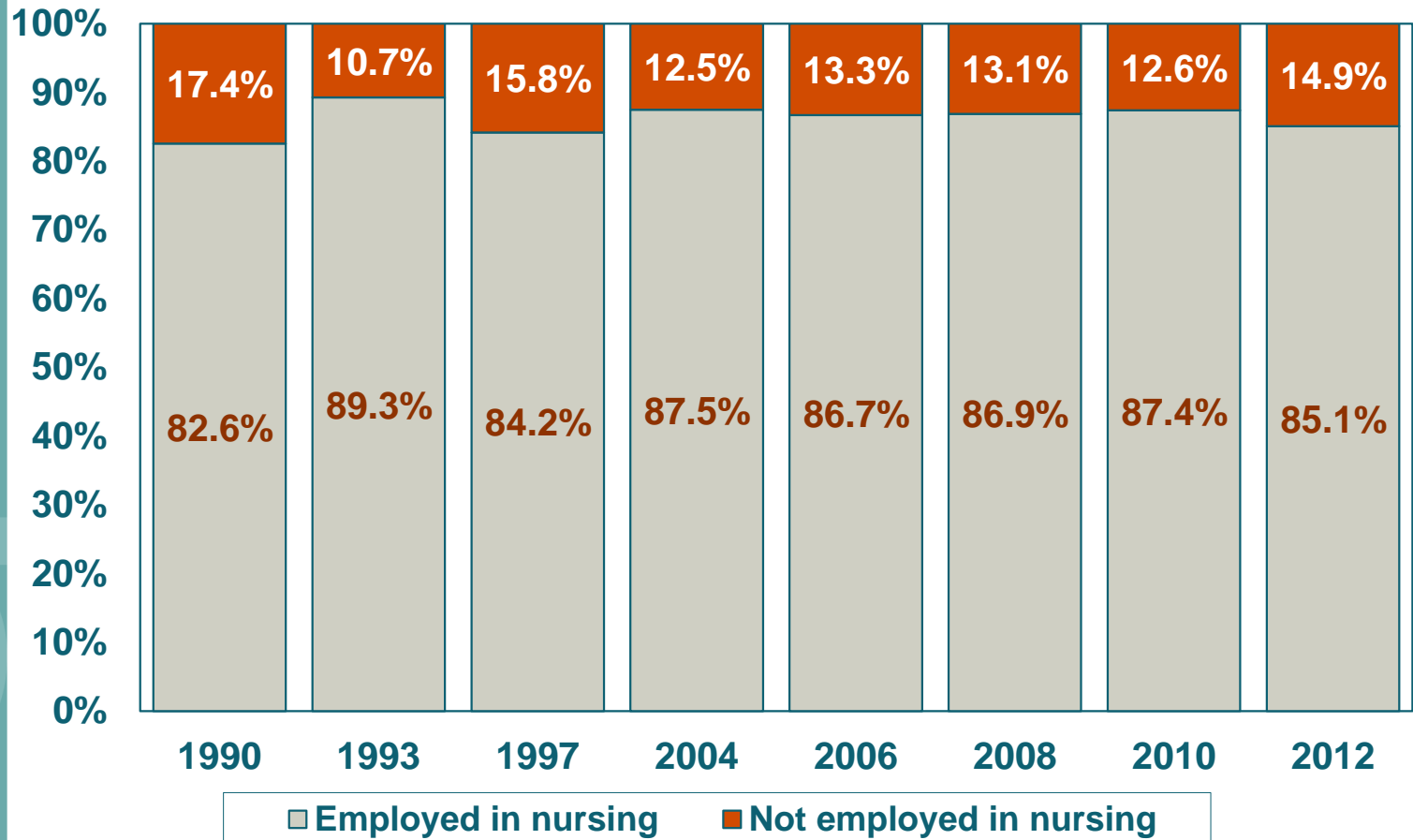




# New RN graduate unemployment varies by education



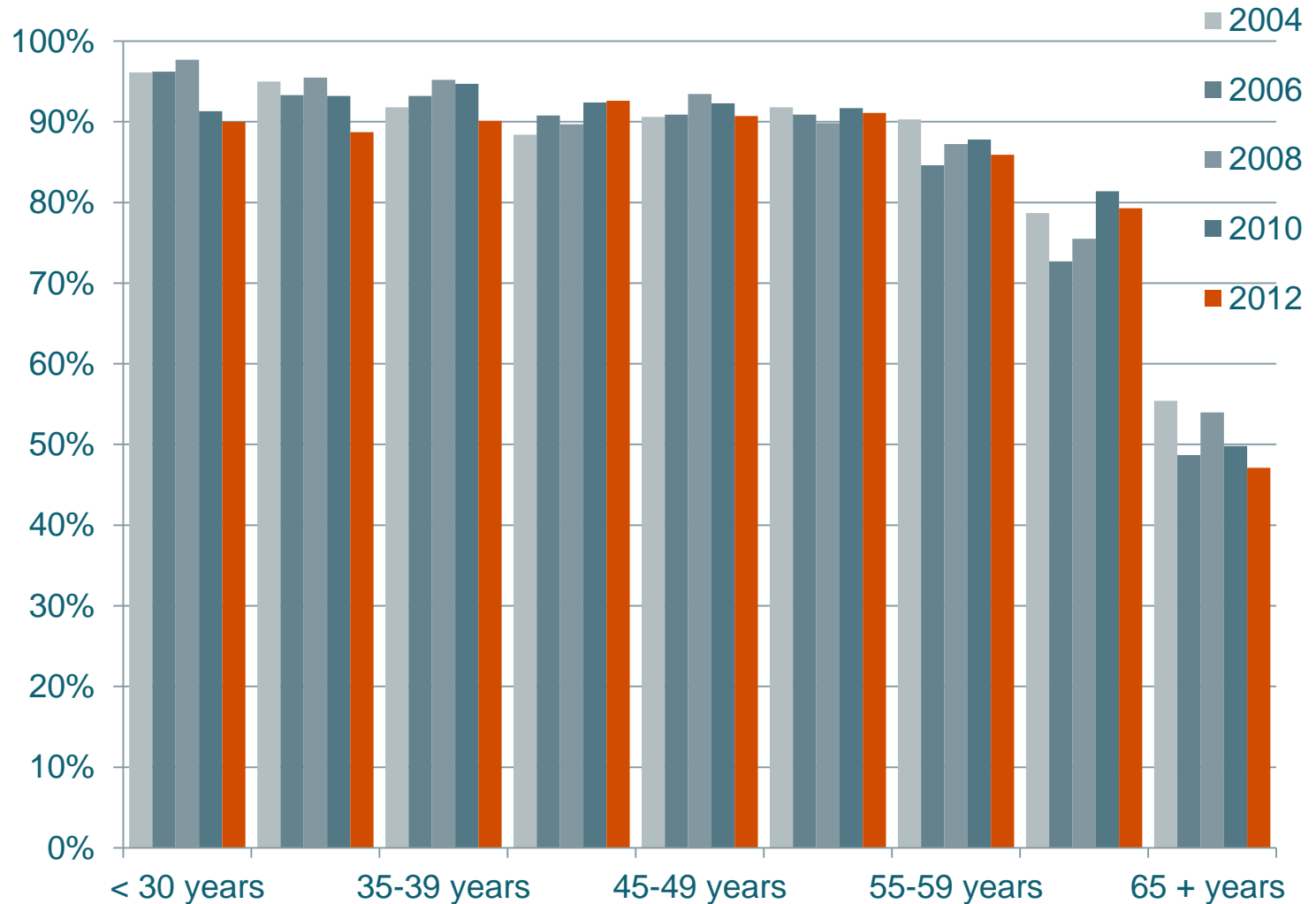
# What does the 2012 RN survey tell us about employment?



15.5% of working nurses have more than one RN job.

Source: California Board of Registered Nursing Survey of RNs, 2012

# Share of RNs employed in nursing by age



Source: California Board of Registered Nursing Survey of RNs, 2012

# What do Deans & Directors think is happening?

*Deans' estimates of the percent of grads from the past year in each employment setting*

Type of degree	2008-2009	2009-2010	2010-2011	2011-2012
Hospital	71.4%	59.0%	54.4%	61.1%
Long-term care	8.4%	9.7%	7.8%	8.3%
Comm/public health	5.4%	3.9%	4.5%	3.6%
Employed in CA	83.4%	81.1%	68.0%	69.6%

Source: California Board of Registered Annual Schools Report, 2011-2012

# Check out our website!

- <http://rnworkforce.ucsf.edu>

## California's RN Labor Market

Home	Supply Data	Demand Data	Education Data	Publications	Resources	About Us
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Home » Demand for RN workforce

### Demand for Nursing Workforce

Survey of CA Chief Nursing Officers

Statewide



In December 2010, 2011, and 2012, CNOs were asked to describe the RN labor market in their area using a rank order scale of 1 to 5, where:

- 5 - low demand for RNs
- 3 - balanced demand/supply
- 1 - high demand for

Counties in this region:  
All counties

#### Full reports:

- [Fall 2010 Report](#)
- [Fall 2011 Report](#)
- [Fall 2012 Report](#)

#### RN workforce

by age

by ethnicity

by region

Demand for RN workforce

RN Education

**Questions?**

**Thoughts?**

**Ideas?**

**Perspectives?**