

The Future of Nursing: At the Breaking Point

IT IS TIME FOR CHANGE

Table of Contents

05 Introduction: Nurses Have Reached a Breaking Point

06 Survey Findings

- 06 Attracted to Meaningful Work
- 08 Understaffing Continues to Cause Dissatisfaction
- 10 Pandemic Experience Adds to Discontent
- 11 Respect and Appreciation are Key Drivers of Engagement
- 12 Employee Retention Initiatives that Work
- 13 Opportunities for Growth and Development
- 14 Critical Skills Required for Success
- 15 Investments in Technology are Needed
- 16 Making Employee Mental Health A Priority
- 20 Nurses Call for Licensure Change
- 20 Future Career Plans
- 22 *Guidance for Students Entering the Profession*
- 24 *Viewpoints On the Future of Nursing*

26 Paving the Way Forward: It Is Time for Change

- 26 Five Ways to Revitalize the Profession

28 About Cross Country Healthcare

29 About the Christine E. Lynn College of Nursing

30 Appendix

- 30 Characteristics of survey participants
- 33 Methodology

Foreword



“The decision to choose nursing is more of a calling than a job. Nurses are tireless in their passion for quality patient care, no matter how challenging their working conditions may be. But the profession has reached a breaking point, and it is well past time that industry leaders come together to create reform to revitalize this essential profession. I invite you to read on to understand more about today’s reality of working as a nurse and recommendations to revitalize this crucial profession.”

JOHN A. MARTINS

President and CEO of
Cross Country Healthcare



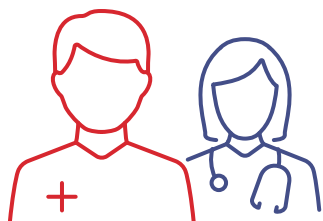
“Despite the many challenges and stressors that have contributed to burnout and nurses being on the brink of a breaking point in their professional careers, nurses and nursing students remain overwhelmingly satisfied with their career choice. Nurses have endured and thrived over the years. The profession as a whole will need a lot more investment of human capital as well as fiscal and other supportive resources moving forward. This national survey has helped to identify innovative ways to improve quality of work and life for current and the next generation of nurses.”

SAFIYA GEORGE,

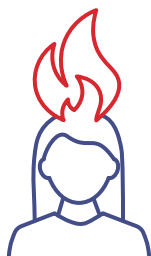
PhD, APRN-BC, FAAN, FAANP, FNAP
Holli Rockwell Trubinsky Eminent Dean
and Professor; Florida Atlantic University
Christine E. Lynn College of Nursing

Executive Summary

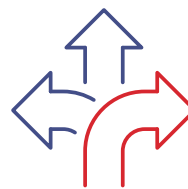
In our third annual nursing survey, we learned that nurses are at a breaking point, and it is long past due that healthcare leaders step up to revitalize this critical profession. The results in this report, “The Future of Nursing: At the Breaking Point,” are based on the responses from nearly 1,500 nursing professionals and students. We learned:



Nurses are **attracted to the profession** for the opportunity to do meaningful work, earn a good income, and the lifestyle it provides.



Understaffing continues to cause **career dissatisfaction**, resulting in nurses feeling stressed, burned out, and overworked.



Nursing students are overwhelmingly **satisfied** with their career choice. However, nearly one in five employed nurses **don't know** if they would follow the **same career path** if they could talk to their former selves.



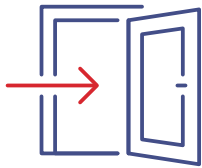
While many healthcare organizations offer opportunities for **growth** and **development**, one in three nurses are unaware if their employer has such opportunities, and one in five said their employer does not.



Almost two in three nurses said their **mental health** was “average” or “not well” and reported symptoms of anxiety, insomnia, and depression.



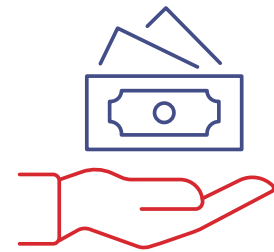
More than four out of five nurses **do not** use mental health or well-being **counseling**, despite employers offering such services.



The nurses' experience with the COVID-19 pandemic has added to feelings of **discontent**, and nearly two in five employed nurses said it dramatically **increased** their desire to **leave** the profession.



Nearly one in two employed nurses and three in five nurses who are not currently working **do not feel respected** by their leadership.



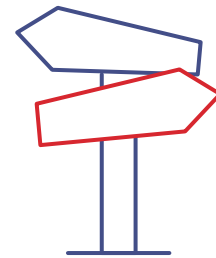
Most nurses overwhelmingly believe that increased pay rates/incentives are necessary to **attract and retain staff** and increase flexible scheduling.



The most common **well-being programs** offered include Employee Assistance Programs, hotlines, employer-paid healthcare, and flexibility and time off.



Both employed and nurses who are not currently working greatly believe in the **value** of national licensure.



Only about one-third of the nurses plan to work in their profession for the foreseeable **future**.

It's time for a change, and healthcare leaders are running out of time. Read on for the full survey results and five recommendations on revitalizing the nursing profession.



Introduction: Nurses Have Reached a Breaking Point

Demand for nurses continues to outpace supply as there is not enough talent. The aging U.S. population has a bifold impact on the nursing profession as nurses and patients grow older. Currently, nurses 65 or older comprise the largest age category in the profession, with the average age of a nurse being 52.¹ As patients live longer, often with multiple chronic illnesses that require increased care, combined with nurses experiencing ongoing understaffing, long hours, and little appreciation, we have a profession that is charged with stress, burnout, and career exodus.

Healthcare leaders are long past due to creating reform for better work/life balance, practical mental health support, and improved working conditions. Nurses have reached a breaking point, and it is time to revitalize this essential profession.

To help healthcare leaders and nurse practitioners understand the current landscape and set strategic priorities, we conducted our third annual nursing survey in partnership with Florida Atlantic University's Christine E. Lynn College of Nursing. We surveyed nearly 1,500 nursing professionals and students. Our research will help to equip healthcare facility leaders and academia, nursing students and professionals with an update on some of the most pertinent issues challenging the viability of this occupation.

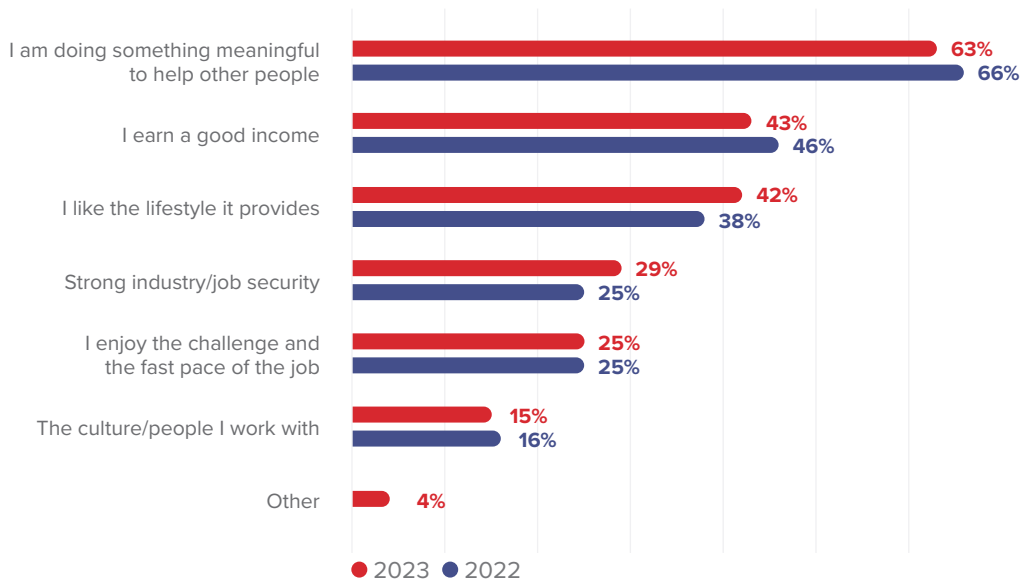
Survey Findings

Attracted to Meaningful Work

Doing meaningful work, earning a good income, and the lifestyle it provides are the main reasons nurses are attracted to their profession. These findings were consistent with last year's study. Doing meaningful work was the most important reason people were attracted to the job, reported by 63% of employed nurses, 81% of nurses not currently working, and 56% of student nurses. One in two (50%) nursing students also shared that they enjoy the challenge and the fast pace of the job.

What do you enjoy most about being a nurse, and why do you stay in the field?

(Employed nurses: Select the top two responses.)



For the employed nurses who selected “other,” some of their reasons included:

The **one-on-ones with patients** are wonderful.

Travel nursing gives me more opportunities to take **vacations**.

I love being a free agent, the **freedom** to choose the work environment and the pay that comes with contracted work.

I get to play with many things and **assist** with bedside procedures.

I really can't imagine doing anything else. **It is who I am.**

ONLY

46% and **51%**
of employed nurses of nurses not currently working

SAID THEY WOULD BECOME NURSES again if they could talk to their former selves.

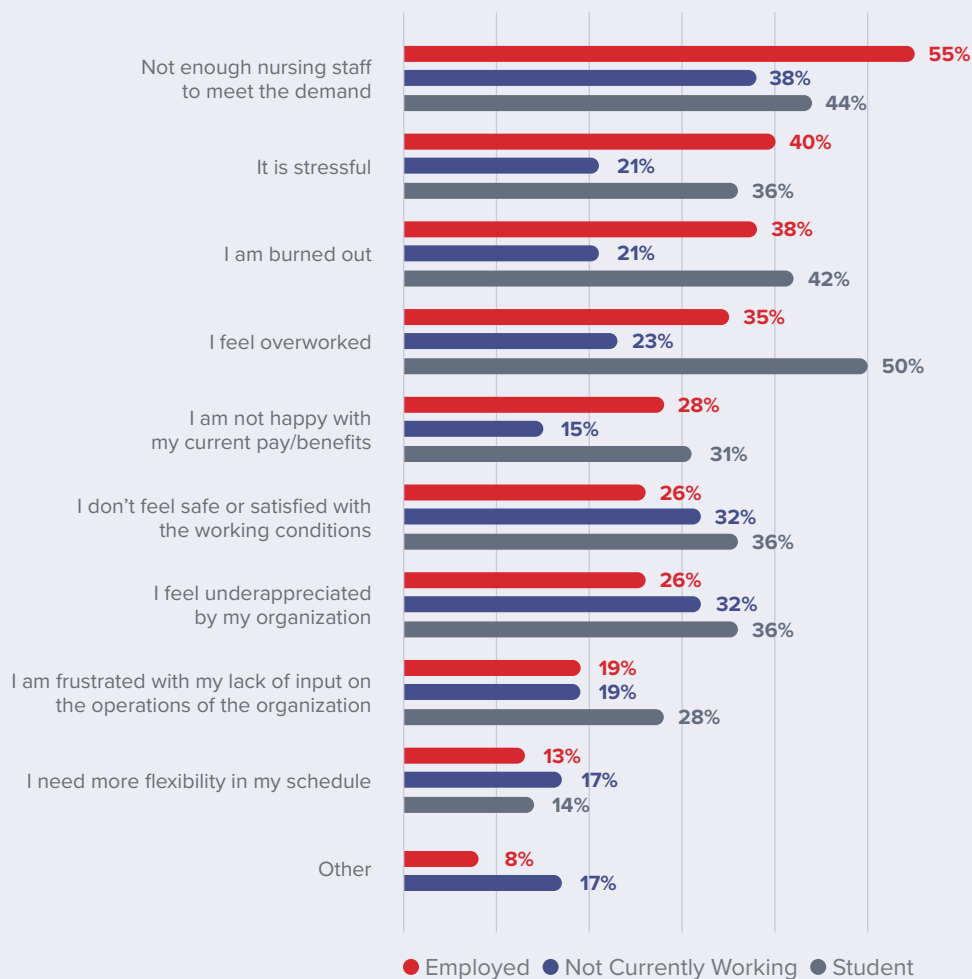


Understaffing Continues to Cause Dissatisfaction

Fifty-five percent of the employed nurses, 38% of nurses not currently, and 44% of the students said there is insufficient staff to meet demand, which they regard as the worst part of the profession. In last year's survey, 53% of employed nurses and 35% of student nurses said the same, reinforcing that understaffing is an ongoing issue and a career dissatisfier for nursing professionals.

A further 40% of the employed nurses said they don't like the stress of the job, and 38% added that burnout is another key dissatisfier, along with feeling overworked (35%). These results were slightly elevated over last year's survey at 39%, 35% and 31%, respectively.

What do you least enjoy about being a nurse? (Select the top two responses.)



Dissatisfaction with pay/benefits, safe working conditions and being appreciated also ranked high for more than one in four employed nurses. The nurses not currently working were more likely to be concerned with safety and working conditions (40%) and underappreciated (32%) than the employed nurses (26% and 26%, respectively).

Student nurses said feeling overworked (50%) was what they least enjoyed about work, followed by getting burned out (42%). Student nurses were also more likely to feel frustrated with the lack of input on the operations of the organization (28%) compared to employed (19%) and nurses not currently working (19%).

For the employed nurses who selected “other,” some of their reasons included:

Population getting more **difficult** and ratios increasing.

Disorganization and lack of preparation for nursing **education**.

Other healthcare professions **do not respect** nursing expertise.

Lack of on-the-job training.

Nurses are way too **underpaid**.

Patient **ratios** are too high.

For the nurses not currently working who selected “other,” some of their reasons included:

Politics.

Violence from patients and families. I have been **assaulted** too many times.

Passive aggressive **bullying**.

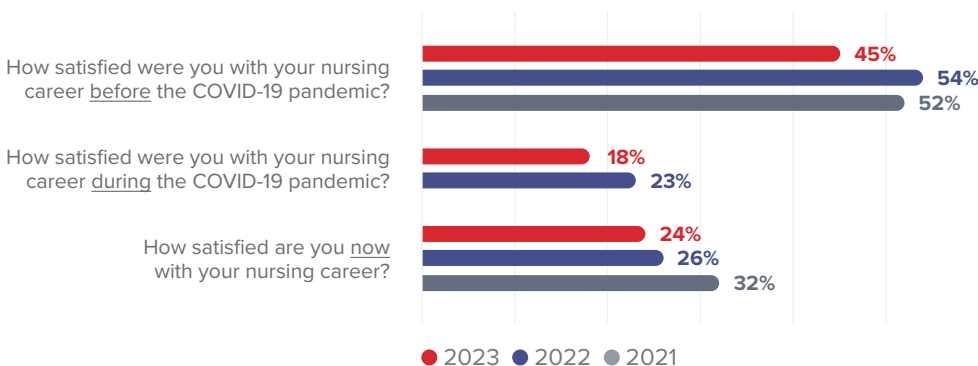
Pandemic Experience Adds to Discontent

Forty-five percent of the employed nurses said they felt completely/very satisfied with their careers before the COVID-19 pandemic, lower than how the nurses reported feeling in 2022 (54%) and 2021 (52%). However, only 18% said they felt the same way during the pandemic, and only about one in four (24%) feel completely/very satisfied with their nursing career now. Eleven percent of the employed nurses said they were unsatisfied with their careers.

When looking at the responses from the nurses not currently working, 51% said they felt completely/very satisfied with their careers before the COVID-19 pandemic. Only 17% said they felt the same way during the pandemic, and 13% feel completely/very satisfied with their nursing career now. Thirty percent of nurses who are not currently working said they were unsatisfied with their careers.

Ninety-three percent of student nurses said they are satisfied (very/somewhat/satisfied) with their decision to become a nurse.

Which of the following statements best describes how your career perspective has changed since the pandemic? (Employed nurses: Responses for “completely/very satisfied.”)

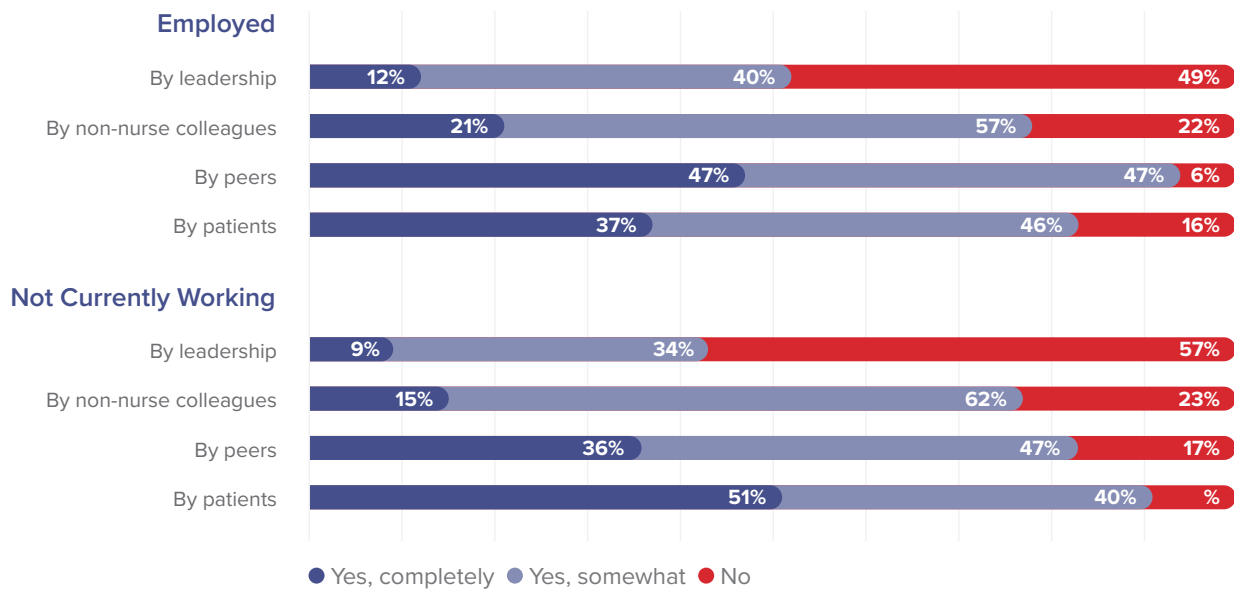


A startling 37% of employed nurses said, “My desire to leave the profession has increased dramatically since the COVID-19 pandemic,” a significant increase over the 2022 (28%) and 2021 (29%) findings. Twenty-eight percent of nurses not currently working said they also felt this way. A further 12% of employed nurses are planning to leave the profession for another career, along with 15% of nurses not currently working, consistent with last year’s results. Positively, 27% of employed and 17% of nurses not currently working said they are not considering leaving the profession, up from 13% in 2022.

Respect and Appreciation Are Key Drivers of Engagement

Feeling valued and respected at work by leadership, patients and peers can lead to more robust motivation, commitment, and purpose. However, 49% of employed nurses said they do not feel valued and respected by their leadership and only feel completely respected by their peers (47%) and patients (37%). These feelings were heightened for the nurses not currently working, with 57% reporting they did not feel valued or respected by leadership or their peers (17%). However, 51% of the nurses not currently working felt entirely respected by patients. We did not ask this question of the student nurses.

Do you feel valued and respected?



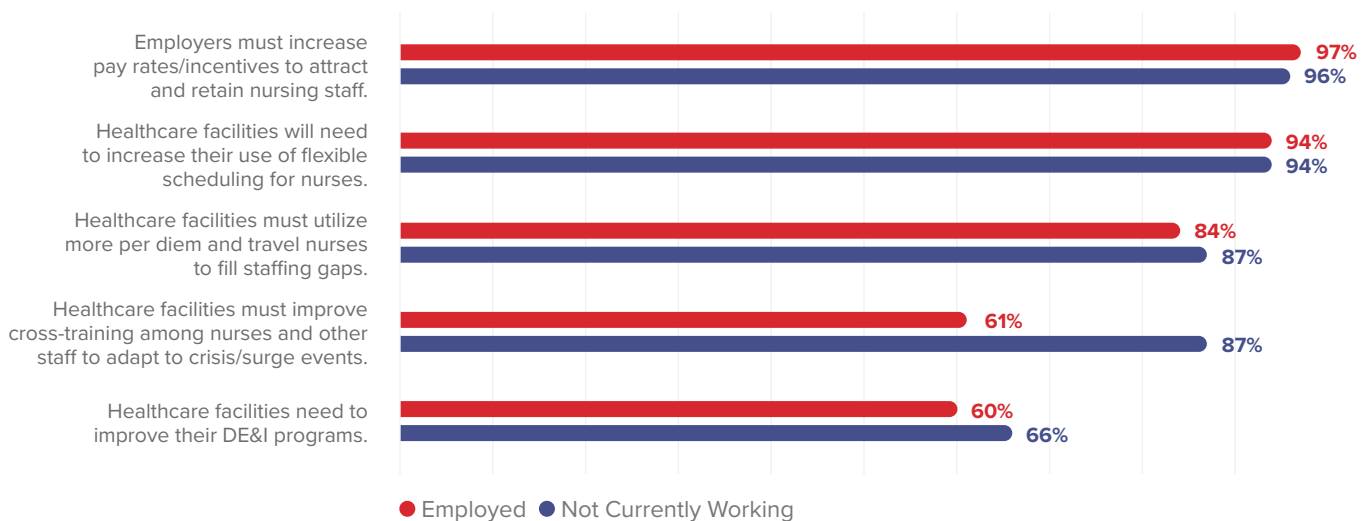
When asked how nurses prefer to be shown appreciation, the overwhelming majority said financial benefits or rewards (77% for employed and 68% for nurses not currently working), followed by recognition and appreciation by coworkers and managers (47% for employed and 66% for nurses not currently working).



Employee Retention Initiatives That Work

Healthcare organizations must look for strategies and policies to help retain happier and healthier staff. According to the nurses surveyed, the most prominent areas for improvement include compensation and staffing levels. When asked how healthcare employers will need to change in the future, 97% of employed and 96% of nurses not currently working agree that increased pay rates/incentives are necessary to attract and retain nursing staff. Additionally, 94% of employed nurses said healthcare facilities would need to increase their use of flexible scheduling for nurses. Other areas of importance included using more contingent staff, providing cross-training, and improving diversity, equity, and inclusion (DE&I) programs.

To what degree do you agree with the following statements about how nursing and healthcare employers must change? (Responses for “completely/somewhat agree.”)

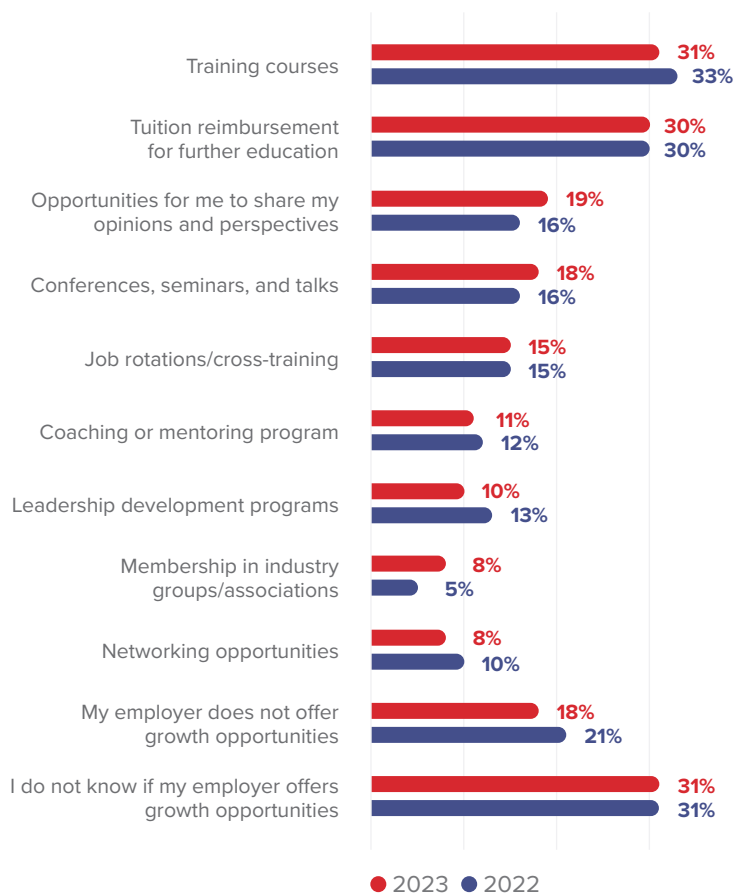


Opportunities for Growth and Development

Training, growth, and education never end in the healthcare arena. There are always new techniques, medications, procedures, and skills to be learned. Education is a requirement to keep fresh and current. Continuing education is necessary for all healthcare providers.

While many employers offer growth and development opportunities, 31% of employed nurses said they were unaware if they offer any such programs, and 18% said, “My employer does not offer growth opportunities.” These findings were 30% and 36% for nurses not currently working, respectively. The most popular programs offered included training courses, tuition reimbursement, and opportunities to share perspectives and options. These findings were consistent with last year’s survey results.

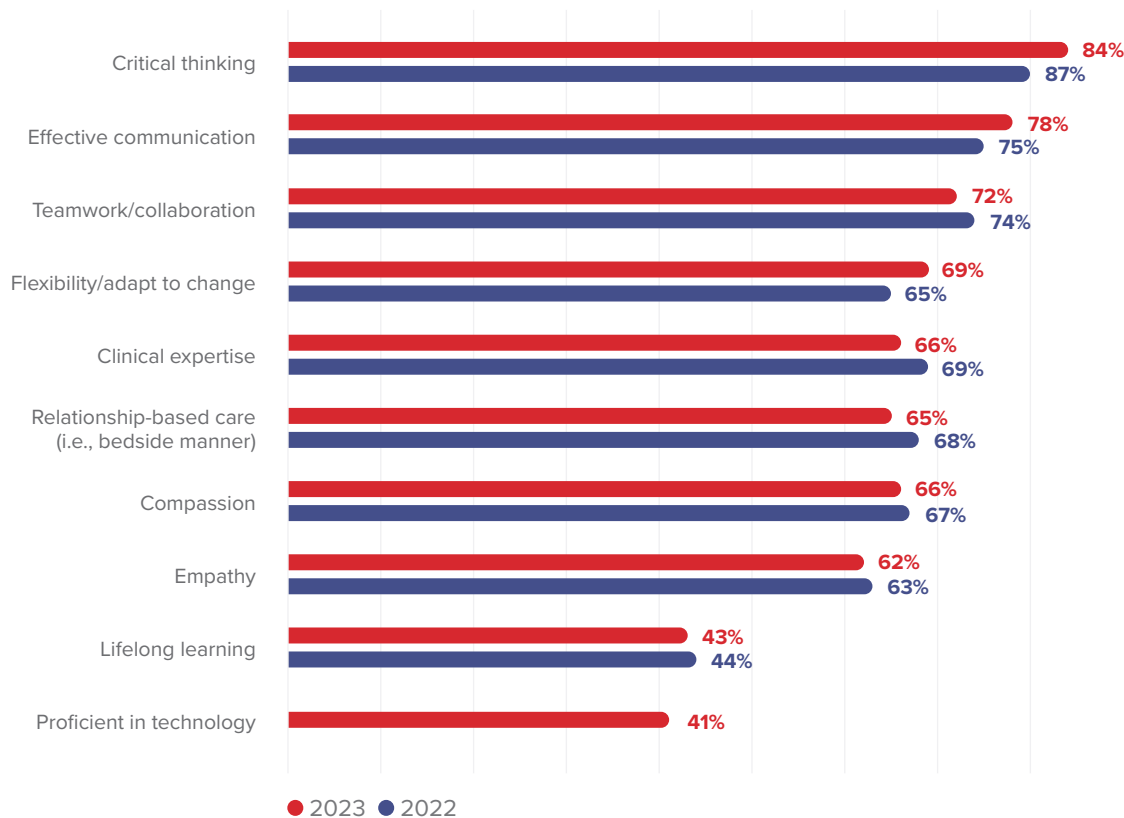
What growth opportunities for career advancement and development does your employer offer? (Employed nurses: Select all that apply.)



Critical Skills Required for Success

The essential skills employed nurses say are most crucial to delivering quality patient care include critical thinking, effective communication, teamwork/collaboration, clinical expertise, relationship-based care, and compassion. These findings were consistent with last year’s study. However, the nurses not currently working ranked effective communication and teamwork as the primary skills required for success. These findings are consistent with the 2022 survey.

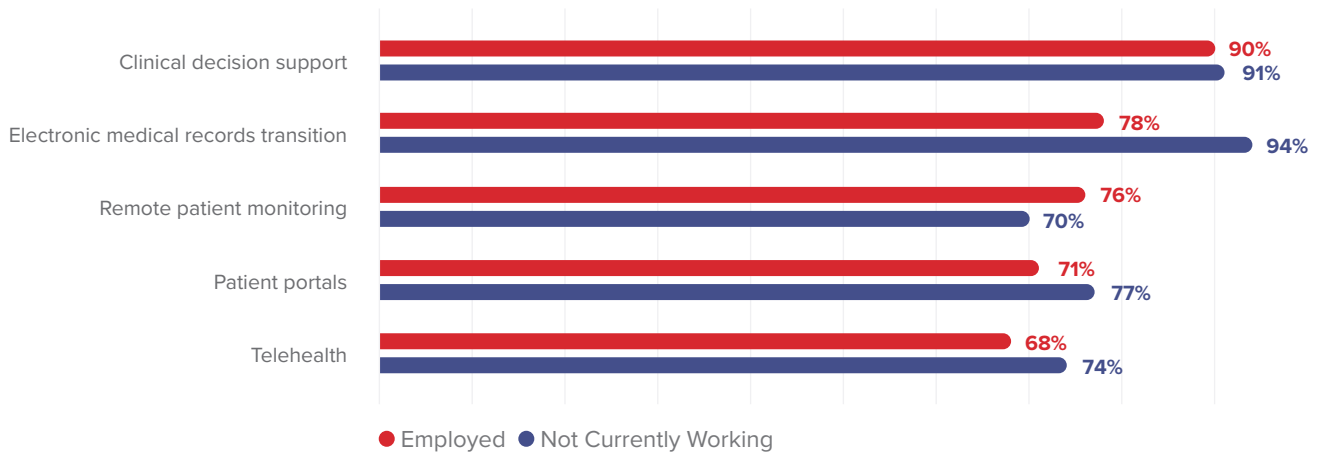
Which skills are the most important in the patient care you provide? (Employed nurses: Select all that apply.)



Investments in Technology Are Needed

Most nurses believe that more technology investments are needed for healthcare organizations rather than less. Employed nurses ranked clinical decision support at the top of the list, whereas nurses who aren't currently working ranked electronic medical records transition first and clinical decision support second.

Top Five Technology Investments Needed (Reported as "more resources" needed.)

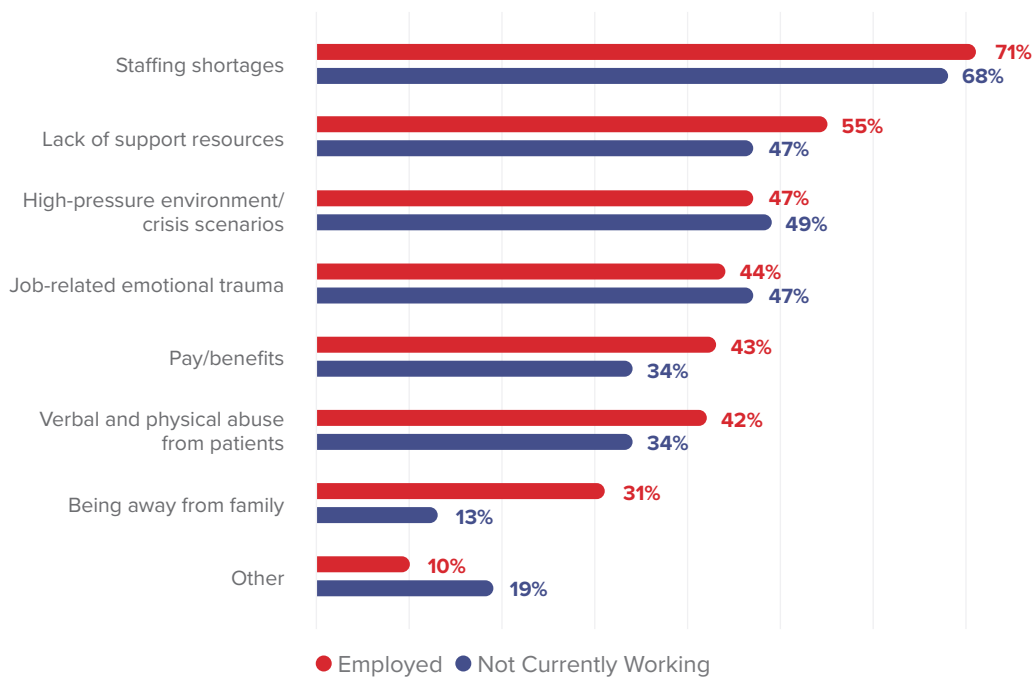


Making Employee Mental Health A Priority

Forty-seven percent of the employed nurses reported their mental health as “average,” followed by 14% who said it’s “not well.” Frequent symptoms included anxiety (46%), insomnia (36%) and depression (32%). The leading cause for poor mental health was staffing shortages (71%), followed by a lack of support resources (55%).

In comparison, 45% of the nurses not currently working reported their mental health as being “well.” The symptoms related to their mental health were also less than those reported by the employed nurses.

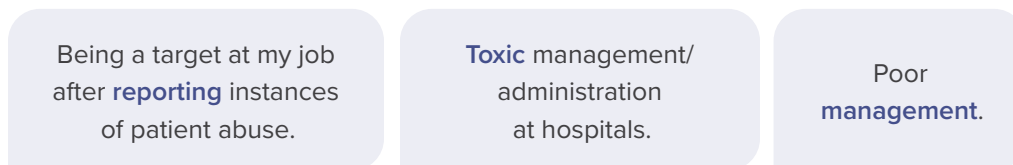
What affects your mental health?



Of the “other” verbatim comments provided by the employed nurses, responses included:



Of the “other” verbatim comments provided by nurses who are not currently working, responses included:

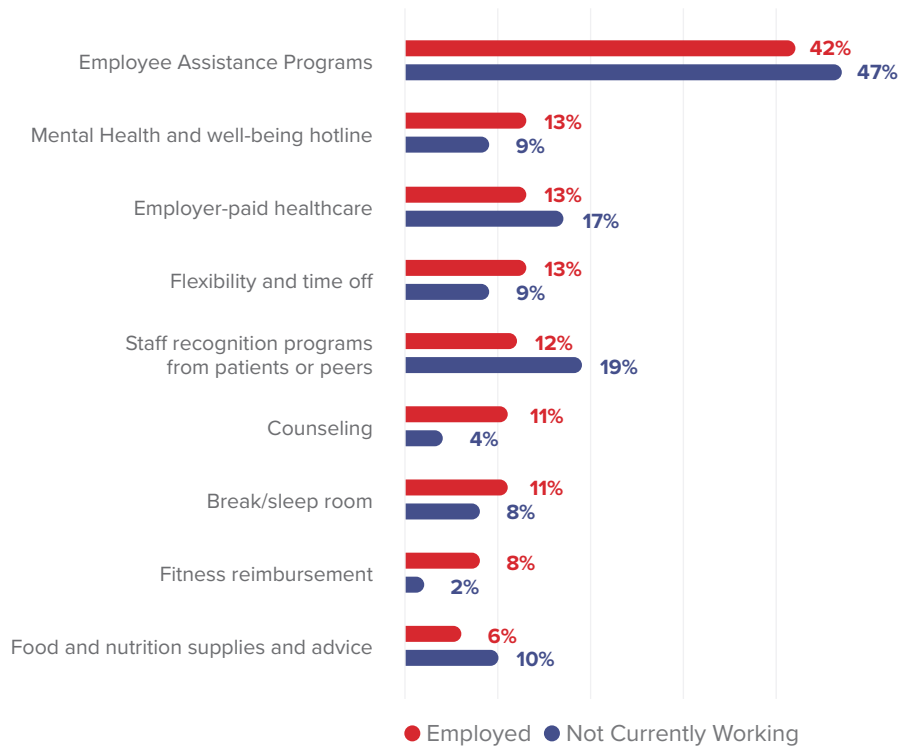


Most employed (83%) and nurses not currently working (87%) do not receive mental health or well-being counseling. Of the 17% who said they receive counseling, one in five employed nurses (20%) said they find counseling helpful, and 15% of nurses who are not currently working. Nearly one in two students (47%) actively use their school’s mental health resources, and 53% said they find them helpful. If the students aren’t using the resources offered, it is mainly due to being too busy or uncomfortable asking for help.

Many employers (40%) offer employees mental health and well-being resources, although 43% of employed nurses said they “don’t know” if their employer provided this type of assistance. Only 10% said they actively use the available resources, and 11% said they find them helpful. The main reasons the employed nurses are not using the resources offered are due to being too busy (17%), not believing they are helpful (12%), and the type of support they need is not available (10%).

The most common programs offered, as reported by the employed nurses, included Employee Assistance Programs (42%), a mental health and well-being hotline (13%), employer-paid healthcare (13%), and flexibility and time off (13%).

Mental Health and Well-Being Services Offered by Employers



61%

of student nurses said their school offers mental health and well-being resources, including student assistance programs, gym and fitness resources, counseling, food and nutrition services, and a mental health and well-being hotline.

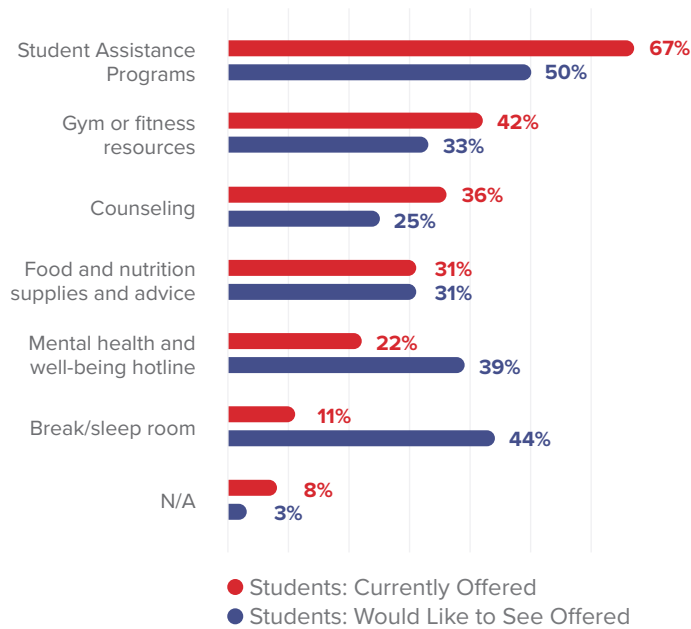
42%

of students said they **DON'T USE** the resources offered because they "don't believe they will be helpful."

47%

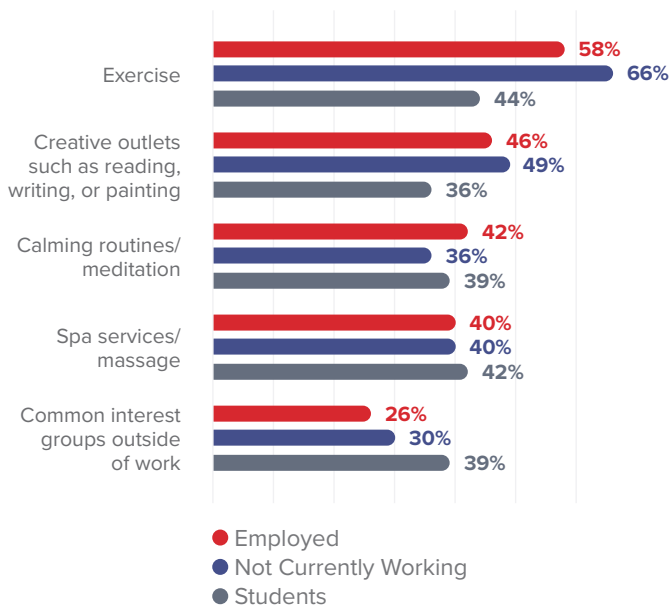
of students **USE** the mental health offerings from their school, and **53%** find them useful.

Mental Health and Well-Being Services Offered at Schools



Most nurses in the study reported conducting some form of self-care.

Top Five Self-Care Activities



Explore Bernalong

Did you know that Cross Country Healthcare offers nursing professionals a health and wellness platform to ensure they are equipped with resources for physical health, mental health, financial stability, sleep, nutrition, and more while they are on assignment through us?

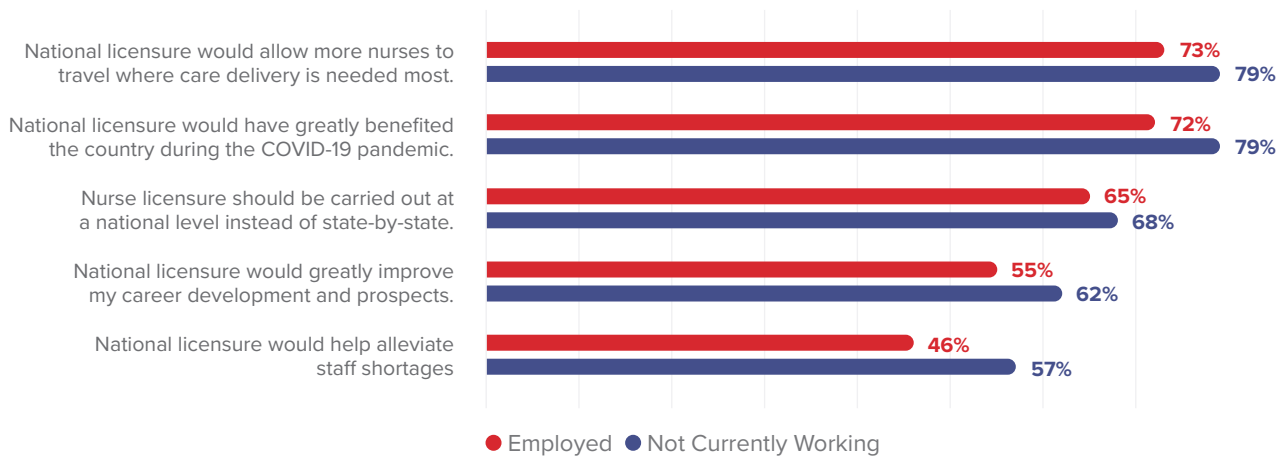
Bernalong is a health and wellness program used by universities, hospitals, and companies of all sizes and has been described by INC Magazine as, “Wellness that works.” It can be downloaded to your phone, tablet, computer, and smart TV. The app gives instant access to on-demand and live video classes from over 1,000 instructors spanning more than 45 health and wellness categories for every age, interest, and skill level. In addition to fitness, you will also find nutrition, mindfulness, parenting, sleep, addiction, and financial wellness training. Classes range from 5 minutes to more than 60 minutes. You can even invite up to four additional family members or friends to participate in your membership at no cost.

bernalong

Nurses Call for Licensure Change

The findings from the 2023 study are consistent with prior studies and reinforce nurses’ compelling desire for a centralized licensure system versus a state-by-state function. Seventy-two percent of employed nurses and 79% of nurses who are not currently working believe that “national licensure would have greatly benefited the country during the COVID-19 pandemic,” up from 70% in 2022.

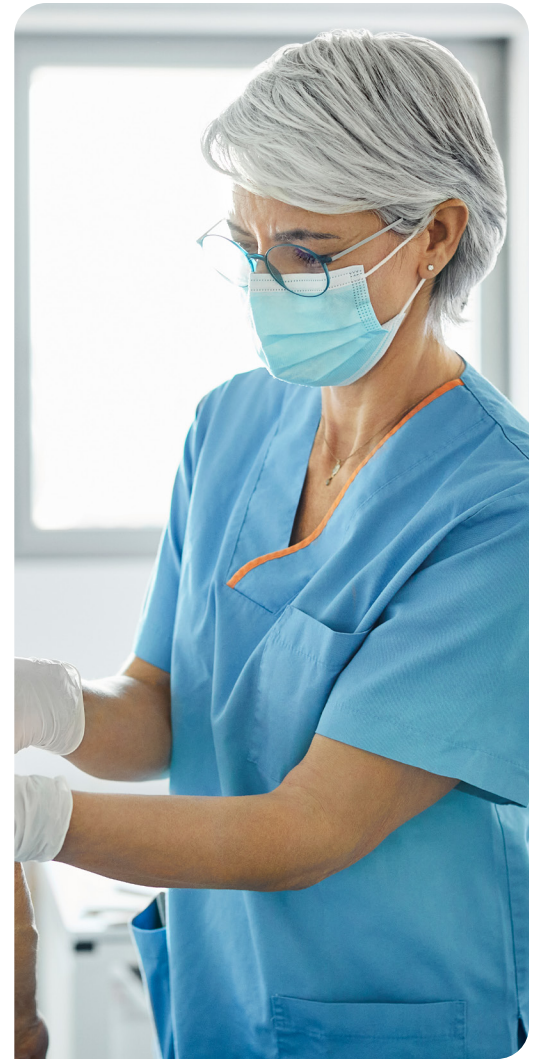
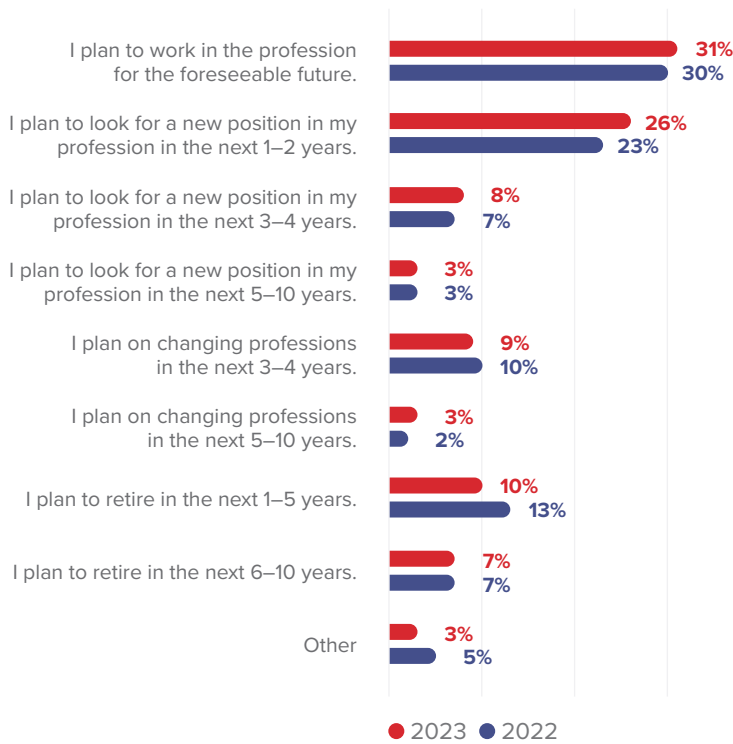
How strongly do you agree with the following statement? (Responses for “completely agree.”)



Future Career Plans

Thirty-one percent of the employed nurses said they plan to work in their profession for the foreseeable future, although 26% plan to look for a new profession in one to two years and 10% plan to retire in one to five years. These findings are consistent with prior years. Further, 26% of the nurses not currently working said they plan to work in this profession for the foreseeable future, although 19% plan to retire in one to five years. Sixty-one percent of student nurses plan to graduate nursing school and find a nursing job as soon as possible, and 28% plan to graduate but may consider entering a different profession.

What best describes your career plan? (Employed nurses.)



For the employed nurses who selected “other,” some of their verbatim responses included:

- I plan to **leave** this profession as soon as I can **afford** to.
- I am already **retired**, but I plan to work **per diem** for the next five years.
- I am contemplating adding a **secondary, non-medical** career.

For the nurses not currently working who selected “other,” some of their verbatim responses included:

- I plan to **get out** of nursing due to **bad management** throughout the system.
- I plan on **changing** careers as there is no place for **disabled** nurses in nursing.
- I plan to work **part-time** as a social worker.

Guidance for Students Entering the Profession

We asked the nurses what advice they would offer students entering the profession, and the input was enlightening. Responses from the employed nurses included:

“Always be **compassionate** and appropriate in your approach to the patient, and always **explain yourself** to them regarding your direct hands-on service. **Respect** them — they are your judges and jury.”

“Take your time, do your best, and treat **patients** like your **family**.”

“Always be willing to **learn** — I learn something new every day. Never be afraid to ask for help or **ask questions**. Keep an open mind no matter how stressful your day may be. Try to stay **positive** and know that you are there making a **difference**.”

“Make sure your **head and heart** are in it. It isn’t easy. It’s emotionally messy, critical thinking-heavy, and complicatedly compassionate at the same time. Make sure you have a **support system**; you will need them.”

“Keep your head down and be **humble** but stay **strong**. Don’t alienate the nurses who have worked at the job for decades. Learn the good habits from them and politely avoid the bad habits but keep your **eyes open** for new education. You can learn from everything and everyone.”

“Accept all the **experiences** that you can from every specialty.”

“**Prioritize** mental health. Don’t allow management to guilt trip you into working overtime.”

“Fight for better **pay** and lower patient **ratios**.”

“Keep going; it gets **better**. If you don’t like it, try something else. Nursing **possibilities** are endless.”

“Start with medical/surgery, then explore nursing specialties of interest. Seek what **drives** you most in spirit. Knowledge will come with time and experience. Above all, **listen** and **observe**. Critical thinking is imperative, but you work from your **heart**.”

“Remember that every paycheck you receive is made possible by the patients you serve. Always remain **professional** behind the Nurse’s Station and in front of the patients and family. Remain **calm** during an emergency and think the steps through. Always get help, ask for help, and **advice** from fellow nurses and supervisors. Especially if you are not familiar with something or you are overwhelmed. Call the pharmacy about drugs if they are new to you.”

“Give the **best care** possible, ask for **help** when needed, and remember that nobody’s perfect — we are all human.”

“Don’t do it unless you really **care**.”

“Work/life **balance**! You need to watch out for your own **mental health** and well-being.”

The student nurses were asked what advice they would give to people considering nursing school. Responses included:

“Before applying for nursing school, you must **think carefully** because the work will be very hard, and you must have a sense of **responsibility**.”

“You must have **patience**.”

“Time **management**.”

“**Self-care** is very important.”

“Genuinely **research** what nursing entails (positive and negative) before jumping onboard. It is **rewarding** and highly **diverse** but may not always be as expected/planned.”

“Don’t be discouraged; it’s an industry full of **opportunities**.”

“Understand that **nursing** does not stop at the bedside. Nursing is a word that encompasses an entire **world** of opportunities.”

“**Never** give up.”

“You have to **love** what you do.”

“**Study** hard.”



Viewpoints On the Future of Nursing

The nurses were also asked where they see the future of nursing going. Some of the verbatim responses from the employed nurses included:

“This is difficult to answer because the profession **differs** from hospital to hospital. I believe ratios will need to be mandated **nationally** at some point, or else we will see very poor patient **outcomes** as crowding continues. Traveling will become even more common as pay structures struggle to keep up with **inflation**.”

“Downhill. It’s about to be a **disaster** if nothing is done to improve the current state.”

“High **turnover** of new and experienced nurses until staffing levels are adequate.”

“Knowledge in healthcare has exploded, so I, unfortunately, see more demand for **specialization**.”

“Phasing **out**. Unless they do something about the pay to recruit and retain nurses, nurses and students will **jump ship** and work in different professions with less stress, risks, overburden, and better pay.”

“We will be even more **short-staffed**.”

“**I’m afraid** of where the profession is headed! As this shortage continues, fewer qualified candidates will be doing nurses’ jobs in the future. I saw this during the pandemic! It was so crazy at the front of COVID that some people dealing with critical patients had **no clue** what they were doing. It was scary, and I think healthcare in this country will continue to **deteriorate**. So I warned all my family and friends not to get sick enough to go to a hospital. Stay well at all costs.”

“Nursing will never go away, but nurses are **burning out** faster than in years past due to staffing shortages, low pay scales, and unsafe nurse/patient ratios. When one becomes a nurse, they are not likely to stay in the field as long as nurses have in the past.”

“Nursing is becoming more and more of a **rotating** profession. Companies are too focused on recruitment rather than **retention**.”

“Nursing is engaged in **self-sabotage**, where we are pressuring people to go back for advanced degrees and creating a massive **shortage** of bedside RNs.”

“**Downhill fast**. Nursing shortages will increase as the staff/patient ratio increases.”

“If pay/benefits don’t increase for staffing, they will only **worsen**.”

“Burnout and understaffing lead to subpar patient care, leaving nurses with **compassion fatigue**.”

“The lack of respect and value the hospital administrators show us is **disheartening**.”

“Nursing has a **safe future**, and I see nurses branching out, advancing their skills, and becoming nurse practitioners.”

“The nursing **shortage** seems to worsen with time, which causes **burnout**.”

“The **quality** of nurses coming out of school has **diminished** drastically.”

Some of the verbatim responses from the student nurses included:

“As more and more healthcare institutions emphasize **practical** experience, nursing schools will also begin to focus more on **clinical** and hands-on training to prepare students for real-world situations.”

“Nursing schools may also **collaborate** with other healthcare disciplines to provide **multidisciplinary** education and prepare nurses to work effectively as part of a healthcare **team**.”

“With the continuous development of technology, nursing schools will have to keep up with the times by **integrating technology** and digital education into nursing education to help students better grasp relevant knowledge and skills. This may include online learning, virtual reality technology, and simulation training.”

“Increased attention to health **equity**, social determinants of health, and care of **minority** groups, e.g., trans people.”

“Nursing schools will likely focus more on **diversity** and **inclusion** to ensure students are prepared to provide **culturally competent** care to patients from diverse backgrounds.”

“I think being able to **shadow** from your freshman year can help college students decide if they want to enter the healthcare profession if that is truly what they want to do.”

“I see that a bachelor’s **degree** will be mandatory in the future.”

“Developing new **technology** to enhance the **safety** of nurses.”

“**Travel** nursing is getting bigger and bigger.”





Paving the Way Forward: It Is Time for Change

Nursing is a profession in crisis, and the fallout extends to the impact on the quality of patient care. Our survey results of nearly 1,500 employed, not currently working, and student nurses point to ongoing challenges that the profession faces, with little proof that staffing levels, working conditions, and well-being are being addressed at the needed level required to revitalize the profession. Nurses indicate that they are overworked, disrespected, questioning their career choices, and evaluating opportunities. It is time for a change.

Five Ways to Revitalize the Profession

1. Create New Opportunities for Education

Nurses require years of education before being qualified to care for patients. We need to identify new pathways at the high school, undergraduate and postgraduate levels to expedite and open up the supply of nurses. Include experiential training in the learning phase to help nursing students understand the reality of doing the work and improving patient outcomes. We must also recruit more nursing faculty to educate and train the next generation of nurses.

2. Offer Flexibility and Awareness of Growth Opportunities

When it comes to patient safety, following rigorous guidelines is paramount. However, we can afford to be more flexible with career mobility and growth. Open every door to expedite the transition from the university to the hospital floor and offer more fluid career paths that match individual skills and ambitions to evolve and grow with the person.

Invest in awareness programs so you don't leave it to chance that nurses know what career growth opportunities are offered. Instead, tune in with surveys and learn listening techniques to understand what development opportunities are needed and valued to align growth opportunities with today's reality.

3. Invest in Retention Strategies and Well-Being Initiatives That Matter

Focus on enriching current and future nurses' working conditions and mental health to ensure long-term satisfaction and subsequent retention. Be sure nurses have a voice in helping to create what works for them. This requires resources and support to address nurses' physical and emotional impact and education so that they are aware of the available resources and insights to know if what's offered isn't being used and why.

Lean into cultural nuances and biases at all levels of the organization and their influence on the respect and appreciation that nurses receive. Implement initiatives with measurable and actionable data that focus on making longstanding impacts on the individuals and the profession over time. Chief Wellness Officers are pivotal in leading this change.

4. Technological Innovation Will Drive the Future

Investments in technology are needed to secure future success by improving efficiency and accuracy. Use technology to understand better equitable workforce distribution, workflow management, employee satisfaction and well-being, and patient safety. Implement AI to reduce human interaction with routine and redundant tasks. This will keep nurses happier and provide them with greater job satisfaction.

5. Explore Innovative Staffing Models

Understaffing continues to plague the profession and be the consistent root cause of stress and career detraction. Explore innovative and flexible staffing models, including travel and per diem nurses, to provide agility and continuity of quality patient care.

The demand for patient care is increasing exponentially. Therefore, we must change how we educate, train, hire, manage, respect, and appreciate nurses. We need to unite as an industry and revitalize this vital healthcare profession.

About Cross Country Healthcare

Cross Country Healthcare, Inc. is a leading tech-enabled workforce solutions and advisory firm with 36 years of industry experience and insight. We solve complex labor-related challenges for customers while providing high-quality outcomes and exceptional patient care. As a multi-year Best of Staffing® award winner, we are committed to an exceptionally high level of service to our clients, our homecare, education, and clinical and non-clinical healthcare professionals. Our locum tenens line of business, Cross Country Locums, has been certified by the National Committee for Quality Assurance (NCQA), the leader in healthcare accreditation, since 2001. We are the first publicly traded staffing firm to obtain The Joint Commission Certification, which we still hold with a Letter of Distinction. Cross Country Healthcare is rated as the top staffing and recruiting employer for women by InHerSights, and Certified™ by Great Place to Work®.

For three consecutive years, Cross Country has received the Top Workplaces USA award from Energage and has also been recognized with the Top Workplaces Award for Diversity, Equity & Inclusion Practices and the Top Workplaces Awards for Innovation and Leadership. Cross Country has recently been awarded the Women Executive Leadership Elevate Award, recognizing gender diversity in our Boardroom. We have a history of investing in diversity, equality, and inclusion as a key component of the organization's overall corporate social responsibility program, closely aligned with its core values to create a better future for its people, communities, and its stockholders.

About the Christine E. Lynn College of Nursing

FAU's Christine E. Lynn College of Nursing is nationally and internationally known for its excellence and philosophy of caring science. The College was ranked No. 11 nationwide by US News and World Report in 2021 for "Best Online Master's in Nursing Administration Programs" and No. 32 for the "Best Online Master's in Nursing Programs." In 2020, FAU graduates earned a 95.9% pass rate on the National Council Licensure Examination for Registered Nurses (NCLEX-RN®) and a 100% AGNP Certification Pass Rate. The baccalaureate, master's and DNP programs at Florida Atlantic University's Christine E. Lynn College of Nursing are accredited by the Commission on Collegiate Nursing Education. The College is the only one in the U.S. to have all degree programs endorsed by the American Holistic Nursing Credentialing Corporation.



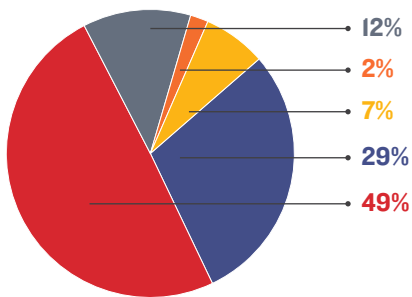
APPENDIX I

Characteristics of Survey Participants

Responses from employed nurses

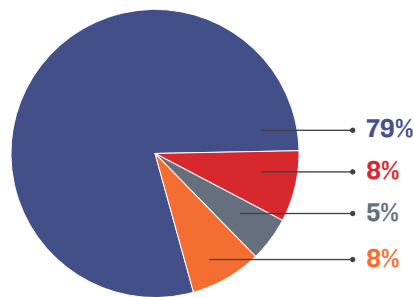
What educational degree do you hold or are you pursuing?

- Associate's
- Bachelor's
- Master's
- Doctoral
- Other



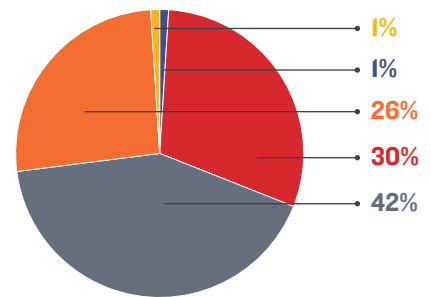
Which of the following best describes the nursing specialty you are working in or pursuing in school?

- Registered Nurse
- Licensed Practical Nurse
- Nurse Practitioner
- Other



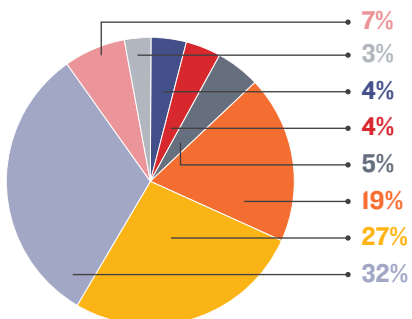
Which category below best defines your age?

- 18-22
- 23-38
- 39-54
- 55-73
- 74+



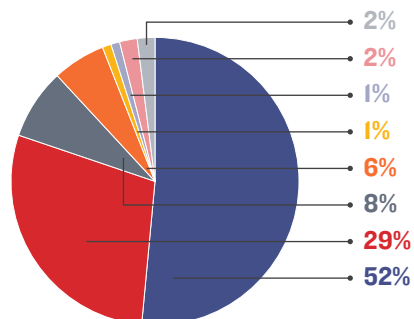
What is your approximate annual income?

- Less than \$26,500
- \$26,500 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 to \$199,999
- \$200,000 or more



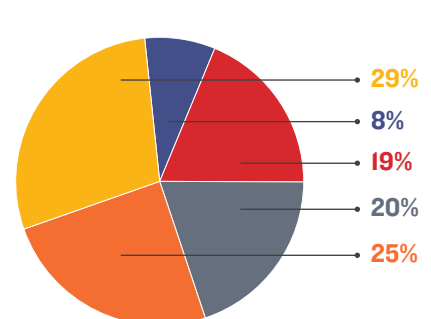
How would you best describe yourself?

- White or Caucasian
- Black or African American
- Hispanic or Latino
- Asian or Asian American
- American Indian or Alaska Native
- Native Hawaiian or other Pacific Islander
- Another race
- Other



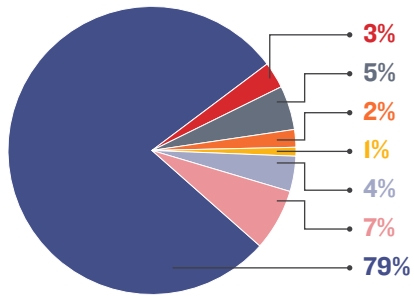
How many years have you been in practice?

- 0-2
- 3-5
- 6-10
- 11-20
- 21+



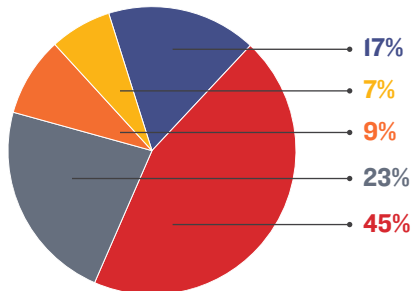
What is your employment status?

- Currently employed as a nurse
- Full-time student
- Full-time student while working in my field
- Part-time student
- Student "extern" employed in my field
- Part-time student while working my field
- Nurse but not currently working



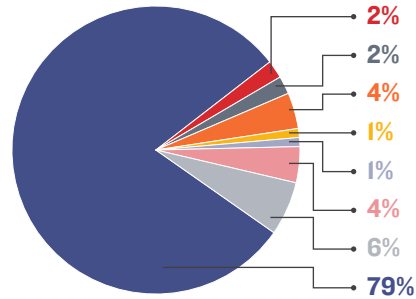
What is the size of your healthcare organization?

- 1-100 beds
- 101-500 beds
- 501-1,000 beds
- 1,001+ beds
- Other



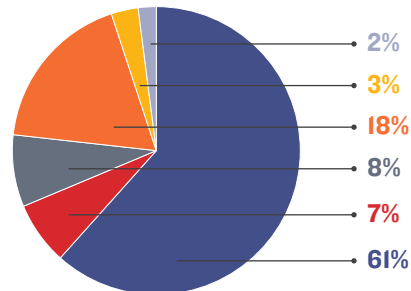
What best describes the organization where you are currently employed?

- Hospital
- Medical Group Practice
- Home Health
- Assisted Living/Nursing Home Facility
- Individual Practice
- Hospice
- Outpatient/Clinic
- Other



What role are you in?

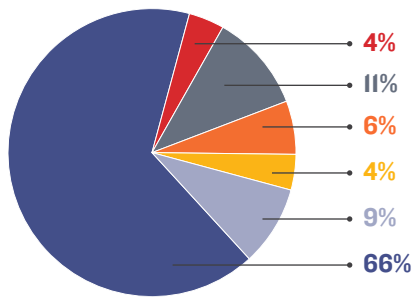
- Travel nurse
- Per diem
- Local contract
- Permanent
- Part-time
- Other



Responses from unemployed nurses

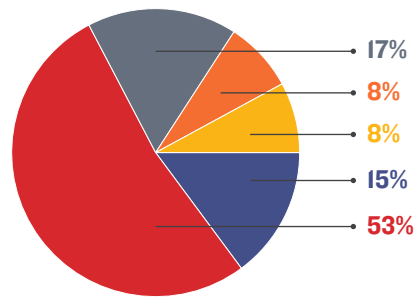
What best describes the organization where you were previously employed?

- Hospital
- Home Health
- Assisted Living/Nursing Home Facility
- Hospice
- Outpatient/Clinic
- Other



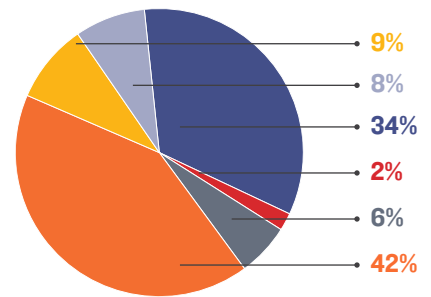
What is the size of the healthcare organization where you were previously employed?

- 1–100 beds
- 1,001+ beds
- 101–500 beds
- Other
- 501–1,000 beds



What role were you in?

- Travel nurse
- Permanent
- Per diem
- Part-time
- Local contract
- Other

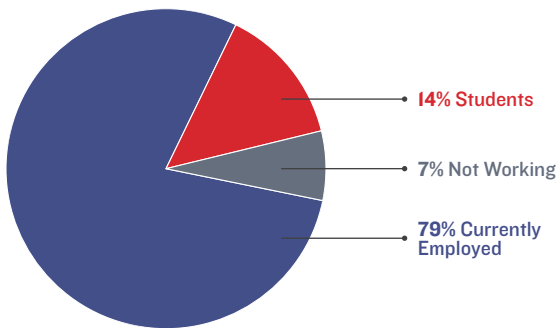


Methodology

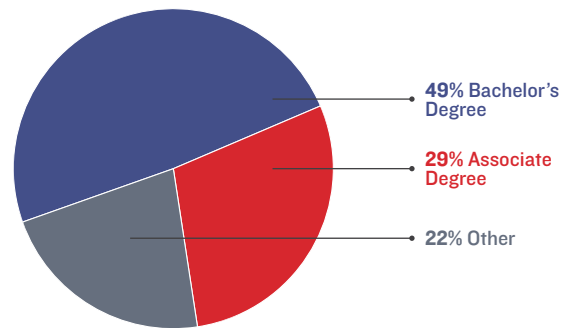
This national survey was conducted with 1,476 nursing professionals and students at healthcare and hospital facilities. The online survey was conducted between February 22 and April 14, 2023, in partnership with Florida Atlantic University's Christine E. Lynn College of Nursing.

Survey respondent characteristics

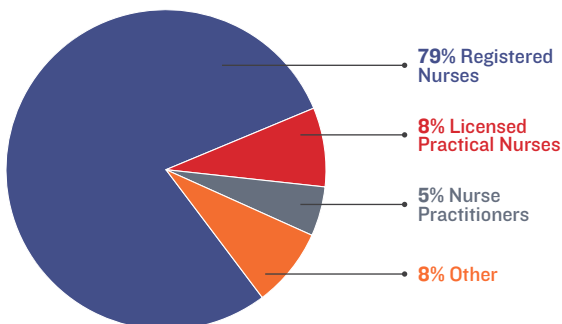
79% were currently employed, 14% were students, and 7% were not working.



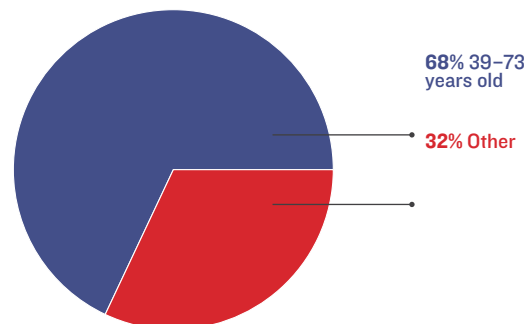
Most respondents had completed a bachelor's degree (49%), and 29% had completed an associate degree.



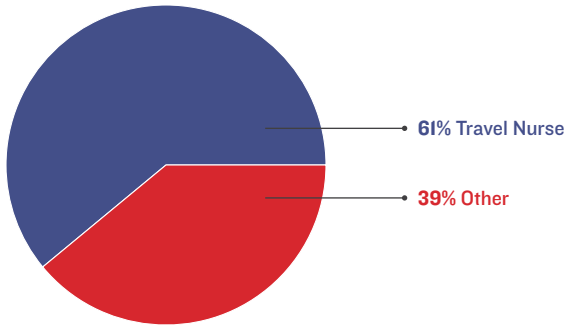
79% were registered nurses (RN), 8% were licensed practical nurses (LPN/LVN), and 5% were nurse practitioners (NP).



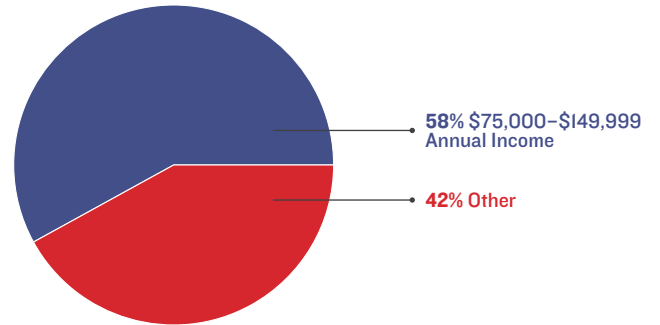
68% were aged 39 to 73 years old.



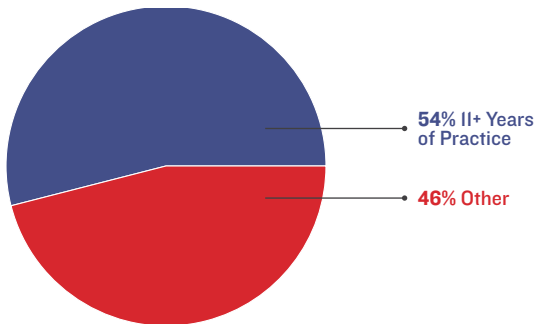
61% were in the role of a travel nurse.



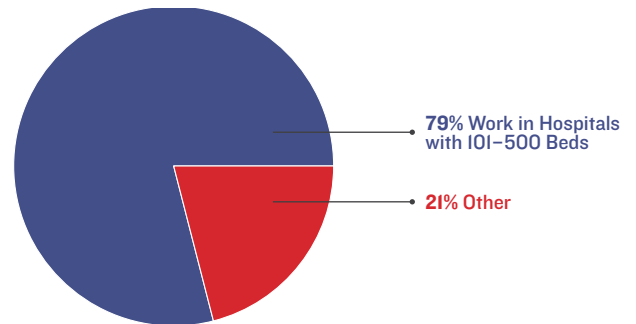
58% reported earning between \$75,000 to \$149,999 in annual income.



54% had been in practice for 11 or more years.



Most nurses surveyed (79%) had experience working in hospitals with 101 to 500 beds (45%).



If tables and charts do not add up to 100%, it is due to rounding or multiple responses were allowed.

ⁱ National Nursing Workforce Study | NCSBN



**CROSS
COUNTRY**

6551 Park of Commerce Blvd., Boca Raton, FL 33487
800.347.2264 | [crosscountryhealthcare.com](https://www.crosscountryhealthcare.com)

© 2023 Cross Country Healthcare