AACN Survey - 2022

Associations

January, 2023

## C6. Please rate the skill of your unit Nursing managers in the following areas

### with C1. How would you rate the quality of communication in your unit among the following?

Correlation between `C1. How would you rate the quality of communication in your unit among the following?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

|  | C1. How would you rate the quality of communication in your unit among the following? | | | |
| --- | --- | --- | --- | --- |
| C6. Skill of your unit Nursing managers: | Communication between Nurses | Communication between nurses and Physicians | Communication between Nurses and unit Nursing Managers | Communication between Nurses and Hospital Administration |
| Communication | 0.41\*\* | 0.4\*\* | 0.66\*\* | 0.44\*\* |
| Collaboration | 0.39\*\* | 0.4\*\* | 0.64\*\* | 0.42\*\* |
| Proving Staff resources | 0.33\*\* | 0.38\*\* | 0.55\*\* | 0.43\*\* |
| Providing Supplies, Equipment, and other non-human resources | 0.31\*\* | 0.32\*\* | 0.49\*\* | 0.33\*\* |
| Effective decision making | 0.38\*\* | 0.37\*\* | 0.61\*\* | 0.42\*\* |
| Recognition of others contribution | 0.37\*\* | 0.37\*\* | 0.6\*\* | 0.42\*\* |
| Leadership | 0.35\*\* | 0.37\*\* | 0.61\*\* | 0.42\*\* |
| Ensuring the provision of high quality patient care | 0.31\*\* | 0.34\*\* | 0.54\*\* | 0.4\*\* |
| Promoting a professional practice environment | 0.38\*\* | 0.37\*\* | 0.61\*\* | 0.41\*\* |
| Overall effectiveness | 0.34\*\* | 0.37\*\* | 0.59\*\* | 0.4\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | | | | |

### with C2. How would you rate the quality of collaboration in your unit among the following?

Correlation between `C2. How would you rate the quality of collaboration in your unit among the following?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

|  | C2. How would you rate the quality of collaboration in your unit among the following? | | | |
| --- | --- | --- | --- | --- |
| C6. Skill of your unit Nursing managers: | Collaboration between Nurses | Collaboration between nurses and Physicians | Collaboration between Nurses and unit Nursing Managers | Collaboration between Nurses and Hospital Administration |
| Communication | 0.4\*\* | 0.39\*\* | 0.62\*\* | 0.45\*\* |
| Collaboration | 0.4\*\* | 0.39\*\* | 0.62\*\* | 0.43\*\* |
| Proving Staff resources | 0.33\*\* | 0.38\*\* | 0.52\*\* | 0.44\*\* |
| Providing Supplies, Equipment, and other non-human resources | 0.31\*\* | 0.33\*\* | 0.45\*\* | 0.35\*\* |
| Effective decision making | 0.37\*\* | 0.37\*\* | 0.58\*\* | 0.45\*\* |
| Recognition of others contribution | 0.37\*\* | 0.37\*\* | 0.58\*\* | 0.44\*\* |
| Leadership | 0.36\*\* | 0.37\*\* | 0.59\*\* | 0.44\*\* |
| Ensuring the provision of high quality patient care | 0.34\*\* | 0.35\*\* | 0.52\*\* | 0.42\*\* |
| Promoting a professional practice environment | 0.37\*\* | 0.38\*\* | 0.58\*\* | 0.43\*\* |
| Overall effectiveness | 0.36\*\* | 0.37\*\* | 0.56\*\* | 0.43\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | | | | |

### with C3. In your unit how would you rate the respect for nurses by each of the following?

Correlation between `C3. In your unit how would you rate the respect for nurses by each of the following?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

|  | C3. In your unit how would you rate the respect for nurses by each of the following? | | | | |
| --- | --- | --- | --- | --- | --- |
| C6. Skill of your unit Nursing managers: | Other Nurses | Physicians | Other Health Care colleagues | Unit Nursing Managers | Hospital Administration |
| Communication | 0.41\*\* | 0.42\*\* | 0.39\*\* | 0.68\*\* | 0.45\*\* |
| Collaboration | 0.38\*\* | 0.41\*\* | 0.37\*\* | 0.69\*\* | 0.44\*\* |
| Proving Staff resources | 0.32\*\* | 0.39\*\* | 0.35\*\* | 0.57\*\* | 0.46\*\* |
| Providing Supplies, Equipment, and other non-human resources | 0.35\*\* | 0.37\*\* | 0.37\*\* | 0.52\*\* | 0.38\*\* |
| Effective decision making | 0.39\*\* | 0.38\*\* | 0.39\*\* | 0.66\*\* | 0.47\*\* |
| Recognition of others contribution | 0.39\*\* | 0.39\*\* | 0.37\*\* | 0.65\*\* | 0.44\*\* |
| Leadership | 0.37\*\* | 0.37\*\* | 0.34\*\* | 0.64\*\* | 0.44\*\* |
| Ensuring the provision of high quality patient care | 0.31\*\* | 0.32\*\* | 0.31\*\* | 0.55\*\* | 0.43\*\* |
| Promoting a professional practice environment | 0.39\*\* | 0.38\*\* | 0.38\*\* | 0.62\*\* | 0.46\*\* |
| Overall effectiveness | 0.35\*\* | 0.37\*\* | 0.35\*\* | 0.63\*\* | 0.44\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | | | | | |

### with To what extent, in your work as a nurse do you experience moral distress?

Correlation between `To what extent, in your work as a nurse do you experience moral distress?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

| C6. Skill of your unit Nursing managers: | To what extent, in your work as a nurse do you experience moral distress? |
| --- | --- |
| Communication | -0.21\*\* |
| Collaboration | -0.22\*\* |
| Proving Staff resources | -0.24\*\* |
| Providing Supplies, Equipment, and other non-human resources | -0.2\*\* |
| Effective decision making | -0.21\*\* |
| Recognition of others contribution | -0.18\*\* |
| Leadership | -0.21\*\* |
| Ensuring the provision of high quality patient care | -0.26\*\* |
| Promoting a professional practice environment | -0.23\*\* |
| Overall effectiveness | -0.23\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | |

### with With regard to staffing for your unit how often do you have the right number of registered nurses with the right knowledge and skills?

Correlation between `With regard to staffing for your unit how often do you have the right number of registered nurses with the right knowledge and skills?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

| C6. Skill of your unit Nursing managers: | With regard to staffing for your unit how often do you have the right number of registered nurses with the right knowledge and skills? |
| --- | --- |
| Communication | -0.22\*\* |
| Collaboration | -0.23\*\* |
| Proving Staff resources | -0.35\*\* |
| Providing Supplies, Equipment, and other non-human resources | -0.26\*\* |
| Effective decision making | -0.26\*\* |
| Recognition of others contribution | -0.2\*\* |
| Leadership | -0.21\*\* |
| Ensuring the provision of high quality patient care | -0.23\*\* |
| Promoting a professional practice environment | -0.23\*\* |
| Overall effectiveness | -0.23\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | |

### with C10. What are the main factors that keep you working in your current organization?

Correlation between `C10. What are the main factors that keep you working in your current organization?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

|  | C10. What are the main factors that keep you working in your current organization? | | |
| --- | --- | --- | --- |
| C6. Skill of your unit Nursing managers: | Manager of my work unit | Work environment | Work schedule |
| Communication | -0.22\*\* | -0.11\*\* | 0.08\*\* |
| Collaboration | -0.21\*\* | -0.12\*\* | 0.06 |
| Proving Staff resources | -0.2\*\* | -0.05 | 0.05 |
| Providing Supplies, Equipment, and other non-human resources | -0.16\*\* | -0.08\*\* | 0.04 |
| Effective decision making | -0.22\*\* | -0.08\*\* | 0.05 |
| Recognition of others contribution | -0.24\*\* | -0.09\*\* | 0.07\* |
| Leadership | -0.23\*\* | -0.06\* | 0.06 |
| Ensuring the provision of high quality patient care | -0.19\*\* | -0.07\* | 0.03 |
| Promoting a professional practice environment | -0.2\*\* | -0.12\*\* | 0.07\* |
| Overall effectiveness | -0.22\*\* | -0.08\* | 0.05 |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | | | |

### with C11. In the past year, in your work as a nurse, please indicate the number of times you personally experienced each of the following?

#### Sexual harassment, Discrimination, Verbal abuse, Physical abuse incidents from A Nurse Manager VS Managers Skills

Mean level of Manager’s Skills rating Vs occurrence of any incident with Respect to Sexual harassment, Physical Abuse, Verbal Abuse, and Discrimination by the Nurse Manager.

The rating of C6. Please rate the skill of your unit Nursing managers in the following areas has been reversed coded as 1 = Poor, 2 = Fair, 3 Good, and 4 = Excellent, so higher mean score indicates better communication, collaboration etc..

The tables show the mean level [SD] of the rating of the Manager’s Skills, across the groups of nurses who experienced at least one incident of harassment.

* + Sexual harassment - From a nurse manager

|  | Any Incident of - Sexual harassment - From a nurse manager | |  |
| --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **No**, N = 6421 | **Yes**, N = 41 | **p-value**2 |
| Communication | 2.7 (1.0) | 2.0 (0.0) | <0.001 |
| Collaboration | 2.7 (1.0) | 2.2 (0.5) | 0.14 |
| Proving Staff resources | 2.4 (1.0) | 1.3 (0.5) | 0.020 |
| Providing Supplies, Equipment, and other non-human resources | 2.9 (0.9) | 3.0 (0.0) | <0.001 |
| Effective decision making | 2.6 (1.0) | 2.2 (0.5) | 0.2 |
| Recognition of others contribution | 2.5 (1.0) | 1.5 (1.0) | 0.14 |
| Leadership | 2.6 (1.0) | 1.5 (1.0) | 0.12 |
| Ensuring the provision of high quality patient care | 2.8 (0.9) | 1.3 (0.5) | 0.008 |
| Promoting a professional practice environment | 2.7 (1.0) | 1.3 (0.5) | 0.010 |
| Overall effectiveness | 2.7 (0.9) | 1.3 (0.5) | 0.009 |
| 1Mean (SD) | | | |
| 2Welch Two Sample t-test | | | |

* + Physical abuse - From a nurse manager

|  | Any Incident of - Physical abuse - From a nurse manager | |  |
| --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **No**, N = 6401 | **Yes**, N = 61 | **p-value**2 |
| Communication | 2.7 (1.0) | 2.2 (1.5) | 0.4 |
| Collaboration | 2.7 (1.0) | 2.2 (1.5) | 0.4 |
| Proving Staff resources | 2.4 (1.0) | 1.7 (0.5) | 0.021 |
| Providing Supplies, Equipment, and other non-human resources | 2.9 (0.9) | 1.7 (0.5) | 0.002 |
| Effective decision making | 2.7 (1.0) | 1.2 (0.4) | <0.001 |
| Recognition of others contribution | 2.5 (1.0) | 1.7 (0.8) | 0.052 |
| Leadership | 2.6 (1.0) | 1.7 (0.8) | 0.039 |
| Ensuring the provision of high quality patient care | 2.8 (0.9) | 1.8 (0.8) | 0.024 |
| Promoting a professional practice environment | 2.7 (1.0) | 1.8 (0.4) | 0.003 |
| Overall effectiveness | 2.7 (0.9) | 1.3 (0.5) | 0.001 |
| 1Mean (SD) | | | |
| 2Welch Two Sample t-test | | | |

* + Verbal abuse - From a nurse manager

|  | Any Incident of - Verbal abuse - From a nurse manager | |  |
| --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **No**, N = 5261 | **Yes**, N = 1201 | **p-value**2 |
| Communication | 2.8 (0.9) | 2.0 (0.9) | <0.001 |
| Collaboration | 2.9 (0.9) | 2.0 (0.9) | <0.001 |
| Proving Staff resources | 2.5 (1.0) | 1.9 (0.8) | <0.001 |
| Providing Supplies, Equipment, and other non-human resources | 3.0 (0.8) | 2.4 (0.8) | <0.001 |
| Effective decision making | 2.8 (0.9) | 2.0 (0.8) | <0.001 |
| Recognition of others contribution | 2.7 (1.0) | 1.8 (0.9) | <0.001 |
| Leadership | 2.7 (1.0) | 2.0 (1.0) | <0.001 |
| Ensuring the provision of high quality patient care | 2.9 (0.9) | 2.3 (0.9) | <0.001 |
| Promoting a professional practice environment | 2.8 (1.0) | 2.0 (0.9) | <0.001 |
| Overall effectiveness | 2.8 (0.9) | 2.1 (0.8) | <0.001 |
| 1Mean (SD) | | | |
| 2Welch Two Sample t-test | | | |

* + Discrimination - From a nurse manager

|  | Any Incident of - Discrimination - From a nurse manager | |  |
| --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **No**, N = 5261 | **Yes**, N = 1201 | **p-value**2 |
| Communication | 2.8 (1.0) | 2.2 (1.0) | <0.001 |
| Collaboration | 2.8 (0.9) | 2.3 (1.0) | <0.001 |
| Proving Staff resources | 2.4 (1.0) | 2.0 (0.8) | <0.001 |
| Providing Supplies, Equipment, and other non-human resources | 3.0 (0.9) | 2.5 (0.9) | <0.001 |
| Effective decision making | 2.8 (0.9) | 2.0 (0.9) | <0.001 |
| Recognition of others contribution | 2.6 (1.0) | 2.0 (1.0) | <0.001 |
| Leadership | 2.7 (1.0) | 2.1 (1.0) | <0.001 |
| Ensuring the provision of high quality patient care | 2.9 (0.9) | 2.4 (0.9) | <0.001 |
| Promoting a professional practice environment | 2.8 (1.0) | 2.2 (0.9) | <0.001 |
| Overall effectiveness | 2.8 (0.9) | 2.1 (0.9) | <0.001 |
| 1Mean (SD) | | | |
| 2Welch Two Sample t-test | | | |

### with C16. To what extent are you evaluated on how well you contribute to a healthy work environment for you and your colleagues?

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'To what extent are you evaluated on how well you contribute to a healthy work environment for you and your colleagues?'

|  | To what extent are you evaluated on how well you contribute to a healthy work environment for you and your colleagues? | | | |  |
| --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Plays a major part in my evaluation**, N = 1971 | **Plays a substantial part in my evaluation**, N = 4281 | **Plays a minor part in my evaluation**, N = 1871 | **Plays no part in my evaluation**, N = 2041 | **p-value**2 |
| Communication |  |  |  |  | <0.001 |
| Excellent | 70 (36%) | 128 (30%) | 30 (16%) | 38 (19%) |  |
| Good | 81 (41%) | 167 (39%) | 65 (35%) | 53 (26%) |  |
| Fair | 37 (19%) | 91 (21%) | 65 (35%) | 70 (34%) |  |
| Poor | 9 (4.6%) | 42 (9.8%) | 27 (14%) | 43 (21%) |  |
| Collaboration |  |  |  |  | <0.001 |
| Excellent | 71 (36%) | 137 (32%) | 30 (16%) | 36 (18%) |  |
| Good | 83 (42%) | 165 (39%) | 79 (42%) | 65 (32%) |  |
| Fair | 35 (18%) | 92 (21%) | 54 (29%) | 65 (32%) |  |
| Poor | 8 (4.1%) | 34 (7.9%) | 24 (13%) | 38 (19%) |  |
| Proving Staff resources |  |  |  |  | <0.001 |
| Excellent | 49 (25%) | 84 (20%) | 16 (8.6%) | 22 (11%) |  |
| Good | 66 (34%) | 149 (35%) | 53 (28%) | 46 (23%) |  |
| Fair | 61 (31%) | 136 (32%) | 74 (40%) | 84 (41%) |  |
| Poor | 21 (11%) | 59 (14%) | 44 (24%) | 52 (25%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  | <0.001 |
| Excellent | 72 (37%) | 132 (31%) | 40 (21%) | 35 (17%) |  |
| Good | 84 (43%) | 212 (50%) | 77 (41%) | 99 (49%) |  |
| Fair | 36 (18%) | 65 (15%) | 53 (28%) | 47 (23%) |  |
| Poor | 5 (2.5%) | 19 (4.4%) | 17 (9.1%) | 23 (11%) |  |
| Effective decision making |  |  |  |  | <0.001 |
| Excellent | 65 (33%) | 113 (26%) | 28 (15%) | 29 (14%) |  |
| Good | 79 (40%) | 187 (44%) | 70 (37%) | 59 (29%) |  |
| Fair | 43 (22%) | 92 (21%) | 58 (31%) | 74 (36%) |  |
| Poor | 10 (5.1%) | 36 (8.4%) | 31 (17%) | 42 (21%) |  |
| Recognition of others contribution |  |  |  |  | <0.001 |
| Excellent | 60 (30%) | 110 (26%) | 28 (15%) | 34 (17%) |  |
| Good | 73 (37%) | 153 (36%) | 53 (28%) | 43 (21%) |  |
| Fair | 53 (27%) | 105 (25%) | 67 (36%) | 64 (31%) |  |
| Poor | 11 (5.6%) | 60 (14%) | 39 (21%) | 63 (31%) |  |
| Leadership |  |  |  |  | <0.001 |
| Excellent | 64 (32%) | 118 (28%) | 28 (15%) | 32 (16%) |  |
| Good | 90 (46%) | 170 (40%) | 63 (34%) | 56 (27%) |  |
| Fair | 32 (16%) | 96 (22%) | 60 (32%) | 53 (26%) |  |
| Poor | 11 (5.6%) | 44 (10%) | 36 (19%) | 63 (31%) |  |
| Ensuring the provision of high quality patient care |  |  |  |  | <0.001 |
| Excellent | 67 (34%) | 144 (34%) | 39 (21%) | 31 (15%) |  |
| Good | 95 (48%) | 178 (42%) | 72 (39%) | 70 (34%) |  |
| Fair | 31 (16%) | 79 (18%) | 62 (33%) | 73 (36%) |  |
| Poor | 4 (2.0%) | 27 (6.3%) | 14 (7.5%) | 30 (15%) |  |
| Promoting a professional practice environment |  |  |  |  | <0.001 |
| Excellent | 68 (35%) | 124 (29%) | 30 (16%) | 30 (15%) |  |
| Good | 88 (45%) | 177 (41%) | 64 (34%) | 56 (27%) |  |
| Fair | 30 (15%) | 85 (20%) | 67 (36%) | 59 (29%) |  |
| Poor | 11 (5.6%) | 42 (9.8%) | 26 (14%) | 59 (29%) |  |
| Overall effectiveness |  |  |  |  | <0.001 |
| Excellent | 65 (33%) | 118 (28%) | 32 (17%) | 32 (16%) |  |
| Good | 88 (45%) | 190 (44%) | 68 (36%) | 63 (31%) |  |
| Fair | 38 (19%) | 93 (22%) | 60 (32%) | 75 (37%) |  |
| Poor | 6 (3.0%) | 27 (6.3%) | 27 (14%) | 34 (17%) |  |
| 1n (%) | | | | | |
| 2Pearson's Chi-squared test | | | | | |

### with C17. On the whole, how satisfied are you with your current job?

Correlation between `C17. On the whole, how satisfied are you with your current job?? ` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

| C6. Skill of your unit Nursing managers: | On the whole, how satisfied are you with your current job? |
| --- | --- |
| Communication | 0.4\*\* |
| Collaboration | 0.41\*\* |
| Proving Staff resources | 0.4\*\* |
| Providing Supplies, Equipment, and other non-human resources | 0.36\*\* |
| Effective decision making | 0.42\*\* |
| Recognition of others contribution | 0.4\*\* |
| Leadership | 0.4\*\* |
| Ensuring the provision of high quality patient care | 0.39\*\* |
| Promoting a professional practice environment | 0.42\*\* |
| Overall effectiveness | 0.44\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | |

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Do you plan to leave your present nursing position?'

|  | Do you plan to leave your present nursing position? | | |  |
| --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Yes, within the next 3 years**, N = 2211 | **Yes, within the next 12 months**, N = 1181 | **No plans to leave within the next 3 years**, N = 6941 | **p-value**2 |
| Communication |  |  |  | <0.001 |
| Excellent | 36 (16%) | 19 (16%) | 216 (31%) |  |
| Good | 72 (33%) | 35 (30%) | 265 (38%) |  |
| Fair | 72 (33%) | 38 (32%) | 156 (22%) |  |
| Poor | 41 (19%) | 26 (22%) | 57 (8.2%) |  |
| Collaboration |  |  |  | <0.001 |
| Excellent | 36 (16%) | 20 (17%) | 224 (32%) |  |
| Good | 84 (38%) | 35 (30%) | 280 (40%) |  |
| Fair | 65 (29%) | 39 (33%) | 143 (21%) |  |
| Poor | 36 (16%) | 24 (20%) | 47 (6.8%) |  |
| Proving Staff resources |  |  |  | <0.001 |
| Excellent | 16 (7.2%) | 13 (11%) | 144 (21%) |  |
| Good | 56 (25%) | 25 (21%) | 240 (35%) |  |
| Fair | 100 (45%) | 36 (31%) | 222 (32%) |  |
| Poor | 49 (22%) | 44 (37%) | 88 (13%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  | <0.001 |
| Excellent | 47 (21%) | 24 (20%) | 210 (30%) |  |
| Good | 96 (43%) | 51 (43%) | 334 (48%) |  |
| Fair | 61 (28%) | 30 (25%) | 114 (16%) |  |
| Poor | 17 (7.7%) | 13 (11%) | 36 (5.2%) |  |
| Effective decision making |  |  |  | <0.001 |
| Excellent | 28 (13%) | 14 (12%) | 195 (28%) |  |
| Good | 80 (36%) | 46 (39%) | 276 (40%) |  |
| Fair | 72 (33%) | 35 (30%) | 167 (24%) |  |
| Poor | 41 (19%) | 23 (19%) | 56 (8.1%) |  |
| Recognition of others contribution |  |  |  | <0.001 |
| Excellent | 30 (14%) | 14 (12%) | 190 (27%) |  |
| Good | 63 (29%) | 34 (29%) | 232 (33%) |  |
| Fair | 74 (33%) | 36 (31%) | 184 (27%) |  |
| Poor | 54 (24%) | 34 (29%) | 88 (13%) |  |
| Leadership |  |  |  | <0.001 |
| Excellent | 33 (15%) | 12 (10%) | 200 (29%) |  |
| Good | 67 (30%) | 43 (36%) | 275 (40%) |  |
| Fair | 67 (30%) | 34 (29%) | 145 (21%) |  |
| Poor | 54 (24%) | 29 (25%) | 74 (11%) |  |
| Ensuring the provision of high quality patient care |  |  |  | <0.001 |
| Excellent | 37 (17%) | 15 (13%) | 232 (33%) |  |
| Good | 91 (41%) | 43 (36%) | 289 (42%) |  |
| Fair | 70 (32%) | 37 (31%) | 141 (20%) |  |
| Poor | 23 (10%) | 23 (19%) | 32 (4.6%) |  |
| Promoting a professional practice environment |  |  |  | <0.001 |
| Excellent | 31 (14%) | 14 (12%) | 210 (30%) |  |
| Good | 74 (33%) | 44 (37%) | 273 (39%) |  |
| Fair | 72 (33%) | 29 (25%) | 145 (21%) |  |
| Poor | 44 (20%) | 31 (26%) | 66 (9.5%) |  |
| Overall effectiveness |  |  |  | <0.001 |
| Excellent | 30 (14%) | 15 (13%) | 204 (29%) |  |
| Good | 78 (35%) | 41 (35%) | 298 (43%) |  |
| Fair | 82 (37%) | 41 (35%) | 148 (21%) |  |
| Poor | 31 (14%) | 21 (18%) | 44 (6.3%) |  |
| 1n (%) | | | | |
| 2Pearson's Chi-squared test | | | | |

### with C18a. How likely would each of the following be to influence you to reconsider your plans to leave your present position?

Correlation between `C18a. How likely would each of the following be to influence you to reconsider your plans to leave your present position?` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

|  | C18a. How likely would each of the following be to influence you to reconsider your plans to leave your present position? | | |
| --- | --- | --- | --- |
| C6. Skill of your unit Nursing managers: | More respect from unit management | Better leadership | More meaningful recognition for my contribution |
| Communication | -0.32\*\* | -0.32\*\* | -0.18\*\* |
| Collaboration | -0.33\*\* | -0.32\*\* | -0.19\*\* |
| Proving Staff resources | -0.3\*\* | -0.3\*\* | -0.19\*\* |
| Providing Supplies, Equipment, and other non-human resources | -0.22\*\* | -0.21\*\* | -0.1\*\* |
| Effective decision making | -0.31\*\* | -0.32\*\* | -0.17\*\* |
| Recognition of others contribution | -0.35\*\* | -0.33\*\* | -0.19\*\* |
| Leadership | -0.33\*\* | -0.36\*\* | -0.18\*\* |
| Ensuring the provision of high quality patient care | -0.26\*\* | -0.28\*\* | -0.14\*\* |
| Promoting a professional practice environment | -0.29\*\* | -0.29\*\* | -0.17\*\* |
| Overall effectiveness | -0.29\*\* | -0.3\*\* | -0.17\*\* |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | | | |

### With Demographics

* Gender

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Gender'

|  | Gender | | |  |
| --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Male**, N = 2041 | **Female**, N = 7311 | **Prefer not to answer**, N = 841 | **p-value**2 |
| Communication |  |  |  | 0.005 |
| Excellent | 69 (34%) | 167 (23%) | 28 (33%) |  |
| Good | 58 (28%) | 288 (39%) | 21 (25%) |  |
| Fair | 54 (26%) | 186 (25%) | 25 (30%) |  |
| Poor | 23 (11%) | 90 (12%) | 10 (12%) |  |
| Collaboration |  |  |  | 0.012 |
| Excellent | 62 (30%) | 182 (25%) | 30 (36%) |  |
| Good | 69 (34%) | 299 (41%) | 25 (30%) |  |
| Fair | 60 (29%) | 169 (23%) | 17 (20%) |  |
| Poor | 13 (6.4%) | 81 (11%) | 12 (14%) |  |
| Proving Staff resources |  |  |  | >0.9 |
| Excellent | 34 (17%) | 120 (16%) | 16 (19%) |  |
| Good | 64 (31%) | 231 (32%) | 22 (26%) |  |
| Fair | 71 (35%) | 251 (34%) | 33 (39%) |  |
| Poor | 35 (17%) | 129 (18%) | 13 (15%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  | 0.009 |
| Excellent | 55 (27%) | 195 (27%) | 25 (30%) |  |
| Good | 81 (40%) | 363 (50%) | 32 (38%) |  |
| Fair | 56 (27%) | 131 (18%) | 17 (20%) |  |
| Poor | 12 (5.9%) | 42 (5.7%) | 10 (12%) |  |
| Effective decision making |  |  |  | 0.6 |
| Excellent | 44 (22%) | 163 (22%) | 25 (30%) |  |
| Good | 82 (40%) | 288 (39%) | 25 (30%) |  |
| Fair | 53 (26%) | 198 (27%) | 22 (26%) |  |
| Poor | 25 (12%) | 82 (11%) | 12 (14%) |  |
| Recognition of others contribution |  |  |  | 0.034 |
| Excellent | 53 (26%) | 151 (21%) | 25 (30%) |  |
| Good | 57 (28%) | 250 (34%) | 16 (19%) |  |
| Fair | 64 (31%) | 204 (28%) | 24 (29%) |  |
| Poor | 30 (15%) | 126 (17%) | 19 (23%) |  |
| Leadership |  |  |  | 0.025 |
| Excellent | 51 (25%) | 162 (22%) | 26 (31%) |  |
| Good | 74 (36%) | 288 (39%) | 17 (20%) |  |
| Fair | 53 (26%) | 166 (23%) | 27 (32%) |  |
| Poor | 26 (13%) | 115 (16%) | 14 (17%) |  |
| Ensuring the provision of high quality patient care |  |  |  | 0.3 |
| Excellent | 50 (25%) | 198 (27%) | 31 (37%) |  |
| Good | 83 (41%) | 303 (41%) | 30 (36%) |  |
| Fair | 58 (28%) | 172 (24%) | 17 (20%) |  |
| Poor | 13 (6.4%) | 58 (7.9%) | 6 (7.1%) |  |
| Promoting a professional practice environment |  |  |  | 0.6 |
| Excellent | 47 (23%) | 178 (24%) | 24 (29%) |  |
| Good | 75 (37%) | 285 (39%) | 26 (31%) |  |
| Fair | 57 (28%) | 166 (23%) | 22 (26%) |  |
| Poor | 25 (12%) | 102 (14%) | 12 (14%) |  |
| Overall effectiveness |  |  |  | 0.8 |
| Excellent | 51 (25%) | 170 (23%) | 23 (27%) |  |
| Good | 79 (39%) | 301 (41%) | 30 (36%) |  |
| Fair | 59 (29%) | 190 (26%) | 22 (26%) |  |
| Poor | 15 (7.4%) | 70 (9.6%) | 9 (11%) |  |
| 1n (%) | | | | |
| 2Pearson's Chi-squared test | | | | |

* Education

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'What is the highest degree you have received?'

|  | What is the highest degree you have received? | | | | |  |
| --- | --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Diploma in Nursing**, N = 2911 | **Bachelor Degree**, N = 4031 | **Master’s degree in Nursing**, N = 2451 | **Master’s degree in Non – Nursing**, N = 471 | **Doctoral Degree in Nursing in Non – Nursing**, N = 171 | **p-value**2 |
| Communication |  |  |  |  |  | <0.001 |
| Excellent | 107 (37%) | 97 (24%) | 43 (18%) | 9 (19%) | 2 (12%) |  |
| Good | 94 (32%) | 160 (40%) | 87 (36%) | 16 (34%) | 6 (35%) |  |
| Fair | 57 (20%) | 108 (27%) | 78 (32%) | 15 (32%) | 4 (24%) |  |
| Poor | 33 (11%) | 38 (9.4%) | 37 (15%) | 7 (15%) | 5 (29%) |  |
| Collaboration |  |  |  |  |  | 0.001 |
| Excellent | 106 (36%) | 98 (24%) | 51 (21%) | 11 (23%) | 3 (18%) |  |
| Good | 103 (35%) | 167 (41%) | 94 (38%) | 17 (36%) | 6 (35%) |  |
| Fair | 55 (19%) | 105 (26%) | 70 (29%) | 10 (21%) | 4 (24%) |  |
| Poor | 27 (9.3%) | 33 (8.2%) | 30 (12%) | 9 (19%) | 4 (24%) |  |
| Proving Staff resources |  |  |  |  |  | <0.001 |
| Excellent | 75 (26%) | 61 (15%) | 25 (10%) | 5 (11%) | 1 (5.9%) |  |
| Good | 92 (32%) | 135 (33%) | 62 (25%) | 18 (38%) | 4 (24%) |  |
| Fair | 73 (25%) | 145 (36%) | 110 (45%) | 15 (32%) | 8 (47%) |  |
| Poor | 51 (18%) | 62 (15%) | 48 (20%) | 9 (19%) | 4 (24%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  |  | 0.025 |
| Excellent | 99 (34%) | 101 (25%) | 57 (23%) | 14 (30%) | 2 (12%) |  |
| Good | 129 (44%) | 188 (47%) | 123 (50%) | 20 (43%) | 8 (47%) |  |
| Fair | 45 (15%) | 96 (24%) | 45 (18%) | 8 (17%) | 6 (35%) |  |
| Poor | 18 (6.2%) | 18 (4.5%) | 20 (8.2%) | 5 (11%) | 1 (5.9%) |  |
| Effective decision making |  |  |  |  |  | <0.001 |
| Excellent | 103 (35%) | 78 (19%) | 36 (15%) | 9 (19%) | 2 (12%) |  |
| Good | 95 (33%) | 176 (44%) | 90 (37%) | 18 (38%) | 8 (47%) |  |
| Fair | 62 (21%) | 107 (27%) | 87 (36%) | 12 (26%) | 3 (18%) |  |
| Poor | 31 (11%) | 42 (10%) | 32 (13%) | 8 (17%) | 4 (24%) |  |
| Recognition of others contribution |  |  |  |  |  | <0.001 |
| Excellent | 94 (32%) | 78 (19%) | 44 (18%) | 7 (15%) | 3 (18%) |  |
| Good | 85 (29%) | 146 (36%) | 64 (26%) | 15 (32%) | 6 (35%) |  |
| Fair | 73 (25%) | 120 (30%) | 78 (32%) | 15 (32%) | 3 (18%) |  |
| Poor | 39 (13%) | 59 (15%) | 59 (24%) | 10 (21%) | 5 (29%) |  |
| Leadership |  |  |  |  |  | <0.001 |
| Excellent | 103 (35%) | 79 (20%) | 44 (18%) | 8 (17%) | 1 (5.9%) |  |
| Good | 99 (34%) | 175 (43%) | 71 (29%) | 21 (45%) | 8 (47%) |  |
| Fair | 53 (18%) | 96 (24%) | 80 (33%) | 10 (21%) | 3 (18%) |  |
| Poor | 36 (12%) | 53 (13%) | 50 (20%) | 8 (17%) | 5 (29%) |  |
| Ensuring the provision of high quality patient care |  |  |  |  |  | <0.001 |
| Excellent | 118 (41%) | 99 (25%) | 49 (20%) | 7 (15%) | 3 (18%) |  |
| Good | 97 (33%) | 187 (46%) | 97 (40%) | 19 (40%) | 7 (41%) |  |
| Fair | 60 (21%) | 100 (25%) | 65 (27%) | 15 (32%) | 4 (24%) |  |
| Poor | 16 (5.5%) | 17 (4.2%) | 34 (14%) | 6 (13%) | 3 (18%) |  |
| Promoting a professional practice environment |  |  |  |  |  | <0.001 |
| Excellent | 106 (36%) | 86 (21%) | 43 (18%) | 11 (23%) | 2 (12%) |  |
| Good | 95 (33%) | 172 (43%) | 85 (35%) | 17 (36%) | 5 (29%) |  |
| Fair | 61 (21%) | 100 (25%) | 70 (29%) | 8 (17%) | 4 (24%) |  |
| Poor | 29 (10.0%) | 45 (11%) | 47 (19%) | 11 (23%) | 6 (35%) |  |
| Overall effectiveness |  |  |  |  |  | <0.001 |
| Excellent | 114 (39%) | 80 (20%) | 40 (16%) | 6 (13%) | 1 (5.9%) |  |
| Good | 95 (33%) | 178 (44%) | 95 (39%) | 22 (47%) | 10 (59%) |  |
| Fair | 60 (21%) | 116 (29%) | 75 (31%) | 14 (30%) | 4 (24%) |  |
| Poor | 22 (7.6%) | 29 (7.2%) | 35 (14%) | 5 (11%) | 2 (12%) |  |
| 1n (%) | | | | | | |
| 2Pearson's Chi-squared test | | | | | | |

* University Education

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Please indicate whether you have University education'

|  | Please indicate whether you have University education | |  |
| --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Yes**, N = 7381 | **No**, N = 2551 | **p-value**2 |
| Communication |  |  | <0.001 |
| Excellent | 161 (22%) | 92 (36%) |  |
| Good | 286 (39%) | 75 (29%) |  |
| Fair | 202 (27%) | 58 (23%) |  |
| Poor | 89 (12%) | 30 (12%) |  |
| Collaboration |  |  | 0.002 |
| Excellent | 172 (23%) | 91 (36%) |  |
| Good | 301 (41%) | 85 (33%) |  |
| Fair | 188 (25%) | 55 (22%) |  |
| Poor | 77 (10%) | 24 (9.4%) |  |
| Proving Staff resources |  |  | 0.003 |
| Excellent | 102 (14%) | 58 (23%) |  |
| Good | 228 (31%) | 83 (33%) |  |
| Fair | 278 (38%) | 73 (29%) |  |
| Poor | 130 (18%) | 41 (16%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  | 0.009 |
| Excellent | 178 (24%) | 89 (35%) |  |
| Good | 363 (49%) | 103 (40%) |  |
| Fair | 151 (20%) | 48 (19%) |  |
| Poor | 46 (6.2%) | 15 (5.9%) |  |
| Effective decision making |  |  | <0.001 |
| Excellent | 137 (19%) | 87 (34%) |  |
| Good | 304 (41%) | 80 (31%) |  |
| Fair | 213 (29%) | 59 (23%) |  |
| Poor | 84 (11%) | 29 (11%) |  |
| Recognition of others contribution |  |  | 0.008 |
| Excellent | 146 (20%) | 77 (30%) |  |
| Good | 242 (33%) | 70 (27%) |  |
| Fair | 220 (30%) | 69 (27%) |  |
| Poor | 130 (18%) | 39 (15%) |  |
| Leadership |  |  | <0.001 |
| Excellent | 143 (19%) | 89 (35%) |  |
| Good | 286 (39%) | 82 (32%) |  |
| Fair | 195 (26%) | 48 (19%) |  |
| Poor | 114 (15%) | 36 (14%) |  |
| Ensuring the provision of high quality patient care |  |  | <0.001 |
| Excellent | 162 (22%) | 107 (42%) |  |
| Good | 319 (43%) | 87 (34%) |  |
| Fair | 191 (26%) | 52 (20%) |  |
| Poor | 66 (8.9%) | 9 (3.5%) |  |
| Promoting a professional practice environment |  |  | <0.001 |
| Excellent | 147 (20%) | 92 (36%) |  |
| Good | 301 (41%) | 76 (30%) |  |
| Fair | 186 (25%) | 58 (23%) |  |
| Poor | 104 (14%) | 29 (11%) |  |
| Overall effectiveness |  |  | <0.001 |
| Excellent | 142 (19%) | 92 (36%) |  |
| Good | 317 (43%) | 85 (33%) |  |
| Fair | 208 (28%) | 61 (24%) |  |
| Poor | 71 (9.6%) | 17 (6.7%) |  |
| 1n (%) | | | |
| 2Pearson's Chi-squared test | | | |

* Current position

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Current position'

|  | Current position | | | |  |
| --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Unit Manager**, N = 751 | **Bed Side Nurse**, N = 8911 | **Unit Educator**, N = 161 | **Other (please specify)**, N = 341 | **p-value**2 |
| Communication |  |  |  |  | 0.075 |
| Excellent | 24 (32%) | 230 (26%) | 5 (31%) | 4 (12%) |  |
| Good | 30 (40%) | 312 (35%) | 6 (38%) | 20 (59%) |  |
| Fair | 18 (24%) | 233 (26%) | 3 (19%) | 8 (24%) |  |
| Poor | 3 (4.0%) | 116 (13%) | 2 (12%) | 2 (5.9%) |  |
| Collaboration |  |  |  |  | 0.3 |
| Excellent | 25 (33%) | 235 (26%) | 4 (25%) | 9 (26%) |  |
| Good | 35 (47%) | 336 (38%) | 7 (44%) | 16 (47%) |  |
| Fair | 11 (15%) | 221 (25%) | 4 (25%) | 8 (24%) |  |
| Poor | 4 (5.3%) | 99 (11%) | 1 (6.2%) | 1 (2.9%) |  |
| Proving Staff resources |  |  |  |  | 0.15 |
| Excellent | 10 (13%) | 152 (17%) | 3 (19%) | 3 (8.8%) |  |
| Good | 26 (35%) | 275 (31%) | 3 (19%) | 12 (35%) |  |
| Fair | 31 (41%) | 305 (34%) | 4 (25%) | 16 (47%) |  |
| Poor | 8 (11%) | 159 (18%) | 6 (38%) | 3 (8.8%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  | 0.2 |
| Excellent | 20 (27%) | 246 (28%) | 3 (19%) | 7 (21%) |  |
| Good | 37 (49%) | 405 (45%) | 9 (56%) | 22 (65%) |  |
| Fair | 18 (24%) | 180 (20%) | 2 (12%) | 4 (12%) |  |
| Poor | 0 (0%) | 60 (6.7%) | 2 (12%) | 1 (2.9%) |  |
| Effective decision making |  |  |  |  | 0.3 |
| Excellent | 14 (19%) | 209 (23%) | 3 (19%) | 5 (15%) |  |
| Good | 36 (48%) | 334 (37%) | 8 (50%) | 17 (50%) |  |
| Fair | 16 (21%) | 244 (27%) | 2 (12%) | 11 (32%) |  |
| Poor | 9 (12%) | 104 (12%) | 3 (19%) | 1 (2.9%) |  |
| Recognition of others contribution |  |  |  |  | 0.031 |
| Excellent | 20 (27%) | 198 (22%) | 5 (31%) | 6 (18%) |  |
| Good | 30 (40%) | 270 (30%) | 7 (44%) | 16 (47%) |  |
| Fair | 21 (28%) | 257 (29%) | 2 (12%) | 10 (29%) |  |
| Poor | 4 (5.3%) | 166 (19%) | 2 (12%) | 2 (5.9%) |  |
| Leadership |  |  |  |  | 0.2 |
| Excellent | 20 (27%) | 210 (24%) | 3 (19%) | 6 (18%) |  |
| Good | 33 (44%) | 319 (36%) | 9 (56%) | 16 (47%) |  |
| Fair | 14 (19%) | 219 (25%) | 2 (12%) | 11 (32%) |  |
| Poor | 8 (11%) | 143 (16%) | 2 (12%) | 1 (2.9%) |  |
| Ensuring the provision of high quality patient care |  |  |  |  | 0.017 |
| Excellent | 16 (21%) | 251 (28%) | 2 (12%) | 9 (26%) |  |
| Good | 43 (57%) | 349 (39%) | 10 (62%) | 12 (35%) |  |
| Fair | 11 (15%) | 221 (25%) | 2 (12%) | 13 (38%) |  |
| Poor | 5 (6.7%) | 70 (7.9%) | 2 (12%) | 0 (0%) |  |
| Promoting a professional practice environment |  |  |  |  | 0.6 |
| Excellent | 14 (19%) | 223 (25%) | 3 (19%) | 9 (26%) |  |
| Good | 37 (49%) | 327 (37%) | 6 (38%) | 14 (41%) |  |
| Fair | 16 (21%) | 215 (24%) | 5 (31%) | 9 (26%) |  |
| Poor | 8 (11%) | 126 (14%) | 2 (12%) | 2 (5.9%) |  |
| Overall effectiveness |  |  |  |  | 0.094 |
| Excellent | 15 (20%) | 220 (25%) | 5 (31%) | 4 (12%) |  |
| Good | 41 (55%) | 343 (38%) | 6 (38%) | 18 (53%) |  |
| Fair | 16 (21%) | 241 (27%) | 3 (19%) | 11 (32%) |  |
| Poor | 3 (4.0%) | 87 (9.8%) | 2 (12%) | 1 (2.9%) |  |
| 1n (%) | | | | | |
| 2Pearson's Chi-squared test | | | | | |

* Place of current work

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Place of current work'

|  | Place of current work | | | |  |
| --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Clinical Practice**, N = 8261 | **Education**, N = 181 | **Management**, N = 231 | **Other (Please specify)**, N = 441 | **p-value**2 |
| Communication |  |  |  |  | 0.3 |
| Excellent | 219 (27%) | 2 (11%) | 5 (22%) | 10 (23%) |  |
| Good | 280 (34%) | 11 (61%) | 11 (48%) | 17 (39%) |  |
| Fair | 214 (26%) | 2 (11%) | 6 (26%) | 13 (30%) |  |
| Poor | 113 (14%) | 3 (17%) | 1 (4.3%) | 4 (9.1%) |  |
| Collaboration |  |  |  |  | 0.039 |
| Excellent | 227 (27%) | 3 (17%) | 5 (22%) | 11 (25%) |  |
| Good | 303 (37%) | 11 (61%) | 14 (61%) | 17 (39%) |  |
| Fair | 197 (24%) | 1 (5.6%) | 3 (13%) | 15 (34%) |  |
| Poor | 99 (12%) | 3 (17%) | 1 (4.3%) | 1 (2.3%) |  |
| Proving Staff resources |  |  |  |  | 0.044 |
| Excellent | 148 (18%) | 2 (11%) | 2 (8.7%) | 10 (23%) |  |
| Good | 251 (30%) | 11 (61%) | 10 (43%) | 8 (18%) |  |
| Fair | 282 (34%) | 2 (11%) | 10 (43%) | 18 (41%) |  |
| Poor | 145 (18%) | 3 (17%) | 1 (4.3%) | 8 (18%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  | 0.7 |
| Excellent | 239 (29%) | 3 (17%) | 8 (35%) | 15 (34%) |  |
| Good | 374 (45%) | 10 (56%) | 11 (48%) | 15 (34%) |  |
| Fair | 162 (20%) | 4 (22%) | 4 (17%) | 12 (27%) |  |
| Poor | 51 (6.2%) | 1 (5.6%) | 0 (0%) | 2 (4.5%) |  |
| Effective decision making |  |  |  |  | 0.4 |
| Excellent | 203 (25%) | 3 (17%) | 3 (13%) | 10 (23%) |  |
| Good | 299 (36%) | 11 (61%) | 12 (52%) | 18 (41%) |  |
| Fair | 226 (27%) | 2 (11%) | 5 (22%) | 13 (30%) |  |
| Poor | 98 (12%) | 2 (11%) | 3 (13%) | 3 (6.8%) |  |
| Recognition of others contribution |  |  |  |  | 0.078 |
| Excellent | 191 (23%) | 2 (11%) | 5 (22%) | 11 (25%) |  |
| Good | 244 (30%) | 11 (61%) | 12 (52%) | 14 (32%) |  |
| Fair | 236 (29%) | 3 (17%) | 3 (13%) | 14 (32%) |  |
| Poor | 155 (19%) | 2 (11%) | 3 (13%) | 5 (11%) |  |
| Leadership |  |  |  |  | 0.13 |
| Excellent | 209 (25%) | 2 (11%) | 3 (13%) | 8 (18%) |  |
| Good | 283 (34%) | 12 (67%) | 12 (52%) | 18 (41%) |  |
| Fair | 200 (24%) | 2 (11%) | 5 (22%) | 13 (30%) |  |
| Poor | 134 (16%) | 2 (11%) | 3 (13%) | 5 (11%) |  |
| Ensuring the provision of high quality patient care |  |  |  |  | 0.5 |
| Excellent | 238 (29%) | 5 (28%) | 7 (30%) | 15 (34%) |  |
| Good | 317 (38%) | 11 (61%) | 11 (48%) | 18 (41%) |  |
| Fair | 203 (25%) | 1 (5.6%) | 4 (17%) | 10 (23%) |  |
| Poor | 68 (8.2%) | 1 (5.6%) | 1 (4.3%) | 1 (2.3%) |  |
| Promoting a professional practice environment |  |  |  |  | 0.4 |
| Excellent | 220 (27%) | 2 (11%) | 4 (17%) | 11 (25%) |  |
| Good | 288 (35%) | 11 (61%) | 11 (48%) | 16 (36%) |  |
| Fair | 195 (24%) | 3 (17%) | 5 (22%) | 13 (30%) |  |
| Poor | 123 (15%) | 2 (11%) | 3 (13%) | 4 (9.1%) |  |
| Overall effectiveness |  |  |  |  | 0.064 |
| Excellent | 215 (26%) | 3 (17%) | 2 (8.7%) | 12 (27%) |  |
| Good | 306 (37%) | 11 (61%) | 15 (65%) | 14 (32%) |  |
| Fair | 224 (27%) | 2 (11%) | 5 (22%) | 16 (36%) |  |
| Poor | 81 (9.8%) | 2 (11%) | 1 (4.3%) | 2 (4.5%) |  |
| 1n (%) | | | | | |
| 2Pearson's Chi-squared test | | | | | |

* Type of ICU

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Type of ICU'

|  | Type of ICU | | | | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **General(Mixed)**, N = 6461 | **Medical-Surgical**, N = 1171 | **Coronay**, N = 311 | **Cardiac Surgery**, N = 461 | **Neuro Surgery**, N = 911 | **Other**, N = 771 | **p-value**2 |
| Communication |  |  |  |  |  |  | <0.001 |
| Excellent | 183 (28%) | 30 (26%) | 2 (6.5%) | 12 (26%) | 14 (15%) | 19 (25%) |  |
| Good | 242 (37%) | 40 (34%) | 12 (39%) | 18 (39%) | 21 (23%) | 30 (39%) |  |
| Fair | 157 (24%) | 30 (26%) | 15 (48%) | 5 (11%) | 40 (44%) | 16 (21%) |  |
| Poor | 64 (9.9%) | 17 (15%) | 2 (6.5%) | 11 (24%) | 16 (18%) | 12 (16%) |  |
| Collaboration |  |  |  |  |  |  | 0.017 |
| Excellent | 187 (29%) | 32 (27%) | 3 (9.7%) | 11 (24%) | 15 (16%) | 22 (29%) |  |
| Good | 254 (39%) | 40 (34%) | 13 (42%) | 19 (41%) | 33 (36%) | 30 (39%) |  |
| Fair | 143 (22%) | 32 (27%) | 13 (42%) | 7 (15%) | 34 (37%) | 15 (19%) |  |
| Poor | 62 (9.6%) | 13 (11%) | 2 (6.5%) | 9 (20%) | 9 (9.9%) | 10 (13%) |  |
| Proving Staff resources |  |  |  |  |  |  | 0.067 |
| Excellent | 106 (16%) | 27 (23%) | 4 (13%) | 7 (15%) | 12 (13%) | 9 (12%) |  |
| Good | 210 (33%) | 31 (26%) | 6 (19%) | 19 (41%) | 21 (23%) | 27 (35%) |  |
| Fair | 224 (35%) | 33 (28%) | 15 (48%) | 15 (33%) | 43 (47%) | 23 (30%) |  |
| Poor | 106 (16%) | 26 (22%) | 6 (19%) | 5 (11%) | 15 (16%) | 18 (23%) |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  |  |  | 0.064 |
| Excellent | 184 (28%) | 31 (26%) | 7 (23%) | 11 (24%) | 18 (20%) | 22 (29%) |  |
| Good | 318 (49%) | 47 (40%) | 15 (48%) | 20 (43%) | 42 (46%) | 28 (36%) |  |
| Fair | 107 (17%) | 27 (23%) | 7 (23%) | 12 (26%) | 28 (31%) | 21 (27%) |  |
| Poor | 37 (5.7%) | 12 (10%) | 2 (6.5%) | 3 (6.5%) | 3 (3.3%) | 6 (7.8%) |  |
| Effective decision making |  |  |  |  |  |  | 0.13 |
| Excellent | 156 (24%) | 27 (23%) | 4 (13%) | 9 (20%) | 18 (20%) | 16 (21%) |  |
| Good | 251 (39%) | 43 (37%) | 13 (42%) | 22 (48%) | 28 (31%) | 31 (40%) |  |
| Fair | 176 (27%) | 31 (26%) | 8 (26%) | 7 (15%) | 35 (38%) | 16 (21%) |  |
| Poor | 63 (9.8%) | 16 (14%) | 6 (19%) | 8 (17%) | 10 (11%) | 14 (18%) |  |
| Recognition of others contribution |  |  |  |  |  |  | 0.4 |
| Excellent | 153 (24%) | 26 (22%) | 5 (16%) | 9 (20%) | 17 (19%) | 18 (23%) |  |
| Good | 213 (33%) | 37 (32%) | 8 (26%) | 16 (35%) | 19 (21%) | 25 (32%) |  |
| Fair | 182 (28%) | 33 (28%) | 11 (35%) | 13 (28%) | 29 (32%) | 20 (26%) |  |
| Poor | 98 (15%) | 21 (18%) | 7 (23%) | 8 (17%) | 26 (29%) | 14 (18%) |  |
| Leadership |  |  |  |  |  |  | 0.10 |
| Excellent | 161 (25%) | 29 (25%) | 5 (16%) | 8 (17%) | 17 (19%) | 17 (22%) |  |
| Good | 249 (39%) | 42 (36%) | 8 (26%) | 17 (37%) | 25 (27%) | 30 (39%) |  |
| Fair | 151 (23%) | 27 (23%) | 9 (29%) | 12 (26%) | 33 (36%) | 14 (18%) |  |
| Poor | 85 (13%) | 19 (16%) | 9 (29%) | 9 (20%) | 16 (18%) | 16 (21%) |  |
| Ensuring the provision of high quality patient care |  |  |  |  |  |  | 0.4 |
| Excellent | 186 (29%) | 33 (28%) | 3 (9.7%) | 12 (26%) | 24 (26%) | 17 (22%) |  |
| Good | 255 (39%) | 45 (38%) | 18 (58%) | 23 (50%) | 32 (35%) | 38 (49%) |  |
| Fair | 151 (23%) | 30 (26%) | 8 (26%) | 9 (20%) | 29 (32%) | 18 (23%) |  |
| Poor | 54 (8.4%) | 9 (7.7%) | 2 (6.5%) | 2 (4.3%) | 6 (6.6%) | 4 (5.2%) |  |
| Promoting a professional practice environment |  |  |  |  |  |  | <0.001 |
| Excellent | 171 (26%) | 30 (26%) | 3 (9.7%) | 8 (17%) | 17 (19%) | 17 (22%) |  |
| Good | 249 (39%) | 40 (34%) | 13 (42%) | 22 (48%) | 22 (24%) | 34 (44%) |  |
| Fair | 146 (23%) | 32 (27%) | 6 (19%) | 10 (22%) | 38 (42%) | 11 (14%) |  |
| Poor | 80 (12%) | 15 (13%) | 9 (29%) | 6 (13%) | 14 (15%) | 15 (19%) |  |
| Overall effectiveness |  |  |  |  |  |  | 0.023 |
| Excellent | 159 (25%) | 30 (26%) | 4 (13%) | 8 (17%) | 21 (23%) | 19 (25%) |  |
| Good | 270 (42%) | 40 (34%) | 12 (39%) | 24 (52%) | 27 (30%) | 30 (39%) |  |
| Fair | 158 (24%) | 35 (30%) | 12 (39%) | 10 (22%) | 39 (43%) | 16 (21%) |  |
| Poor | 59 (9.1%) | 12 (10%) | 3 (9.7%) | 4 (8.7%) | 4 (4.4%) | 12 (16%) |  |
| 1n (%) | | | | | | | |
| 2Pearson's Chi-squared test | | | | | | | |

* Country

Association between 'C6. Please rate the skill of your unit Nursing managers in the following areas' and 'Country'

|  | Country | | | | |  |
| --- | --- | --- | --- | --- | --- | --- |
| C6. Please rate the skill of your unit Nursing managers in the following areas | **Cyprus**, N = 2261 | **Spain**, N = 3071 | **Croatia**, N = 2771 | **Poland**, N = 871 | **Romania**, N = 2861 | **p-value**2 |
| Communication |  |  |  |  |  | <0.001 |
| Excellent | 47 (24%) | 37 (16%) | 54 (21%) | 4 (5.3%) | 129 (47%) |  |
| Good | 87 (45%) | 88 (38%) | 70 (27%) | 29 (39%) | 98 (36%) |  |
| Fair | 52 (27%) | 73 (31%) | 87 (34%) | 25 (33%) | 29 (11%) |  |
| Poor | 8 (4.1%) | 34 (15%) | 46 (18%) | 17 (23%) | 19 (6.9%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Collaboration |  |  |  |  |  | <0.001 |
| Excellent | 47 (24%) | 44 (19%) | 54 (21%) | 9 (12%) | 126 (46%) |  |
| Good | 91 (47%) | 86 (37%) | 89 (35%) | 32 (43%) | 101 (37%) |  |
| Fair | 48 (25%) | 70 (30%) | 82 (32%) | 20 (27%) | 27 (9.8%) |  |
| Poor | 8 (4.1%) | 32 (14%) | 32 (12%) | 14 (19%) | 21 (7.6%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Proving Staff resources |  |  |  |  |  | <0.001 |
| Excellent | 15 (7.7%) | 23 (9.9%) | 38 (15%) | 3 (4.0%) | 94 (34%) |  |
| Good | 64 (33%) | 65 (28%) | 58 (23%) | 27 (36%) | 107 (39%) |  |
| Fair | 78 (40%) | 104 (45%) | 92 (36%) | 33 (44%) | 51 (19%) |  |
| Poor | 37 (19%) | 40 (17%) | 69 (27%) | 12 (16%) | 23 (8.4%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Providing Supplies, Equipment, and other non-human resources |  |  |  |  |  | <0.001 |
| Excellent | 33 (17%) | 45 (19%) | 71 (28%) | 19 (25%) | 113 (41%) |  |
| Good | 104 (54%) | 132 (57%) | 85 (33%) | 38 (51%) | 122 (44%) |  |
| Fair | 40 (21%) | 45 (19%) | 80 (31%) | 15 (20%) | 25 (9.1%) |  |
| Poor | 17 (8.8%) | 10 (4.3%) | 21 (8.2%) | 3 (4.0%) | 15 (5.5%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Effective decision making |  |  |  |  |  | <0.001 |
| Excellent | 25 (13%) | 32 (14%) | 52 (20%) | 7 (9.3%) | 121 (44%) |  |
| Good | 94 (48%) | 96 (41%) | 83 (32%) | 27 (36%) | 102 (37%) |  |
| Fair | 55 (28%) | 80 (34%) | 80 (31%) | 27 (36%) | 32 (12%) |  |
| Poor | 20 (10%) | 24 (10%) | 42 (16%) | 14 (19%) | 20 (7.3%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Recognition of others contribution |  |  |  |  |  | <0.001 |
| Excellent | 36 (19%) | 38 (16%) | 50 (19%) | 5 (6.7%) | 105 (38%) |  |
| Good | 83 (43%) | 71 (31%) | 59 (23%) | 22 (29%) | 94 (34%) |  |
| Fair | 57 (29%) | 74 (32%) | 92 (36%) | 26 (35%) | 45 (16%) |  |
| Poor | 18 (9.3%) | 49 (21%) | 56 (22%) | 22 (29%) | 31 (11%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Leadership |  |  |  |  |  | <0.001 |
| Excellent | 35 (18%) | 34 (15%) | 52 (20%) | 5 (6.7%) | 119 (43%) |  |
| Good | 95 (49%) | 85 (37%) | 83 (32%) | 30 (40%) | 92 (33%) |  |
| Fair | 44 (23%) | 74 (32%) | 64 (25%) | 22 (29%) | 42 (15%) |  |
| Poor | 20 (10%) | 39 (17%) | 58 (23%) | 18 (24%) | 22 (8.0%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Ensuring the provision of high quality patient care |  |  |  |  |  | <0.001 |
| Excellent | 29 (15%) | 35 (15%) | 72 (28%) | 9 (12%) | 139 (51%) |  |
| Good | 101 (52%) | 96 (41%) | 92 (36%) | 39 (52%) | 95 (35%) |  |
| Fair | 52 (27%) | 69 (30%) | 81 (32%) | 16 (21%) | 30 (11%) |  |
| Poor | 12 (6.2%) | 32 (14%) | 12 (4.7%) | 11 (15%) | 11 (4.0%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Promoting a professional practice environment |  |  |  |  |  | <0.001 |
| Excellent | 29 (15%) | 34 (15%) | 54 (21%) | 8 (11%) | 130 (47%) |  |
| Good | 94 (48%) | 92 (40%) | 75 (29%) | 32 (43%) | 98 (36%) |  |
| Fair | 55 (28%) | 69 (30%) | 81 (32%) | 15 (20%) | 26 (9.5%) |  |
| Poor | 16 (8.2%) | 37 (16%) | 47 (18%) | 20 (27%) | 21 (7.6%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| Overall effectiveness |  |  |  |  |  | <0.001 |
| Excellent | 28 (14%) | 35 (15%) | 58 (23%) | 3 (4.0%) | 125 (45%) |  |
| Good | 100 (52%) | 99 (43%) | 82 (32%) | 33 (44%) | 103 (37%) |  |
| Fair | 50 (26%) | 70 (30%) | 91 (35%) | 29 (39%) | 31 (11%) |  |
| Poor | 16 (8.2%) | 28 (12%) | 26 (10%) | 10 (13%) | 16 (5.8%) |  |
| Unknown | 32 | 75 | 20 | 12 | 11 |  |
| 1n (%) | | | | | | |
| 2Pearson's Chi-squared test | | | | | | |

* Years of total nursing experience

Correlation between `Years of total nursing experience` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

| C6. Please rate the skill of your unit Nursing managers in the following areas | Years of total nursing experience |
| --- | --- |
| Communication | 0.01 |
| Collaboration | 0.01 |
| Proving Staff resources | 0.03 |
| Providing Supplies, Equipment, and other non-human resources | 0.01 |
| Effective decision making | 0.07\* |
| Recognition of others contribution | 0 |
| Leadership | 0.02 |
| Ensuring the provision of high quality patient care | 0.05 |
| Promoting a professional practice environment | 0.05 |
| Overall effectiveness | 0.03 |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | |

* Years of Experience in ICU critical/intensive care unit

Correlation between `Years of nursing experience in critical/intensive care unit` and `C6. Please rate the skill of your unit Nursing managers in the following areas`

| C6. Please rate the skill of your unit Nursing managers in the following areas | Years of nursing experience in critical/intensive care unit |
| --- | --- |
| Communication | -0.01 |
| Collaboration | -0.01 |
| Proving Staff resources | 0.01 |
| Providing Supplies, Equipment, and other non-human resources | -0.03 |
| Effective decision making | 0.03 |
| Recognition of others contribution | -0.01 |
| Leadership | 0 |
| Ensuring the provision of high quality patient care | 0.04 |
| Promoting a professional practice environment | 0.04 |
| Overall effectiveness | 0 |
| Note: Spearman correlation coefficient (r).   \* p < 0.05, \*\* p < 0.01 | |