



The Practice Environment: Nursing at SCGH (2014)

AUTHORS

Ms Linda L. Coventry, Research Fellow, Centre for Nursing Research, Sir Charles Gairdner Hospital and Clinical Nursing and Midwifery Research Centre, Edith Cowan University

Ms Michelle Sin, Research Assistant, Centre for Nursing Research

Dr Susan Slatyer, Research Fellow, Centre for Nursing Research, Sir Charles Gairdner Hospital and School of Nursing and Midwifery, Curtin University

Ms Chrianna Bharat, Centre for Applied Statistics, The University of Western Australia, and Department of Research, Sir Charles Gairdner Hospital

Professor Di Twigg, Research Consultant, Sir Charles Gairdner Hospital, and Head of School of Nursing and Midwifery, Edith Cowan University

Adjunct Associate Professor Sue Davis, Director for the Centre of Nursing Research, Sir Charles Gairdner Hospital

Adjunct Associate Professor Tony Dolan, Executive Director of Nursing Services, Sir Charles Gairdner Hospital

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Reasearcher Contact Details

Linda L Coventry
Research Fellow
Centre for Nursing Research, Sir Charles Gairdner Hospital
School of Nursing and Midwifery, Edith Cowan University
Level 1, Room 129, QQ Block, QEII Medical Centre
6 Verdun St, Nedlands, WA, 6009

Phone: 61 8 6151 0935
Fax: 61 8 6151 1037
Email: linda.coventry@health.wa.gov.au

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1. EXECUTIVE SUMMARY

1.1. Background

In 2012, Sir Charles Gairdner Hospital (SCGH) undertook to evaluate their nurses' practice environment every two years. The justification was to monitor and potentially improve the working environment and nursing conditions to facilitate relationships between nurses and leadership, increase job satisfaction and promote retention. The initial evaluation was conducted in November / December 2012. Reevaluation of the practice environment was undertaken in July / August 2014. This report provides the 2014 results and a comparison of 2012 and 2014 results.

1.2. Aim

The aim of this quality improvement study (No. 3067) was to:

- (i) Survey nurses' perceptions of the current practice environment .
- (ii) Compare the survey results for 2014 with 2012 in 5 key areas: a) Practice Environment Scale [PES]; and nurses' b) plans for the future; c), highest nursing qualification; d) perceptions of quality care; and e) experiences of workplace violence

1.3. Methodology

The study used a cross-sectional descriptive design. The instruments included the PES and Nurses' Survey. The PES consists of five subscales: *Collegial Nurse-Doctor Relationships*; *Nurse Management, Leadership & Support*; *Staffing & Resource Adequacy*; *Nurse Participation in Hospital Affairs*; and *Nurse Foundations for Quality of Care*. Scores range for 1-4, with a cut-off of 2.5 above which the practice environment is deemed to be "favourable" or "positive". The Nurse Survey includes demographic questions such as age and sex; nurse's plans for the future; hours worked, overtime, missed work and illness/disability; perceptions of quality patient care; tasks performed on their last shift; tasks delayed or left undone on their last shift; and violence in the workplace.

All nurses working at SCGH were invited to complete the PES and Nurse Survey through the Survey Monkey online platform. Response rates were monitored daily and two further reminders were sent to those nurses who had yet to complete the survey. Data were exported into SPSS for analysis.





1.4 Results

1.4.1 2014 PES and Nurse Survey

A sample of 1244 nurses (71.9% response) completed the survey. The mean scores of the five PES subscale were above 2.5 for all five of the subscales: *Collegial Nurse-Doctor Relationships* (Mean = 3.14); *Nurse Management, Leadership & Support* (Mean = 2.99); *Staffing & Resource Adequacy* (Mean = 2.65); *Nurse Participation in Hospital Affairs* (Mean = 2.82); and *Nurse Foundations for Quality of Care* (Mean = 3.14). The composite scale (Mean = 2.95) indicated that the required features for these items were present in the current work environment.

The majority of nurses worked less than 1 hour of paid or unpaid overtime, had not been required to change a shift at the request of a manager, and had not been required to change units due to hospital restructuring or reorganisation. Furthermore, most nurses **indicated that they did** not plan to leave their present job within the next 12 months and most considered the quality of patient care delivered on their last shift as good or excellent. In their last 5 shifts worked, 11.0% of the nurses experienced physical assault, 21.7% experienced the threat of assault and 29.1% experienced emotional abuse.

1.4.2 2014 - 2012 Comparative data analysis

Nurse participation in the survey was much improved in 2014 (n=1244; response 71.9%) compared to 2012 (n=651, Response 45.9%). No significant differences in PES subscale scores and overall scores between 2014 and 2012 were evident at hospital level. However, at divisional level there was a decrease in perceived *staffing & resource adequacy* in 2014 (Mean 2.64) compared to 2012 (Mean 2.89) and this was statistically significant ($p = 0.03$).

Significantly more nurses indicated an intention to leave their present nursing job within the next year in 2014 compared to 2012 (13.2% vs 8%, $p=0.001$). Independent predictors of intention to leave their present job included: age <40 years, level of nurse participation in hospital affairs, experience of emotional abuse in the last 5 shifts worked, and overall perceived quality of patient care on their unit.





There were no statistically significant differences in highest nursing education between the two time periods. Comparisons between 2014 and 2012 revealed significantly more nurses reported the quality of care on their ward to have deteriorated in the past year (17.1 vs. 12.1%, $p=0.04$). There were no differences in physical assault or threat of assault in the last 5 shifts worked between the two time periods. Comparisons between 2014 and 2012 also showed significantly more nurses reported increased emotional abuse (29.1 vs. 23.8, $p=0.01$).

1.4. Conclusion

There were few statistically significant differences in PES total scores and subscale scores between 2012 and 2014 at hospital and divisional level. In 2014, all mean scores were above 2.5, indicating a “favourable” or “positive” practice environment domains. However there were indications of several areas of concern including: individual units returning mean PES scores of below the cutoff of 2.5, more nurses indicating an intention to leave their present job within the next year, nurses considering that the quality of patient care in the last year had deteriorated, and the numbers of nurses reporting experiences of physical, threat of, or emotional abuse in the workplace.





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2. BACKGROUND

Sir Charles Gairdner Hospital (SCGH) is currently preparing for re-accreditation with the Magnet Recognition Program®. As part of this journey, the hospital has undertaken to monitor nurses' practice environment every two years. The justification was to monitor and potentially improve the working environment and nursing conditions to facilitate relationships between nurses and leadership, increase job satisfaction and promote retention. The initial evaluation was conducted in November / December 2012 (report entitled *The Practice Environment Scale: Nursing at SCGH*, report compiled September 2013). Reevaluation of the practice environment was undertaken in July / August 2014.

3. AIMS

The aim of this quality improvement study (No. 3067) was to:

- (i) Survey nurses' perceptions of the current practice environment .
- (ii) Compare the survey results for 2014 with 2012 in 5 key areas: a) Practice Environment Scale [PES]; and nurses' b) plans for the future; c), highest nursing qualification; d) perceptions of quality care; and e) experiences of workplace violence.

4. METHODS

The study used a cross-sectional descriptive design. Data were collected using the PES and The Nurse Survey instruments administered via the online Survey Monkey platform (Survey Monkey, Palo Alto, CA, USA). Data collection was conducted during July and August 2014. Registered nurses (RN), clinical nurses (CN) and enrolled nurses (EN) from all clinical areas were included in the study. In addition, senior registered nurses (SRN) and staff development nurses (SDN) were invited to participate, where previously in 2012 they had been excluded. AINs were not included in the study in 2014. Nurses were identified by ward area using RoStar, the staff rostering system, with the assistance of the Nurse Manager of Informatics and the nurse leaders of each ward (SRNs and SDNs). Each nurse was allocated a unique identifier and invited to participate in the study via either individually addressed letters distributed in their wards or through email.

Strategies to promote nurses' participation included highly visible executive support, engagement with direct care nurses through Senior Registered Nurse (SRN) meetings, Nursing Education Forums, Magnet Champion meetings, and General Nurses meetings; regular communication of cumulative





response rates at unit level; targets and incentives; and follow-up letters / emails sent at three weeks and six weeks to those nurses who had yet to respond.

5. INSTRUMENT

This self-administered online questionnaire was comprised of the PES and Nurse Survey.¹ See Appendix 1.

5.1 The Practice Environment Scale

The PES was developed by Lake² and modified for the Australian context by Middleton¹. It is a 30-item instrument measuring characteristics of the work environment found to contribute to nurse outcomes. The PES measures five domains including: *collegial nurse-doctor relationships; nurse management, leadership and support; staffing and resource adequacy; nurse participation in hospital affairs; and nursing foundations for quality of care*. An overall domain, practice environment, was also calculated as the mean of the domain scores.² Each item on the PES was scored on a 4-point scale (1, strongly agree; 4, strongly disagree).

The PES was scored according to directions supplied by Lake.² Scores for each item were reversed so that higher scores indicated agreement that the item was present in the environment. The potential range for each score was 1 – 4. Higher scores indicated greater agreement and that the subscale items were present in the current job situation. Specifically, values above the midpoint (scores above 2.5) indicated general agreement that the aspect of the practice environment was “favourable” or “positive”.²

5.2 Nurse Survey

The Nurse Survey includes demographic questions on age, sex and level of highest qualification. Other questions explore nurses’ perceptions of work life, such as employment status and years of experience in nursing and on the ward; plans for the future, including intention to leave; perceptions of quality of care; and experiences of physical and emotional violence.





6.0 DATA ANALYSIS

Data were exported to IBM SPSS version 22.0. (IBM, SPSS Inc., 2008, Chicago, IL; www.spss.com) for analysis. Data were analysed to produce descriptive statistics including frequencies with percentages or as means \pm standard deviation (SD) with annotations to indicate significance where applicable. Scores for the PES were reported at hospital level, and divisional level: Corporate Nursing, Medical, Medical Specialities, Patient Flow and Surgical. Results for the SRN group were reported as an additional group (or 'division') with their data removed from their designated ward/division to reduce the likelihood that individuals could be identified. Scores for the PES were also reported at unit level.

Data comparisons of overall PES score with various categorical variables from the Nurse Survey were conducted using Pearson r coefficient and ANOVA. The reliability of the PES was assessed by Cronbach's alpha.

For the comparative data analysis, any information not collected in both 2014 and 2012 we removed. Data collected from AINs in 2012 and data collected from the SRN group, Corporate Nursing division and relief nurses in 2014 were removed. Comparisons of PES scores at hospital and division levels were conducted using paired t tests. Comparisons at unit level were conducted using independent t tests. Chi square analysis was used to compare categorical variables between 2012 and 2014 for selected questions in the Nurse Survey.

Binary logistic regression was used to identify independent variables associated with nurses' reported intention to leave. A binary variable 'intention to leave present nursing job within the next year was created by categorising data as follows: intention to leave present nursing job in the 6 months, and intention to leave present nursing job in the next 12 months were grouped as 'yes'; while no intention to leave present nursing job in the next year was grouped as 'no'. Age was significantly associated with intention to leave present nursing job. For ease of interpretation we categorised age into 4 groups: <30 years, 31 to 40 years, 41 to 50 years, and >51 years. Variables included in the multivariable model were: age category, gender, Collegial Nurse-Doctor Relationships, Nurse Management, Leadership & Support, Staffing & Resource Adequacy, Nurse Participation in Hospital Affairs, Nurse Foundations of Quality Care, Quality of patient care on your unit in the last year, Physical Assault in last 5 shifts, Threat of Assault in last 5 shifts, and Emotional





Abuse in the last 5 shifts. This model was simplified in a stepwise fashion by removing the variable with the highest p-value and refitting the model until only variables with p-values <0.10 were retained.

7.0 RESULTS

7.1 Sample Characteristics (2014 only)

Nurses' demographic characteristics are reported at hospital and divisional level in Table 1.

Participants were employed : SRNs (86.5% response) or in Corporate Nursing (79.1% response), Medical Division (66.4% response), Medical Specialities Division (75.3% response), Patient Flow (65.6% response), or Surgical Division (70.2% response). The majority of nurses were female (89.0%) and the mean age was 40 years (range 20-70 years). Most nurses were employed fulltime (59.6%) and the median length of time employed on current unit was 4.0 years (range .1 to 39 years). Classifications of respondents were: senior registered nurses (12.9%), staff development nurses (3.3%), clinical nurses (22.8%), registered nurses (56.6%), advanced skill enrolled nurses (1.5%), and enrolled nurses (2.3%).

7.2 Descriptive results (2014 only)

7.2.1 The Practice Environment Scale

Mean values were above 2.5, indicating "favourable" or "positive" aspects of the practice environment for all five subscales: *Collegial Nurse-Doctor Relationships* (Mean = 3.14); *Nurse Management, Leadership & Support* (Mean = 2.99); *Staffing & Resource Adequacy* (Mean = 2.65); *Nurse Participation in Hospital Affairs* (Mean = 2.82); and *Nurse Foundations for Quality of Care* (Mean = 3.14). The composite scale, *practice environment* (Mean = 2.95), indicated the required features for these items were present in the current work environment. See Table 2 and 3 for mean subscale scores for the PES by division and unit respectively.

Further analysis demonstrated no significant relationship between overall PES scores with:

- Age of nurse (see Figure 1)
- Age categorised as traditionalists, baby boomers, generation X and Y (see Table 4)
- Current nursing position (see Table 5)
- Highest nursing qualification (see Table 6)





However, when the subscales and overall PES scores were reviewed by unit, differences were evident. See Figure 2 – 7 for boxplot of subscale scores for PES per hospital ward.

7.3 The Nurse Survey (2014 only)

The Nurse Survey includes demographic questions such as age and sex; nurse's plans for the future; hours worked, overtime, missed work and illness/disability; perceptions of quality patient care; tasks performed on their last shift and tasks delayed or left undone on their last shift; and violence in the workplace.

7.3.1 Hours worked and overtime

Most of the nurses reported working less than 1 hour paid overtime (81.1%) and less than 1 hour unpaid overtime (64.7%) in the preceding week. Over the previous twelve months the amount of overtime required of the nurses had mostly either remained the same (38.7%) or increased (28.5%). The majority of respondents (84.1%) had not been required to change their shift at their manager's request in the preceding two weeks, or required to change units due to restructuring (90.4%) in the previous year. Additionally, most respondents (86.6%) did not anticipate having to change units in the next year due to restructuring or reorganisation. See Table 7 for the hours worked and overtime reported by division.

7.3.2 Missed work and illness and disability

In the past year, more than a quarter of nurses (26.6%) reported missing more than six shifts due to illness/disability. The most common reason for nurses to miss work was physical illness (58.3%), followed by family illness/crisis/commitment (23.4%). See Table 8 for missed work per division.

7.3.3 Tasks performed

On their last shift, the majority of nurses (78.5%) performed nursing duties such as ECGs, routine phlebotomy and starting intravenous infusions. Nurses also did: ordering, coordinating or helping perform other disciplinary services (e.g. physical therapy or ordering of laboratory tests) (45.3%); arranging discharge referrals and transportation (38.7%); and coordinating and performing housekeeping duties (e.g. cleaning of patient rooms) (37.5%). See Table 9 for tasks performed per division.





7.3.4 Tasks delayed/left undone

Respondents were provided with a list of 13 patient care tasks and asked to nominate which (if any) tasks had been delayed or left undone due to lack of time during the preceding shift. Multiple responses were allowed. Most commonly, tasks delayed due to lack of time were: responding to patient bell (30.3%), comforting/talking with patients (25.4%) and routine vital signs (25.1%). Tasks most often not done due to lack of time were: oral hygiene (13.1%), back rubs and skin care (11.7%) and comforting/talking with patients (10.0%). See Table 10 for tasks delayed and undone per division.

7.4 Comparative results (2014 vs 2012)

7.4.1 Practice Environment Scale

Hospital Level

See Table 2 for mean scores of the five PES subscale items and the composite overall score reported for the hospital and each division. There were no statistical differences between 2014 and 2012 for the composite score at hospital level. The mean composite and subscale values were all above 2.5, indicating “favourable” or “positive” work environment.

Divisional Level

In the medical division level there was a statistically significant decrease in the mean score for *staffing & resource adequacy* between 2014 and 2012 (2.64 vs. 2.89, $p = 0.03$). No other statistically significant differences were found.

Unit Level

The mean scores for PES and five PES subscales are reported at unit-level in Table 3. Comparison between 2014 and 2012 indicates some significant differences. The High Dependency Unit showed a significantly improved overall PES score (3.06 vs. 2.76, $p = 0.02$). Conversely, the Cardiac Catheter Laboratory showed a decrease in overall PES scores, though it remained above the 2.5 midpoint. Other significant differences evident at unit level are indicated in bold and denoted with an asterisk in Table 3.





Reliability of the PES

The reliability of the PES reports if the instrument consistently measures what it is intended to measure. The PES in the present study demonstrated good internal consistency, with a Cronbach's alpha coefficient of 0.846. All corrected item-total correlations are >0.3 and there was no appreciable increase in Cronbach alpha if any of the items were deleted.

Each of the subscales were assessed for internal consistency with Cronbach's alpha. Each subscale had a Cronbach's alpha > 0.7 that indicates internal consistency and for each subscale corrected item-total correlations are > 0.3 . Nurse participation in hospital affairs has a Cronbach alpha of 0.869, Nursing foundations for quality of care has a Cronbach alpha of 0.823, Nurse manager ability, leadership and support of nurses of 0.861, Staffing and resource adequacy of 0.839, and Collegial nurse-physician relations of 0.831. There is no increase in Cronbach's alpha by deleting any of the items of each of these subscales.

7.1.2 Plans for the future

Hospital Level

See Table 11 for nurses' plans for the future reported for the hospital and each division. Comparison between 2014 and 2012 revealed that significantly more nurses were planning to leave their present nursing job within the next year (13.2 vs 8%, $p=0.001$). This was despite significantly more nurses in 2014 than 2012 perceiving it to be *fairly difficult* (47.2% vs. 23.7%, $p<0.001$) to find another acceptable job in nursing.

After taking into account the 13 nursing variables (listed in the logistic regression analysis on page 12 of 51) comparisons between 2014 and 2012, showed nurses were 47% (95% CI, 9-98%) more likely to intend to leave their present nursing job within the next year. Independent predictors of intention to leave their present job in nursing job in the next year included: age <30 years, age 31-40 years, nurse participation in hospital affairs, emotional abuse in the last 5 shifts worked, and overall quality of patient care on their unit in the past year. See Table 12.





To further explain the independent predictors:

- Compared to a nurse who is >51 years the odds of a nurse leaving their job within the year is 3.6 times greater if they are aged <30 years and 1.8 times greater if they are aged 31-40 years
- For a 10% increase in nurse participation in hospital affairs we expect to see a 5% decrease in the odds of leaving your present job within the next year
- For a nurse who has experienced Emotional abuse in their last 5 shifts, the odds of leaving their job within the next year is 1.55 times higher
- Compared to a nurse who perceives the quality of care on their unit in the last year has improved, the odds of leaving their job with in the next year for a nurse who has worked less than a year, is 2.92 times higher, and for nurses who perceive the quality of care on their unit has deteriorated the odds of leaving is 1.80 times higher.

Divisional Level

In the Surgical division comparisons between 2014 and 2012, showed significantly more nurses reported plans to leave their present nursing job within the next year (6.8% vs 14.1%, $p=0.008$). Furthermore in the Medical, Medical Specialities & Surgical Division, comparisons between 2014 and 2012, showed the majority of nurses reported they perceived it to be *fairly difficult* to find another acceptable job in nursing. See Table 11.

Ward Level

See Table 13 for comparisons between 2014 and 2012 for intention to leave present nursing position at ward level. Statistical analyses was not conducted as the results may not reflect clinical importance.

7.4.2 Highest Nursing Educational Credential

Hospital and Divisional Level

The highest educational credentials held by nurses are presented at hospital and divisional level in Table 14. Comparison between 2014 and 2012 of nurses' educational levels revealed no statistically significant differences. In both 2014 and 2012, approximately two-thirds of the nurses held a bachelor's degree or higher (68.7% vs 65.9%).





7.1.3 Perceptions of Quality of Care

Hospital Level

See Table 15 for perceptions of quality care for the hospital and each division. Comparisons between 2014 and 2012, showed significantly more nurses perceived that the quality of care on their unit had deteriorated in the past year (17.1% vs. 12.1%, $p=0.04$).

There were no differences in the quality of nursing care delivered on the last shift for the two time periods. Comparisons between 2014 and 2012, showed the majority of nurses perceived the quality of nursing care delivered on their last shift be good (50.8% vs. 49.9%) or excellent (37.7% vs. 40.6%).

Divisional Level

No differences for perceptions of quality care were evident at divisional level. See Table 15.

Ward Level

See Table 16 for comparisons between 2014 and 2012 for perceptions of quality care at ward level. Statistical analyses was not conducted as the results may not reflect clinical importance.

7.1.4 Violence in the Workplace

Hospital Level

Nurses' reported experiences of violence in the preceding 5 shifts are reported at hospital and divisional level in Table 17. At hospital level, no difference in reported experiences of physical assault or threatened assault in the preceding 5 shifts between 2014 and 2012 were evident. However, comparisons between 2014 and 2012, showed there was a significant increase in reports of emotional abuse (29.1% vs. 23.8%, $p=0.01$). Most commonly the source of the emotional abuse were reported to come from the patient, a nurse co-worker, or family / visitor.

Where experiences of physical assault in the preceding 5 shifts were reported in 2014 or 2012 (11.0% vs. 11.1%), the most common source was the patient. The percentage of nurses who experienced threats of assault in the preceding 5 shifts rose slightly in 2014 compared to 2012 (21.7% vs. 19.4%) but this was not statistically significant. The most common source of the threat was the patient.





Divisional Level

Comparison between 2014 and 2012, showed significantly less nurses reported physical assault (7.8 vs. 14.0, $p=0.02$) in their last 5 shifts in the Surgical Division. Significantly more nurses reported threat of assault (13.4 vs 7.0, $p=0.04$) in their last 5 shifts in the Medical Specialities Division. There were no other significant differences at the division level between 2014 and 2012. See Table 17.

Ward Level (2014 only)

Nurses' reported experiences of violence in the preceding 5 shifts is presented at unit level in Table 18. Units with the highest percentage of nurses who experienced physical violence were ED, SRNs, G72, C16, and G74. Units with highest percentage of nurses experiencing threatened assault were ED, SRNs, G72, ICU, and G74. Lastly, units with the highest percentage of nurses experiencing emotional abuse were ED, SRNs, G72, G62, and G52. Of the 362 incidents of emotional abuse (in the last 5 shifts worked), the source was stated as nurse co-worker emotional abuse for 95 incidents. Units with the highest percentage of nurses experiencing nurse co-worker emotional abuse were SRNs, ED, G71, and theatres. See Table 19. Comparisons between 2014 and 2012 were not conducted.

8 LIMITATIONS

This study had an overall 72% response rate, however, some units had lower response rates and so caution is required when interpreting individual unit results. Also, reassignment of some units between divisions will impact on results reported at divisional level.

9 RECOMMENDATIONS

This report was presented to the Nursing Executive Committee in December 2014. Possible recommendations from this report that could be considered include:

1. Improve the work environments in individual units returning mean PES scores of below the cutoff of 2.5.
2. Identify issues in 'staffing and resource adequacy' in individual units.
3. Identify why more nurses are indicating an intention to leave their present job within the next year.
4. Identify why nurses considered that the quality of patient care in the last year had deteriorated?
5. Explore strategies to reduce nurses experiences of workplace violence.





6. Explore strategies to reduce nurses experience of co-worker emotional abuse.

Individual divisions and units should develop strategies that are tailored to their own areas.

10 CONCLUSION

All PES total scores and subscales scores were above 2.5, indicating that nurses perceive the SCGH practice environment to be generally “favourable” or “positive”. Additionally, there were few significant differences between the 2014 and 2012 results. Nevertheless, the results indicate some areas of potential concern and others that offer potential for improvement. Primarily these relate to nurses’ increased intention to leave their nursing position and increased experiences of violence. The identification of independent predictors for the intention to leave can provide direction for strategies to support and retain nurses at hospital, divisional and unit-level. Also, while generally positive about about *Staffing and Resource Adequacy* and *Nurse Participation in Hospital Affairs*, relatively low subscale scores in these aspects may offer further direction.

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Table 1 **Nurses' demographic characteristics per division**

Characteristic	Divisions						Total (n = 1244) n (%)
	SRN (n = 167) n (%)	Corp Nsg (n = 34) n (%)	Medical (n = 393) n (%)	Med Spec (n = 268) n (%)	Pt Flow (n = 21) n (%)	Surgical (n = 361) n (%)	
Sex							
Female	146 (87.4)	28 (82.4)	339 (86.3)	243 (90.7)	20 (95.2)	331 (91.7)	1107 (89.0)
Male	17 (10.2)	6 (17.6)	45 (11.5)	23 (8.6)	1 (4.8)	27 (7.5)	119 (9.6)
Missing	4 (2.4)	-	9 (2.3)	2 (0.7)	-	3 (0.8)	18 (1.4)
Age (years)							
≥ 20	-	-	-	2 (0.7)	-	2 (0.6)	4 (0.3)
21 – 30	8 (4.8)	-	115 (29.3)	93 (34.7)	1 (4.8)	138 (38.2)	355 (28.5)
31 – 40	26 (15.6)	7 (20.6)	108 (27.5)	62 (23.1)	7 (33.3)	89 (24.7)	299 (24.0)
41 – 50	71 (42.5)	18 (52.9)	94 (23.9)	57 (21.3)	5 (23.8)	72 (19.9)	317 (25.5)
51 – 60	42 (25.1)	8 (23.5)	44 (11.2)	39 (14.6)	6 (28.6)	40 (11.1)	179 (14.4)
≥ 61	13 (7.8)	1 (2.9)	18 (4.6)	9 (3.4)	-	13 (3.6)	54 (4.3)
Missing	7 (4.2)	-	14 (3.6)	6 (2.2)	2 (9.5)	7 (1.9)	36 (2.9)
Highest Qualification							
EN Certificate	-	-	12 (3.1)	6 (2.2)	1 (4.8)	9 (2.5)	28 (2.3)
ASEN Certificate	-	-	7 (1.8)	2 (0.7)	-	7 (1.9)	16 (1.3)
RN Hospital Certificate	23 (13.8)	-	34 (8.7)	26 (9.7)	2 (9.5)	28 (7.8)	113 (9.1)
RN Post-Basic Certificate	5 (3.0)	3 (8.8)	11 (2.8)	11 (4.1)	1 (4.8)	10 (2.8)	41 (3.3)
RN Diploma	14 (8.4)	2 (5.9)	54 (13.7)	43 (16)	5 (23.8)	73 (20.2)	191 (15.4)
BScN/BN	51 (30.5)	11 (32.4)	159 (40.5)	117 (43.7)	7 (33.3)	163 (45.2)	508 (40.8)
Graduate Certificate	21 (12.6)	11 (32.4)	58 (14.8)	38 (14.2)	2 (9.5)	34 (9.4)	164 (13.2)
Graduate Diploma	23 (13.8)	5 (14.7)	35 (8.9)	15 (5.6)	1 (4.8)	25 (6.9)	104 (8.4)
Master's Degree	27 (16.2)	2 (5.9)	14 (3.6)	9 (3.4)	2 (9.5)	9 (2.5)	63 (5.1)
Missing	3 (1.8)	-	9 (2.3)	1 (0.4)	-	3 (0.8)	16 (1.3)
Employment Status							
Full time	116 (69.5)	20 (58.8)	231 (58.8)	159 (59.3)	5 (23.8)	210 (58.2)	741 (59.6)
Part time	46 (27.5)	12 (35.3)	158 (40.2)	108 (40.3)	16 (76.2)	146 (40.4)	486 (39.1)
Casual	3 (1.8)	2 (5.9)	2 (0.5)	1 (0.4)	-	1 (0.3)	9 (0.7)
Missing	2 (1.2)	-	2 (0.5)	-	-	4 (1.1)	8 (0.6)
Years worked							
In your current position (Median years)	10.0	7.0	7.5	6.4	15.6	6.0	7.4
At your current hospital (Median years)	13.8	10.9	5.0	5.2	9.2	5.0	6.0
On current ward/unit (Median years)	6.8	5.3	3.4	4.1	5.0	4.0	4.0
Nursing Classification							
EN	-	-	13 (3.3)	5 (1.9)	1 (4.8)	9 (2.5)	28 (2.3)
ASEN	-	-	9 (2.3)	3 (1.1)	-	7 (1.9)	19 (1.5)
RN	-	2 (5.9)	266 (67.7)	173 (64.6)	18 (85.7)	245 (67.9)	704 (56.6)





Characteristic	Divisions						Total (n = 1244) n (%)
	SRN (n = 167) n (%)	Corp Nsg (n = 34) n (%)	Medical (n = 393) n (%)	Med Spec (n = 268) n (%)	Pt Flow (n = 21) n (%)	Surgical (n = 361) n (%)	
CN	6 (3.6)	7 (20.6)	98 (24.9)	82 (30.6)	1 (4.8)	90 (24.9)	284 (22.8)
SDN	-	25 (73.5)	4 (1)	5 (1.9)	1 (4.8)	6 (1.7)	41 (3.3)
SRN	161 (96.4)	-	-	-	-	-	161 (12.9)
Missing	-	-	3 (0.8)	-	-	4 (1.1)	7 (0.6)





Table 2 SCGH mean subscale scores for the practice environment scale per division for 2012 and 2014

	Divisions											
	SRN	Corp Nsg	Medical		Med Spec		Pt Flow		Surgical		Overall Hospital	
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
			2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
Collegial Nurse-Doctor Relationships	3.13 (0.61)	2.93 (0.65)	3.16 (0.56)	3.22 (0.55)	3.19 (0.66)	3.06 (0.57)	2.67 (0.88)	2.78 (0.50)	3.04 (0.57)	3.14 (0.55)	3.12 (0.59)	3.14 (0.57)
Nurse Management, Leadership & Support	3.08 (0.66)	2.94 (0.87)	3.09 (0.62)	2.96 (0.66)	3.03 (0.70)	2.99 (0.72)	2.73 (1.51)	2.77 (0.55)	2.96 (0.68)	2.99 (0.63)	3.03 (0.67)	2.99 (0.67)
Staffing & Resource Adequacy	2.79 (0.63)	2.56 (0.82)	2.89 (0.70)	2.64 (0.71) *	2.98 (0.62)	2.74 (0.71)	3.33 (0.52)	2.12 (0.76)	2.72 (0.65)	2.58 (0.71)	2.85 (0.67)	2.65 (0.71)
Nurse Participation in Hospital Affairs	3.05 (0.54)	2.69 (0.74)	2.90 (0.59)	2.82 (0.54)	2.85 (0.58)	2.82 (0.57)	2.52 (0.68)	2.41 (0.44)	2.8 (0.56)	2.77 (0.55)	2.85 (0.58)	2.82 (0.56)
Nurse Foundations for Quality of Care	3.21 (0.46)	3.04 (0.51)	3.16 (0.47)	3.10 (0.47)	3.23 (0.44)	3.23 (0.41)	2.39 (1.34)	2.73 (0.48)	3.14 (0.47)	3.12 (0.45)	3.17 (0.47)	3.14 (0.45)
Overall PES	3.06 (0.47)	2.85 (0.56)	3.04 (0.47)	2.95 (0.47)	3.06 (0.47)	2.97 (0.47)	2.78 (0.92)	2.56 (0.46)	2.93 (0.49)	2.92 (0.46)	3.00 (0.48)	2.95 (0.48)

Overall Hospital PES scores reflect the whole hospital

For statistical testing (2012 compared with 2014) SRNs, Corporate Nursing & Relief were excluded as no data was collected in 2012 for these areas

Statistical analyses conducted via paired T-Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level



Table 3 SCGH mean subscale scores for the practice environment scale per ward for 2012 and 2014

	Response Rates n (%)		Collegial Nurse- Doctor Relationships Mean scores		Nurse Management, Leadership & Support Mean scores		Staffing & Resource Adequacy Mean scores		Nurse Participation in Hospital Affairs Mean scores		Nurse Foundations for Quality of Care Mean scores		Overall Results Mean scores	
	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
ACAT	-	3 (50)	-	3.33	-	1.40	-	2.08	-	1.52	-	2.48	-	2.16
Breast Centre	4 (67)	5 (71)	2.92	3.67	2.25	2.75	1.94	3.13	2.08	2.33	2.67	3.16	2.37	2.98
C14	5 (45)	12 (92)	2.20	2.56	2.68	2.73	2.25	2.67	2.56	2.65	2.60	2.84	2.46	2.69
C16	33 (79)	29 (69)	3.03	3.15	2.95	2.90	2.45	2.32	2.91	2.74	3.16	3.13	2.90	2.84
C17	13 (76)	17 (89)	3.27	3.05	2.73	2.98	3.05	2.53	2.68	2.71	2.90	2.99	2.93	2.85
CAPD	-	3 (100)	-	3.11	-	2.73	-	2.67	-	2.67	-	3.11	-	2.86
CCL	9 (75)	12 (86)	3.85	3.31**	3.78	3.13*	3.47	3.40	3.51	3.04	3.69	3.43	3.66	3.25*
Corp Nursing	-	34 (79)	-	2.93	-	2.94	-	2.56	-	2.69	-	3.04	-	2.85
Discharge Ward	3 (75)	3 (75)	2.67	2.78	2.73	3.20	3.33	1.75	2.52	1.94	2.39	2.33	2.78	2.48
ED	33 (29)	95 (76)	3.22	3.15	2.83	2.56	2.44	2.42	2.83	2.77	2.99	2.89	2.86	2.76
G41	4 (17)	15 (68)	3.33	3.14	3.45	2.96	3.44	2.88	2.94	2.83	3.42	3.40	3.32	3.04
G42	18 (39)	21 (51)	3.49	3.47	2.93	2.85	3.50	3.40	2.89	2.78	3.24	3.29	3.22	3.18
G51	16 (42)	27 (69)	3.13	3.10	2.77	2.99	2.33	1.97	2.78	2.73	3.00	2.98	2.80	2.75
G52	26 (41)	50 (76)	2.98	3.01	2.90	2.81	2.96	2.49**	2.61	2.56	3.11	3.05	2.91	2.79
G53	14 (28)	26 (54)	2.95	3.01	2.61	2.64	2.05	1.87	2.61	2.69	2.98	3.02	2.64	2.65
G54	13 (24)	25 (50)	3.05	3.01	2.94	3.11	3.19	2.81	2.68	2.84	3.18	3.21	3.02	3.00
G61	37 (90)	36 (68)	2.99	3.15	3.23	3.00	2.66	2.45	3.04	2.86	3.13	3.16	3.01	2.92
G62	21 (57)	48 (100)	3.06	3.06	3.06	3.20	2.81	2.59	3.02	2.94	3.18	3.15	3.02	2.99



	Response Rates n (%)		Collegial Nurse- Doctor Relationships Mean scores		Nurse Management, Leadership & Support Mean scores		Staffing & Resource Adequacy Mean scores		Nurse Participation in Hospital Affairs Mean scores		Nurse Foundations for Quality of Care Mean scores		Overall Results Mean scores	
	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
G63	10 (22)	44 (98)	2.93	2.95	3.18	3.12	2.69	2.40	2.94	2.85	3.32	3.22	3.01	2.91
G64	18 (47)	34 (97)	3.38	3.39	3.48	3.21	3.07	2.73	3.01	2.98	3.44	3.38	3.27	3.14
G65 Renal	23 (68)	21 (66)	3.41	3.17	2.55	2.67	2.97	2.53*	2.68	2.57	3.26	3.11	2.98	2.81
G66	21 (70)	28 (100)	2.90	3.19**	2.85	2.88	2.60	2.67	2.85	2.66	3.14	3.07	2.87	2.90
G71	29 (63)	43 (93)	2.86	3.04	3.32	3.40	2.80	2.61	2.89	3.00	3.32	3.34	3.03	3.08
G72	26 (55)	47 (87)	3.31	3.45	3.27	3.36	3.16	2.43*	3.10	3.03	3.37	3.32	3.24	3.12
G73	9 (23)	34 (89)	2.59	2.89	2.49	2.47	2.58	2.33	2.77	2.60	3.01	3.09	2.69	2.68
G74	21 (37)	28 (68)	3.02	3.17	2.83	2.93	2.64	2.19	2.88	2.63*	3.10	3.00	2.89	2.79
G75 Gastro	15 (60)	13 (59)	3.52	3.14	2.99	2.87	3.06	3.31	2.92	2.89	3.16	3.41	3.13	3.11
GRU	16 (62)	22 (78)	3.11	3.02	2.97	2.57*	2.78	2.20**	2.67	2.40	3.05	2.88	2.92	2.66
Haematology	2 (29)	4 (100)	3.67	3.58	2.90	3.70*	2.75	2.75	2.94	3.08	2.94	3.17	3.04	3.26
HDU	13 (50)	24 (86)	2.81	3.29**	2.98	3.20	2.52	2.81	2.56	2.82	2.95	3.18	2.76	3.06*
Homelink	22 (59)	26 (72)	3.08	3.11	3.27	3.02	3.30	3.25	3.07	2.86	3.29	3.18	3.20	3.08
ICU	51 (36)	67 (48)	3.33	3.42	3.34	3.31	3.31	3.18	3.08	3.06	3.30	3.32	3.27	3.26
Med Spec Support	12 (86)	12 (86)	3.27	3.33	2.98	2.96	2.75	3.39*	2.77	2.98	3.11	3.39	2.98	3.26
NIISWA	2 (100)	4 (100)	3.83	3.33	2.80	2.75	1.88	2.31	2.72	2.44	2.67	2.61	2.78	2.69
Nuclear Medicine	7 (70)	6 (55)	3.57	3.17	2.69	3.10	3.32	3.17	2.15	2.54	3.09	2.87	3.01	2.97
Op Theatres	23 (21)	42 (42)	3.13	3.15	2.95	2.96	3.01	3.10	2.92	2.97	3.24	3.27	3.03	3.09
Outpatients	11 (44)	7 (33)	2.92	3.06	2.65	2.97	3.20	2.50	2.27	2.53	2.83	2.50	2.76	2.77
PACU	11 (55)	16 (76)	3.24	3.46	2.95	3.10	2.89	3.02	2.64	2.77	3.09	3.17	2.96	3.10
Pain Mx	3 (100)	4 (100)	4.00	3.83	3.93	4.00	3.83	3.94	3.48	3.39	3.78	3.67	3.81	3.78
PNTC	3 (25)	11 (85)	3.00	3.45	2.53	2.78	2.83	3.18	2.59	2.55	2.93	2.89	2.78	2.99
Pre & Post	1 (50)	3 (43)	2.67	2.67	3.00	3.00	2.25	2.58	2.78	2.93	-	3.07	2.67	2.85
Rad Oncology	8 (73)	9 (75)	3.29	2.85	3.35	3.16	2.97	2.83	2.76	2.77	3.21	3.09	3.12	2.94



	Response Rates n (%)		Collegial Nurse- Doctor Relationships Mean scores		Nurse Management, Leadership & Support Mean scores		Staffing & Resource Adequacy Mean scores		Nurse Participation in Hospital Affairs Mean scores		Nurse Foundations for Quality of Care Mean scores		Overall Results Mean scores	
	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
Radiology	7 (29)	14 (52)	3.24	3.10	3.41	3.23	2.68	2.79	2.90	2.69	3.45	3.15	3.14	2.99
Relief	-	18 (64)	-	2.78	-	2.70	-	2.18	-	2.46	-	2.78	-	2.58
Short Stay Unit	35 (80)	29 (60)	2.78	2.75	3.12	3.17	2.73	2.58	2.78	2.75	3.19	3.15	2.91	2.88
SRN	-	167 (87)	-	3.13	-	3.08	-	2.79	-	3.05	-	3.21	-	3.06
Waitlist Mx	3 (75)	6 (100)	3.00	3.17	3.13	3.20	2.42	2.70	2.56	2.72	2.67	2.91	2.75	3.04
Total	651 (45)	1244 (72)	3.12	3.14	3.03	2.99	2.85	2.64	2.85	2.82	3.17	3.14	3.00	2.95

Statistical analyses conducted via independent T-Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level

Figure 1 Scatter Plot: Overall PES score and age of nurse

No statistical difference

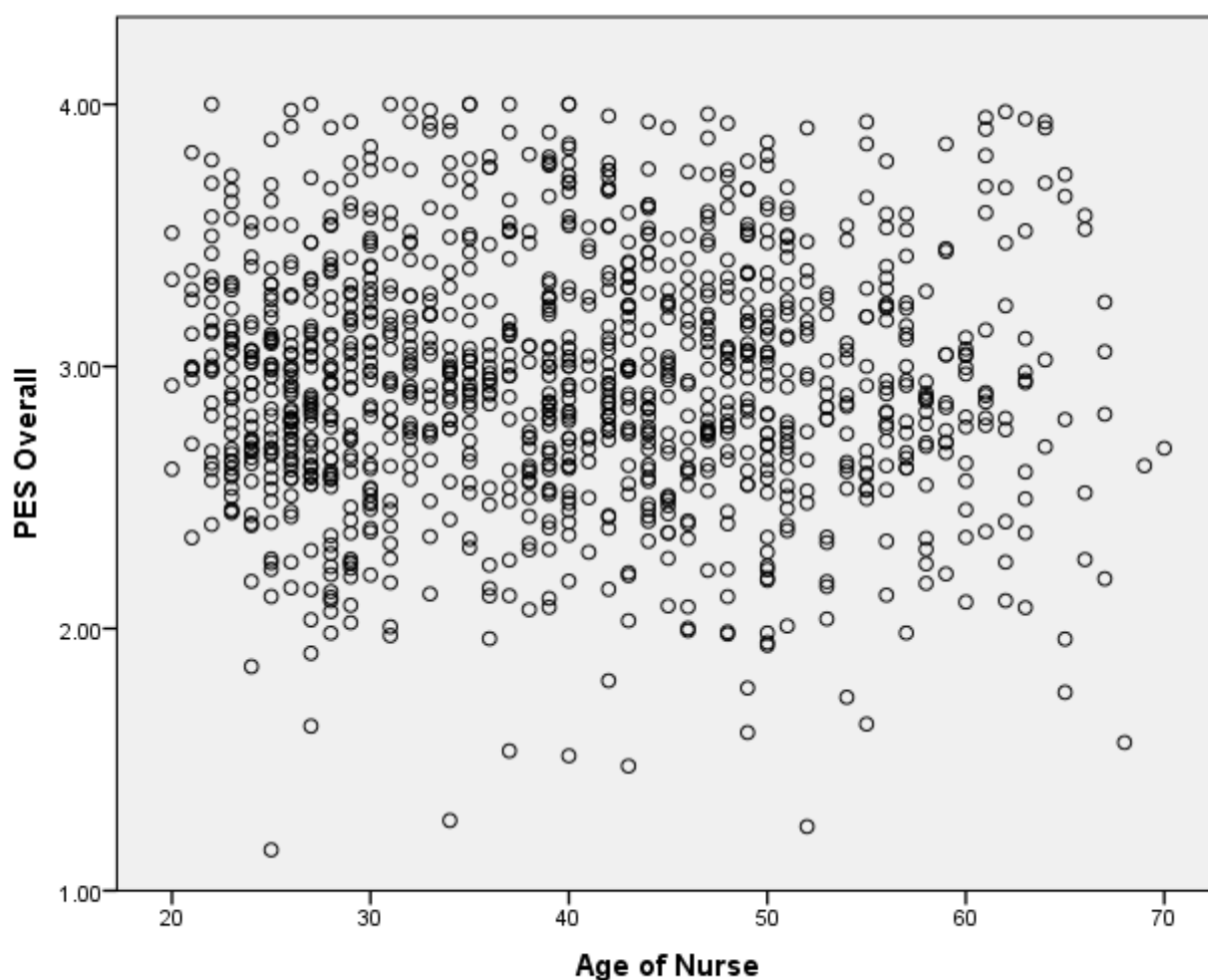


Table 4 Overall PES score and age category

Age Category	n	Overall PES Mean
Traditionalists (born before 1946)	7	2.60
Baby Boomers (born between 1946 -1964)	284	2.93
Generation X (born between 1965 – 1980)	446	2.98
Generation Y (born between 1981- 2000)	431	2.94
Total	1168	2.95

No statistical difference (ANOVA test, p-value = 0.12)



Table 5 Overall PES score and current nursing position

Current Position	n	Overall PES Mean
EN	27	2.88
ASEN	17	3.02
RN	689	2.93
CN	279	2.96
SDN	39	2.92
SRN	136	3.07

No statistical difference (ANOVA test, p-value = 0.06)

Table 6 Overall PES score and highest nursing qualification

Highest Nursing Qualification	n	Overall PES Mean
EN Certificate	27	2.81
ASEN Certificate	15	3.06
RN Hospital Certificate	107	2.95
RN Post-Basic Certificate	41	2.95
RN Diploma	185	3.01
BScN/BN	493	2.92
Graduate Certificate	157	2.93
Graduate Diploma	98	3.00
Masters Degree	62	3.03

No statistical difference (ANOVA test, p-value = 0.17)



Figure 2 **Box Plot of Overall PES by ward area**

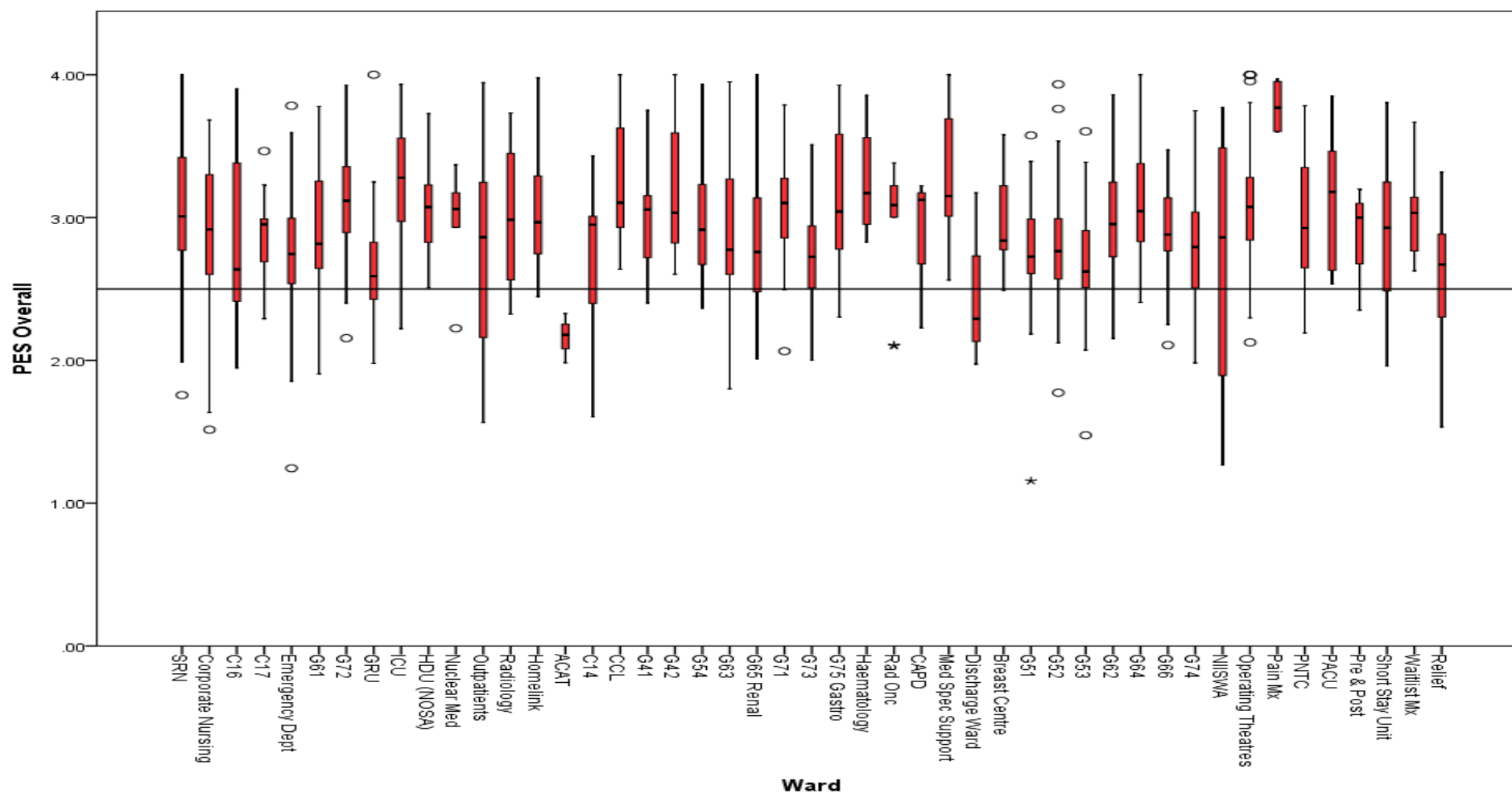


Figure 3 Box Plot of Collegial Nurse-Doctor Relationship by ward area

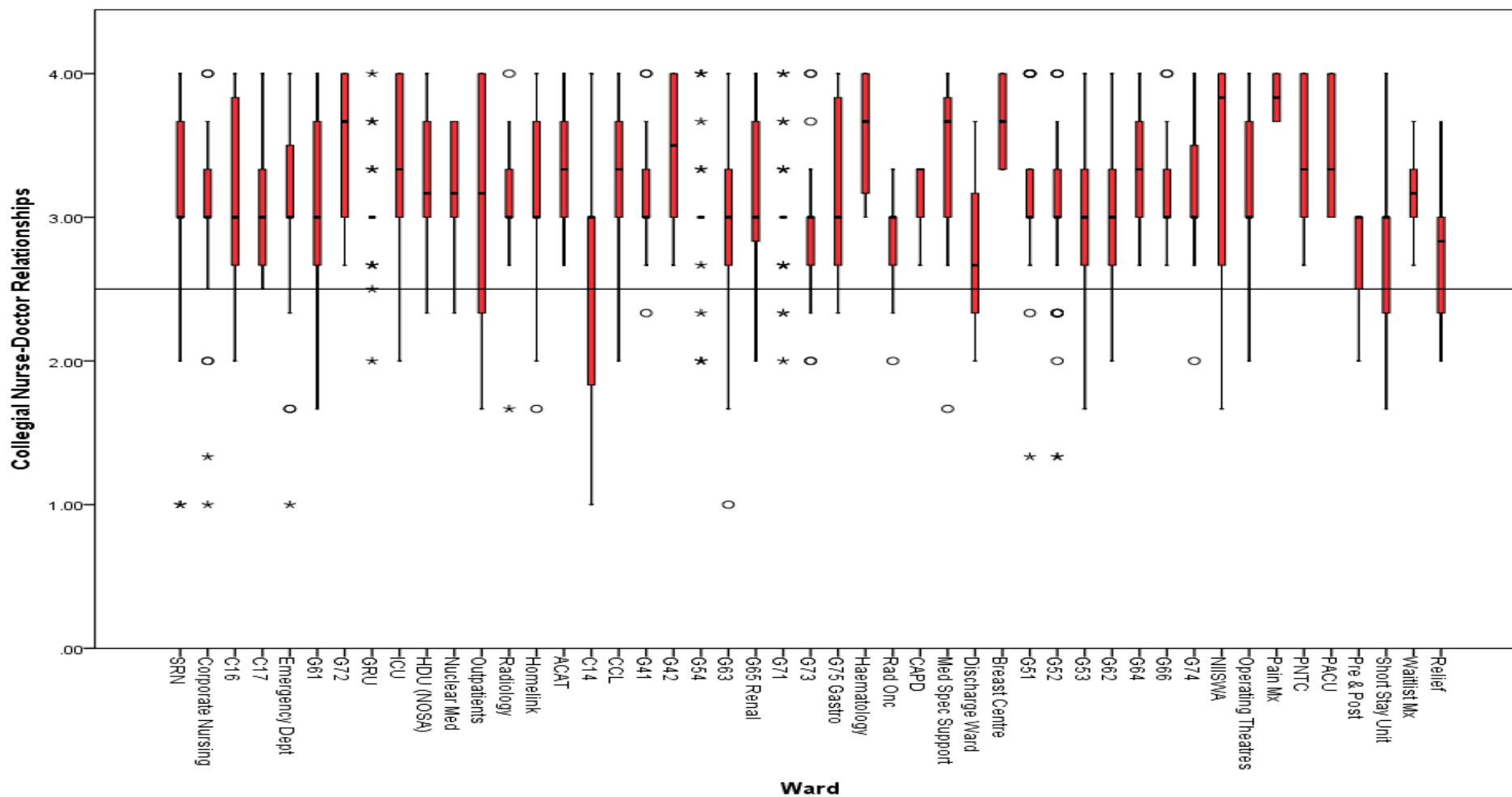


Figure 4 Box Plot of Nurse Management, Leadership, and Support by ward area

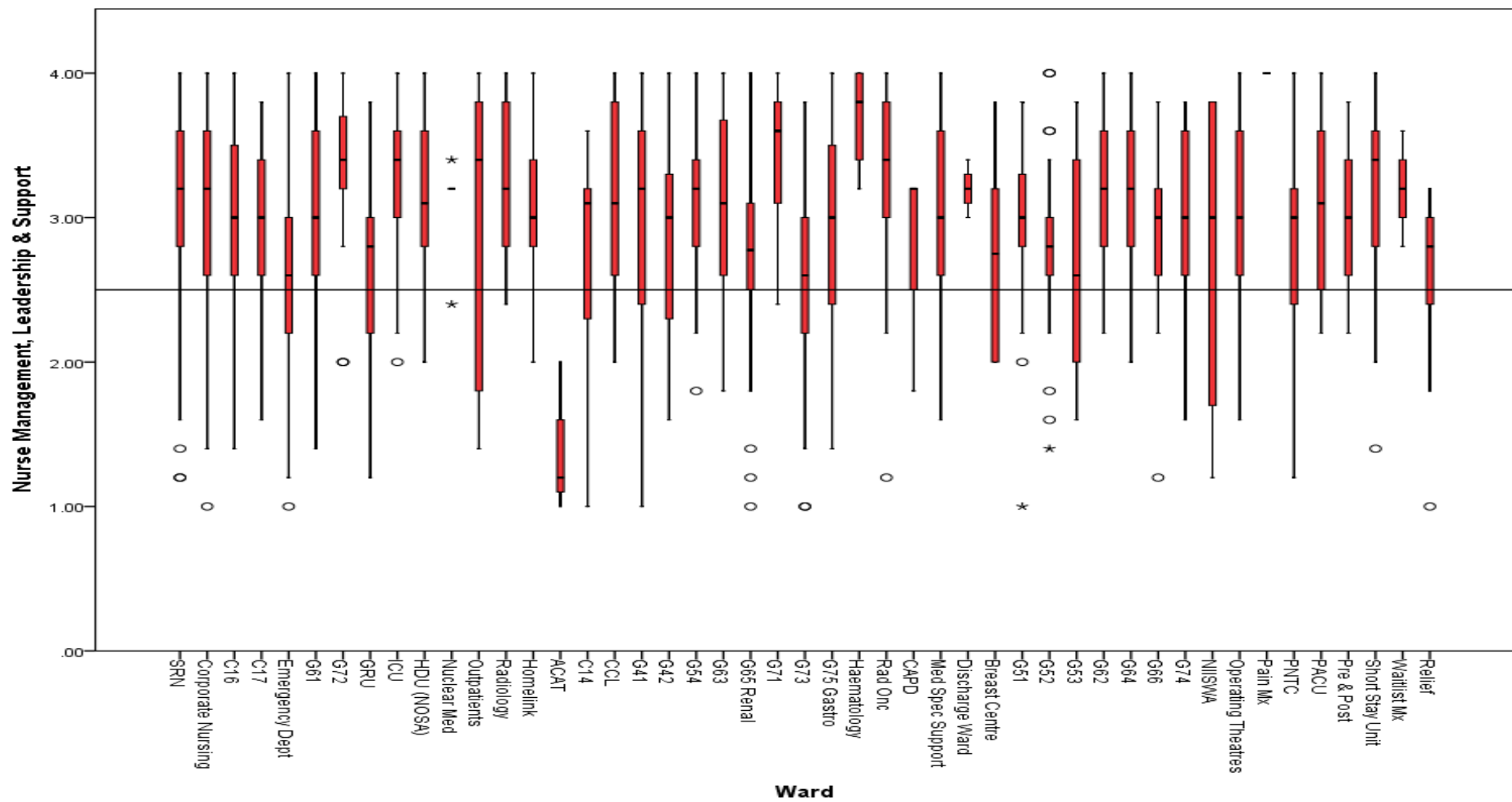


Figure 5 Box Plot of Staffing and Resource Adequacy by ward area

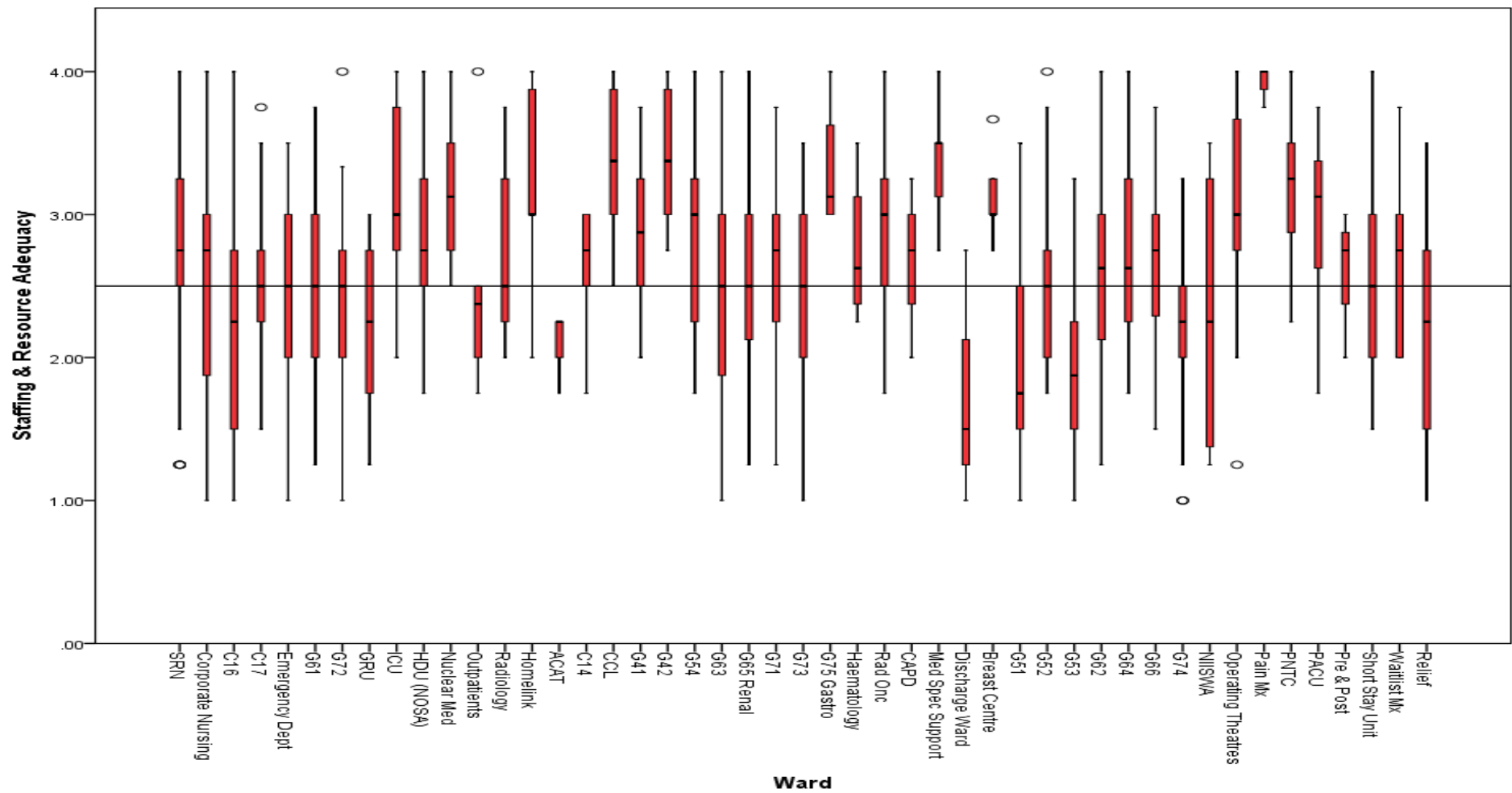


Figure 6 Box Plot of Nurse Participation in Hospital Affairs by ward area

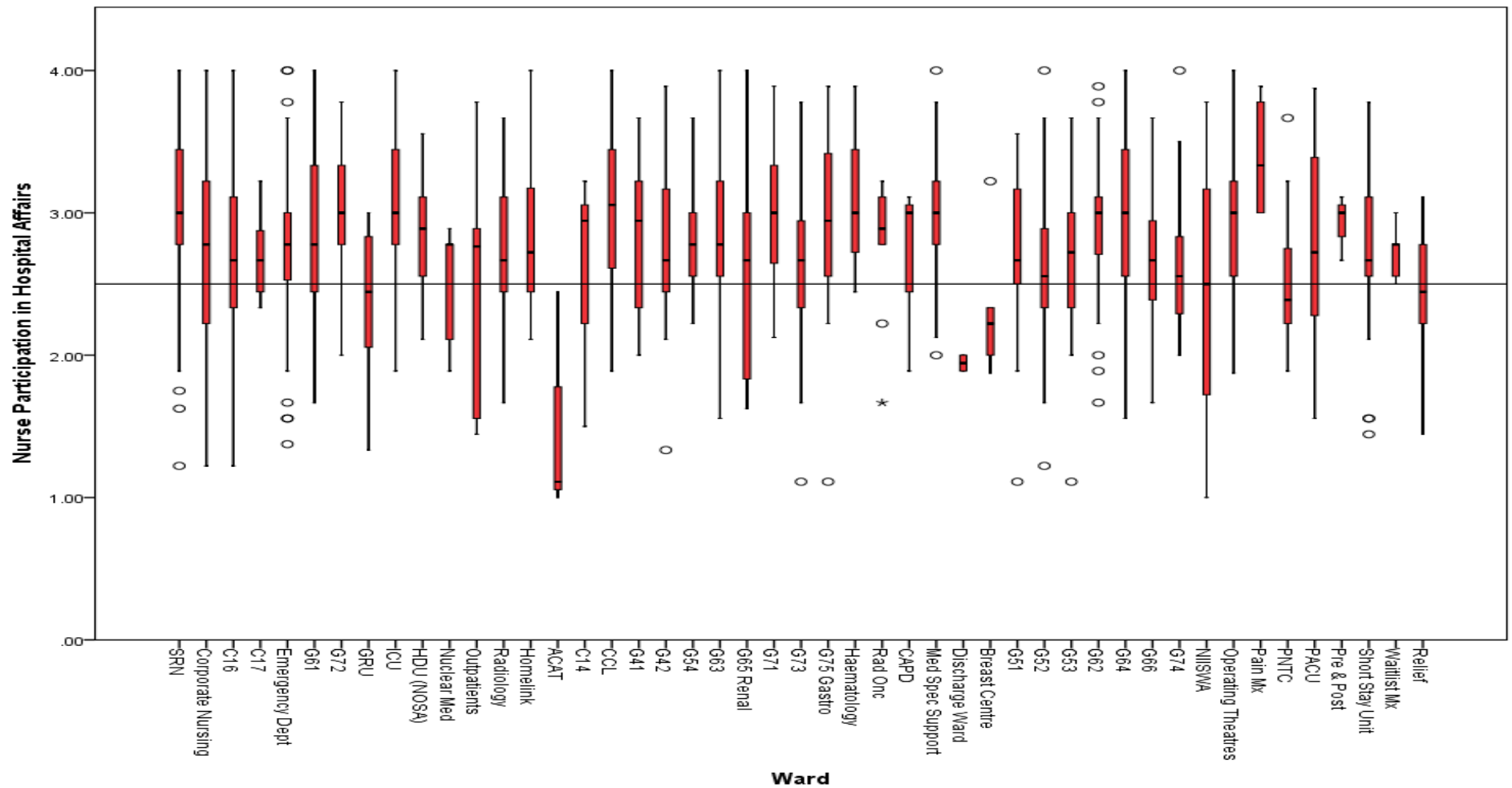


Figure 7 Box Plot of Nurse Foundations of Quality of Care by ward area

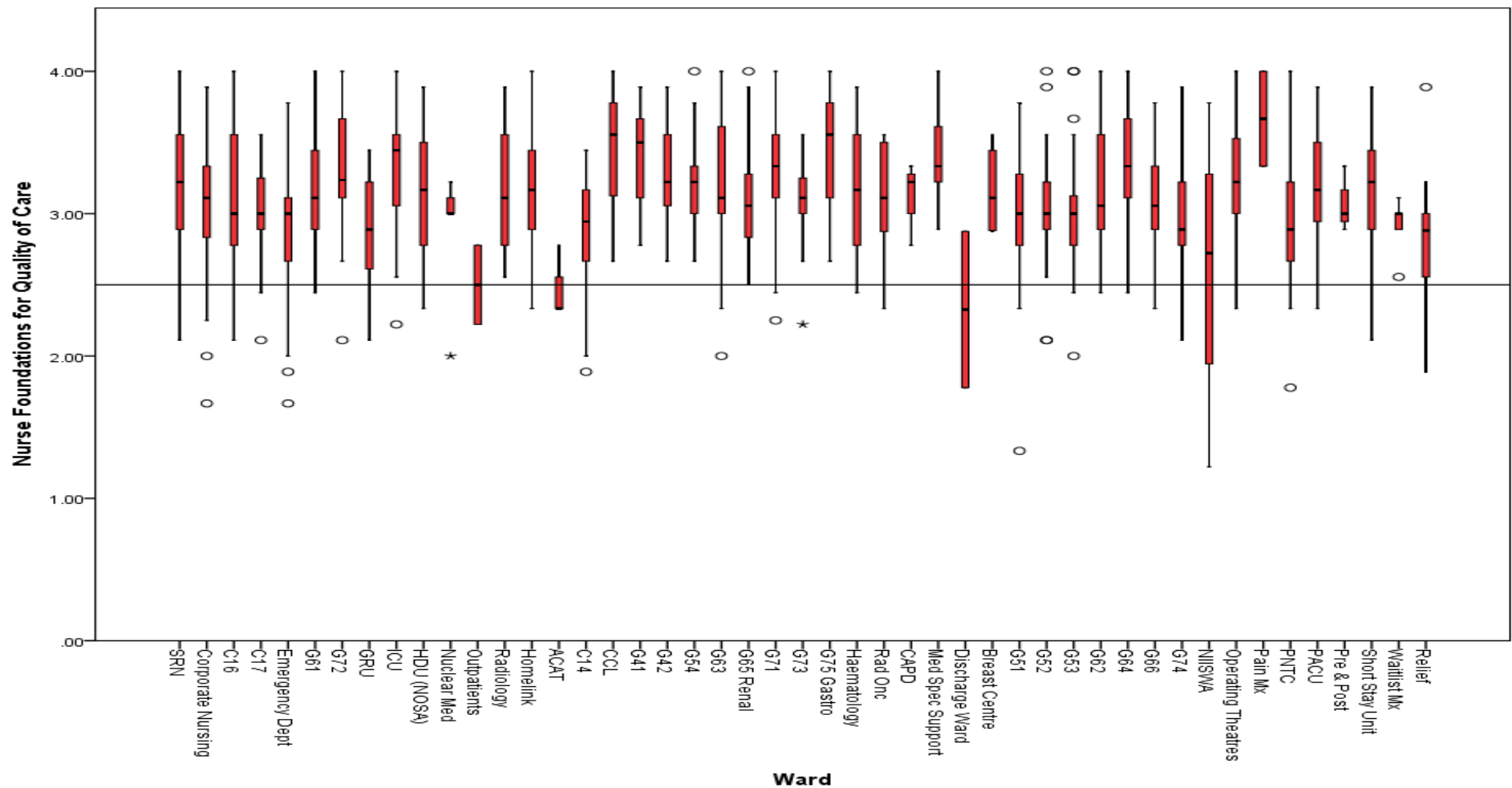


Table 7 Hours worked and overtime (over the last week) 2014 only

Characteristic	Divisions						Total n (%)
	SRN n (%)	Corp Nsg n (%)	Medical n (%)	Med Spec n (%)	Pt Flow n (%)	Surgical n (%)	
How many PAID hours did you work for a health service or hospital?							
< 8 hours	5 (3.0)	0 (0)	17 (4.3)	6 (2.2)	1 (4.8)	8 (2.2)	37 (3)
9 – 16 hours	4 (2.4)	3 (8.8)	26 (6.6)	21 (7.8)	3 (14.3)	26 (7.2)	83 (6.7)
17 – 24 hours	22 (13.2)	6 (17.6)	50 (12.7)	34 (12.7)	4 (19.0)	46 (12.7)	162 (13)
25 – 32 hours	14 (8.4)	6 (17.6)	76 (19.3)	53 (19.8)	5 (23.8)	71 (19.7)	225 (18.1)
> 32 hours	120 (71.9)	18 (52.9)	219 (55.7)	151 (56.3)	7 (33.3)	205 (56.8)	720 (57.9)
Missing	2 (1.2)	1 (2.9)	5 (1.3)	3 (1.1)	1 (4.8)	5 (1.4)	17 (1.4)
How many PAID OVERTIME hours did you work for a health service or hospital?							
< 1 hours	131 (78.4)	30 (88.2)	312 (79.4)	225 (84)	18 (85.7)	293 (81.2)	1009 (81.1)
2 – 4 hours	4 (2.4)	0 (0)	19 (4.8)	8 (3.0)	0 (0)	8 (2.2)	39 (3.1)
5 – 7 hours	3 (1.8)	0 (0)	13 (3.3)	7 (2.6)	0 (0)	23 (6.4)	46 (3.7)
8 – 11 hours	2 (1.2)	0 (0)	10 (2.5)	7 (2.6)	0 (0)	7 (1.9)	26 (2.1)
> 11 hours	2 (1.2)	0 (0)	8 (2.0)	3 (1.1)	0 (0)	4 (1.1)	17 (1.4)
Missing	25 (15)	4 (11.8)	31 (7.9)	18 (6.7)	3 (14.3)	26 (7.2)	107 (8.6)
How many UNPAID OVERTIME hours did you work for a health service or hospital?							
< 1 hours	65 (38.9)	18 (52.9)	291 (74)	183 (68.3)	13 (61.9)	235 (65.1)	805 (64.7)
2 – 4 hours	44 (26.3)	11 (32.4)	49 (12.5)	56 (20.9)	5 (23.8)	87 (24.1)	252 (20.3)
5 – 7 hours	25 (15.0)	3 (8.8)	4 (1.0)	7 (2.6)	1 (4.8)	7 (1.9)	47 (3.8)
8 – 11 hours	11 (6.6)	1 (2.9)	0 (0)	0 (0)	0 (0)	2 (0.6)	14 (1.1)
> 11 hours	10 (6.0)	0 (0)	0 (0)	1 (0.4)	0 (0)	0 (0)	11 (0.9)
Missing	12 (7.2)	1 (2.9)	49 (12.5)	21 (7.8)	2 (9.5)	30 (8.3)	115 (9.2)
Over the last 12 months, has the amount of overtime required of you:							
Increased	65 (38.9)	10 (29.4)	82 (20.9)	73 (27.2)	4 (19)	121 (33.5)	355 (28.5)
Remained the same	67 (40.1)	16 (47.1)	158 (40.2)	100 (37.3)	5 (23.8)	136 (37.7)	482 (38.7)
Decreased	7 (4.2)	0 (0)	25 (6.4)	11 (4.1)	0 (0)	7 (1.9)	50 (4.0)
Not Applicable	25 (15)	7 (20.6)	123 (31.3)	84 (31.3)	12 (57.1)	91 (25.2)	342 (27.5)
Missing	3 (1.8)	1 (2.9)	5 (1.3)	0 (0)	0 (0)	6 (1.7)	15 (1.2)
Over the past 2 weeks, have you been required to change shifts at the request of your manager?							
None	156 (93.4)	30 (88.2)	339 (86.3)	213 (79.5)	19 (90.5)	291 (80.6)	1048 (84.2)
Once	5 (3.0)	1 (2.9)	37 (9.4)	37 (13.8)	0 (0)	47 (13.0)	127 (10.2)
Twice	1 (0.6)	0 (0)	7 (1.8)	11 (4.1)	0 (0)	5 (1.4)	24 (1.9)
More than twice	3 (1.8)	3 (8.8)	7 (1.8)	6 (2.2)	2 (9.5)	14 (3.9)	35 (2.8)
Missing	2 (1.2)	0 (0)	3 (0.8)	1 (0.4)	0 (0)	4 (1.1)	10 (0.8)
Over the last 12 months, have you been required to change nursing units due to restructuring?							
Yes	10 (6.0)	4 (11.8)	41 (10.4)	21 (7.8)	2 (9.5)	28 (7.8)	106 (8.5)
No	154 (92.2)	30 (88.2)	349 (88.8)	247 (92.2)	18 (85.7)	327 (90.6)	1125 (90.4)
Missing	3 (1.8)	0 (0)	3 (0.8)	0 (0)	1 (4.8)	6 (1.7)	13 (1.0)
Do you anticipate having to change units in the next year due to restructuring/reorganisation?							
Yes	24 (14.4)	9 (26.5)	41 (10.4)	37 (13.8)	4 (19)	40 (11.1)	155 (12.5)
No	139 (83.2)	25 (73.5)	348 (88.5)	231 (86.2)	17 (81)	317 (87.8)	1077 (86.6)
Missing	4 (2.4)	0 (0)	4 (1)	0 (0)	0 (0)	4 (1.1)	12 (1.0)



Table 8 Missed work, illness and disability (in the past year) 2014 only

In the PAST YEAR:

Characteristic	Divisions						Total n (%)
	SRN n (%)	Corp Nsg n (%)	Medical n (%)	Med Spec n (%)	Pt Flow n (%)	Surgical n (%)	
How many SHIFTS have you missed due to illness/disability?							
0	32 (19.2)	3 (8.8)	15 (3.8)	11 (4.1)	3 (14.3)	20 (5.5)	84 (6.8)
1 – 2	51 (30.5)	13 (38.2)	68 (17.3)	59 (22.0)	1 (4.8)	71 (19.7)	263 (21.1)
3 – 4	34 (20.4)	4 (11.8)	112 (28.5)	67 (25.0)	7 (33.3)	99 (27.4)	323 (26.0)
5 – 6	20 (12.0)	5 (14.7)	71 (18.1)	55 (20.5)	4 (19.0)	59 (16.3)	214 (17.2)
> 6	25 (15.0)	6 (17.6)	115 (29.3)	71 (26.5)	6 (28.6)	108 (29.9)	331 (26.6)
Missing	5 (3.0)	3 (8.8)	12 (3.1)	5 (1.9)	0 (0)	4 (1.1)	29 (2.3)
On how many OCCASIONS have you missed work due to illness/disability?							
0	33 (19.8)	5 (14.7)	45 (11.5)	29 (10.8)	4 (19.0)	43 (11.9)	159 (12.8)
1 – 2	65 (38.9)	12 (35.3)	85 (21.6)	79 (29.5)	4 (19.0)	109 (30.2)	354 (28.5)
3 – 4	31 (18.6)	5 (14.7)	112 (28.5)	70 (26.1)	5 (23.8)	77 (21.3)	300 (24.1)
5 – 6	15 (9.0)	4 (11.8)	46 (11.7)	34 (12.7)	3 (14.3)	45 (12.5)	147 (11.8)
> 6	8 (4.8)	4 (11.8)	64 (16.3)	39 (14.6)	4 (19.0)	56 (15.5)	175 (14.1)
Missing	15 (9.0)	4 (11.8)	41 (10.4)	17 (6.3)	1 (4.8)	31 (8.6)	109 (8.8)
What is the most common reason you missed work?							
Physical illness	92 (55.4)	16 (47.1)	210 (53.8)	167 (63.3)	10 (47.6)	224 (62.4)	719 (58.3)
Mental health day	3 (1.8)	2 (5.9)	29 (7.4)	26 (9.8)	0 (0)	30 (8.4)	90 (7.3)
Injury (work related)	4 (2.4)	0 (0)	4 (1.0)	7 (2.7)	1 (4.8)	10 (2.8)	26 (2.1)
Family illness/ crisis/commitment	45 (27.1)	13 (38.2)	97 (24.9)	53 (20.1)	7 (33.3)	74 (20.6)	289 (23.4)
Unable to get requested day off	0 (0)	0 (0)	12 (3.1)	0 (0)	0 (0)	6 (1.7)	18 (1.5)
Injury (non-work related)	0 (0)	1 (2.9)	9 (2.3)	0 (0)	2 (9.5)	1 (0.3)	13 (1.1)
Maternity Leave	0 (0)	0 (0)	1 (0.3)	2 (0.8)	0 (0)	0 (0)	3 (0.2)
Stress/Tired/Personal Leave	1 (0.6)	0 (0)	3 (0.8)	2 (0.8)	0 (0)	0 (0)	6 (0.5)
Surgery/Treatment/Appointment	2 (1.2)	0 (0)	6 (1.5)	1 (0.4)	0 (0)	2 (0.6)	11 (0.9)
Other (please specify)	0 (0)	0 (0)	3 (0.8)	0 (0)	0 (0)	1 (0.3)	4 (0.3)
NA (no days off)	5 (3.0)	0 (0)	2 (0.5)	1 (0.4)	1 (4.8)	5 (1.4)	14 (1.1)
Missing	14 (8.4)	2 (5.9)	14 (3.6)	5 (1.9)	0 (0)	6 (1.7)	41 (3.3)



Table 9 Tasks performed during your LAST SHIFT 2014 only

	Divisions						Total n (%)
	SRN n (%)	Corp Nsg n (%)	Medical n (%)	Med Spec n (%)	Pt Flow n (%)	Surgical n (%)	
Delivering/retrieving trays	19 (11.4)	3 (8.8)	82 (20.9)	73 (27.2)	7 (33.3)	93 (25.8)	277 (22.3)
Ordering, coordinating or helping perform other disciplinary services	73 (43.7)	5 (14.7)	168 (42.7)	139 (51.9)	7 (33.3)	172 (47.6)	564 (45.3)
Arranging discharge referrals and transportation	55 (32.9)	4 (11.8)	133 (33.8)	131 (48.9)	8 (38.1)	150 (41.6)	481 (38.7)
Performing nursing duties (e.g. ECGs, routine phlebotomy and starting IVs)	59 (35.3)	17 (50.0)	349 (88.8)	240 (89.6)	20 (95.2)	291 (80.6)	976 (78.5)
Transporting patients	17 (10.2)	0 (0)	57 (14.5)	32 (11.9)	4 (19.0)	48 (13.3)	158 (12.7)
Co-ordinating and performing housekeeping duties	35 (21.0)	6 (17.6)	146 (37.2)	115 (42.9)	5 (23.8)	160 (44.3)	467 (37.5)

Table 10 Tasks delayed or left undone on your LAST SHIFT 2014 only

	Divisions						Total n (%)
	SRN n (%)	Corp Nsg n (%)	Medical n (%)	Med Spec n (%)	Pt Flow n (%)	Surgical n (%)	
Tasks delayed on your LAST SHIFT due to lack of time:							
Routine vital signs	10 (6)	6 (17.6)	119 (30.3)	75 (28.0)	6 (28.6)	96 (26.6)	312 (25.1)
Routine medications or dressings	8 (4.8)	6 (17.6)	114 (29.0)	61 (22.8)	4 (19.0)	91 (25.2)	284 (22.8)
Administering PRN pain medications	5 (3.0)	3 (8.8)	83 (21.1)	45 (16.8)	2 (9.5)	53 (14.7)	191 (15.4)
Routine mobilisation or turns	10 (6.0)	3 (8.8)	103 (26.2)	48 (17.9)	5 (23.8)	104 (28.8)	273 (21.9)
Back rubs and skin care	3 (1.8)	1 (2.9)	67 (17.0)	34 (12.7)	3 (14.3)	71 (19.7)	179 (14.4)
Responding to patient bell	16 (9.6)	6 (17.6)	132 (33.6)	96 (35.8)	7 (33.3)	120 (33.2)	377 (30.3)
Discharge planning	21 (12.6)	2 (5.9)	73 (18.6)	59 (22.0)	2 (9.5)	65 (18.0)	222 (17.8)
Prepare patient and family for d/c	19 (11.4)	2 (5.9)	73 (18.6)	49 (18.3)	5 (23.8)	57 (15.8)	205 (16.5)
Routine teaching for patients/families	14 (8.4)	0 (0)	85 (21.6)	57 (21.3)	2 (9.5)	54 (15.0)	212 (17.0)
Comforting/talking with patients	17 (10.2)	2 (5.9)	109 (27.7)	84 (31.3)	5 (23.8)	99 (27.4)	316 (25.4)
Adequately documenting nursing care	19 (11.4)	4 (11.8)	121 (30.8)	64 (23.9)	6 (28.6)	90 (24.9)	304 (24.4)
Oral hygiene	4 (2.4)	1 (2.9)	69 (17.6)	45 (16.8)	4 (19.0)	71 (19.7)	194 (15.6)
Develop or update nursing care plan	14 (8.4)	4 (11.8)	98 (24.9)	67 (25.0)	5 (23.8)	78 (21.6)	266 (21.4)
Tasks left undone on your LAST SHIFT due to lack of time:							
Routine vital signs	3 (1.8)	1 (2.9)	4 (1.0)	1 (0.4)	1 (4.8)	7 (1.9)	17 (1.4)
Routine medications or dressings	4 (2.4)	1 (2.9)	6 (1.5)	3 (1.1)	1 (4.8)	13 (3.6)	28 (2.3)
Administering PRN pain medications	3 (1.8)	0 (0)	4 (1.0)	2 (0.7)	1 (4.8)	5 (1.4)	15 (1.2)
Routine mobilisation or turns	4 (2.4)	1 (2.9)	24 (6.1)	13 (4.9)	1 (4.8)	14 (3.9)	57 (4.6)
Back rubs and skin care	12 (7.2)	4 (11.8)	55 (14.0)	38 (14.2)	1 (4.8)	35 (9.7)	145 (11.7)
Responding to patient bell	2 (1.2)	0 (0)	3 (0.8)	4 (1.5)	1 (4.8)	5 (1.4)	15 (1.2)
Discharge planning	4 (2.4)	0 (0)	21 (5.3)	20 (7.5)	1 (4.8)	31 (8.6)	77 (6.2)
Prepare patient and family for d/c	5 (3.0)	0 (0)	22 (5.6)	17 (6.3)	0 (0)	24 (6.6)	68 (5.5)
Routine teaching for patients/families	7 (4.2)	3 (8.8)	37 (9.4)	27 (10.1)	3 (14.3)	42 (11.6)	119 (9.6)
Comforting/talking with patients	8 (4.8)	4 (11.8)	40 (10.2)	24 (9.0)	2 (9.5)	46 (12.7)	124 (10)
Adequately documenting nursing care	3 (1.8)	1 (2.9)	9 (2.3)	9 (3.4)	3 (14.3)	9 (2.5)	34 (2.7)
Oral hygiene	8 (4.8)	1 (2.9)	60 (15.3)	41 (15.3)	3 (14.3)	50 (13.9)	163 (13.1)
Develop or update nursing care plan	3 (1.8)	1 (2.9)	26 (6.6)	19 (7.1)	3 (14.3)	45 (12.5)	97 (7.8)





Table 11 SCGH nurses' plans for the future in 2012 and 2014

	SRN n (%)	Corp Nsg n (%)	Medical n (%)		Division Med Spec n (%)		Pt Flow n (%)		Surgical n (%)		Total n (%)	
			2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
Do you plan to leave your present nursing job?												
Yes, within the next 6 months	4 (2.4)	4 (11.8)	10 (3.7)	26 (6.6)	12 (7.6)	16 (6.0)	0 (0)	1 (4.8)	12 (5.4)	30 (8.3)**	34 (5.2)	81 (6.5)**
Yes, within the next year	20 (12)	6 (17.6)	28 (10.4)	53 (13.5)	9 (5.7)	33 (12.3)	0 (0)	1 (4.8)	15 (6.8)	51 (14.1)	52 (8.0)	164 (13.2)
No plans within the year	139 (83.2)	24 (70.6)	221 (82.2)	306 (77.9)	133 (84.7)	219 (81.7)	3 (100)	19 (90.5)	190 (85.6)	276 (76.5)	547 (84)	983 (79)
Missing	4 (2.4)	0 (0)	10 (3.7)	8 (2.0)	3 (1.9)	0 (0)	0 (0)	0 (0)	5 (2.3)	4 (1.1)	18 (2.8)	16 (1.3)
Are you actively looking for another position in nursing?												
Yes	29 (17.4)	13 (38.2)	40 (14.9)	82 (20.9)	29 (18.5)	58 (21.6)	0 (0)	6 (28.6)	41 (18.5)	67 (18.6)	110 (16.9)	255 (20.5)
No	133 (79.6)	21 (61.8)	220 (81.8)	302 (76.8)	126 (80.3)	210 (78.4)	3 (100)	15 (71.4)	176 (79.3)	291 (80.6)	525 (80.6)	972 (78.1)
Missing	5 (3.0)	0 (0)	9 (3.3)	9 (2.3)	2 (1.3)	0 (0)	0 (0)	0 (0)	5 (2.3)	3 (0.8)	16 (2.5)	17 (1.4)
If you are / were looking for another job how easy or difficult do you think it would be for you to find an acceptable job in nursing?												
Very easy	8 (4.8)	2 (5.9)	25 (9.3)	19 (4.8)**	14 (8.9)	4 (1.5)**	0 (0)	0 (0)	20 (9.0)	13 (3.6)**	59 (9.1)	46 (3.7)**
Fairly easy	47 (28.1)	6 (17.6)	151 (56.1)	135 (34.4)	78 (49.7)	81 (30.2)	1 (33.3)	3 (14.3)	116 (52.3)	100 (27.7)	346 (53.1)	372 (29.9)
Fairly difficult	77 (46.1)	19 (55.9)	57 (21.2)	170 (43.3)	42 (26.8)	130 (48.5)	2 (66.7)	11 (52.4)	53 (23.9)	180 (49.9)	154 (23.7)	587 (47.2)
Very difficult	22 (13.2)	6 (17.6)	8 (3.0)	36 (9.2)	5 (3.2)	34 (12.7)	0 (0)	4 (19.0)	11 (5.0)	36 (10)	24 (3.7)	138 (11.1)
Missing	13 (7.8)	1 (2.9)	28 (10.4)	33 (8.4)	18 (11.5)	19 (7.1)	0 (0)	3 (14.3)	22 (9.9)	32 (8.9)	68 (10.4)	101 (8.1)

Overall results reflect the whole hospital

For statistical testing (2012 compared with 2014) SRNs, Corporate Nursing & Relief were excluded as no data was collected in 2012 for these areas

Statistical analyses conducted via χ^2 Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level



Table 12 Independent predictors of intention to leave your present nursing job within the next year

Variable	OR	95% CI	p value
Year (0=2012, 1=2014)	1.47	1.09, 1.98	0.01
Age			<0.001
<30 years	3.57	2.25, 5.66	<0.001
31 to 40 years	1.80	1.10, 2.95	0.02
41 to 50 years	0.76	0.56, 1.02	0.95
>51 years	1.00		
Nurse Management, Leadership & Support	0.76	0.56, 1.02	0.07
Nurse Participation in Hospital Affairs (range 1 to 4)	0.60	0.42, 0.87	0.008
Emotional abuse in the last 5 shifts worked (0=No, 1=yes)	1.55	1.15, 2.81	0.004
Overall in the past year has the quality of patient care on your unit			<0.001
I have worked less than year	2.92	1.79, 4.77	<0.001
Deteriorated	1.80	1.15, 2.81	0.01
Remained the same	1.22	0.84, 1.77	0.30
Improved	1.00		

OR, odds ratio; CI, confidence interval

Model adjusted for age category, gender, Collegial Nurse-Doctor Relationships, Nurse Management, Leadership & Support, Staffing & Resource Adequacy, Nurse Participation in Hospital Affairs, Nurse Foundations of Quality Care, Quality of patient care on your unit in the last year, Physical Assault in last 5 shifts, Threat of Assault in last 5 shifts, and Emotional abuse in the last 5 shifts





Table 13 Do you plan to leave your present nursing job by ward area?

	Yes, within the next 6 months		Yes, within the next year		No plans within the year	
	2012	2014	2012	2014	2012	2014
	n (%)	n (%)	n (%)	n (%)	n (%)	n (%)
ACAT		0 (0)		0 (0)		3 (100)
Breast Centre	1 (25)	0 (0)	0 (0)	0 (0)	3 (75)	5 (100)
C14	2 (40)	0 (0)	0 (0)	3 (25)	3 (60)	9 (75)
C16	0 (0)	1 (3.6)	4 (12.1)	6 (21.4)	29 (87.9)	21 (75)
C17	0 (0)	2 (11.8)	1 (9.1)	2 (11.8)	10 (90.9)	13 (76.5)
CAPD	0	0 (0)	0	0 (0)	0	3 (100)
CCL	1 (11.1)	1 (8.3)	0 (0)	4 (33.3)	8 (88.9)	7 (58.3)
Corporate Nursing		4 (11.8)		6 (17.6)		24 (70.6)
Discharge Ward	0 (0)	0 (0)	0 (0)	0 (0)	3 (100)	3 (100)
Emergency Dept	1 (3)	6 (6.4)	6 (18.2)	14 (14.9)	26 (78.8)	74 (78.7)
G41	0 (0)	0 (0)	0 (0)	1 (6.7)	4 (100)	14 (93.3)
G42	1 (5.9)	1 (4.8)	3 (17.6)	1 (4.8)	13 (76.5)	19 (90.5)
G51	2 (12.5)	5 (18.5)	1 (6.3)	4 (14.8)	13 (81.3)	18 (66.7)
G52	1 (3.8)	3 (6.3)	2 (7.7)	5 (10.4)	23 (88.5)	40 (83.3)
G53	0 (0)	4 (15.4)	3 (21.4)	3 (11.5)	11 (78.6)	19 (73.1)
G54	1 (7.7)	2 (8)	2 (15.4)	3 (12)	10 (76.9)	20 (80)
G61	2 (5.4)	4 (11.1)	5 (13.5)	6 (16.7)	30 (81.1)	26 (72.2)
G62	3 (14.3)	2 (4.2)	3 (14.3)	5 (10.4)	15 (71.4)	41 (85.4)
G63	0 (0)	3 (6.8)	0 (0)	8 (18.2)	10 (100)	33 (75)
G64	0 (0)	4 (11.8)	1 (6.3)	7 (20.6)	15 (93.8)	23 (67.6)
G65 Renal	2 (9.1)	2 (9.5)	0 (0)	1 (4.8)	20 (90.9)	18 (85.7)
G66	0 (0)	2 (7.1)	0 (0)	7 (25)	21 (100)	19 (67.9)
G71	3 (10.7)	2 (4.7)	2 (7.1)	5 (11.6)	23 (82.1)	36 (83.7)
G72	4 (16.7)	3 (6.7)	3 (12.5)	4 (8.9)	17 (70.8)	38 (84.4)
G73	0 (0)	4 (11.8)	1 (11.1)	4 (11.8)	8 (88.9)	26 (76.5)
G74	1 (5)	5 (18.5)	0 (0)	4 (14.8)	19 (95)	18 (66.7)
G75 Gastro	0 (0)	0 (0)	0 (0)	2 (15.4)	15 (100)	11 (84.6)
GRU	1 (6.7)	2 (9.1)	1 (6.7)	5 (22.7)	13 (86.7)	15 (68.2)
Haematology	1 (50)	0 (0)	0 (0)	0 (0)	1 (50)	4 (100)
HDU (NOSA)	0 (0)	0 (0)	4 (30.8)	3 (12.5)	9 (69.2)	21 (87.5)
Homelink	1 (4.8)	1 (4)	0 (0)	1 (4)	20 (95.2)	23 (92)
ICU	0 (0)	5 (7.8)	4 (8.2)	5 (7.8)	45 (91.8)	54 (84.4)
Med Spec Support	1 (8.3)	0 (0)	0 (0)	0 (0)	11 (91.7)	12 (100)
NIISWA	0 (0)	0 (0)	0 (0)	1 (25)	2 (100)	3 (75)
Nuclear Med	0 (0)	0 (0)	0 (0)	1 (16.7)	7 (100)	5 (83.3)
Operating Theatres	0 (0)	4 (9.5)	3 (14.3)	4 (9.5)	18 (85.7)	34 (81)
Outpatients	0 (0)	1 (14.3)	0 (0)	2 (28.6)	9 (100)	4 (57.1)
PACU	1 (9.1)	0 (0)	1 (9.1)	5 (31.3)	9 (81.8)	11 (68.8)
Pain Mx	0 (0)	0 (0)	0 (0)	0 (0)	3 (100)	4 (100)





	Yes, within the next 6 months		Yes, within the next year		No plans within the year	
	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)
PNTC	0 (0)	0 (0)	0 (0)	0 (0)	3 (100)	11 (100)
Pre & Post	0 (0)	0 (0)	0 (0)	0 (0)	1 (100)	3 (100)
Rad Onc	0 (0)	1 (11.1)	1 (12.5)	1 (11.1)	7 (87.5)	7 (77.8)
Radiology	1 (14.3)	1 (7.1)	0 (0)	4 (28.6)	6 (85.7)	9 (64.3)
Relief		1 (5.6)		1 (5.6)		16 (88.9)
Short Stay Unit	2 (5.7)	1 (3.6)	1 (2.9)	4 (14.3)	32 (91.4)	23 (82.1)
SRN		4 (2.5)		20 (12.3)		139 (85.3)
Waitlist Mx	1 (33.3)	0 (0)	0 (0)	2 (33.3)	2 (66.7)	4 (66.7)



Table 14 What is your highest nursing educational credential (2012 and 2014)?

	Divisions										Total n (%)	
	SRN Mean (%)	Corp Nsg Mean (%)	Medical n (%)		Med Spec n (%)		Pt Flow n (%)		Surgical n (%)			
			2012	2014	2012	2014	2012	2014	2012	2014		
			2012	2014	2012	2014	2012	2014	2012	2014		
EN Certificate	-	-	13 (4.8)	12 (3.1)	6 (3.8)	6 (2.2)	0 (0)	1 (4.8)	11 (5)	9 (2.5)	30 (4.6)	28 (2.3)
ASEN Certificate	-	-	5 (1.9)	7 (1.8)	0 (0)	2 (0.7)	0 (0)	0 (0)	3 (1.4)	7 (1.9)	8 (1.2)	16 (1.3)
RN Hospital Certificate	23 (13.8)	-	24 (8.9)	34 (8.7)	14 (8.9)	26 (9.7)	0 (0)	2 (9.5)	22 (9.9)	28 (7.8)	60 (9.2)	113 (9.1)
RN Post-Basic Certificate	5 (3.0)	3 (8.8)	5 (1.9)	11 (2.8)	5 (3.2)	11 (4.1)	0 (0)	1 (4.8)	7 (3.2)	10 (2.8)	17 (2.6)	41 (3.3)
RN Diploma	14 (8.4)	2 (5.9)	44 (16.4)	54 (13.7)	30 (19.1)	43 (16)	1 (33.3)	5 (23.8)	32 (14.4)	73 (20.2)	107 (16.4)	191 (15.4)
BScN/BN	51 (30.5)	11 (32.4)	100 (37.2)	159 (40.5)	62 (39.5)	117 (43.7)	0 (0)	7 (33.3)	104 (46.8)	163 (45.2)	266 (40.9)	508 (40.8)
Graduate Certificate	21 (12.6)	11 (32.4)	42 (15.6)	58 (14.8)	21 (13.4)	38 (14.2)	0 (0)	2 (9.5)	12 (5.4)	34 (9.4)	75 (11.5)	164 (13.2)
Graduate Diploma	23 (13.8)	5 (14.7)	24 (8.9)	35 (8.9)	9 (5.7)	15 (5.6)	1 (33.3)	1 (4.8)	22 (9.9)	25 (6.9)	56 (8.6)	104 (8.4)
Master’s Degree	27 (16.2)	2 (5.9)	3 (1.1)	14 (3.6)	6 (3.8)	9 (3.4)	1 (33.3)	2 (9.5)	3 (1.4)	9 (2.5)	13 (2.0)	63 (5.1)
Missing	3 (1.8)	-	9 (3.3)	9 (2.3)	4 (2.5)	1 (0.4)	0 (0)	0 (0)	6 (2.7)	3 (0.8)	19 (2.9)	16 (1.3)

Overall results reflect the whole hospital

For statistical testing (2012 compared with 2014) SRNs, Corporate Nursing & Relief were excluded as no data was collected in 2012 for these areas

Statistical analyses conducted via χ^2 Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level

Table 15 Perceptions of quality of care (2012 and 2014)

	Division										Total n (%)		
	SRN n (%)	Corp Nsg n (%)	Medical n (%)		Med Spec n (%)		Pt Flow n (%)		Surgical n (%)				
			2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	
Overall in the PAST YEAR, would you say the quality of patient care in your unit has:													
Improved	45 (26.9)	7 (20.6)	86 (32.0)	120 (30.5)	53 (33.8)	87 (32.5)	2 (66.7)	5 (23.8)	61 (27.5)	84 (23.3)	202 (31.0)	348 (28.0)*	
Remained the same	75 (44.9)	16 (47.1)	120 (44.6)	176 (44.8)	66 (42)	130 (48.5)	0 (0)	10 (47.6)	104 (46.8)	153 (42.4)	290 (44.5)	560 (45)	
Deteriorated	24 (14.4)	7 (20.6)	26 (9.7)	61 (15.5)	18 (11.5)	29 (10.8)	1 (33.3)	5 (23.8)	34 (15.3)	87 (24.1)	79 (12.1)	213 (17.1)	
Worked < 1 year	1 (0.6)	1 (2.9)	23 (8.6)	27 (6.9)	15 (9.6)	21 (7.8)	0 (0)	1 (4.8)	18 (8.1)	33 (9.1)	56 (8.6)	84 (6.8)	
Missing	22 (13.2)	3 (8.8)	14 (5.2)	9 (2.3)	5 (3.2)	1 (0.4)	0 (0)	0 (0)	5 (2.3)	4 (1.1)	24 (3.7)	39 (3.1)	
How would you describe the quality of nursing care delivered on your LAST SHIFT?													
Excellent	49 (29.3)	9 (26.5)	108 (40.1)	153 (38.9)	68 (43.3)	116 (43.3)	2 (66.7)	9 (42.9)	86 (38.7)	133 (36.8)	264 (40.6)	469 (37.7)	
Good	80 (47.9)	15 (44.1)	131 (48.7)	192 (48.9)	78 (49.7)	132 (49.3)	1 (33.3)	8 (38.1)	115 (51.8)	205 (56.8)	325 (49.9)	632 (50.8)	
Fair	13 (7.8)	7 (20.6)	12 (4.5)	37 (9.4)	7 (4.5)	16 (6.0)	0 (0)	3 (14.3)	15 (6.8)	20 (5.5)	34 (5.2)	96 (7.7)	
Poor	0 (0)	0 (0)	1 (0.4)	1 (0.3)	0 (0)	2 (0.7)	0 (0)	1 (4.8)	0 (0)	0 (0)	1 (0.2)	4 (0.3)	
Missing	25 (15.0)	3 (8.8)	17 (6.3)	10 (2.5)	4 (2.5)	2 (0.7)	0 (0)	0 (0)	6 (2.7)	3 (0.8)	27 (4.1)	43 (3.5)	

Overall results reflect the whole hospital

For statistical testing (2012 compared with 2014) SRNs, Corporate Nursing & Relief were excluded as no data was collected in 2012 for these areas

Statistical analyses conducted via χ^2 Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level



Table 16 Overall in the PAST YEAR, would you say the quality of patient care in your unit has:

	Improved		Remained the same		Deteriorated		I have worked less than 1 year	
	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)
ACAT		1 (33.3)		1 (33.3)		1 (33.3)		0 (0)
Breast Centre	2 (50)	1 (20)	0 (0)	3 (60)	2 (50)	1 (20)	0 (0)	0 (0)
C14	0 (0)	8 (66.7)	3 (60)	3 (25)	1 (20)	0 (0)	1 (20)	1 (8.3)
C16	11 (34.4)	11 (37.9)	12 (37.5)	8 (27.6)	4 (12.5)	9 (31)	5 (15.6)	1 (3.4)
C17	2 (16.7)	11 (64.7)	6 (50)	3 (17.6)	2 (16.7)	0 (0)	2 (16.7)	3 (17.6)
CAPD		1 (33.3)		2 (66.7)		0 (0)		0 (0)
CCL	4 (44.4)	6 (50)	3 (33.3)	5 (41.7)	0 (0)	0 (0)	2 (22.2)	1 (8.3)
Corporate Nursing		7 (22.6)		16 (51.6)		7 (22.6)		1 (3.2)
Discharge Ward	2 (66.7)	0 (0)	0 (0)	2 (66.7)	1 (33.3)	1 (33.3)	0 (0)	0 (0)
Emergency Dept	12 (37.5)	25 (26.3)	13 (40.6)	46 (48.4)	3 (9.4)	17 (17.9)	4 (12.5)	7 (7.4)
G41	3 (75)	8 (53.3)	0 (0)	6 (40)	0 (0)	1 (6.7)	1 (25)	0 (0)
G42	6 (35.3)	3 (15)	9 (52.9)	13 (65)	2 (11.8)	1 (5)	0 (0)	3 (15)
G51	3 (18.8)	2 (7.7)	8 (50)	5 (19.2)	2 (12.5)	15 (57.7)	3 (18.8)	4 (15.4)
G52	4 (15.4)	7 (14.6)	17 (65.4)	23 (47.9)	2 (7.7)	12 (25)	3 (11.5)	6 (12.5)
G53	4 (28.6)	2 (7.7)	5 (35.7)	8 (30.8)	4 (28.6)	15 (57.7)	1 (7.1)	1 (3.8)
G54	5 (38.5)	7 (28)	4 (30.8)	16 (64)	2 (15.4)	1 (4)	2 (15.4)	1 (4)
G61	11 (32.4)	11 (32.4)	14 (41.2)	14 (41.2)	6 (17.6)	8 (23.5)	3 (8.8)	1 (2.9)
G62	4 (19)	9 (18.8)	13 (61.9)	16 (33.3)	4 (19)	17 (35.4)	0 (0)	6 (12.5)
G63	3 (30)	13 (29.5)	3 (30)	17 (38.6)	3 (30)	7 (15.9)	1 (10)	7 (15.9)
G64	3 (18.8)	5 (14.7)	10 (62.5)	20 (58.8)	0 (0)	6 (17.6)	3 (18.8)	3 (8.8)
G65 Renal	9 (40.9)	4 (19)	8 (36.4)	10 (47.6)	5 (22.7)	6 (28.6)	0 (0)	1 (4.8)
G66	6 (28.6)	5 (17.9)	9 (42.9)	16 (57.1)	3 (14.3)	4 (14.3)	3 (14.3)	3 (10.7)
G71	9 (31)	17 (39.5)	12 (41.4)	20 (46.5)	2 (6.9)	5 (11.6)	6 (20.7)	1 (2.3)
G72	11 (42.3)	9 (19.6)	7 (26.9)	24 (52.2)	2 (7.7)	8 (17.4)	6 (23.1)	5 (10.9)
G73	2 (22.2)	8 (23.5)	5 (55.6)	19 (55.9)	2 (22.2)	5 (14.7)	0 (0)	2 (5.9)
G74	6 (30)	5 (18.5)	10 (50)	9 (33.3)	3 (15)	8 (29.6)	1 (5)	5 (18.5)
G75 Gastro	5 (35.7)	6 (46.2)	9 (64.3)	5 (38.5)	0 (0)	1 (7.7)	0 (0)	1 (7.7)
GRU	6 (40)	7 (31.8)	9 (60)	7 (31.8)	0 (0)	4 (18.2)	0 (0)	4 (18.2)
Haematology	0 (0)	3 (75)	1 (50)	1 (25)	0 (0)	0 (0)	1 (50)	0 (0)
HDU	4 (33.3)	14 (60.9)	3 (25)	3 (13)	4 (33.3)	4 (17.4)	1 (8.3)	2 (8.7)
Homelink	5 (25)	8 (32)	14 (70)	16 (64)	1 (5)	1 (4)	0 (0)	0 (0)
ICU	12 (24.5)	13 (20.3)	32 (65.3)	45 (70.3)	4 (8.2)	5 (7.8)	1 (2)	1 (1.6)
Med Spec Support	4 (36.4)	2 (16.7)	7 (63.6)	9 (75)	0 (0)	0 (0)	0 (0)	1 (8.3)
NIISWA	1 (50)	1 (25)	1 (50)	3 (75)	0 (0)	0 (0)	0 (0)	0 (0)
Nuclear Med	4 (57.1)	5 (83.3)	3 (42.9)	0 (0)	0 (0)	0 (0)	0 (0)	1 (16.7)
Operating Theatres	10 (47.6)	25 (59.5)	8 (38.1)	14 (33.3)	2 (9.5)	2 (4.8)	1 (4.8)	1 (2.4)
Outpatients	6 (66.7)	1 (16.7)	2 (22.2)	3 (50)	0 (0)	1 (16.7)	1 (11.1)	1 (16.7)
PACU	2 (18.2)	6 (37.5)	6 (54.5)	9 (56.3)	2 (18.2)	1 (6.3)	1 (9.1)	0 (0)





	Improved		Remained the same		Deteriorated		I have worked less than 1 year	
	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)	2012 n (%)	2014 n (%)
Pain Mx	3 (100)	3 (75)	0 (0)	1 (25)	0 (0)	0 (0)	0 (0)	0 (0)
PNTC	1 (33.3)	4 (36.4)	1 (33.3)	7 (63.6)	1 (33.3)	0 (0)	0 (0)	0 (0)
Pre & Post	0 (0)	2 (66.7)	1 (100)	0 (0)	0 (0)	1 (33.3)	0 (0)	0 (0)
Rad Onc	3 (42.9)	1 (11.1)	2 (28.6)	4 (44.4)	1 (14.3)	2 (22.2)	1 (14.3)	2 (22.2)
Radiology	2 (28.6)	4 (28.6)	5 (71.4)	6 (42.9)	0 (0)	3 (21.4)	0 (0)	1 (7.1)
Relief		5 (27.8)		8 (44.4)		4 (22.2)		1 (5.6)
Short Stay Unit	10 (28.6)	3 (10.3)	15 (42.9)	17 (58.6)	9 (25.7)	5 (17.2)	1 (2.9)	4 (13.8)
SRN		45 (31)		75 (51.7)		24 (16.6)		1 (0.7)
Waitlist Mx	2 (66.7)	4 (66.7)	0 (0)	2 (33.3)	0 (0)	0 (0)	1 (33.3)	0 (0)





Table 17 Questions about violence (2012 and 2014) in the last 5 shifts you worked

	SRN n (%)	Corp Nsg n (%)	Medical n (%)		Division Med Spec n (%)		Pt Flow n (%)		Surgical n (%)		Total n (%)	
			2012	2014	2012	2014	2012	2014	2012	2014	2012	2014
Physical Assault												
Yes	20 (12.0)	1 (2.9)	34 (12.6)	71 (18.1)	7 (4.5)	15 (5.6)	0 (0)	2 (9.5)	31 (14)	28 (7.8)*	72 (11.1)	137 (11.0)
No	136 (81.4)	32 (94.1)	219 (81.4)	310 (78.9)	145 (92.4)	252 (94)	3 (100)	19 (90.5)	185 (83.3)	327 (90.6)	552 (84.8)	1076 (86.5)
Missing	11 (6.6)	1 (2.9)	16 (5.9)	12 (3.1)	5 (3.2)	1 (0.4)	0 (0)	0 (0)	6 (2.7)	6 (1.7)	27 (4.1)	31 (2.5)
Source (n):												
Patient	19	1	34	72	6	14	0	2	31	28	71	136
Family/Visitor	1	0	2	2	0	0	0	0	0	0	2	3
Physician	0	0	0	0	1	0	0	0	0	0	1	0
Nurse Co-Worker	0	0	0	1	0	1	0	0	0	0	0	2
Threat of Assault												
Yes	39 (23.4)	6 (17.6)	71 (26.4)	126 (32.1)	11 (7)	36 (13.4)*	0 (0)	4 (19)	44 (19.8)	59 (16.3)	126 (19.4)	270 (21.7)
No	118 (70.7)	27 (79.4)	181 (67.3)	254 (64.6)	141 (89.8)	229 (85.4)	3 (100)	15 (71.4)	171 (77)	292 (80.9)	496 (76.2)	935 (75.2)
Missing	10 (6)	1 (2.9)	17 (6.3)	13 (3.3)	5 (3.2)	3 (1.1)	0 (0)	2 (9.5)	7 (3.2)	10 (2.8)	29 (4.5)	39 (3.1)
Source (n):												
Patient	38	5	65	123	11	34	0	4	43	60	119	264
Family/Visitor	8	0	17	17	1	5	0	1	3	4	21	35
Nurse Co-Worker	2	0	0	0	1	1	0	0	0	0	1	3
Emotional Abuse												
Yes	40 (24.0)	8 (23.5)	72 (26.8)	124 (31.6)	29 (18.5)	67 (25)	0 (0)	8 (38.1)	54 (24.3)	115 (31.9)	155 (23.8)	362 (29.1)*
No	113 (67.7)	25 (73.5)	175 (65.1)	254 (64.6)	125 (79.6)	197 (73.5)	3 (100)	12 (57.1)	162 (73)	237 (65.7)	465 (71.4)	838 (67.4)
Missing	14 (8.4)	1 (2.9)	22 (8.2)	15 (3.8)	3 (1.9)	4 (1.5)	0 (0)	1 (4.8)	6 (2.7)	9 (2.5)	31 (4.8)	44 (3.5)
Source (n):												
Patient	17	4	52	98	23	49	0	6	34	86	109	260
Family/Visitor	12	0	17	34	5	16	0	2	10	28	32	92
Physician	4	2	0	6	2	3	0	0	7	9	9	24
Nurse Co-Worker	17	1	22	22	9	24	0	3	15	28	46	95
Missing	2	2	1	3	0	0	0	0	1	3	2	10

Overall results reflect the whole hospital

For statistical testing (2012 compared with 2014) SRNs, Corporate Nursing & Relief were excluded as no data was collected in 2012 for these areas



Statistical analyses conducted via χ^2 Test or Fisher Exact Test

* Significantly different at 0.05 level

** Significantly different at 0.01 level

Table 18 Violence (in the LAST 5 shifts) reported by hospital ward.
In the LAST 5 SHIFTS you worked, have you experienced any of the following?

Ward	Physical Assault	Threat of Assault	Emotional Abuse
ACAT	0 (0%)	0 (0%)	0 (0%)
Breast Centre	0 (0%)	0 (0%)	2 (0.6%)
C14	0 (0%)	1 (0.4%)	3 (0.8%)
C16	12 (8.8%)	11 (4.1%)	10 (2.8%)
C17	1 (0.7%)	0 (0%)	4 (1.1%)
CAPD	0 (0%)	0 (0%)	0 (0%)
CCL	0 (0%)	0 (0%)	1 (0.3%)
Corp Nursing	1 (0.7%)	6 (2.2%)	8 (2.2%)
Discharge Ward	0 (0%)	1 (0.4%)	2 (0.6%)
ED	27 (19.7%)	62 (23%)	55 (15.2%)
G41	1 (0.7%)	3 (1.1%)	6 (1.7%)
G42	1 (0.7%)	3 (1.1%)	3 (0.8%)
G51	5 (3.6%)	11 (4.1%)	12 (3.3%)
G52	4 (2.9%)	10 (3.7%)	18 (5.0%)
G53	2 (1.5%)	6 (2.2%)	11 (3.0%)
G54	3 (2.2%)	5 (1.9%)	6 (1.7%)
G61	2 (1.5%)	0 (0%)	7 (1.9%)
G62	5 (3.6%)	9 (3.3%)	20 (5.5%)
G63	2 (1.5%)	7 (2.6%)	12 (3.3%)
G64	2 (1.5%)	3 (1.1%)	9 (2.5%)
G65 Renal	0 (0%)	1 (0.4%)	5 (1.4%)
G66	0 (0%)	2 (0.7%)	5 (1.4%)
G71	6 (4.4%)	10 (3.7%)	15 (4.1%)
G72	17 (12.4%)	26 (9.6%)	24 (6.6%)
G73	2 (1.5%)	5 (1.9%)	12 (3.3%)
G74	9 (6.6%)	12 (4.4%)	15 (4.1%)
G75 Gastro	0 (0%)	0 (0%)	1 (0.3%)
GRU	1 (0.7%)	4 (1.5%)	5 (1.4%)
Haematology	0 (0%)	1 (0.4%)	1 (0.3%)
HDU	3 (2.2%)	7 (2.6%)	5 (1.4%)
Home Link	0 (0%)	1 (0.4%)	1 (0.3%)
ICU	8 (5.8%)	15 (5.6%)	9 (2.5%)
Med Spec Support	0 (0%)	0 (0%)	1 (0.3%)
NIISWA	0 (0%)	0 (0%)	1 (0.3%)
Nuclear Med	0 (0%)	0 (0%)	1 (0.3%)
Theatres	0 (0%)	2 (0.7%)	6 (1.7%)
Outpatients	0 (0%)	0 (0%)	2 (0.6%)
PACU	1 (0.7%)	1 (0.4%)	5 (1.4%)
Pain Mx	0 (0%)	0 (0%)	0 (0%)
PNTC	0 (0%)	0 (0%)	1 (0.3%)
Pre & Post	0 (0%)	0 (0%)	1 (0.3%)
Rad. Oncology	0 (0%)	0 (0%)	1 (0.3%)
Radiology	0 (0%)	0 (0%)	1 (0.3%)
Relief	2 (1.5%)	3 (1.1%)	6 (1.7%)
Short Stay Unit	0 (0%)	2 (0.7%)	8 (2.2%)
SRN	20 (14.6%)	39 (14.4%)	40 (11.0%)
Waitlist Mx	0 (0%)	1 (0.4%)	1 (0.3%)
Total	137 (100%)	270 (100%)	362 (100%)



Table 19 Nurse co-worker emotional abuse (in the LAST 5 shifts) by ward area

Ward Area	Number of incidences	Percentage
C14	2	2.1
C16	1	1.1
C17	3	3.2
CCL	1	1.1
Corporate Nursing	1	1.1
ED	9	9.5
G41	3	3.2
G42	1	1.1
G51	1	1.1
G52	2	2.1
G53	4	4.2
G54	2	2.1
G61	1	1.1
G62	1	1.1
G63	4	4.2
G64	3	3.2
G66	2	2.1
G71	6	6.3
G72	4	4.2
G73	4	4.2
G74	2	2.1
G75 Gastro	1	1.1
HDU (NOSA)	1	1.1
ICU	2	2.1
NIISWA	1	1.1
Operating Theatres	5	5.3
PACU	3	3.2
PNTC	1	1.1
Radiology	1	1.1
Relief	3	3.2
Short Stay Unit	2	2.1
SRN	17	17.9
Waitlist Mx	1	1.1
Total	95	100.0





Appendix 1

NURSE PROFILE

A) QUESTIONS ABOUT YOUR WORK LIFE

1. What is your current employment status at this hospital?

Full time ☐

Part time ☐

Casual ☐

2. Is your employment:

Permanent ☐

Temporary ☐

3. Is this the unit you normally work on?

Yes ☐

No ☐

4. What is your job title?

RN ☐

ASEN ☐

EN ☐

AIN ☐

Other (specify) _____ ☐

5. How many years have you worked?

As an RN/EN/AIN

____ years

____ months

As an RN/EN/AIN at your present hospital

____ years

____ months

As an RN/EN/AIN on your current unit

____ years

____ months





6. Over the LAST WEEK :	≤8	9-16	17-24	25-32	>32
a) How many PAID hours did you work for a health service or hospital (EXCLUDING OVERTIME):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Over the LAST WEEK :	≤1	2-4	5-7	8-11	>11
a) How many PAID OVERTIME hours did you work for a health service or hospital:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) How many UNPAID OVERTIME hours did you work for a health service or hospital:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Over the last 12 months, has the amount of overtime required of you:

Increased ☐

Remained the same ☐

Decreased ☐

Not applicable ☐

9. Over the past 2 weeks, have you been required to change shifts at the request of your manager (e.g., from days to evenings, evenings to nights, nights to days, etc.)

None ☐

Once ☐

Twice ☐

More than twice ☐

Yes ☐

10. Over the last 12 months, have you been required to change nursing units due to restructuring / reorganisation?

No ☐

11. Do you anticipate having to change units in the next year due to restructuring / reorganisation?

Yes ☐

No ☐





B) QUESTIONS ABOUT YOUR PLANS FOR THE FUTURE

1. Do you plan to leave your present nursing job?

Yes, within the next 6 months ☐

Yes, within the next year ☐

No plans within the year ☐

2. Are you actively looking for another position in nursing?

Yes ☐

No ☐

3. If you are/were looking for another job how easy or difficult do you think it would be for you to find an acceptable job in nursing?

Very easy ☐

Fairly easy ☐

Fairly difficult ☐

Very difficult ☐

C) QUESTIONS ABOUT YOU

1. What is your gender

Female ☐

Male ☐

2. What is your age?

_____ years

3. Do you have any dependent children living with you?

Yes ☐

No ☐

4. Do you have any other dependents living with you?

Yes ☐

No ☐





5. What is your highest NURSING educational credential?

No Qualification ☐

AIN Certificate ☐

EN Certificate ☐

ASEN Certificate ☐

RN Hospital Certificate ☐

RN Post-Basic Certificate ☐

RN Diploma ☐

BScN/BN ☐

Graduate Certificate ☐

Graduate Diploma ☐

Masters Degree ☐

PhD ☐

6. What is your highest NON-NURSING educational credential?

No Qualification ☐

Diploma ☐

Bachelors Degree ☐

Graduate Certificate ☐

Graduate Diploma ☐

Masters Degree ☐

PhD ☐

Other (specify) _____ ☐





7. In the <i>PAST YEAR</i> :	0	1-2	3-4	5-6	>6
a.) How many SHIFTS have you missed due to illness/disability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.) On how many OCCASIONS (episodes) have you missed work due to illness/disability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. In the *PAST YEAR*, what is the most common reason you missed work?

Physical illness	<input type="checkbox"/>
Mental health day	<input type="checkbox"/>
Injury (work related)	<input type="checkbox"/>
Family illness/crisis/commitment	<input type="checkbox"/>
Unable to get requested day off	<input type="checkbox"/>
Other (specify) _____	<input type="checkbox"/>

D) QUESTIONS ABOUT YOUR PERCEPTIONS OF QUALITY OF CARE (in the unit you are currently working on)

1. Overall, in the *PAST YEAR*, would you say the quality of patient care in your unit has:

Improved	<input type="checkbox"/>
Remained the same	<input type="checkbox"/>
Deteriorated	<input type="checkbox"/>
I have worked less than 1 year	<input type="checkbox"/>

2. How would you describe the quality of nursing care delivered on your *LAST SHIFT*?

Excellent	<input type="checkbox"/>
Good	<input type="checkbox"/>
Fair	<input type="checkbox"/>
Poor	<input type="checkbox"/>



**3. Which of the following tasks did you perform during your *LAST SHIFT*?
(please choose all that apply)**

a) Delivering / retrieving trays	<input type="checkbox"/>
b) Ordering, coordinating or helping perform other disciplinary services (e.g. physical therapy, ordering labs)	<input type="checkbox"/>
c) Arranging discharge referrals and transportation (including nursing homes)	<input type="checkbox"/>
d) Performing nursing duties such as ECGs, routine phlebotomy and starting IVs	<input type="checkbox"/>
e) Transporting patients (including to nursing homes)	<input type="checkbox"/>
f) Co-ordinating and performing housekeeping duties (e.g. cleaning patient rooms)	<input type="checkbox"/>

**4. Which of the following tasks were necessary but delayed or left undone during your *LAST SHIFT* because you lacked the time to complete them?
(please choose all that apply)**

	Delayed	Not Done
a) Routine vital signs	<input type="checkbox"/>	<input type="checkbox"/>
b) Routine medications or dressings	<input type="checkbox"/>	<input type="checkbox"/>
c) Administering PRN pain medications	<input type="checkbox"/>	<input type="checkbox"/>
d) Routine mobilisation or turns	<input type="checkbox"/>	<input type="checkbox"/>
e) Back rubs and skin care	<input type="checkbox"/>	<input type="checkbox"/>
f) Responding to patient bell	<input type="checkbox"/>	<input type="checkbox"/>
g) Discharge planning	<input type="checkbox"/>	<input type="checkbox"/>
h) Prepare patient and family for discharge	<input type="checkbox"/>	<input type="checkbox"/>
i) Routine teaching for patients and families	<input type="checkbox"/>	<input type="checkbox"/>
j) Comforting/talking with patients	<input type="checkbox"/>	<input type="checkbox"/>
k) Adequately documenting nursing care	<input type="checkbox"/>	<input type="checkbox"/>
l) Oral hygiene	<input type="checkbox"/>	<input type="checkbox"/>
m) Develop or update nursing care plan	<input type="checkbox"/>	<input type="checkbox"/>





E) QUESTIONS ABOUT VIOLENCE

1. In the **LAST 5 SHIFTS** you worked, have you experienced any of the following while carrying out your responsibilities as a nurse?

a) Physical assault

If yes, indicate source of physical assault:

☐ Yes

☐ No

☐ Patient

☐ Family/visitor

☐ Physician

☐ Nursing co-worker

☐ Other, specify:

b) Threat of assault

If yes, indicate source of threat of assault:

☐ Yes

☐ No

☐ Patient

☐ Family/visitor

☐ Physician

☐ Nursing co-worker

☐ Other, specify:

c) Emotional abuse

If yes, indicate source of emotional abuse:

☐ Yes

☐ No

☐ Patient

☐ Family/visitor

☐ Physician

☐ Nursing co-worker

☐ Other, specify:





F) THE PRACTICE ENVIRONMENT SCALE (PES)

For each item in this section, please indicate the extent to which you agree that the following items ARE PRESENT IN YOUR CURRENT JOB.

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1	Adequate support services allow me to spend time with my patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Physicians and nurses have good working relationship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	A supervisory staff that is supportive of the nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Active staff development or continuing education programs for nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Career development/clinical ladder opportunity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Opportunity for nurses to participate in policy decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Supervisors use mistakes as learning opportunities, not criticism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Enough time and opportunity to discuss patient care problems with other nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Enough registered nurses on staff to provide quality patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	A nurse manager or immediate supervisor who is a good manager and leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	A senior nursing administrator who is highly visible and accessible to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Enough staff to get the work done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Praise and recognition for a job well done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	High standards of nursing care are expected by the administration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	A senior nursing administrator equal in power and authority to other top level hospital executives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	A lot of team work between nurses and physicians.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Opportunities for advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





For each item in this section, please indicate the extent to which you agree that the following items ARE PRESENT IN YOUR CURRENT JOB.

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
18	A clear philosophy of nursing that pervades the patient care environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Working with nurses who are clinically competent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	A nurse manager or supervisor who backs up the nursing staff in decision making, even if the conflict is with a physician.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Administration that listens and responds to employee concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	An active quality assurance program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Nurses are involved in the internal governance of the hospital (e.g. practice and policy committees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Collaboration between nurses and physicians.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	A preceptor program for newly hired nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Nursing care is based on a nursing rather than a medical model.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Nurses have the opportunity to serve on hospital and nursing committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Nurse managers consult with staff on daily problems and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Written up-to-date nursing care plans for all patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Patient care assignments that foster continuity of care (i.e., the same nurse cares for the patient from one day to the next).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

