



Association for Nursing
Professional Development

ANPD Salary Survey – 2021

Final Results

May 2021

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Overview

The Association for Nursing Professional Development (ANPD) commissioned SmithBucklin to conduct the *2021 ANPD Salary Survey*. A series of emails containing the *2021 ANPD Salary Survey* link were distributed to 19,097 members/non-members. After four weeks in the field, the survey closed with 2,317 completed surveys. The overall response rate was **13.0%**. The margin of error is +/- 1.91 at 95% confidence level.

How to Read this Report

Results for each survey question are included in the report and are presented as tables; the open-ended comments are also provided. Each survey question is cross tabbed by the following question:

“Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time.”

Below lists each *Current Position* and the Group they were combined into as well as the percent for each position and the percent for each Group. For instance, “NPD practitioner centralized (non-supervisory role)” was combined into Group 1 and consists of 20.2% of the total survey respondents. After the other three positions in the group are included, Group 1 consists of 72.7% of the total survey respondents. The next page provides a breakdown by each Group.

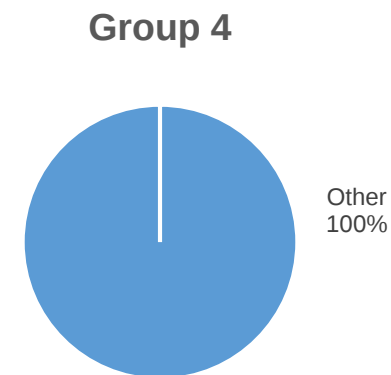
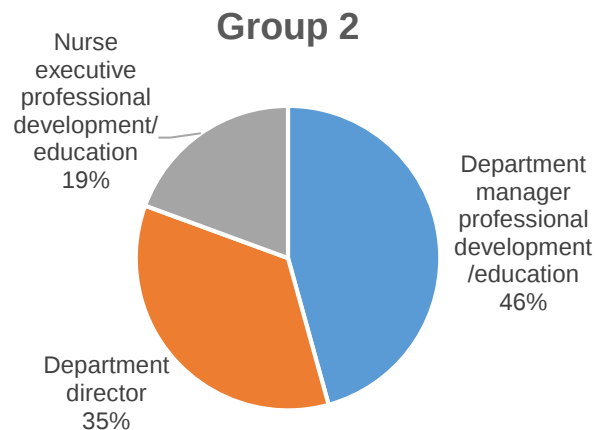
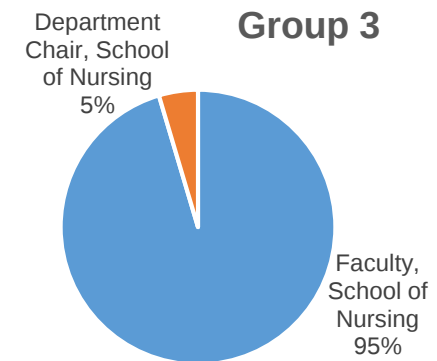
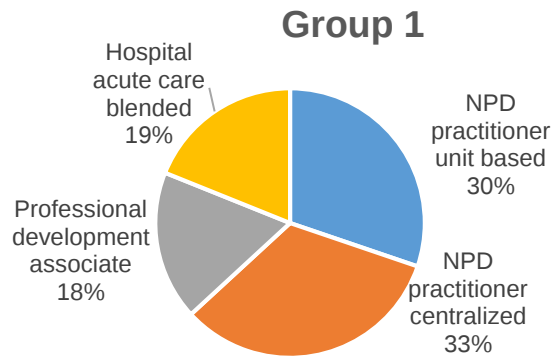
		Percent	Group Percent
Group 1	NPD practitioner unit based (non-supervisory role): Defined as a unit-based nurse whose primary responsibilities include nursing professional development, with titles that may include clinical nurse educator.	20.2%	72.7%
	NPD practitioner centralized (non-supervisory role): Defined as a nurse who supports centralized nursing professional development needs, with titles that may include clinical nurse educator.	28.0%	
	Professional development associate: Defined as an individual who contributes to the overall functioning of a continuing education/professional development department in a substantive, measurable way, with titles that may include simulation coordinator, continuing education coordinator, BLS educator/coordinator, and/or health care educator.*	11.9%	
	Hospital acute care blended (centralized and unit based)	12.6%	
Group 2	Department manager professional development/education	8.2%	18.0%
	Department director	6.3%	
	Nurse executive professional development/education	3.5%	
Group 3	Faculty, School of Nursing	1.9%	2.0%
	Department Chair, School of Nursing	0.1%	
Group 4	Other (please specify)	7.5%	7.5%
	Base	2,317	

**This position option was added for the 2021 survey.*

As a reminder, this list is also provided in the footer section of the pages that contain crosstab information.

How to Read this Report – continued

The charts on this page depict the breakdown of each Group. For instance, the “NPD practitioner centralized” position makes up 38.3% of the **Group 1** respondents.



How to Read this Report – continued

The following statistics are shown in this report:

- Percentages are derived by dividing the number of responses per category by the total number of responses to the survey, and rounded to the nearest tenth or hundredth of a percent. It is important to note, multiple responses were allowed for some survey questions. Therefore, some percentages may not equal 100%.
- The base indicates the total number of responses analyzed for a given survey question. For the multiple response questions, this includes those who answered at least one of the answer options.
- Where no responses were received, a dash (“-”) appears in the table, indicating that no respondents selected that particular option or value.
- Asterisks (*) are used to denote that fewer than three (3) respondents answered a given survey question which equates to insufficient data.

Confidentiality

SmithBucklin specializes in surveys and statistical programs for professional societies and trade associations. SmithBucklin will maintain the confidentiality and anonymity of all individual responses. In order to ensure confidentiality, only SmithBucklin MCS had access to individual responses. When compiling data for this report, information was analyzed in the aggregate. For confidentiality, results are not presented in cases where fewer than three (3) responses are reported. When this is the case, an “*” is used to indicate insufficient data.

A Word of Caution

Users of this report should consider the following issues when reviewing the findings indicated in this document:

- The results should be viewed as historical and typical among ANPD members and non-members, but not as standards.
- The survey results are based on a sample of ANPD members and non-members and may be different from the results that would have been attained if all ANPD members and non-members had participated.
- Any statistics that are based on a small number of respondents may not be strongly representative. Hence, judgments based on small samples should be made with caution.

SmithBucklin did not independently verify the data provided by each respondent.

Survey Highlights

- Approximately half of respondents (52.3%) describe the area where they work as metropolitan (or urban). “Suburban” was added as a response option for the 2021 survey based on 2017 responses, and garnered 31.7% of respondents. This adjustment to the possible responses is a likely significant contributor to the decrease in respondents who cited metropolitan in 2021 as compared to 2017 (74.2%).
- The proportion of overall respondents who indicated they were exempt employees increased from 67.0% in 2017 to 84.6% in 2021. The greatest increase in those reporting exempt employees was with Group 3, where the number jumped from 52.9% in 2017 to 86.7% in 2021.
- Similar to 2017, nearly one third of respondents (27.8%) have more than 15 years’ work experience in the nursing field. Those in groups 3 and 4 were the most experienced, whereas in 2017, groups 2 and 3 had the most experience.
- Nearly half (44.8%) of respondents are more than 50 years old, which represents a slight decrease from those responding similarly in 2017 (52.0%). The proportion of each group who were more than 50 years old also decreased slightly, and there were similar small increases in each group of those reporting an age between 35-50 years old.
- Similar to 2017, nearly all respondents were women (94.3%). There was a small decrease in white respondents in 2021 (82.1%) as compared to 2017 (87.2%).
- The proportion of those in Group 3 with a PhD in nursing increased to 24.4% in 2021 from 13.5% in 2017, and those in Group 2 reporting a Doctorate in Nursing Practice more than doubled from 2017 (6.1%) to 13.0% in 2021.
- There was a slight increase in the proportion of respondents indicating they held no non-nursing degree in addition to their nursing degrees (58.6% to 63.0% in 2021), with declines in each degree type. More of those in Group 4 held a non-nursing master’s degree (18.3%) and more in group 3 had a no-nursing doctorate degree (23.8%) than respondents in other positions.
- As compared to 2017, the number of those who described their department structure as “Hospital acute care Centralized) and “Hospital acute care (Unit/Clinic Based)” increased in 2021. This change may in part be due to revisions to response options such as the elimination of the “Hospital acute care blended (Centralized and Unit Based)” option.
- The proportion of those indicating a position in Group 1 increased to 72.7% from 59.5% in 2017, with a corresponding decrease in Group 2 respondents from 27.2% in 2017 to 18.0% in 2021. Within Group 1, NPD practitioner unit based respondents increased and those in hospital acute care blended decreased from 2017. The option for professional development associates was added for 2021 and garnered 11.9% of respondents.
- Respondents who indicated the professional development associate position (within Group 1) were asked to indicate how much of their time was spent on professional development/continuing education-related responsibilities. The majority of respondents (65.2%) indicated they spend between 76%-100% of their time thusly.
- Nearly all (97.2%) of respondents provide support for healthcare professionals (e.g., RNs, LPNs, NPs, physicians, administrative staff, etc.), with the majority also supporting unlicensed personnel (68.3%) and students (53.2%). Similar to 2017, 52% support more than 140 individuals.

- For the first time in the 2021 survey, respondents were asked about their support for Interprofessional Continuing Education (IPCE). The majority – 57.7% - indicated they support IPCE.
- Similar to 2017:
 - “Learning Facilitator” as a NPD practice role is the top priority for Groups 1, 3, and 4. “Leader” is the top priority for Group 2.
 - “Advocate for NPD Specialty” as a NPD practice role was the lowest priority for Groups 1, 3 and 4. “Champion of Scientific Inquiry” was the lowest for Group 2.
- Approximately 40% of respondents are certified in NPD only or NPD and another specialty. More of those in Group 2 indicated NPD only or NPD and another specialty only certifications than other groups, and nearly half of those in Groups 1 and 3 held certifications in another specialty only.
- Most respondents (93%) work full-time, similar to 2017. Nearly half (46.3%) of those who indicate PRN status work fewer than 5 hours per week.
- As in 2017, the top-three areas that take up the most of respondents’ time are Education, Onboarding/Orientation and Competency Management for Groups 1, 2 and 4. In Group 3, respondents indicated Education, Collaborative Partnerships and Role Development were the top-three areas where the most time was spent.
- Forty-two percent of all respondents have average annual earnings of \$90,001-\$125,000, which represents a slight increase from 37.0% in 2017. As in 2017, Group 2 has the highest earnings. The proportion of those earning \$90,001 or more increased from 68.0% to 85.2%.
- Most respondents (88.7%) indicated they were eligible for tuition assistance/reimbursement, and 76.2% were eligible for certification assistance/reimbursement. Significantly more respondents (52.2%) in Group 2 indicated they were eligible for an incentive bonus/organizational incentive plan than those in other groups.

Survey Results

1. In which U.S. state(s) do you primarily work? If health system crosses state lines, please include all states. Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Alabama	0.60%	1.46%	*	*	0.82%
Alaska	0.54%	1.46%	*	2.3%	0.87%
Arizona	0.96%	2.20%	*	*	1.21%
Arkansas	0.36%	1.71%	*	*	0.69%
California	5.54%	6.59%	*	8.7%	5.90%
Colorado	1.61%	1.22%	*	2.3%	1.61%
Connecticut	1.55%	1.46%	*	*	1.48%
Delaware	0.54%	1.46%	*	*	0.74%
Florida	4.29%	5.37%	8.89%	5.8%	4.69%
Georgia	2.14%	1.46%	*	2.9%	2.08%
Hawaii	0.18%	*	-	*	0.30%
Idaho	1.61%	2.20%	*	3.5%	1.91%
Illinois	4.47%	3.66%	6.67%	5.2%	4.43%
Indiana	5.48%	3.90%	*	3.5%	4.99%
Iowa	0.48%	1.46%	*	2.3%	0.87%
Kansas	0.66%	1.95%	*	1.7%	1.04%
Kentucky	1.67%	2.44%	*	2.3%	1.87%
Louisiana	1.07%	3.66%	*	*	1.56%
Maine	0.48%	0.98%	*	*	0.65%
Maryland	3.39%	3.90%	*	2.3%	3.43%
Massachusetts	3.10%	3.90%	6.67%	1.7%	3.21%
Michigan	3.22%	2.44%	*	5.8%	3.30%
Minnesota	2.62%	3.17%	*	2.3%	2.73%
Mississippi	0.18%	0.98%	*	*	0.44%
Missouri	2.68%	3.90%	*	4.1%	3.04%
Montana	0.54%	0.98%	*	*	0.69%
Nebraska	0.83%	2.20%	*	1.7%	1.17%
Nevada	0.48%	0.98%	*	2.9%	0.78%
New Hampshire	0.95%	0.73%	8.89%	*	1.08%
New Jersey	2.03%	4.88%	*	2.3%	2.60%
New Mexico	1.49%	1.95%	*	2.9%	1.69%

1. In which U.S. state(s) do you primarily work? If health system crosses state lines, please include all states. Cross-tabbed by Current Position – continued

	Group 1	Group 2	Group 3	Group 4	Total
New York	4.71%	7.32%	*	5.8%	5.25%
North Carolina	1.79%	3.41%	*	5.8%	2.43%
North Dakota	0.30%	*	*	*	0.39%
Ohio	6.73%	5.37%	8.89%	8.1%	6.64%
Oklahoma	0.60%	2.20%	*	2.3%	1.04%
Oregon	1.55%	2.44%	-	2.3%	1.74%
Pennsylvania	6.25%	6.10%	*	6.9%	6.20%
Rhode Island	0.30%	0.98%	*	*	0.52%
South Carolina	1.13%	0.73%	-	*	1.04%
South Dakota	0.42%	*	*	*	0.56%
Tennessee	1.49%	3.41%	6.67%	2.3%	2.00%
Texas	6.61%	8.54%	11.11%	9.8%	7.29%
U.S Territories	-	*	-	*	0.13%
Utah	0.77%	0.98%	*	4.1%	1.13%
Vermont	0.89%	0.98%	*	*	0.95%
Virginia	3.57%	2.44%	*	6.4%	3.56%
Washington	4.11%	3.41%	*	6.4%	4.16%
West Virginia	0.66%	0.98%	-	*	0.69%
Wisconsin	4.59%	3.41%	-	2.9%	4.16%
Wyoming	0.30%	0.73%	*	*	0.52%
District of Columbia	0.95%	1.22%	*	*	1.0%
Base	1,679	410	45	173	2,307

- = No data submitted * = Insufficient data | Multiple responses were allowed; therefore, total will not equal 100%.

2. If you primarily work outside of the U.S., please indicate in which country: (101 responses)

- N/A. (80 responses)
- No. (5 responses)
- Not applicable. (3 responses)
- India. (2 responses)
- Saudi Arabia. (2 responses)
- Australia. (1 response)
- Bermuda. (1 response)
- Military Treatment Facility (MTF) overseas, Japan. (1 response)
- None. (1 response)
- Norfolk. (1 response)

2. If you primarily work outside of the U.S., please indicate in which country: (101 responses) - continued

- Philippines. (1 response)
- Qatar. (1 response)
- UAE. (1 response)
- USA. (1 response)

3. How would you describe the area in which you work? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Metropolitan (or Urban)	52.8%	52.8%	33.3%	56.4%	52.6%
Suburban	33.%	27.7%	40.0%	25.6%	31.8%
Rural	12.7%	15.2%	20.0%	10.5%	13.2%
Other (please specify)	1.4%	4.3%	6.7%	7.6%	2.5%
<i>Base</i>	<i>1,681</i>	<i>415</i>	<i>45</i>	<i>172</i>	<i>2,313</i>

Other (56 responses)

- All. (2 responses)
- All of the Above. (2 responses)
- Remote. (2 responses)
- Small city. (2 responses)
- U.S. Department of Veterans Affairs. (2 responses)
- A mix of all three, urban, rural and suburban as I serve four hospitals in a 244 mile radius.
- Accredited Approver Program Director.
- Both urban and suburban.
- Both urban and suburban locations.
- City.
- Consultant - work from home.
- Corporation.
- Fairbanks is the 2nd largest city in the state, however, our community is more rural.
- Home office, conducting pt education via telephone.
- I am mobile across a 11 hospital system, urban and rural.
- I do a combination of rural, urban, and suburban nursing.
- I have a national position, which is virtual.
- I travel for work.
- I work for a statewide telemedicine team-offering services primarily to rural hospitals.
- I work from home in rural area, home office is in metropolitan area.
- I work from home now.
- Inner city.
- Laid off.
- Large health system that serves urban and suburban areas.
- Military Base.
- Mix of rural and suburban.
- Mix of urban and suburban.
- Mixed.
- Mixture of Urban and rural.

3. How would you describe the area in which you work? Other (56 responses) – *continued*

- Montana is a rural state with only 3 MSAs, but my work is with facilities all over the country in a variety of settings.
- National nursing association.
- Online University Professor -DNP program.
- Regional urban center for a very rural community.
- Remote for a national organization.
- Role involves entire state.
- Rural/suburban mix.
- Small city with both urban & suburban neighborhoods.
- Small city/town.
- Small community.
- Statewide. All areas describe above.
- System Healthcare.
- System that encompasses all of the above.
- System with metro/suburban/exurban/rural sites.
- Town
- Urban and rural health system.
- USAF MTF PACAF.
- Varies from state to state.
- Virtual.
- We are a virtual company working with healthcare organizations in 10 different states.
- We are classified as rural in our particular hospital but part of a large system that would be classified as metropolitan.
- Work from home.

4. What is your current employment status? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Exempt (Salaried)	83.7%	93.7%	86.7%	71.7%	84.6%
Non-Exempt (Hourly)	15.6%	4.8%	8.9%	18.5%	13.8%
Independent Contractor	0.2%	1.0%	-	2.9%	0.6%
Retired	0.4%	*	4.4%	4.6%	0.8%
Not currently employed, but actively seeking an NPD position	*	*	-	2.3%	0.3%
Not currently employed/Not seeking work	-	-	-	-	-
Base	1,683	414	45	173	2,315

- = No data submitted * = Insufficient data

5. How many collective years of work experience do you have in the nursing professional development specialty? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Less than one year	5.2%	1.0%	-	0.6%	4.0%
1 – 2 years	14.7%	3.1%	*	5.2%	11.7%
3 – 5 years	26.3%	12.3%	15.6%	18.5%	23.0%
6 – 10 years	21.3%	24.6%	17.8%	16.7%	21.5%
11 – 15 years	9.7%	19.8%	11.1%	16.2%	12.1%
More than 15 years	22.8%	39.1%	53.3%	42.8%	27.8%
<i>Base</i>	<i>1,684</i>	<i>414</i>	<i>45</i>	<i>173</i>	<i>2,316</i>

- = No data submitted * = Insufficient data

6. What is your age? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Less than 35 years old	14.6%	5.8%	4.7%	7.5%	12.3%
35 – 50 years old	44.0%	42.6%	27.9%	37.6%	43.0%
More than 50 years old	41.4%	51.6%	67.4%	54.9%	44.8%
<i>Base</i>	<i>1,677</i>	<i>415</i>	<i>43</i>	<i>173</i>	<i>2,308</i>

7. With which gender do you most identify? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Female	93.7%	96.4%	86.4%	97.1%	94.3%
Male	5.1%	2.4%	6.8%	1.7%	4.6%
Non-binary or gender non-confirming	0.2%	-	-	-	0.1%
I prefer not to answer this question	0.9%	*	6.8%	*	0.9%
I prefer to self-describe (please specify)	*	-	-	-	*
<i>Base</i>	<i>1,679</i>	<i>414</i>	<i>44</i>	<i>173</i>	<i>2,310</i>

- = No data submitted * = Insufficient data

8. Which category best describes you? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
American Indian or Alaskan Native	0.4%	*	-	*	0.4%
Asian	3.9%	0.7%	4.4%	2.9%	3.3%
Black or African American	5.1%	7.5%	-	4.6%	5.4%
Hispanic, Latinx or Spanish origin	3.9%	3.9%	*	4.0%	3.9%
Middle Eastern or North African	*	*	-	-	0.1%
Pacific Islander	0.4%	-	-	0.6%	0.3%
White	82.0%	82.1%	84.4%	82.7%	82.2%
I prefer not to answer this question	2.7%	2.7%	8.9%	2.9%	2.8%
Other (please specify)	1.5%	2.2%	-	1.7%	1.6%
<i>Base</i>	<i>1,682</i>	<i>414</i>	<i>45</i>	<i>173</i>	<i>2,314</i>

- = No data submitted * = Insufficient data

Other: (37 responses)

- American. (3 responses)
- Asian and White. (2 responses)
- Biracial. (2 responses)
- Indian. (2 responses)
- Mixed. (2 responses)
- American Indian and African American.
- American Indian and White.
- Armenian.
- Asian-American
- Biracial- Black and White
- Biracial - Pacific Islander and African American.
- Biracial – White and Asian.
- Both Latina and White.
- Cape Verdean African American.
- Central America.
- Easter European decent.
- Filipino.
- German Italian.
- Hi - recommend stopping use of American Indian, and using Native American or just native.
- Hispanic and Asian.
- I am Dutch/White, American Indian.
- I am two categories for future you should allow more than one option.
- Mexican & White.
- Mix of races.
- Mixed race.
- Mixed race (black & white)
- Multiracial.
- Multiracial: Black & White.
- Two or more races.
- White and American Indian (please allow select all for these types of questions).
- White, Asian, Pacific Islander, American Indian.

9. What is your highest degree in nursing? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Associate	1.0%	1.7%	*	1.7%	1.3%
Baccalaureate	25.6%	15.2%	-	24.3%	23.2%
Master's	66.7%	63.6%	57.8%	59.5%	65.4%
Doctorate in Nursing Practice (DNP)	4.9%	13.0%	13.3%	8.7%	6.8%
Doctorate in Nursing Science (DNS, DNSc, or DSN)	0.2%	*	-	-	0.3%
PhD in Nursing	1.2%	5.5%	24.4%	3.5%	2.6%
Not applicable	0.4%	*	-	2.3%	0.5%
<i>Base</i>	<i>1,682</i>	<i>415</i>	<i>45</i>	<i>173</i>	<i>2,315</i>

- = No data submitted * = Insufficient data

10. What is your highest non-nursing degree? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
No additional post-secondary degree	64.7%	62.8%	50.0%	52.4%	63.2%
Associate degree	7.2%	4.0%	7.1%	9.8%	6.8%
Baccalaureate degree	17.5%	14.5%	7.1%	17.1%	16.7%
Master's degree	9.2%	16.2%	11.9%	18.3%	11.2%
Doctorate	1.4%	2.5%	23.8%	2.4%	2.1%
<i>Base</i>	<i>1,624</i>	<i>401</i>	<i>42</i>	<i>164</i>	<i>2,231</i>

11. Which category best describes your departmental structure: Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Hospital acute care (Centralized)	58.9%	63.7%	*	38.4%	57.1%
Hospital acute care (Unit/Clinic Based)	26.4%	11.4%	-	9.9%	22.0%
Ambulatory	3.8%	3.9%	-	10.5%	4.3%
Association/professional organization	0.8%	2.2%	-	2.9%	1.2%
Academic setting	1.5%	2.4%	88.9%	4.7%	3.6%
Home health	0.5%	0.7%	-	*	0.6%
Inpatient rehabilitation facility (sub-acute care)	0.3%	0.2%	-	*	0.4%
Long-term care	0.5%	2.4%	-	*	0.9%
Community/public health	0.4%	0.7%	-	*	0.5%
Other (please specify)	6.7%	12.4%	-	29.7%	9.5%
<i>Base</i>	<i>1,682</i>	<i>413</i>	<i>45</i>	<i>172</i>	<i>2,312</i>

- = No data submitted * = Insufficient data

11. Which category best describes your departmental structure – Other (218 responses)

- Both Centralized and unit based. (3 responses)
- Centralized and unit based. (2 responses)
- Corporate. (3 responses)
- Education. (2 responses)
- Hospice. (4 responses)
- Hospital Education. (2 responses)
- Research. (2 responses)
- VA Medical Center. (2 responses)
- Academic campus but I work in continuing education.
- Academic medical center.
- Academic Medical Center Acute and Clinic.
- Acute hospital, SNF Center, and Outpt. Clinics.
- Acute Rehabilitation.
- Acute rehabilitation institute.
- Ambulatory.
- Ambulatory and community/high school.
- Ambulatory clinics that are attached to the main hospital.
- Biomedical Technician.
- Blended centralized & unit based.
- Blended. Our department has centralized and unit based educators.
- Both centralized and unit/ specialty based.
- Both hospital acute (centralized and unit).
- Both Hospital Acute Care Centralized and Unit Based.
- Cancer Institute - Ambulatory clinics/Inpatient units/Community outreach.
- CE company.
- Centralized NPD department but unit based educator.
- Centralized & Unit-Based.
- Centralized /decentralized based on divisions.
- Centralized ambulatory, acute, post acute.
- Centralized and unit based combined.
- Centralized for a large system includes hospital, post-acute (LTC, sub acute, home health, hospice) and ambulatory.
- Centralized Hospital Educator.
- Centralized Nursing Education & Staff Development.
- Centralized system-wide education.
- Centralized, hospitals/ambulatory/LTC/home health/health plan.
- Children's Hospital: ICU and acute.
- Clinical Education.
- Clinical Educator.
- Combination of both centralized and decentralized hospital acute care.
- Combination of Hospital Acute Care Centralized and Unit/Clinic Based.
- Combination of unit based and centralized.
- Combination of Unit/Centralized Hospital Acute care.
- Community care home.
- Consulting firm.
- Consulting services related to competency & preceptor development.
- Consulting, healthcare education.
- Contingent staffing.

11. Which category best describes your departmental structure: Other (218 responses) – continued

- Corporate clinical education.
- Corporate Clinical Education department for 21 hospital system.
- Corporate dept. - 5 hospitals with 3 corporate educators.
- Corporate learning and development.
- Corporation.
- Correctional.
- Corrections/prison.
- Critical access.
- Critical access and clinics.
- Critical Access Hospital and Long-term Care.
- Currently in Remote status: Education/Research.
- Decentralized Clinical Education Network.
- Decentralized hospital organization level.
- Division level for Hospital Acute Care (11 hospitals).
- Divisional and service line.
- Education and Professional Development of Acute Care Hospital.
- Education Department.
- Educator.
- Educator for Urban Hospital.
- Employee Development-new RN orientation, nurse residency, preceptor development, simulations.
- Entrepreneurial education.
- Faith Community health.
- Federal- VHA.
- Freelance writer for nursing texts and publications.
- Government medical center providing a full range of medical services.
- Health care system -- multiple hospitals, 100+ clinics, health care insurance provider, other services.
- Health care system-based Professional Development Department.
- Health System.
- Health System - (Centralized).
- Health system including acute care, ambulatory, and community.
- Health system including inpatient and outpatient.
- Health system of 11 hospitals.
- Healthcare system.
- Healthcare system - acute and ambulatory.
- Healthcare workforce development.
- Higher Education.
- Home Private Duty Nursing but part of pediatric hospital.
- Hospice and Palliative Care - home and long-term care.
- Hospice/Palliative Care.
- Hospital - multisystem.
- Hospital acute and ambulatory care.
- Hospital Acute Care (Blended Model).
- Hospital acute care (Both centralized and unit-based).
- Hospital Acute Care (centralized/decentralized combination).
- Hospital acute care (combination of Centralized and Unit Based).
- Hospital acute care (combined centralized/unit based).
- Hospital acute care (Hybrid).
- Hospital acute care blended (centralized and unit based).
- Hospital Acute Care blended centralized/unit-based.
- Hospital acute care both centralized and decentralized model.
- Hospital acute care centralized and ambulatory (3 central teams - med-surg, ICU, and ambulatory).
- Hospital Acute Care Centralized and decentralized.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

11. Which category best describes your departmental structure: Other (218 responses) – continued

- Hospital acute care centralized department with unit specific assignments.
- Hospital Acute care combo centralized and unit supported.
- Hospital Acute Care hybrid between centralized and unit-based.
- Hospital acute care- unit based and house-wide.
- Hospital Acute Care Unit Bases plus Systems Programs/Education.
- Hospital acute care with both centralized and unit based responsibility.
- Hospital acute care, NPD practitioners have our own NPD department but we're functioning both centralized and unit-based.
- Hospital Acute Care: Centralized / Unit Based Mix.
- Hospital based simulation center.
- Hospital- both inpatient and outpatient care.
- Hospital centralized and decentralized, ambulatory, inpatient rehab and academic.
- Hospital educator.
- Hospital population service line.
- Hospital system office.
- Hospital System, covering several facilities.
- Hospital, Procedural & Ambulatory.
- Hospital acute care (centralized & unit base).
- Hybrid - Unit Based as well as Centralized responsibilities.
- Hybrid (centralized and de-centralized).
- Hybrid (centralized/de-centralized).
- Hybrid of central/unit coverage.
- Hybrid of centralized/decentralized, but largely unit-based.
- I have centralized and unit based responsibilities.
- Independent contractor.
- Industry.
- Inpatient & Ambulatory.
- Insurance Company, Continuing Education Dept.
- Integrated health plan and care delivery system.
- Just got laid off.
- Large Health Care System.
- Life support.
- Long term acute care.
- Long Term Acute Care- Centralized.
- Long Term Acute Care Centralized Education Department.
- LTC with a Rehab Specialty Hospital.
- Med device industry education.
- Mix of centralized and unit based.
- Mix of centralized and unit/clinic based.
- Mixed role: ambulatory, acute, and education.
- Mixed unit-based with central nursing ed.
- Multi-hospital division (centralized).
- Multi-hospital division acute care (centralized).
- Multiple Facility Centralized Nursing Education.
- My department includes all educators across our multi-hospital system both nursing and non-nursing, home-health, Ambulatory, simulation, curriculum design, student services and all credentialed classes (BLS, NRP, etc.).
- National.
- National clinical professional development; dozens of hospitals mostly hospital acute care.
- National healthcare system.
- Neuropsychiatric VAMC (Centralized).
- No structure or central department. Report to a NM.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

11. Which category best describes your departmental structure: Other (218 responses) – continued

- Non-profit organization.
- Not for profit center of nursing excellence.
- Not sure what you mean as 'centralized'?
- Nursing education and research department in a hospital system.
- Operating Room.
- Outpatient education.
- PACU.
- Peds hem onc.
- Post-Acute (SNF, IRF, Home Health, Hospice).
- Pre-hospital - EMS.
- Pre-op and Pre admission testing.
- Professional executive recruitment.
- Professional nursing association.
- Professional Practice-Clinical Education Specialist.
- Project management.
- Regional- acute care/ED/L&D/ BH/CC.
- Regional/National.
- Research Facility.
- Retired. Volunteering with the Wasatch Front Chapter of AACN.
- Self-employed contractor.
- Shared Service line.
- Shared Services Hospital System, Specific Hospital Emergency Department.
- Simulation.
- Staff Professional Development education.
- State Nurses Association.
- State nursing association.
- Support Hospital, Clinic, HHC Ancillary.
- Surgical Services.
- System - 2 Hospitals and 30 Clinic Locations.
- System (4 hospitals, multiple clinics and urgent cares.
- System based (large hospital system across two states).
- System including ambulatory/hospital settings.
- System level.
- System level clinical learning.
- System level support for Hospital system (11 acute care hospitals and ambulatory).
- System nursing.
- System Nursing Education.
- System nursing orientation and onboarding.
- System role, 7 hospitals, 170+clinics and 2 Critical Access facilities.
- System, centralized.
- Telemedicine team offering services to 19 hospitals throughout state of MI.
- Tertiary.
- Travel staffing company.
- Tribal.
- Unit and centralized acute care.
- USAF Hospital Inpatient and outpatient setting.
- VA Medical Center (inpatient, outpatient clinics and community clinics).
- VA National Program Office.
- Veterans Hospital with extended care for elders onsite.
- We are a centralized-decentralized hybrid.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

11. Which category best describes your departmental structure: Other (218 responses) – continued

- We are a combination of centralized and decentralized. Educators have organizational education responsibilities and are also responsible for assigned clinical units.
- We both centralized and decentralized with the region.
- We have both a centralized NPD department that I work in for the system, and also site-based NPD departments.
- We have both centralized & service based(Psych Mental Health, OB, Oncology, Peds etc) department structure.
- We have both unit based AND centralized positions.
- We have unit based clinical nurse educators and system wide clinical learning educators.
- With regional education responsibilities.
- Work as a system employee for a large healthcare organization that covers acute care, ambulatory care, home health, & LTC.

12. Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time.

		Percent
Group 1	NPD practitioner unit based (non-supervisory role): Defined as a unit-based nurse whose primary responsibilities include nursing professional development, with titles that may include clinical nurse educator.	20.2%
	NPD practitioner centralized (non-supervisory role): Defined as a nurse who supports centralized nursing professional development needs, with titles that may include clinical nurse educator.	28.0%
	Professional development associate: Defined as an individual who contributes to the overall functioning of a continuing education/professional development department in a substantive, measurable way, with titles that may include simulation coordinator, continuing education coordinator, BLS educator/coordinator, and/or health care educator.	11.9%
	Hospital acute care blended (centralized and unit based)	12.6%
Group 2	Department manager professional development/education	8.2%
	Department director	6.3%
	Nurse executive professional development/education	3.5%
Group 3	Faculty, School of Nursing	1.9%
	Department Chair, School of Nursing	*
Group 4	Other (please specify)	7.5%
	<i>Base</i>	<i>2,317</i>

* = Insufficient data

Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
 Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
 Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
 Group 4=Other

12. Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time. Other: (172 responses)

- Program Manager. (4 responses)
- Retired. (3 responses)
- Accredited Approver Program Director. (2 responses)
- Case Manager. (2 responses)
- Clinical Nurse Specialist. (2 responses)
- Department Director/Professional Development/Education. (2 responses)
- Nurse Residency Coordinator. (2 responses)
- Nurse Residency Program Coordinator. (2 responses)
- Unemployed. (2 responses)
- Adjunct Faculty.
- Adjunct Faculty as well as Hospital Clinical Educator.
- Administrator; adjunct faculty.
- Advanced Practice Nurse.
- AHA coordinator and manager over certificate programs.
- Ambulatory blended (centralized and clinic based).
- Ambulatory Care RN Educator.
- Assistant nurse manager NICU.
- Assistant Nurse Manager, Unit based, mostly clinical with small amount of education.
- Assistant Nurse Manager/Clinical Educator.
- Before I retired earlier this year.
- Case management.
- Central Educator for Patient Services.
- Certified Diabetes Care and Education Specialist
- Children's Specialty Educator for 11 hospitals.
- Clinical Education for the entire system of 24 hospitals, located in the corporate office.
- Clinical leader.
- Clinical manager.
- Clinical manager QA.
- Clinical Nurse Expert; combination of CNS and PDS; also EBP Coordinator.
- Clinical Nurse Manager and Unit specific NPD Specialist.
- Clinical Practice Specialist.
- Clinical Professional Development specialist combination of NPD practitioner centralized and professional development associate and much more than what is described here.
- Clinical Program Director.
- Clinical Simulation Specialist.
- Clinical Training specialist.
- Clinical Value Analysis Manager in Supply Chain.
- Consultant.
- Content Manager for a nursing association.
- Corporate Director of Education for 46 hospitals.
- Direct care of patients, student working toward Masters and then Clinical Nurse Specialist Certification will be consulting.
- Director of Performance Improvement.
- Director professional development.
- Director, corporate.
- Dual role manager and NPD specialist.
- EBP Consultant, Quality Improvement Coordinator.
- Education Consultant.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

12. Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time. Other (172 responses) – continued

- Education Coordinator for Facility.
- Education manager, behavioral healthy- assists with specialized education across the healthcare system.
- Executive director research and professional development.
- Executive recruitment.
- Health System - (Centralized) Program Manager.
- Healthcare accreditation.
- Hospital acute care blended (centralized and divisional).
- Hospital outreach education.
- Hospital-based nurse researcher.
- I am blended with central & service based responsibilities, my title is senior nurse educator (previously a CNS).
- I mostly identify as an individual who contributes to the overall functioning of an education department that supports both clinical and nonclinical staff educational needs. Most of my time is devoted to RN, MA and CNA professional development needs. My title is Clinical Nurse Educator.
- Laid off.
- Lead Nurse Planner/Accredited Provider Program Director for an Accredited Provider Unit.
- LMS Administrator.
- Magnet Program Director.
- Manager of Persistence and Outcomes in a BSN Program.
- Manager of system clinical education for a healthcare organization of 12 acute care hospitals.
- Manager, Clinical Projects.
- Manager. Department head. IDT. MDS.
- Market Director Clinical Professional Development.
- Medical Instrument Technician.
- Medication Diversion Prevention Specialist.
- National Sr. Director.
- NEPD Specialist with a system based NEPD team.
- Non-faculty role.
- Non-profit consulting services organization.
- NPD Instructional Design.
- NPD Lead Specialist.
- NPD Lead Specialist, Mentor for all new critical care NPD practitioners who are unit based but report to a central education department.
- NPD practitioner both unit based and centralized.
- NPD Practitioner central education department but 90% unit based and 10% central.
- NPD Practitioner Centralized - Lead.
- NPD practitioner centralized and Magnet Program Coordinator.
- NPD practitioner in an association.
- NPD practitioner responsible for multiple medical specialty departments in ambulatory areas as well as simulation lab coordinator, AHA Training Center Coordinator and Student Placement Coordinator.
- NPD practitioner simulation program.
- NPD Practitioner Specialized Program Manager.
- NPD practitioner supervisory role.
- NPD practitioner unit based & Asst. Mgr.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

12. Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time. Other (172 responses) – continued

- NPD practitioner, statewide association based.
- NPD program manager.
- NPD role providing CE and faculty development activities.
- NPD Specialist and Magnet Program Coordinator.
- NPD Specialist for a 51 facility healthcare system
- NPD Specialist for System (4 Hospitals, multiple clinics and urgent cares.
- NPD Specialist-Magnet Program Director/Staff Development.
- Nurse Director Quality and Safety.
- Nurse Educator.
- Nurse educator and consultant who provides education to multiple hospital teams including nursing, physician, as well as tele-medicine providers, role also include implementation education.
- Nurse Educator with centralized and decentralized responsibilities.
- Nurse executive, healthcare consulting.
- Nurse Informatics.
- Nurse planner - association.
- Nurse Planner/Accreditation.
- Nurse Residency Program Coordinator, Staff Development Coordinator, Primary Nurse Planner.
- Nurse Residency site coordinator.
- Nurse supervisor.
- Nursing Clinical Mentor.
- Nursing Education for Rehab.
- Nursing Education Specialist.
- Nursing Supervisor/Nursing Residency Coordinator/Sim Lab Coordinator.
- Office RN, Education coordinator.
- Oncology Clinical Nurse Specialist for a multi office practice: mix of Nursing Development, other staff development, nurse practice support, clinic operations support.
- Operations manager.
- OR Nurse Educator.
- Organizational Development Team Lead.
- Organizational project management.
- Orientation Coordinator for system.
- Owner.
- Patient educator.
- Primarily unit-based with 1 day/week with centralized education department.
- PRN AHA Instructor II.
- Professional development department coordinator (educators report to unit managers).
- Professional Development Specialist-Nursing.
- Professional Practice Coordinator.
- Program Coordinator whose primary responsibility is accrediting continuing education offerings for the interprofessional team, as well as single nursing profession offerings.
- Program Manager for a nursing education consortium.
- Program Manager, Nursing Education.
- Program Specialist or Non Clinical Educator.
- Quality Improvement, Clinical Education, Clinical Integration; Population Health Nurse.
- Quality/Risk Management.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

12. Which of the following best describes your current position? If functioning in a dual role, select the title where you spend most of your professional time. Other (172 responses) – continued

- Regional Administrative Assistant.
- Regional Consultant.
- Regional director.
- Researcher.
- Retired Jan 2021.
- Risk Manager.
- RN Ambulatory perioperative.
- RN lead.
- RN residency program director.
- School Nursing.
- Self-employed clinical educator / NPD practitioner.
- Senior Program Manager for Nurse Residency and Fellowship programs.
- Simulation program supervisor.
- Simulationist.
- Sr. NPD Specialist and Adjunct Professor.
- Staff nurse.
- Staff nurse with patient education
- Staff RN/ faculty community college.
- Student Program Coordinator.
- Supervisor of Professional Development.
- Support nursing orientation and onboarding at a system level. Development of curriculum.
- System NPD Specialist-involved in work on Nursing onboarding and orientation and other clinical education initiatives at system level.
- System senior program manager NPD.
- Unit based nurse educator.
- Unit Program Coordinator / Staff Educator.
- Veteran Educator.
- Working in telephone triage after 8 years in NPD.
- Wound and Ostomy RN.
- Writer of nursing content.

13. Please indicate the percentage of your time that is spent on professional development/continuing education-related responsibilities: Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
0-25%	4.4%	-	-	-	4.4%
26-50%	10.9%	-	-	-	10.9%
51-75%	19.6%	-	-	-	19.6%
76-100%	65.2%	-	-	-	65.2%
Base	276	0	0	0	276

- = No data submitted

Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
 Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
 Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
 Group 4=Other

14. If less than 100%, how do you spend the remainder of your time? (75 responses)

- Research. (3 responses)
- Administrative duties. (2 responses)
- Other duties as assigned. (2 responses)
- 1:1 support of new nurses.
- Academic Affiliations - Coordinator.
- Administrative functions.
- Approximately 5% spent with facilitating Oncology courses, 3% assisting nursing orientation skills and proctoring stated experience assessments.
- Auditing, identifying resources, working with others developing Patient education als.
- Bedside.
- Bedside care.
- BLS.
- Central nursing.
- Clerical.
- Clinical consultation.
- Clinical orientation, meet with new hires, NRP coordinator.
- Committee attendance, unit rounds, staff meetings, one on one meetings with new hires and active staff.
- Committees.
- Committees and meetings.
- Community Educator.
- Completing administrative tasks.
- Coordinating schools of nursing, orientation.
- Coordinating student placements - a NPD responsibility. This is nearly 80% of my job responsibilities, and I teach American Heart programming.
- Data entry admin, research.
- Developing programs and mentoring.
- Education classes.
- Equipment issues, injury investigations, data.
- Hands on patient care.
- I am also a Magnet Program Director at my organization.
- I do not fully understand the question.
- In clinical based education in a university setting.
- Inpatient Diabetes Educator.
- It implementation.
- Leadership oversight of staff.
- Magnet Journey.
- Meetings.
- New hire onboarding, additional nursing leadership responsibilities
- New Hire Orientation education
- Nursing Informatics
- Nursing orientation, Product implementation, Nursing Resources Management, Newsletter, committees
- Operations of unit.
- Orientation.
- Orientation & Competencies.
- Orientation & Regulatory Ed, products, COVID related support.
- Orientation, Project management.

*Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other*

14. If less than 100%, how do you spend the remainder of your time? (75 responses) – continued

- Other clinical - infection prevention.
- Pandemic response.
- Patient Care.
- Patient Teaching.
- Patient/Family Education.
- Picking up shifts in the Health Centers.
- Policies.
- Presesting, lecturing, rounding on units, in-services.
- Program management and developing the organization's simulation program to support the NPD model.
- Project management.
- Project Management training, Smartsheet training, interdepartmental communication.
- Publications, copy editing, pens ICU clinical expert.
- Quality and regulatory.
- Regulatory/Accreditation.
- Seeing residents, administrative duties.
- Simulation.
- Stroke coordinator.
- Student placement/credentialing/Managing 3 small departments/Orientation/Helping with community events.
- Student rotations/practicums.
- Supporting clinical needs, skills, competencies, and committees (stroke, sepsis, etc.).
- Supporting the site as needed...More recently, administration of vaccines and general operation of Covid Vaccination Clinic.
- Survey readiness, policies, student contracts/placement, community projects, etc.
- Teaching live classes and training on the units.
- Training and facilitating.
- Unrelated meetings.
- Vaccine clinic, secretarial work.
- Working at bedside.

15. As an NPD team member, please select the type of individuals you support (provide NPD services for): (Please select all that apply.) Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Unlicensed personnel	70.1%	74.5%	8.9%	47.4%	68.3%
Healthcare professionals (e.g., RNs, LPNs, NPs, physicians, administrative staff, etc.)	99.1%	97.6%	53.3%	89.0%	97.2%
Students	50.5%	66.5%	86.7%	42.8%	53.5%
Not applicable	0.3%	1.5%	-	4.6%	0.9%
Other (please specify)	4.3%	5.5%	*	8.1%	4.8%
Base	1,684	415	45	173	2,317

- = No data submitted * = Insufficient data | Multiple responses were allowed; therefore, total will not equal 100%.

Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
 Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
 Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
 Group 4=Other

15. As an NPD practitioner, please select the type of individuals you support (provide NPD services for):
Other (110 responses)

- Community. (3 responses)
- Nurse residents. (3 responses)
- Allied Health. (2 responses)
- New graduate nurses. (2 responses)
- Nurse externs. (2 responses)
- Parents. (2 responses)
- Patients. (2 responses)
- Physicians. (2 responses)
- Providers. (2 responses).
- Admin support.
- Administrative personnel (non-clinical).
- All clinical and nonclinical staff.
- All hospital employees.
- All team members at times.
- Allied health professionals.
- Allied health, radiology, respiratory, rehab.
- Ancillary depts.--RT, PT/OT, Dieticians, etc.
- Ancillary staff.
- Ancillary staff, any hospital employee.
- APPs, RT, PT, Social work/case management.
- At present I'm a senior nursing supervisor.
- Caregivers and families.
- Certified Medical Assistants.
- Certified Nursing Assistants.
- Certified scrub technologist.
- Certified surgical technicians.
- Clinic staff.
- CNA - certified nursing assistants.
- CNAs.
- Continuing education for 3 states 6 larges and few dozen small hospitals.
- Coordinate student orientation capstone clinicals.
- CVT, RTR.
- Dietitians, Social Services, Environmental Services.
- EMT.
- Enrolled student in DNP Executive Leadership track.
- Faculty.
- Faculty and senior synthesis students requiring orientation.
- Graduate nurses (nurse residents).
- Healthcare Administration Students-physicians, nurses, etc.
- Healthcare executives.
- I am in a non-traditional role.
- I am supported by my team in these endeavors.
- Interdisciplinary dietary, therapy, recreation, housekeeping etc.
- Interprofessional colleagues in Patient Care Services.
- Leaders.
- LNAs
- Medical assistants.

Group 1=NPD practitioner unit based; NPD practitioner centralized; Professional development assoc.; Hospital acute care blended
Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education
Group 3=Faculty, School of Nursing; Department Chair, School of Nursing
Group 4=Other

15. As an NPD practitioner, please select the type of individuals you support (provide NPD services for):
Other (110 responses) – *continued*

- Medical Practice clerical staff onboarding.
- Medical providers.
- Medical residents.
- Medical students.
- Medics.
- MSW, OT.
- NAs
- Non-Nursing Professionals.
- NPD associates themselves.
- NPD practitioners.
- Nurse Residents (new grads).
- Nurses aides.
- Nursing assistant.
- Nursing Instructors.
- New graduate nurses, nurse residents.
- Ok.
- Other healthcare disciplines.
- Paramedics.
- Paramedics and EMTs.
- Paramedics, RTs.
- Patient Education.
- Patients and family.
- Pharmacy, Therapies, Lab, etc.
- Physical, occupational and speech therapist, social workers and spiritual care clinicians.
- Physicians at times
- Physicians, LIPs.
- Postgraduate trainees.
- Radiology.
- RCIS, RT.
- Regional CNE's and Directors of PD.
- Regional community.
- Residents.
- Resource for general staff nurses (co-workers).
- RN Educators.
- RNs, LPNs, patient care technicians/CNAs.
- RT.
- RT, PT, OT etc.
- RT. EMT.
- Schedulers.
- SLP, PT, OT
- Social workers.
- Some physician education.
- Sometimes housekeeping, Dietary staff.
- Sterile processing.
- Surgical Techs, Anesthesia techs.
- Technologists.

Group 1=NPD practitioner unit based; NPD practitioner centralized; Hospital acute care blended

Group 2=Dept. manager professional development/education; Dept. director; Nurse exec. professional development/education

Group 3=Faculty, School of Nursing; Department Chair, School of Nursing

Group 4=Other

**15. As an NPD practitioner, please select the type of individuals you support (provide NPD services for):
Other (110 responses) – *continued***

- Techs
- Transition to Practice new hires.
- UAP, healthcare professionals-consulting.
- Veterans.
- Volunteers and community.
- VPs, Administrators & Directors.

16. Do you support Interprofessional Continuing Education (IPCE)? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Yes	57.4%	59.1%	65.9%	55.9%	57.7%
No	42.6%	40.9%	34.1%	44.1%	42.3%
<i>Base</i>	<i>1,670</i>	<i>413</i>	<i>44</i>	<i>170</i>	<i>2,297</i>

17. How many individuals do you support (not FTEs)? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
1 – 20	4.1%	20.4%	*	11.4%	7.5%
21 – 40	3.2%	8.6%	9.1%	5.4%	4.4%
41 – 60	4.4%	3.7%	15.9%	5.4%	4.6%
61 – 80	5.0%	5.2%	2.3%	2.4%	4.8%
81 – 100	8.6%	1.7%	13.6%	0.6%	6.9%
101 – 120	6.9%	1.2%	*	3.6%	5.6%
121 - 140	6.8%	0.5%	*	1.8%	5.2%
More than 140	52.7%	52.8%	25.0%	52.1%	52.2%
Not applicable	8.3%	5.9%	25.0%	17.4%	8.9%
<i>Base</i>	<i>1,678</i>	<i>407</i>	<i>44</i>	<i>167</i>	<i>2,296</i>

* = Insufficient data

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Group 4=Other

18. Which of the seven roles for NPD practice is your top priority in your performance? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Partner for Practice Transitions	14.1%	8.7%	*	15.3%	13.1%
Learning Facilitator	58.2%	18.8%	61.4%	31.8%	49.2%
Change Agent	10.4%	11.8%	6.8%	12.4%	10.8%
Mentor	6.4%	3.6%	15.9%	9.4%	6.3%
Leader	7.6%	51.5%	11.4%	23.5%	16.7%
Champion of Scientific Inquiry	1.8%	2.2%	-	5.3%	2.1%
Advocate for NPD Specialty	1.4%	3.4%	-	2.4%	1.8%
Base	1,679	414	44	170	2,307

- = No data submitted * = Insufficient data

19. Which of the seven roles for NPD practice is your lowest priority in your performance? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Partner for Practice Transitions	13.7%	14.6%	27.9%	18.0%	14.4%
Learning Facilitator	1.4%	14.8%	4.7%	3.6%	4.0%
Change Agent	4.5%	2.0%	9.3%	3.6%	4.1%
Mentor	4.6%	6.4%	2.3%	6.6%	5.0%
Leader	7.1%	1.0%	4.7%	6.6%	5.9%
Champion of Scientific Inquiry	30.1%	31.9%	23.7%	27.0%	30.1%
Advocate for NPD Specialty	38.6%	29.2%	27.9%	34.7%	36.4%
Base	1,650	404	43	167	2,264

- = No data submitted * = Insufficient data

20. Please indicate which certifications you currently hold:

	Group 1	Group 2	Group 3	Group 4	Total
NPD Only	15.5%	27.5%	17.8%	24.9%	18.4%
NPD and another specialty	20.3%	24.8%	11.1%	23.1%	21.2%
Other specialty only	44.5%	28.0%	48.9%	28.3%	40.4%
None	19.7%	19.8%	22.2%	23.7%	20.1%
Base	1,684	415	45	173	2,317

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21. Do you hold the Healthcare CPD Associate Certificate?

	Group 1	Group 2	Group 3	Group 4	Total
Yes	0.9%	1.8%	-	*	1.1%
No	99.1%	98.2%	100.0%	98.9%	98.9%
Base	1,087	218	27	89	1,421

- = No data submitted * = Insufficient data

22. Which statement best describes your current job status? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Working full-time	93.0%	98.6%	82.2%	85.6%	93.2%
Working part-time	6.2%	1.2%	13.3%	8.1%	5.6%
PRN	0.8%	*	4.4%	6.4%	1.2%
Base	1,684	415	45	173	2,317

- = No data submitted * = Insufficient data

23. Based on your current position, please indicate the top three areas that take up most of your time. Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Onboarding/Orientation (e.g., new hire orientation related activities)	76.3%	55.1%	11.6%	33.3%	68.2%
Competency Management (e.g., annual and ongoing competency tracking)	62.9%	47.8%	11.6%	33.3%	57.1%
Education (e.g., nursing and/or interprofessional education design including content development, instructional design, accreditation documentation, simulation, etc.)	83.5%	71.3%	90.1%	65.4%	80.2%
Role Development (e.g., new nurse graduate residency, transition to practice or fellowship programs, succession planning, etc.)	34.1%	47.8%	30.2%	35.8%	36.6%
Collaborative Partnerships (e.g., academic partnerships, student placement, internal and/or external committee involvement, etc.)	15.0%	35.8%	48.8%	34.6%	20.8%
Research/EBP/QI (e.g., quality improvement initiatives, research design, EBP implementation, etc.)	13.8%	17.6%	20.9%	25.9%	15.5%
Other (please specify)	4.3%	9.7%	14.0%	25.3	7.0%
Base	1,670	414	43	162	2,289

Multiple responses were allowed; therefore, total will not equal 100%.

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23. Based on your current position, please indicate the top three areas that take up most of your time.
Other: (159 responses)

- Data. (2 responses)
- Department operations. (2 responses)
- Informatics. (2 responses)
- Management. (2 responses)
- Service. (2 responses)
- Accreditation and content development.
- Adjunct nursing instructor.
- Administrative.
- Administrative (budget, accreditation, sustainable income).
- Administrative duties.
- Administrative support.
- ADN FT faculty. Specialty Instructor.
- AHA Training Center Coordinator.
- All activities related to Sim Lab: stocking, supplies, troubleshooting equipment, developing scenarios.
- All of the above.
- American Heart Association Training Center Coordinator.
- Association management.
- Auditing charts for compliance with standard practice and policies.
- Auditing multidisciplinary staff on their documentation.
- Bedside care.
- BLS TC Admin.
- Business management.
- Certification support.
- Change Management, Project Management, Program development.
- Clinical ladder, leader development, nurse planning.
- Clinical leader.
- Clinical practice advancement (clinical "Ladder").
- Collaborative partnerships - equipment reps, equipment rollouts.
- Committee involvement (Sepsis, CAUTI, CLABSI, Code committee, Stroke).
- Communicating or education on changes to practice, policy, products and procedures.
- Community and church educational health initiatives.
- Competency Planning.
- Consultant on nursing workflows and impacts to practice.
- Consultation.
- Content creation and updating.
- Continued/ongoing education, creating standard operating procedures and other standardization documents such as telephone triage protocols, cultural training, annual skills day, mock codes.
- Continuing education coordinator.
- Continuing education IPCE, physicians, nurses, pharmacists, PAs, social workers.
- Continuing education programs for nursing.
- Continuing Professional Development Education via contact hours.
- Coordinates In-services for OR New Supplies and Equipment.
- Coordination of all education and training with our system educators.
- Corrective action, maintaining current our credentials application tracking system.
- Currently working as staff nurse.
- Curriculum development.
- Department director for all of these.
- Department Manager.
- Departmental director duties.

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23. Based on your current position, please indicate the top three areas that take up most of your time.
Other: (159 responses) – continued

- Direct patient care.
- ELearning Administrator, AHA Training Center Coordinator.
- Elearning development, job aids, animation, video, graphic design, and how to documents
- Executive and administrative functions (budget, strategic planning).
- General department support.
- Healthcare consulting-ACU, PAC.
- HR related - forms, policies, disciplines, mentorship.
- I am not currently in a focused ANPD position.
- I oversee coordinators who do the work of all the areas listed above e.
- In my non-traditional role, much of my work is investigative.
- Infection Prevention- COVID.
- Infrastructure development for APU.
- Instructional Design.
- Interdisciplinary Team collaboration.
- Internal Communications and event planning for CNO.
- Lead for BLS & Cardiac Arrest Competency certification educational programs 365 days/year; > 5000 nurses/non-nurses.
- Lead Nurse Planner Role for Accredited Provider Unit.
- Leader of patient experience and quality assurance.
- Leadership.
- Leadership and influence in all of these buckets.
- Leadership hip.
- Leadership meetings.
- Leadership prof development, resume development, interview coaching.
- LMS Administrator.
- Magnet Journey.
- Magnet Program Coordination.
- Magnet Program Director.
- Maintaining accreditation, learning evaluation, program strategy and management.
- Manage the Learning Delivery System.
- Management activities.
- Management of CE accreditation.
- Manager.
- Managing a wound care center.
- Managing education team, working in 3 hospitals as market director of education.
- Managing staff.
- Managing teams.
- Market Director Clinical Professional Development overseeing education departments at 5 acute care facilities.
- Medical student and resident training.
- Multidisciplinary auditing Documentation.
- My bedside job is my primary position, and I perform NPF items in my off-time and while at work.
- NCPD accreditation.
- New equipment/new product implementation.
- None.
- None of the above.
- Non-educational duties (nurse admin, COVID support).

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23. Based on your current position, please indicate the top three areas that take up most of your time.
Other: (159 responses) – continued

- Not currently in an NPD role.
- Nurse planner.
- Nurse residency.
- Nurse retention efforts.
- Nursing student preceptor.
- Online Education Learning System.
- Online webmaster.
- Operations.
- Organizational change management.
- Other "non-education" tasks: COVID testing, chart reviews assoc. w/ QAPI, being on call & functioning as staff nurse.
- Other duties as assigned.
- Overseeing Student Success in the BSN Program.
- PALS Program/Simulation.
- Patient and employee safety.
- Patient Care.
- Patient care, patient/family education.
- Patient/Family Experience.
- Peer Support and Community Programs.
- PI.
- Planning for implementation / education of new telemedicine services.
- Planning perinatal specific education for birthing hospitals in the region.
- Policies and procedures.
- Policy and practice integration.
- Policy and regulatory.
- Policy development.
- Policy/procedure development, review and revision.
- Practice support - policy, regulatory, documentation.
- Primary Nurse Planner for Approved Provider Unit.
- Procedures.
- Process Improvement.
- Product conversions, practice changes.
- Product Implementations.
- Professional governance for health system.
- Program Management.
- Project management.
- Project management/ Vendor coordination.
- QA review.
- Quality data.
- Recruitment-Summer Nurse Intern Program/Nurse Externs and Nurse Residents.
- Risk Management duties.
- Scholarship Coordinator for advanced nursing degrees.
- Shared Governance, Certification Program, Magnet Program.
- Simulation.
- Simulation Director.
- Simulation lab.

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23. Based on your current position, please indicate the top three areas that take up most of your time. Other: (159 responses) – continued

- Skewed data due to pandemic on boarding. We have crisis travelers on boarding 2-3 times a week.
- Specialty program support including assessing gaps of interdisciplinary communication and evaluation of program changes.
- Staff training and mentorship.
- Strategy work with Directors as it relates to PD.
- Subject matter expertise in Behavioral Health.
- Supervision/Direction to unit based educators.
- Supply Chain Operations.
- Support QI projects.
- Systems Activations.
- System-wide projects that feature nursing education; transitioning from Unit-based educator.
- Teach 1st semester students in ADN program.
- Teaching courses.
- Transition to new HER.
- Unemployed.
- Uploading education to the learning management system.
- Vaccinations and federal programs.

20. If you indicated PRN, approximately how many hours per week are you working? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Less than 5 hours per week	35.7%	*	*	45.5%	46.4%
5 – 10 hours per week	35.7%	-	-	*	25.0%
11 – 15 hours per week	*	-	-	*	10.7%
16 – 20 hours per week	*	-	-	*	*
21 – 25 hours per week	*	-	-	*	*
More than 25 hours per week	*	-	-	-	*
Base	14	*	*	11	28

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21. What are your average annual earnings (including wages, bonuses and overtime)? Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
\$0 - \$10,000	0.4%	*	*	1.8%	0.6%
\$10,001 - \$20,000	*	-	*	*	0.2%
\$20,001 - \$30,000	0.2%	-	-	*	0.2%
\$30,001 - \$40,000	0.4%	-	*	1.8%	0.5%
\$40,001 - \$50,000	1.4%	*	*	1.8%	1.2%
\$50,001 - \$60,000	3.5%	*	11.6%	2.9%	3.0%
\$60,001 - \$70,000	7.3%	1.7%	11.6%	7.6%	6.4%
\$70,001 - \$80,000	14.8%	5.1%	23.3%	10.5%	12.9%
\$80,001 - \$90,000	19.6%	7.3%	9.3%	10.5%	16.6%
\$90,001 - \$125,000	42.0%	42.6%	23.3%	39.8%	41.6%
\$125,001 - \$150,000	7.2%	24.1%	6.9%	15.2%	10.8%
Over \$150,000	3.0%	18.5%	*	7.0%	6.0%
Base	1,677	411	43	171	2,302

- = No data submitted * = Insufficient data

21. What are your average annual earnings (including wages, bonuses and overtime)? Cross-tabbed by Type of Individuals You Support

	Unlicensed personnel	Healthcare professionals (e.g., RNs, LPNs, NPs, physicians, administrative staff, etc.)	Students	Other	Not Applicable
\$0 - \$10,000	0.4%	0.6%	0.4%	-	-
\$10,001 - \$20,000	*	*	0.2%	-	*
\$20,001 - \$30,000	*	0.2%	*	-	-
\$30,001 - \$40,000	0.5%	0.5%	0.3%	-	*
\$40,001 - \$50,000	1.1%	1.2%	0.9%	-	-
\$50,001 - \$60,000	3.2%	3.0%	3.5%	-	-
\$60,001 - \$70,000	6.2%	6.3%	6.1%	-	-
\$70,001 - \$80,000	14.0%	12.9%	12.3%	-	-
\$80,001 - \$90,000	16.0%	16.8%	15.8%	-	21.1%
\$90,001 - \$125,000	42.0%	41.8%	42.5%	-	47.4%
\$125,001 - \$150,000	10.7%	10.8%	9.0%	-	15.8%
Over \$150,000	5.8%	6.0%	7.1%	-	5.3%
Base	1,571	2,239	1,231		0

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Group 4=Other

22. Are you eligible for any of the following benefits? (Please select all that apply.) Cross-tabbed by Current Position

	Group 1	Group 2	Group 3	Group 4	Total
Professional development funds (e.g., conference attendance)	61.8%	74.8%	75.9%	69.2%	65.9%
Incentive bonus/organizational incentive plan	20.6%	52.2%	10.3%	32.2%	27.0%
Tuition assistance/reimbursement	90.5%	86.5%	69.0%	79.5%	88.7%
Certification assistance/reimbursement	78.7%	72.8%	34.5%	66.4%	76.2%
<i>Base</i>	<i>1,575</i>	<i>393</i>	<i>29</i>	<i>146</i>	<i>2,143</i>

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