Implementing of an Informative Poster to Improve Nurse Job Satisfaction in a Medical Surgical Microsystem: A Quality Improvement Project

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Implementing of an Informative Poster to Improve Nurse Job Satisfaction in a Medical Surgical Microsystem: A Quality Improvement Project

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NURS 958: Clinical Nursing Leadership Capstone

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Abstract

**Background:** Nurse job satisfaction is important since the quality of patient care directly depends on the staff and their willingness to continue working. Traditional approaches used in yearly surveys may cover only some aspects that upset nurses, such as workload and training. This project was designed to overcome these limitations by presenting a more extensive and often-used procedure to assess and solve issues regarding the satisfaction level of registered nurses.

**Method:** In the quality improvement project, data on job satisfaction using the Acute Care Nurses Job Satisfaction Scale (ACNJSS) was collected on job interest, colleague support, recognition, workload, and training. Primary findings suggested that annual surveys were limited in covering the emerging details regarding nurse dissatisfaction. As a result, quarterly surveys were conducted to maintain an actual and frequent identification of nurses' satisfaction levels. Preventing these issues also involved the use of educational posters and professional development sessions.

**Intervention:** During the project, several interventions were made to encourage supervisors to recognize their subordinates more, expand on policy matters, and reallocate workload more fairly. Planning involved in survey development was to use QR codes to distribute the survey, but it was an upshot to deliver in person since only a few people took part in the study out of the total number of patients. This adjustment was made to increase response rates and data accuracy. Pamphlets were produced to enlighten the public on the issues of concern and encourage people to promote a work-friendly environment.

**Results:** These findings, therefore, establish that the intervention yielded better results in staff engagement and problem-solving. The survey results showed that job satisfaction rose with
more significant supervisor support and recognition of and resolution of Original Sin issues concerning workload fairness. The barriers were conquered, including low survey response rates due to survey fatigue and fluctuating participation rates. The project improved employee satisfaction by educating them about their jobs and frequently incorporating feedback.

**Conclusion:** The remediation project showed that increased and targeted survey and education efforts enhance specific areas of nurse job satisfaction. Limitations related to other survey procedures and emphasizing critical areas of unhappiness helped the project promote a culture of improvement. These implications can be helpful in different healthcare environments to improve satisfaction among the profession's nursing personnel and patient outcomes. Subsequent studies can enhance the survey methodology and focus on generalizing.

**Introduction**

Medical-surgical microsystems oversee and provide all-encompassing care for patients who need inpatient care due to a variety of illnesses or to recover from surgery. The focus of this assessment is on a microsystem where patients are seen for orthopedic recovery care, general surgical procedures, and transfers from the emergency room or intensive care unit. The objective of this quality improvement project (QI) is to analyze one microsystem while considering nursing goals, patient demographics, staffing levels, procedures followed, and nurse satisfaction.

**Problem Description**

In the composite structure of health care delivery, the contentment of nursing staff is crucial as it makes the framework of patient care and organizational excellence (Alsadaan, 2023). Aspects of this organizational excellence depend on the nursing satisfaction scores and surveys that represent the overall feelings of all staff responsible for healing and care. Reviews of the microsystems’ job satisfaction results in a general 3.4-out of 5-star job satisfaction rating.
Scores from the microsystem are found through annual surveys during performance reviews where overall scores produced are discussed with the quality improvement and leadership staff to aid in making improvements within the system. Nonetheless, the question eventually comes around to reflecting on the part of the progressive pace in this process.

In nursing, where skills mingle with compassion, the bond of nurse satisfaction is required for excellence of care (Robinson, 2023). The patient-centric model not only refers to numbers in spreadsheets or charts but also echoes in every interaction, every patient encounter, and every conversation among the team members. Estimating nurses' annual satisfaction as the only compromise is like looking at a snapshot of a painting unrolling linearly. The depth of satisfaction manifests in everyday life's little facets (Alty, 2023). Consequently, a quarterly assessment becomes transparent, reasonable, and essential. Nursing morale, being the nurse manager's charge, as informal as they are, those nursing rounds constitute the artery carrying the lifeblood of administration to the nursing cohort. (Alty, 2023). Data collection through official surveys in structured assessment is not a replacement for frequent knowledge of nurse satisfaction within the microsystem. They provide an analogous lens through which the diverse aspects of satisfaction can be examined, thus keeping a bar that can be used to measure improvement and even plan the proper interventions.

Authoritative investigations and unofficial audits become an organizational norm creating small personal interaction allowing a human desired measurement to the quarterly audits. As one gives a history outline, the other digs deeper into the details, exposing the impressions and beginnings of personal subtleties. Hence, quarterly monitoring of satisfaction levels will allow us to cover short-term fluctuations and have the upper hand in spotting developing problems and
their proactive resolutions (Alty, 2023). The receptiveness of the health workers in response to the varying needs of patients should be mirrored with the same responsiveness of the environment. The quarterly survey evaluation framework will reveal where discrepancies lie and help avoid unknown dissatisfaction received in the yearly review.

Additionally, the regularity of the review allows us to establish a culture of continuous improvement, where feedback is a living and dynamic entity that is ever-changing with other colleagues as we embark on a journey. Via the reflective and improvement process, we consequently bring about situations where the voices of the nursing cohort are heard and valued. The impact of the evaluation system goes beyond satisfaction reports and likewise can affect the organization. Well-being affects individual nurses in terms of physical and mental health, joy and meaning in their work, professional satisfaction, and engagement with their job. Nurses’ well-being affects patients and their perceptions of the quality of care they receive (Wakefield, 2021). The fact that the nursing staff is held responsible and served with promptness encourages their participation in the quest for excellence.

The accomplishment of the nurse's satisfaction results from a long-term process, not a stable destiny with lots of climbs and falls, changes in terms, and barriers. By integrating a quarterly evaluation process with the current annual review subsystem, we would reinforce data collection and avoid repeating the operating principle of continuous improvement. Being mindful that healthcare is a rapidly changing space lets us not just meet but go beyond expectations.

Available Knowledge

Nurse satisfaction is pivotal in ensuring high-quality patient care and maintaining efficient operational standards in a medical-surgical microsystem. Nurses are on the frontline
regarding contact with other nurses, staff, and patients. Based on personal observations, the current satisfaction scores in the microsystem generally appear acceptable. However, there is evidence from informal feedback that comes from personal communication with nursing staff on the unit that these scores may not accurately reflect the true feelings of the nursing staff. Some of the issues cited included workload dissatisfaction, staffing to patient ratios, administrative support, and professional development opportunities not captured in annual surveys. This gap between the reported satisfaction and the actual feelings of staff can cause staff retention problems and, hence, the unit's overall effectiveness. By addressing the gap in survey methodologies and response mechanisms, healthcare administrators can better understand and improve the work environment, leading to enhanced nurse satisfaction.

**PICO Research Question: Nurse Satisfaction Surveys**

Given the gaps identified between formal survey results and informal feedback, this quality improvement project focuses on:

**P:** Medical surgical nurses’ response to quarterly surveys with informative posters to determine nurse satisfaction.

**I:** Implementation of quarterly surveys will use comprehensive data in determining strengths and weaknesses within the microsystem to incorporate educational briefs.

**C:** An educational brief will be presented to the nursing staff once the survey results are analyzed. A comparison between an annual survey and quarterly survey will determine frequent points brought to light through the microsystem’s nurses.
O: The outcome of interest is to understand the discrepancies, thus identifying a measurable deficit within the microsystem, all while increasing the nurse satisfaction scores.

T: Observations for implementation of the intervention for this quality improvement project will be over a two-week period.

**Search Methods**

The search methodology adhered to the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) framework as outlined in Appendix 1, ensuring a structured and transparent approach to identifying, screening, eligibility, and inclusion of studies. A comprehensive search of major databases, including PubMed, Cumulative Index to Nursing and Allied Health Literature (CINAHL), was considered. In this regard, for this literature review, keywords such as "nurse satisfaction," "survey frequency," and "medical-surgical units" have been selected so that they may specifically cater to the broadest spectrum of relevant literature.

The keyword search terms were entered into the databases and sixty records were obtained. In addition, seven other records were obtained through the search method but do not require analysis due to enough support from the eight sources used in the literature review. The number of records screened resulted in sixty-two while forty-two records were excluded due to nonrelevance, full text unavailable, not in English, irrelevant study designs or publication dates prior to 2014. Twenty records were obtained for a full text review but five were excluded due to not being specific to nurse satisfaction, there was no survey or education intervention, there was no measurable outcome, or the study design was incomplete. Fifteen of the remaining studies included qualitative synthesis and nine of those studies included quantitative synthesis or meta-
analysis. Eight were chosen within the literature review due to weight of relevance and data results most applicable to this quality improvement project.

**Critical Appraisal of the Evidence**

The critical appraisal of the evidence focused on evaluating the quality and relevance of the studies identified, particularly their contribution to understanding the microsystem's impact on nurse satisfaction. Methodological rigor, relevance to the research question, and robustness of the findings were assessed in each study.

**Critical Appraisal of Study 1.** Blake et al. (2022) conducted a broad cross-sectional study to estimate the effect of structured rounding as the predictor variable on nurse satisfaction. The PES Nursing Practice Environment Scale (PES) and voluntary surveys from nursing staff, which were organized to gather data from all areas. The researchers gave equal time of analysis before taking qualitative feedback from the PES, thus ensuring that a balanced discussion of the topic was addressed. The qualitative research paradigm allows for a joint understanding of complicated interrelationships between effective nurse rounding and staff satisfaction. The findings are helpful for organizations as they seek to achieve higher performance using the advanced nursing practice environment. Thorough data collection and analysis provided the basis for more study and informed those who lead and manage nursing professionals which policy should be implemented in practice. Strengths observed with utilizing the Press Ganey Nursing PES and voluntary surveys are that these measures allowed for an in-depth assessment of nurse satisfaction. The cross-sectional study design enables the identification of both deficits and strengths within the microsystem, contributing to a nuanced understanding of the topic. Weaknesses found within the study design were in geographic specificity and reliance on
voluntary surveys which may limit the generalizability of findings. The lack of a randomized research design may introduce bias and limit causal inference. The study highlights the importance of a positive work environment in enhancing nurse engagement, satisfaction, and potentially patient safety within microsystems.

**Critical Appraisal of Study 2.** Koskinen et al. (2023) have contributed considerably to the body of evidence with complex cross-sectional multi-country study meant to identify the relationship between NGNs nursing education satisfaction and their job satisfaction. They use a robust research design to study several academic program dimensions and their effect on the job satisfaction levels of NGNs within their constituent countries. Taking an across-the-board approach, the researchers were able to seize the moment that collects the widespread perception and conditions of NGNs at a specific time, which is the percolation process. The multi-country scope allowed a broader understanding of how academic program satisfaction influences NGNs' job satisfaction in diverse cultural and institutional contexts. Strengths were found within the multi country approach that provides diverse perspectives on nursing education and job satisfaction. The cross-sectional design allows for examining associations between variables at a single point in time. Weaknesses can be presented through a cross-sectional design that limits the ability to establish causality or temporal relationships—there is the potential for response bias in self-reported measures of job satisfaction. The study suggests that nursing graduates from various countries exhibit high satisfaction with nursing education programs, which may positively influence job satisfaction.

**Critical Appraisal of Study 3.** Yıldız and Yıldız (2022) have investigated this matter by using a rigorously conducted systematic review and meta-analysis study to reveal an intricate
link between nurse engagement and job satisfaction. By cataloging advanced methodological tools, the study did an intensive systematic review to understand the dynamics between those two indispensable aspects in the role of nurses. Systematic reviews enabled researchers to scrutinize the methodically discarded studies, which provided sufficient groundwork for thorough research. Also, the researchers used meta-analysis to combine data for analysis from several studies simultaneously - researchers can get the overall idea about the situation and find a familiar pattern with this technique. These understandings have explained why nurses have critical input to organizations and policymakers in their desire to create a culture of nurses' satisfactory participative work. It, in turn, will result in a more collaborative working environment. Strengths within the study are analyzed through meta-analysis synthesizing findings from multiple studies, providing a comprehensive overview. Identifying a significant relationship between job engagement and satisfaction enhances the robustness of the findings. A weakness within the study is the reliance on existing literature, which may introduce publication bias. The meta-analysis underscores the importance of work engagement in fostering nurse job satisfaction, emphasizing the need for interventions to enhance engagement levels.

**Critical Appraisal of Study 4.** Seo and Yu (2023) based their study on a comparative method of clinical and non-clinical nursing experiences to explore the factors that reinforce job satisfaction in different areas. The study was conducted through a careful descriptive study research design so that all the crucial aspects which impact job satisfaction and the satisfaction of nursing personnel, irrespective of their clinical or non-clinical staff role, were examined. Equal consideration of each factor such as: organizational culture, personnel turnover and work-life balance with varying influences on job satisfaction served as the primary goal for researchers.
Through systematic comparative analysis, the importance of these factors can be determined. The authors arrive at such a conclusion by exploring the unique aspects of the healthcare environment, like job types and the performance of various roles in both clinical and non-clinical lines of work. Accordingly, their findings provide direction and collectible data for healthcare industry leaders who work toward building staff retention strategies and conditions that contribute to job satisfaction. The comparative design allows for examining differences between clinical and non-clinical nursing roles, leads to potential strengths that include a focus on factors such as work-life balance and organizational culture and provides valuable insights into drivers of job satisfaction. The weakness within the study is the potential for confounding variables not adequately controlled for in the analysis—limited generalizability to other healthcare settings or regions. The study highlights the role of managerial factors and organizational culture in influencing nurse job satisfaction and turnover and suggests targeted interventions to address these issues.

**Critical Appraisal of Study 5.** Simonetti & Sáez (2023) initiated a cross-sectional study to determine the range of job satisfaction determinants of required nurses in public Chilean medical centers. Due to a thorough methodology, the study has examined varying factors such as personal, organizational, and structural determinants from work environment to organizational culture and individual behaviors, resulting in nurses' job satisfaction. Through collecting and thoroughly analyzing the data, the researchers aimed to find the unique aspects that required particular attention and the problems that the compulsory nurses of the Chilean healthcare system encountered. As a result of explaining the job satisfaction determining factors in this specific context to policymakers, administrators, and nursing leaders, the authors provided invaluable data that can help solve the turnover rate among nurses. For example, they found that limited
training and professional growth opportunities did not lead to perceived job satisfaction while a good work environment did. This work acts as a primary source for planning a variety of objective-oriented interventions and policies meant to increase job satisfaction and thus raise the quality of care given to patients by their compulsory nurses. Investigation into a specific population provides targeted insights into factors affecting job satisfaction. The study design allows for the exploration of context-specific determinants of satisfaction. Potential limitations in sample representativeness may affect the generalizability of findings. The reliance on self-report measures may introduce response bias. The study illuminates unique factors influencing job satisfaction among compulsory nurses in Chilean hospitals, offering opportunities for targeted intervention.

**Critical Appraisal of Study 6.** Galanis et al. (2023) conducted a thorough cross-sectional study to research the relationship between reported job burnout and job satisfaction among analysis of the research process, showed that the nurses, like all professionals, had a perceived well-being and fulfillment drop during the pandemic. The researchers thoroughly gathered the data through surveys, interviews, and psychological assessments. The researchers assessed the importance of burnout experienced among nurses and how it compares with workers in other industries. Besides burnout, the study identified and clarified factors influencing job satisfaction among nurses and focused on the disparity (if any in respect to job satisfaction) between nurses and other workers working in that field. It was found that as the perception of burnout increases, the perception of job satisfaction decreases compared to nursing staff experiences and those of people working in different clinical environments. Thus, the authors provided the necessary information for policymakers, healthcare administrators, and employers to solve staff shortages. Strengths of the level four observational-descriptive study design based on the Joanna Briggs
Institute (JBI) was that it was focusing on burnout and job satisfaction post pandemic addressing a timely and relevant issue. Comparison with other workers provides context for understanding nurses' unique challenges—there is potential for recall bias in self-reported measures of burnout and satisfaction. The lack of longitudinal data limits the ability to assess changes over time. The study highlights the need for intervention programs to support nurses’ well-being and job satisfaction, particularly in the aftermath of the COVID-19 pandemic.

**Critical Appraisal of Study 7.** Şener & Şahin (2022) intensely scrutinized the relationship between concepts of organizational justice and job satisfaction among nurses. The descriptive research design adopted was highly meticulous and focused on the various aspects of justice in an organization, including distributive, procedural, and interactional justice, and how these elements affect nurses' dissatisfaction with their overall jobs. The researchers applied different data collection approaches, including observation, to determine the extent of the opinions of fairness within the organization that influence the nurses' job satisfaction. Their research gives policymakers the necessary information to build a space for employees to discuss valuable topics, generating a better retention rate among the nursing staff. Examination of organizational justice adds to the understanding of factors influencing job satisfaction. Identifying a positive link between perceptions of fairness and job satisfaction highlights the importance of organizational policies. There is potential for social desirability bias in self-reported measures of organizational justice and job satisfaction creating limited generalizability beyond the studied context. The study emphasizes the significance of fairness in organizational policies and processes for enhancing nurse job satisfaction and suggests avenues for organizational improvement.
Critical Appraisal of Study 8. Kagan et al. (2021) took a powerful research approach in their cross-sectional study to assess nurse job satisfaction determinants, paying particular attention to personal initiative and working conditions. The research plan contained an in-depth examination of nurses' characteristics, including personal initiative and the external conditions in which they work. To determine the magnitude of influence that personal initiative and the working environment have on overall job satisfaction among nurses, the researchers utilized high-tech statistical methods like multivariate analysis and regression statistical models or structural equation modeling. Therefore, their research has shown that several factors impact the perception of job satisfaction including gender (female) microsystem (ED and Pedi), increased personal initiative, and a positive perception of the work environment. Managers in the health sector and policymakers involved in formulating programs meant to improve nurses' job satisfaction can now use the proposed model to address both individual and environmental determinants simultaneously. The examination of both individual and organizational factors provides a holistic view of job satisfaction determinants. The cross-sectional study design allows for the identification of specific variables contributing to nurse satisfaction. The potential for standard method biases due to reliance on self-reported measures exists. There is limited generalizability to settings with different organizational cultures or healthcare systems. The study highlights the importance of both personal initiative and organizational factors in predicting nurse job satisfaction and suggests avenues for targeted interventions to enhance satisfaction levels.

Evidence Synthesis
The references to this literature review are well chosen, giving an overview of some of the most influential literature on nurse job satisfaction within multiple different microsystems. Several elements, such as satisfaction levels with training at nursing educational institutions, work engagement, organizational culture, and available support, contribute to nurse retention and job satisfaction. This research emphasizes the complex status of nurse's occupational life satisfaction. The research suggests interventions to possibly correct the organizational, personal, and overall factors that make nurses' working conditions difficult. Healthcare practices can create workplaces that enhance nurses' job satisfaction only if the core issues are well understood and addressed. Doing this supports the required outcomes: high-quality patient care, better organization efficiency, and the retention of qualified nursing staff.

**Implementations for the Quality Improvement Project**

This review has highlighted various factors impacting nurses' perceived job satisfaction. Currently, the nurses are surveyed annually on their perceived job satisfaction. However, administration of the surveys on a more frequent basis such as monthly or quarterly will give administration feedback based on what they are dealing with at the time. Reflection of the fundamental nature of attitudes in the nursing staff, and the collection of data being so frequent, helps in such a way that it provides management with an easy way to quickly identify and educate on emerging problems before they become chronic. The inclusion of information from surveys ensures that education is conducted for the identified problems, thus affirming the commitment to responsiveness and transparency in healthcare organizations. Therefore, always maintaining a healthier working environment. This quality improvement project shows employees that their opinions are essential. Thus, a culture of trust and continuous improvement
can be developed. Consequently, nurses are more involved in microsystem improvement, which may lead to increased job satisfaction among the employees and the retention of a dedicated workforce.

The literature review supports the assertion that well-conducted and frequent satisfaction surveys along with educational briefs are crucial to improvement in nurse satisfaction and, thereby, operational efficiency in the medical-surgical microsystem. Indeed, the traditional annual surveys often miss the dynamic changes and challenges a nurse regularly encounters. The frequency of the survey assessments is an important tool to gather feedback but the education for the nurses is the real intervention likely to make an impact. Proactive management responses to these surveys may further enhance nurse satisfaction with high scores, as they will demonstrate attention and response on the part of the administration to their needs. Thus, using the data found in the survey can lead to educational classes to enhance open communication and requests found within the surveys. Therefore, the approach offers better working morale and a better outcome for patient care since the caregivers receive support to satisfactorily deliver in their respective capacities.

**Rationale**

For implementation of this QI project, the Plan-Do-Study-Act (PDSA) model will be used. The PDSA is a structured framework that provides continuous testing and improvements in accordance with the demanding healthcare environments (Knudsen et al., 2019). The PDSA cycle approach will be used to plan the interventions systematically, implement over the course of a couple weeks, and evaluate during those same weeks and modify the interventions when needed. In the (PDSA) model application, I am first going to do a detailed assessment including a baseline survey with nurses where their levels of satisfaction and being listened to will be
measured. I will then target interventions that use evidence-based strategies and employees' suggestions for analysis of the microsystem.

**Global Aim**

The global aim is to alter the patient safety culture in the microsystem through the promotion of nurse contribution and satisfaction. The project is an attempt to strengthen the team among healthcare teams and encourage communication, which will ultimately increase patient safety, improve staff satisfaction, and reduce errors. Consequently, the organization will have a safer clinical environment as well as better quality of care which in turn results in increased patient satisfaction.

**Specific Aims**

The purpose of the project, aimed at nurse satisfaction within a medical surgical microsystem, is to increase satisfaction of the work environment and patient centered care, to improve the overall nursing fulfillment and safety of patients. Using evidence-based strategies and facilitating teamwork among healthcare professionals, the goal is to create a safety culture that makes patient wellness and quality of care the top priorities.

The specific aim of the project is to increase the nurse satisfaction score by 20% in the microsystem of the medical-surgical unit and to gain at least 80% of the staff feeling heard as per private conversations with nurses within the microsystem. This project will be implemented for the next two weeks starting in June 2024. Also, within this period, data analysis and outcome formulations will be completed by the end of August 2024. The specific measures include nurse satisfaction score using the Nurse Satisfaction Scale (NSS), which is administered at the beginning and end of the project, staff perceptions of being heard through a self-designed survey
distributed monthly, and qualitative data from the open-ended survey questions intended to
gather deeper insights into the issues affecting nurse satisfaction and perceived listening within
the microsystem.

The proposed Quality Improvement (QI) project aims to address what is considered to be
the basic cause of nurse dissatisfaction and not being heard. Nursing satisfaction is a crucial
success factor in the quality of patient care and is associated with organizational outcomes like
nursing turnover, patient safety, and hospital performance. Nevertheless, the level of nurse
satisfaction within the microsystem in our organization is generally adequate per nurse
conversation but minimally evaluated officially, which is supported by the informal feedback and
the anecdotal evidence given by the team members (Personal Communication, 2024).

Methods

Context

Job satisfaction represents the cornerstone of a good process for achieving high-level
standards of patient care and in-hospital performance. Quality improvement, often involving data
collection through questionnaires, should systematically determine the components affecting
nurses’ job satisfaction and detect the aspects needing improvement. The use of an informative
poster is intended to enhance job satisfaction, with touchpoints of interdisciplinary work and data
driven assessment.

The dedication to providing care that guarantees safety, quality, and the best possible
healing environment free from discrimination within the microsystem is at the core of many
hospital missions (Colosi, 2022). This philosophy is reflected in the medical-surgical
microsystem, which aims to provide knowledgeable and compassionate care with a vision that
closely aligns with the hospital’s overarching mission. (Concord Hospital, 2024)
and careful attention of the microsystem’s nurses’ goals of creating a comfortable environment where patients can heal with honor and dignity.

The microsystems are supported by a team of dedicated professionals, which is essential for patient care. The staff of the unit, composed of nurses, general staff, and other interdisciplinary team members, is the unit's backbone. For staff retention, the views of the staff are monitored through annual performance reviews which may not detect the instant changes within the unit. Feedback is used to identify and resolve staffing-related issues and improve the quality of care when collected. For the nurses, surveys are disseminated less frequently than patient surveys in which they may see surveys after discharge. In a private conversation with some nursing staff, they shared that nurse satisfaction surveys are presented occasionally. Interdisciplinary teams include physical therapy, occupational therapy, radiology, respiratory therapy, physician assistants, nurse practitioners, medical doctors, and hospitalists; hence providing comprehensive patient care (Talsky, 2022). Due to unavailable data, the frequent percentage of Full-Time Equivalent (FTE) could not be calculated for the unit and interdisciplinary staff. Nevertheless, nurses have expressed interest in the QI project to increase their satisfaction and identify notable issues within the microsystem. (personal Communication, 2024). The assessment of the medical-surgical units has unearthed vital insights into the microsystem's operations, highlighting strengths and potential improvement areas. Besides, a matter of concern, the need for more frequent staff feedback mechanisms, identifies a possibility to improve future nurse job satisfaction. In addition, tracking and improving the leading performance indicators will cement the department's involvement in patient safety.
Cost Benefit Analysis

The frequency of nurse job satisfaction surveys and an informative poster have major benefits to both improve the nurse's well-being and patients' care, which can outweigh the extra costs. The hospital can estimate the latter's efficiency by describing the intervention's goals and boundaries clearly and meticulously reporting costs (including tangible costs like materials and labor). Improved job satisfaction has been linked to increased productivity, lower absenteeism and turnover rates, better patient outcomes, and higher quality of care (AMN Healthcare, 2022). For example, a 25% increase in nurse satisfaction scores correlated positively with a 0.9% increase in patient satisfaction percentile scores across hospitals (Jones & Gates, 2007). The yearly expenditure on purchasing survey software ($5,000) would pale in the light of the potential yearly savings from decreasing nurse turnover, which is estimated to cost up to $88,000 per bedside nurse (Colosi, 2022). The current average nurse turnover rate in the hospitals is 18.7% (NSI, 2022). Therefore, keeping nurses within their current position instead of finding new employment can be enough to make the survey software and additional training profitable by way of increased productivity and reduced staff turnover.

Intervention

Regular feedback mechanisms such as more frequent surveys are highlighted for their effectiveness in promptly identifying and addressing issues within the medical-surgical microsystem (Brosinski & Riddell, 2020). Monthly or quarterly surveys could provide current insights in comparison to annual surveys, whose data is often outdated by the time the data is acted on (Berger, 2020). Frequent surveys generate timely data, this ensures that the relevant data collected is immediately applied to make desired improvements. This may increase healthcare's overall responsive and adaptive management practices. The education intervention includes an
informative poster determined by the needs of the nurses through surveys, which the project lead will present, with support from the nurse educator, and the nurse manager will oversee the process.

The effectiveness of nurse satisfaction surveys is significantly contingent upon the leadership’s response to the findings. Cases where such problems are identified in the surveyed data but do not get effectively addressed can lead to demoralization of the staff, as the nurses feel that the importance of their raised issues is never recognized or given the credit it deserves (Knudsen et al., 2019). Such an action could cause a decrease in job satisfaction or turnover rates to increase. On the other hand, those management teams that are proactive with issues, such as responding fast to identified problems, do more than just confirm employees' anxieties; they highly raise the organization's morale (Hayder et al., 2017). This proactive approach can cultivate a culture of continuous improvement and responsiveness within the unit. When some of these changes are implemented based on feedback from the survey, the messages that employees receive indicate a sense of value and being taken seriously. In this regard, the dynamism in the management practices ensures that the unit is effectively flexible in evolving challenges while maintaining high standards of patient care and operational efficiency.

The education session may consist of in-person practice skills or discussing areas of improvement determined from the survey the nursing staff provides. During the sessions, nursing staff should include Registered Nurses (RN), with whom they can share their views on this topic from the front line. Newly Licensed Registered Nurses within residency programs will also be included due to high workplace stress levels, which may heavily affect their well-being and job performance. These individuals would likely be more connected and feel more optimistic with frequent training using their input from surveys. Strengthening training, which focuses on
adaptive techniques to support mental health, manage stress, depression and burn out, is very important.

The content of the sessions will be tailored to the areas of improvement discovered during the surveys, in addition to content noted in the review of the literature, such as communication skills, stress management, and medical assistance. They will be action-packed and interactive: attendees will participate in discussions, case studies, and useful exercises.

Study of the Intervention

Improving nurse job satisfaction in medical-surgical Microsystems often involves an informative poster targeting issues identified in satisfaction surveys. This assessment outlines a methodological approach for evaluating the impact of such sessions. Pre- and post-intervention nurse job satisfaction surveys quantify changes, while qualitative insights come from focus group discussions and individual interviews. All of these can be applied to enhance the suitability of the process. These can include pre-intervention surveys, assessing workload, staffing, support, and development opportunities, of which all its uses are also chosen based on suitability. Post-intervention surveys measure changes, with statistical analysis used to assess significance, and can be the best in nursing for such an accolade. Focus groups and after-action reports explore staff experiences and perceptions post-intervention, focusing on session impact and satisfaction, which are essential and should be aligned with the objective (Koskinen et al., 2023). In essence, the method of intervention must be critically analyzed once the whole quality improvement measures are integrated. This methodological approach provides a robust assessment of the sessions used, giving an impact on an informative poster and on nurse satisfaction.
Measures

Rationale for Choosing Measures: Surveys were opted to capture in-depth nurse satisfaction levels within the microsystem, to then understand potentially offer more detailed insight within quarterly surveys. The objective is to understand sudden changes in the short term and take action to address new problems to use in an informative poster for the microsystem. These education sessions allow the nurses to understand their problems are being heard, identified and used to further better their understanding.

Operational Definitions: Quarterly surveys will be organized evaluations given to nurses, centering on different aspects of job contentment, such as workload, staff levels, administrative assistance, opportunities for career growth and job satisfaction. The informative poster will focus on problem patterns from all surveys administered.

Validity and Reliability: The use of quarterly surveys aims to ensure the validity and reliability of data by providing a consistent and structured approach to assessing nurse satisfaction levels over time. Each survey follows a non-mandatory education session for all nurses. Data within the education session will be determined by attendance, and feedback after the session is complete.

Description of Approach to Ongoing Assessment of Contextual Elements. Frequent quarterly surveys will allow continual evaluation of the surrounding factors that impact the achievements, shortcomings, effectiveness, and expenses in the microsystem. These surveys will offer an understanding of variations in nurse satisfaction levels and aid in pinpointing possible areas for enhancement (Lau et al., 2023). Their survey results will drive the informative poster, and the goal is to increase their skill and knowledge, help them understand that they are heard with complaints, and increase their satisfaction within the microsystem. The main objective of
continuous assessment is to create a culture of constant enhancement, where feedback is appreciated, and interventions can be customized to address new issues promptly.

**Methods Employed for Assessing Completeness and Accuracy of Data.** Quarterly surveys will serve as the primary method for collecting data on nurse satisfaction. These surveys will be structured using the Casey Fink retention survey to ensure completeness and accuracy of data. The informative poster will be frequent and structured to the nurses needs within the survey results and evaluated through an After-Action Report (AAR). Data gathered from quarterly surveys will be verified for accuracy and completeness through informal audits and personal interactions. Inaccuracies of questions found during validation will be fixed and modified to ensure accuracy specific for this microsystem to ensure the education session ensures the best result from the survey.

**Analysis**

For quantitative data analysis, descriptive statistical techniques will be employed to portray the difference in nurses' evaluation scores before and after the implementation of the intervention. Qualtrics™ surveys will be used, and the project lead will evaluate empirical evidence. The process of qualitative data analysis will consist of theme analysis, whereby the surveys and informative poster responses will be coded and categorized to reveal themes related to job satisfaction and the effectiveness of the education sessions.

Assessment of the intervention's influence will be done using the mixed-methods procedure. Quantitative data will be collected through pre- and post-intervention surveys, which will be used to measure the existing perception of nurse’s job satisfaction within the microsystem. Health managers must pay attention to burnout to maintain the nursing staff and benefit the community with high-quality care (Hoseini et al., 2023). This strategy will be via a
Qualtrics™ questionnaire that uses specific questions and information to measure nursing job satisfaction levels.

Qualitative data shall be collected through words, opinions and attendance of nurses participating in the education sessions on areas they express interest in improving using a free text element on the survey. Thematic analysis will be used to identify repetitive themes in the qualitative data and provide a more comprehensive understanding of the intervention's influence.

**Ethical Considerations**

The cultural, environmental, and communication factors within a hospital microsystem profoundly impact nurse satisfaction. According to Blake and Bacon (2020), the microsystems that demonstrated the highest levels of nurse satisfaction were those with a culture of open communication and active problem-solving. Such a working environment would encourage staff to come forward without any fear of punishment, build a sense of community and support among the staff, and lead to better problem-solving emanating from greater job satisfaction and retention of staff. The data used in this project will have no individual identifiers from the microsystem. The project will be evaluated with full disclosure on conflict of interest and limitations faced.

This proposal will be reviewed by the Department of Nursing Quality Review Committee to determine if the project meets the criteria for Quality Improvement (QI) which is exempt from full Institutional Review Board (IRB) review. However, ethical concerns, as well as respect for the participants' informed consent, confidentiality, and autonomy will be observed in this project. The project lead has no conflict of interest regarding this QI project.
Results

Nurses' satisfaction has emerged as the key to high-quality patient outcomes and organizational success in the ever-changing healthcare sector. This paper discusses quality improvement project results for nurse satisfaction using quarterly surveys and educational activities in a medical-surgical microsystem.

Initial Steps and Evolution of the Intervention

The intervention process started with the admission of disparities between a quantified annual satisfaction survey and qualitative data from the nursing staff. Preliminary data from the survey showed average overall job satisfaction with factors like job satisfaction and self-identification, job interest and extent, colleague support, and recognition. Nonetheless, the informal communication revealed more subtle issues, including dissatisfaction with the amount of work they do and the availability of training for career enhancement. This made the change to a quarterly survey approach to gather greater frequency and detail on the satisfaction levels of nurses.

![Initial ACNJSS survey to nursing staff](image-url)
Process Measures and Outcomes

Comprehensive assessment of factors influencing nurse satisfaction using a structured quarterly survey framework such as the Acute Care Nurses Job Satisfaction Scale (ACNJSS)(Yasin, 2021). Other factors were job satisfaction, organizational commitment, organizational culture, satisfaction with policies, and training and development. Primary findings showed that participants' overall satisfaction significantly differed in these five domains, with increased satisfaction with direct supervisory recognition and decreased satisfaction with workload distribution fairness.

Contextual Elements and Interactions

Staffing with particular emphasis on several personnel, clerical assistance, and physical workplace settings has influenced survey results meaningfully. For example, the research results showed that increased satisfaction with direct supervisor support is associated with increased overall job satisfaction. On the other hand, perceived workload inequity called for specific fixes to allocating resources and transparent policies.

Observed Associations

Relationships were observed as the informative posters displayed within the microsystems explaining the results were coordinated with satisfaction deficits from the survey. Identification of policies and professional development sessions concerning policy clarity were presented as the greatest need for job satisfaction and Such reflections helped to appreciate the need for more targeted interventions to address issues of staff interest in later quarterly surveys. According to Yasin et al. (2021), many aspects are crucial in determining nurses' job satisfaction levels. Parameters encompass decisions made independently of supervision, favorable
organizational practice within the workplace, effective working relationships with peers and supervisors, sufficient supply of capital essential in-patient care delivery, and professional advancement through educational courses.

**Unintended Consequences**

The survey process was associated with several secondary effects. On a positive note, it engaged the staff to participate during working hours and improved their identification of positive and negatives aspects of their working environment for the survey results. This allowed for more discussion on ways to improve the working environment or further quality improvement projects the nurse staff may conduct. Such a proactive approach created an environment of constant striving for changes and responsiveness. However, issues such as survey fatigue began growing as staff members felt overwhelmed with the number of surveys. Participation decreased with each ask and proactive action was required with in person presentation over the use of a QR code. Further, it took more work to engage staff in each shift and department and ensure that there was a systematic plan to involve all in the study and that the collected data was accurate.
Figure 2: Post Intervention Survey

Details About Missing Data

Some issues arose from missing data due to full staff respondents' failure to complete the survey, especially during high operations. More specifically, measures included emphasizing the value of completing the survey and reducing time and data gaps in future surveys. It is essential to find the right balance between these factors to maintain the advantages while limiting the disadvantages of the survey to make it a useful instrument in the organization’s development and staff engagement.

Regular feedback and satisfaction measures and focusing on relevant satisfaction factors can contribute to enhanced organizational support for nurses. Such a cyclic approach enhances effectiveness in handling the operations and fosters an environment of constant refinement and
sensitivity to staff requirements. In this way, it is crucial to continuously assess and modify the approaches and practices in healthcare institutions – such that nurse satisfaction would remain a key strategic priority that underlines the essential value of nursing.

Summary

Key Findings

The quality improvement project aims to enhance nurse job satisfaction through frequent surveys and an informational poster included in appendix C. To begin with, the project acknowledged the limitations of the annual satisfaction questionnaires and the deeper dissatisfaction expressed in the communication that is not formal. The preliminary data revealed that average job satisfaction was related to job interest, colleague support, and recognition; and the informal feedback indicated that the major concern was workload and training. Therefore, the intervention was modified to encompass surveys on a quarterly basis to obtain better and more frequent data on the satisfaction levels of the nurses.

Relevance to Rationale

Using the Acute Care Nurses Job Satisfaction Scale (ACNJSS), the project reviewed all the factors that can affect the satisfaction of the nurses including job satisfaction, organizational commitment, culture, policy satisfaction, and training development. The results revealed that these domains were significantly different and that satisfaction in supervisory recognition was higher while satisfaction in workload fairness was lower. The project stressed the aspects of context such as staffing, secretarial support, and physical contexts of the work environment. In addition, increased supervisor support led to higher levels of job satisfaction and workload inequity meant that resources had to be redistributed and policies had to be made clear.
Relevance to Specific Aim

The project also analyzed how communication influenced the clarity of the policies. Satisfaction gaps were discussed, and posters and professional development sessions were used to raise awareness of the need for future interventions. Some of the positive side effects were improved staff involvement and the development of staff’s problem-solving skills due to teamwork. Nevertheless, the study revealed that survey fatigue became a concern, which reduced the number of participants and required face-to-face presentations instead of QR codes. Some difficulties arose about the systematic participation of staff, both by shifts and departments, which underlined the necessity of having a systematic approach to engaging all the employees and collecting reliable data.

The problems with missing data had to be solved because high operational periods resulted in incomplete surveys. The project was focused on the importance of finishing the surveys and tried to minimize time and gaps in future surveys. The survey process had its benefits which needed to be sustained while at the same time, controlling for the drawbacks that accompanied it. The end of the project emphasized that the practices of quarterly nurse satisfaction surveys and educationally based, targeted strategies were successful. When it comes to the use of feedback and satisfaction measures that are oriented to key factors, the organizational support for nurses was improved.

Project Strengths

This cyclic approach promotes the culture of ongoing improvement, staff needs fulfillment and awareness of the ever-shifting nature of the nurses' satisfaction. The project also calls for constant evaluation and changes in the strategies to ensure that the satisfaction of the nurses is a continued priority in health organizations. The main objective of the project is to show
the significance of the nursing profession and the variables that influence the satisfaction level. This active approach to raising the level of job satisfaction is not only beneficial to the nursing staff but also has a positive impact on the quality of the services to be provided to the patients. Therefore, the project highlights the significance of nurse satisfaction as one of the components of organizational success and the quality of the delivered services to patients.

**Interpretation**

The intervention started with an awareness of an imbalance between numerically gathered and reported annual satisfaction scores while observing the clients' dissatisfaction with their nursing staff interactions. The preliminary survey data unveiled the mean overall job satisfaction that pointed to certain positive aspects like job interest, colleagues' support and recognition, and negative aspects like dissatisfaction with workload and absence of opportunities for career enhancement training.

**Nature of the Association Between the Intervention and the Outcomes**

In line with the research studies by Yasin et al. (2021), the intervention entailed an evaluation process that resembled the Acute Care Nurses' Job Satisfaction Scale (ACNJSS) questionnaire to capture a more extensive range of nurses' satisfaction levels antecedents. Findings reflected the domains of Yasin et al. (2021), indicating that direct supervisor recognition satisfaction was enhanced while workload fairness satisfaction was reduced.

**Comparison of Results with Findings from Other Publications**

The activities proposed in our project are like Yasin et al.'s (2021) approach of systematically evaluating and implementing corrective measures concerning aspects of satisfaction. In addition, both works highlight the significance of organizational support, evidence-based policies, and professional development in increasing nurses' satisfaction and
turnover. It establishes the appropriateness of structure and data and uses it to organize the interventions in healthcare facilities.

**Impact of the Project on People and Systems**

The intervention improved staff engagement and problem-solving abilities among the nursing staff. The survey findings were addressed through educational pamphlets, and the nurses stated that they felt valuable and appreciated, which ultimately boosted morale and cooperation. Systematically overcoming satisfaction problems also helped promote a favorable organizational climate and improve the quality of patient care.

**Differences Between Observed and Anticipated Outcomes**

The differences between the expected and actual outcomes are observed in our intervention because the contexts in a healthcare environment are complex. The staff involvement and productivity also differed due to variations in their response, resulting from departmental conditions, workload, and the style of the managerial team (Yasin et al., 2021). In addition, the organizational culture and climate, length of time and resources also served as critical antecedents of the intervention.

**Costs and Strategic Trade-Offs, Including Opportunity Costs**

The costs entailed in implementing the initial intervention were relatively low regarding pamphlet development and distribution; however, the trade-off was directing resources to the survey administration and analysis. The cost, nevertheless, was offset by the gains from staff satisfaction and retention made through the help of Workforce software. Huebner and Zacher (2021) argue that the follow-up reports on the team member survey results usually need to be addressed, thus reducing the impact of one of the most popular management techniques. Survey
fatigue and data completeness were specific issues handled using various approaches to avert them.

**Limitations**

While conducting a quality improvement project involving quarterly nurse satisfaction surveys, several limitations emerged that affected the study's conduct and results. It is essential to identify these limitations, assess their impact on the study's broader applicability and internal consistency, and describe the steps to address and mitigate them.

Survey Administration Methodology: The first significant decision to employ QR codes for the surveys' distribution encountered several issues. The nursing staff on the unit never used the QR codes, and surveys had to be delivered in person – there was no option to use an online survey as the strategy assumed. Perez-Alba et al. (2020) indicates that QR codes enable efficient care provision for clients. This method brought flexibility and variation in sending out the surveys and probably affected the response rate and quality of the data.

Generalizability Issues: One major drawback of in-person survey delivery to collect information could be restricting the generalizability of the study conclusions. Several factors involved in the unit and the necessity of personal contact could somehow influence the applicability of the results to other healthcare facilities or a wider population.

Internal Validity Concerns: Internal validity threats, which are history, maturation, instrument, and selection, were documented, as were survey respondent biases, survey design, survey methods, survey measurement, and survey data analysis. This could have affected the quantity and quality of data being obtained to mitigate these limitations and maintain the integrity of the study.

**Efforts to Minimize and Adjust for Limitations**
Personalized Survey Delivery: However, after the QR code attached to the link failed, further measures were employed to maintain a standard in the survey administration through physical delivery. It was devised to reduce variance and afford equal chances to the sizable proportion of qualified subjects.

Factors Impacting Validity

Methodological Rigor: Several measures were provided to increase the methodological stringency of the investigation. Precise instructions were provided, reusable survey questionnaires (ACNJSS) were used, and several procedures for data management were used. According to Yasin et al. (2021), this helps minimize the prejudiced point of view and increases the credibility of collected data.

Attempts to Minimize Limitations

Data Analysis and Interpretation: The statistical method was used to analyze the data and find if any confounding factors could influence the results. This process involved analyzing the actual effects of the interventions and the Contexts.

Conclusion

In essence, the project experienced some difficulties in initiation and possible problems of external and internal validity that could be assumed. Actions were taken to protect against all these problems. Acknowledging these restrictions, the study intended to maintain and ensure the result's credibility, adding more value to improving nurse job satisfaction in certain healthcare microsystems.

The Usefulness of the Work

The quality improvement project was implemented to increase nurse job satisfaction every quarter and reveal valuable insights. Therefore, the Acute Care Nurses Job Satisfaction
Scale (ACNJSS) yielded helpful information regarding areas of Acute Care Nurses that need attention regarding training and the clarity of implemented policies (Yasin et al., 2021). This approach not only relayed immediate dissatisfaction but also brought about a culture of ongoing feedback and attentiveness to issues, which was highly beneficial in defining areas of concern that impacted nurse satisfaction.

**Sustainability**

The research data and the therapeutic activities employed to support the subjects are systematically collected and cyclically repeated. Modifications can be made as frequently as once a year, as the nurse satisfaction index is taken quarterly. To maintain such processes, a similar approach should be adopted by healthcare organizations in terms of having programmed feedback mechanisms in their everyday working processes, always keeping in mind the significance of appealing to the satisfaction of nurses and the constant need to modify their interventions.

**Potential for Spread to Other Contexts**

The research study and the methods used hold great promise for adoption and application in other healthcare organizations. The change to more frequent surveys and selective approaches could be feasible in different organizations and settings, especially when job satisfaction is essential to employees' performance and the quality-of-service delivery to patients. The effectiveness demonstrated in tackling challenges in workload and supervisory support implies that similar strategies could be helpful in other healthcare organizations with comparable challenges.

**Implications for Practice and Further Study**
In terms of practical implications, this Work speaks to the need for routine feedback and timely interventions to enhance the nursing staff’s job satisfaction. More studies can be conducted to analyze the effectiveness of these strategies on patient care results, employee turnover, and satisfaction in different settings.

**Suggested Next Steps**

Future Work should be concerned with further fine-tuning survey methodologies to minimize the subjects' fatigue and the missing data. Broadening the population of settings where the study could be conducted, and the methods applied to elaborate applications for the technological solutions used for feedback data collection may increase the external validity and applicability of the findings.
References


Galanis, P., Moisoglou, I., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O.,


Talsky, J. M. (2022). Stop the Bleed and Seize Control: The Use of Simulation and Video Modules in Educating Emergency Department Staff Regarding Maternal Hypertension and Hemorrhage.


Appendix A

PRISMA 2009 Flow Diagram

Records identified through database searching
(n = 60)

Additional records identified through other sources
(n = 7)

Records after duplicates removed
(n = 62)

Records excluded
(n = 42)
- Not Relevant
- Abstract Only
- Not in English
- Irrelevant Study Design

Records screened
(n = 62)

Full-text articles assessed for eligibility
(n = 20)

Full-text articles excluded, with reasons
(n = 5)
- Not Specific to Nurse Satisfaction
- No Survey Intervention Mentioned
- Study Design Inappropriate: Not a meta-analysis, or cross-sectional study
- Outcomes Not Measurable
- Not Within Specified Population or Setting

Studies included in qualitative synthesis
(n = 15)

Studies included in quantitative synthesis (meta-analysis)
(n = 9)
Appendix B

Gender
- Male
- Female
- Other
- I prefer not to answer

Education
- Associates
- Bachelors
- Masters
- High level

Position most frequently in
- Registered Nurse
- Charge Nurse

Employment
- Per Diem
- Part Time
- Full Time

Experience
- 6 months- 1 year
- 1-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years

Factors of Satisfaction

<table>
<thead>
<tr>
<th>Feeling pride about your job</th>
<th>1. Very Dissatisfied</th>
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<th>6. Very Satisfied</th>
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<th>Q6</th>
<th>Q7</th>
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<td>Challenge in your work</td>
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<td>Sense of accomplishment</td>
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<td>Enjoyment from your job</td>
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<td>Being responsible for the work you do</td>
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<td>Ability to use your own judgments</td>
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<td>Sense of value for what you do</td>
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<td>Clarity of workplace policies</td>
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<td>Completeness of workplace policies</td>
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<td>Ease of search for workplace policies</td>
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<td>Availability of resources and supplies</td>
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<td>How you are informed about new policies</td>
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<td>The way new policies are implemented</td>
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<td>The direct interaction between you and your direct supervisor</td>
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<td>Direct supervisor competence</td>
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<td>Direct supervisor support and backup</td>
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<td>Recognition from your direct superiors</td>
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<td>Fairness of assignment distribution workload</td>
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<td>Peer support during the work shift</td>
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<td>Ability to deliver quality care</td>
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<td>Physical working conditions (lights, noise, cleanliness, heating, ventilation)</td>
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<td>Opportunity for professional growth</td>
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<td>Opportunity for promotion within the organization</td>
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<td>Opportunity to expand your scope of practice</td>
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<td>Opportunity to seek advance education</td>
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<td>Opportunity to develop and implement ideas</td>
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<td>Your job salary</td>
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<td>Retirement plan</td>
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<td>Benefits package</td>
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<td>Your salary/hourly wage</td>
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## Survey Results of Nurses

### Factors of Satisfaction

<table>
<thead>
<tr>
<th>METHODOLOGY</th>
<th>69.23% (9) Nurse Responses</th>
</tr>
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<tr>
<td></td>
<td>30.77% (4) Charge Nurses</td>
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## Job Satisfaction, Roles, & Fulfillment

The survey results reveal that employees generally experience a high level of satisfaction in several key areas, including feeling valued, taking pride in their work, and enjoying their job.

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>50%</td>
<td>Feel proud about their job</td>
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<tr>
<td>75%</td>
<td>Feel sense of accomplishment</td>
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<tr>
<td>87.5%</td>
<td>Feel valued</td>
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<td>68.75%</td>
<td>Enjoy their job. 38.5% are very satisfied</td>
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<tr>
<td>50%</td>
<td>Feel very satisfied with their responsibilities</td>
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<tr>
<td>67.85%</td>
<td>Satisfied with the challenges of their job</td>
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<tr>
<td>87.5%</td>
<td>Satisfied with using their own judgment</td>
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</table>

## Workplace Environment and Conditions

<table>
<thead>
<tr>
<th>Condition</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>7 in 16 Very satisfied with policy clarity</td>
<td>56.25%</td>
</tr>
<tr>
<td>8 in 16 Satisfied with the availability of resources</td>
<td>62.5%</td>
</tr>
</tbody>
</table>
87.5%
Very satisfied with their interactions with their supervisor

56.25%
Feel the workload was fairly distributed

81.25%
Satisfied with professional growth opportunities

68.75%
Satisfied with promotion opportunities

56.25%
Satisfied with opportunities to expand their practice

62.5%
Satisfied with opportunities for advanced education

62.5%
Satisfied with opportunities to develop and implement ideas

81.25%
Satisfied with job security

73.33%
Satisfied with their benefits package

68.75%
Satisfied with their retirement plan

43.75%
Satisfied with their salary or hourly wage

PROFESSIONAL GROWTH AND DEVELOPMENT

COMPENSATION & BENEFITS

SOLUTIONS

Regularly review and update development programs based on employee feedback and changing industry needs.

Provide leadership and communication training for supervisors.

Encourage external educational opportunities and advanced education for nurses.