

We are closing the gap
between communities
and care



Today, patients around the world face poorer health outcomes due to gaps in access to quality care and a mounting strain on health workers.

J&J CareCommunity takes on the gap in access to quality care



4.5 billion

People in need of access to essential health services¹



11 million

Additional health workers are needed by 2030²



2.3 million

Health workers supported by J&J in the past 3 years³



1 in 4

US nurses intend to leave their positions due to burnout and understaffing by 2027⁴



J&J CareCommunity proudly champions nurses and community health workers

J&J CareCommunity is **Johnson & Johnson's** global social impact platform that **champions nurses and community health workers** to help close the gap between communities and care.

Our efforts help strengthen healthcare systems by:



Equipping health workers to thrive



Connecting more patients to care

Ways we're making a difference in global health equity



~900,000 courses

of our medicine for multidrug-resistant TB, delivered across 159 countries, potentially helping avert millions of new cases.



2.6B doses

of our medicine to treat children infected with intestinal worms donated to field partners in more than 60 countries since 2006.



15M People

in Malawi have access to quality trauma care, with 2,500 long bone fractures treated with J&J surgical products since the start of 2023*.



48.6M children receive free critical eye care

via Sight for Kids*; a volunteer-directed vision screening program in five countries, including India, Kenya, the Philippines, Thailand and US.

Some of our impactful programs for nurses and community health workers

2.6m nurses have been impacted each year as we have championed the nursing profession to attract and strengthen an innovative and thriving workforce that improves care for the past 125 years

30m people have access to care due to training and support for U.S. Community Health Centers, that provide medical, dental, and mental health services to under-served communities

30k employee volunteer hours with our partners to support community health in 2023

1m new nurses supported to enter the U.S. healthcare systems over the past decade

40k operating rooms and hospital staff trained in resource-limited settings in 2023 alone

AGENDA

- 1** | The U.S. nursing shortage
- 2** | Root causes of nurse attrition
- 3** | J&J approach to catalyze change



FOR HEALTHCARE TO WORK, IT TAKES NURSES

Nurses are the most trusted profession in the US for +20 years¹ and are vital to advancing health equity and access to quality care.

Nurses are innovators, leaders, clinical experts, and fierce patient advocates who...

- Represent the largest health care workforce in the United States
- Serve at the forefront across the care continuum, from admission to discharge
- Offer unique insights and capabilities that are core to care delivery and health care transformation

THERE ARE REASONS FOR OPTIMISM

After difficult pandemic years, satisfaction within the nursing profession is trending up.



- 69% of nurses said they **love being a nurse** in 2023, up from 60% in 2022.²
- 61% of nurses said they think **nursing is a great career** in 2023, up from 52% in 2022.²
- 57% of nurses think that **new nurses should join the profession** in 2023, up from 50% in 2022.²
- More nurses said they were **optimistic about the future of nursing**, 24% in 2023 vs 18% in 2022.²
- **Mental health rates also improved** in 2023, with 64% of nurses feeling that their mental health took a toll, down from 81% in 2022 and 83% in 2021.²

BUT, THERE IS STILL MUCH WORK TO BE DONE

4 million registered nurses care for patients in the US,³ but 1 million intend to leave the profession within 3 years.⁴

Health worker shortages forecast thru 2028



Maya Goldman

America's aging population faces a growing shortage of geriatric care

Jennifer Sor Mar 9, 2025, 7:00 AM CT

Share

Study projects nursing shortage crisis will continue without concerted action

Apr 13, 2023 - 04:01 PM

A critical shortage: amid burnout, fatigue, exhaustion, nurses leave their jobs

Updated: Jan. 12, 2023, 11:03 a.m. | Published: Jan. 11, 2023, 5:07 a.m.

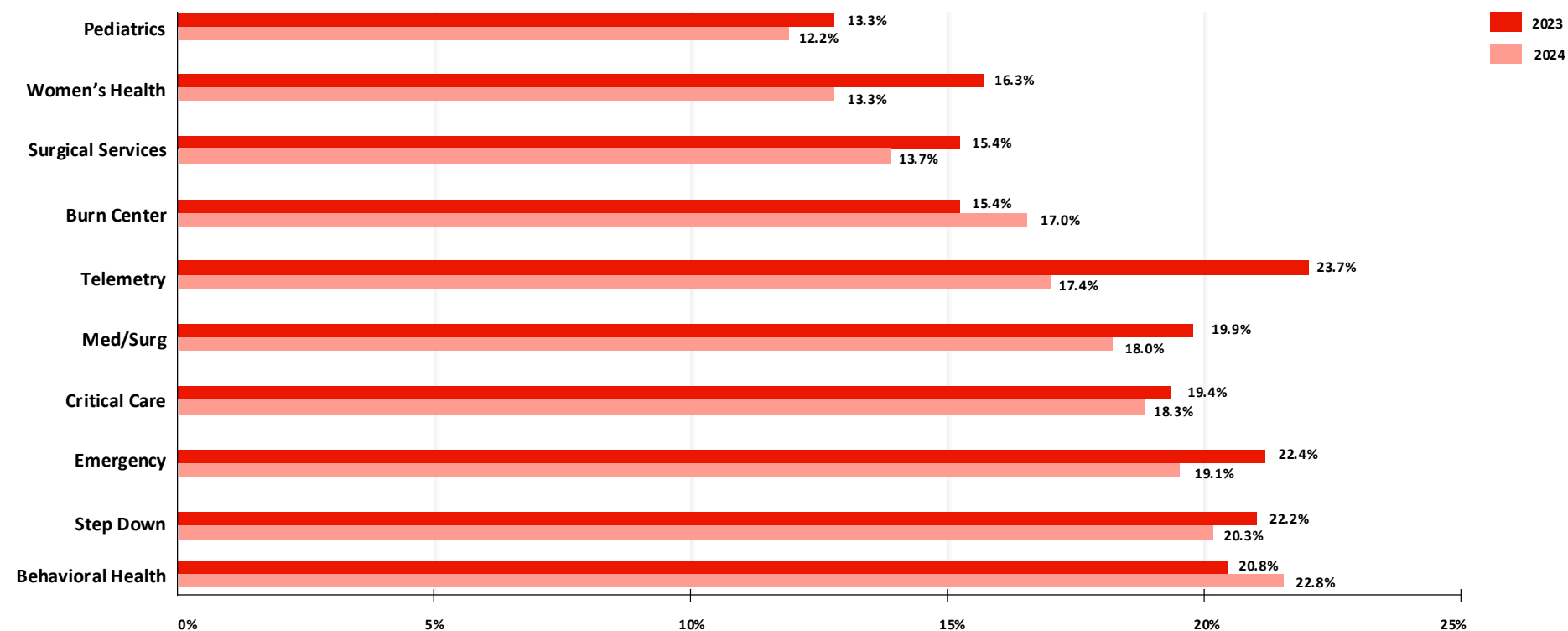
Industry Voices—To address the nursing shortage, nurse education needs to evolve

By Amber Kool - May 2, 2024 1:08

WHILE TURNOVER HAS DECREASED, IT REMAINS HIGH AND EXPENSIVE

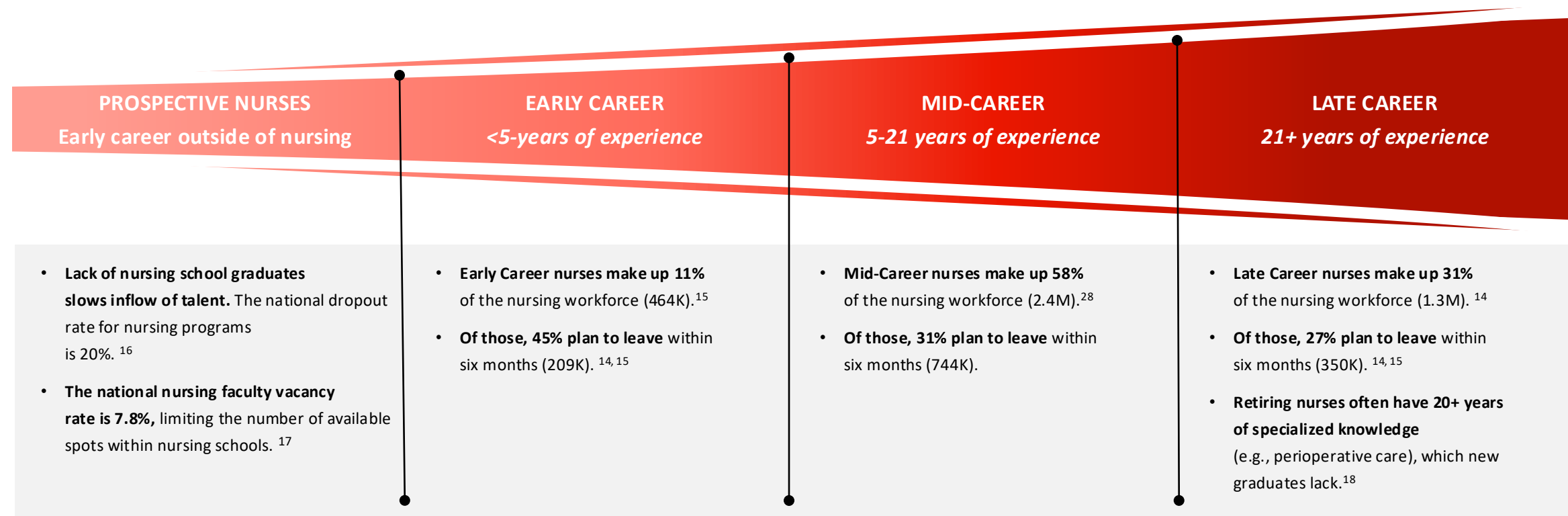
The average cost of turnover for a bedside RN has increased 8.6% to \$61,110. Each percent change in RN turnover will cost/save the average hospital an additional \$289,000/yr. ¹⁰

Today, annual turnover-related losses result in \$3.6M–\$6.5M for the average hospital.^{11, 12}



INTENT TO LEAVE VARIES BY TENURE

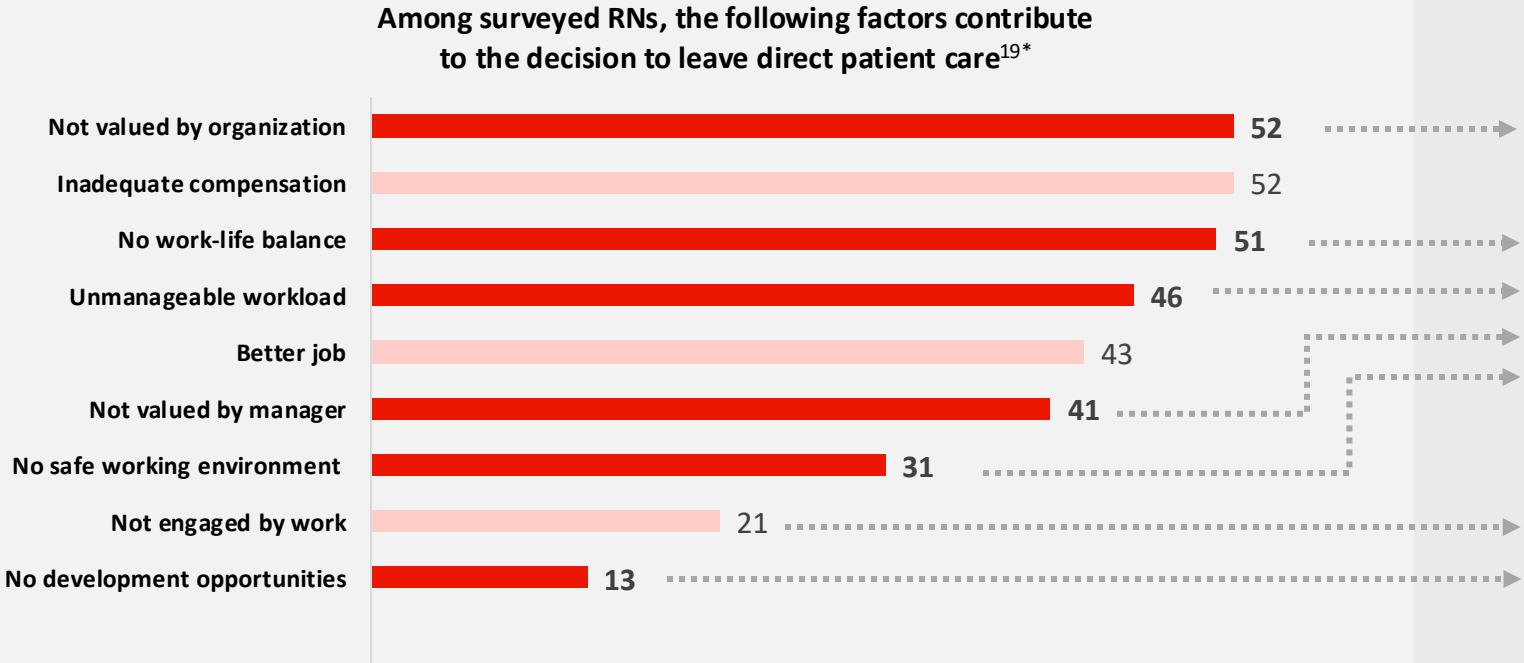
Mid-career nurses¹³ leave the profession at disproportionately higher rates, and nurses in acute care (52% of all nurses^{14, 15}) present the highest retention risk.^{3, 13}



WHY NURSES LEAVE

Factors include perceived value, unhealthy work environments, and investing in nurse growth.

WHAT NURSES SAY



KEY THEMES

Feeling Undervalued & Underestimated

Unhealthy Work Environments & Burnout

Lack of investment in nurses

**% of September 2022 survey participants responding 'extremely' or 'very much'*

FEELING UNDERVALUED & UNDERESTIMATED

INSIGHTS: WHAT THE DATA SHOWS US

ACTION: WHAT NURSES SAY WE CAN DO



57% of registered nurses **feel misunderstood and unappreciated**, of which 32% felt this strongly.²⁰



Nurses who receive great recognition are 20 times more likely to be engaged employees. Recognition that is authentic, personalized, equitable, and embedded in company culture supports satisfaction.²¹



Only 19% of nurses under 35 feel that their organization **cares about their well-being**, leading most to feel undervalued and overwhelmed.²²



Recognizing your nursing team, whether by soliciting their input or paving the way for professional growth, can help them feel seen and respected.²²

UNHEALTHY WORK ENVIRONMENTS & BURNOUT

INSIGHTS: WHAT THE DATA SHOWS US

ACTION: WHAT NURSES SAY WE CAN DO



69% of nurses said that they are **‘very concerned’ about burnout leading to decreased quality of patient care.**²³



Reimagining care delivery is key to addressing burnout – this includes rethinking where care is delivered, redesigning work teams, and leveraging flexible schedules or job shares.²³



Nurses report wanting to spend less time on charting and documentation and **want to spend twice as much time on growth and development activities** than they currently do (about 7% of an ideal shift) .²⁴



Nurses across age and experience groups are optimistic about new technology, like AI-powered tools, and want to **better understand it and provide input on the best use of technology in the clinical environment.**¹³

LACK OF INVESTMENT IN NURSE GROWTH

INSIGHTS: WHAT THE DATA SHOWS US



Over 45% of RNs leave their jobs within the first two years of practice, signaling challenges with readiness to practice. ²⁵



Among nurses planning to leave, 36% cited “not feeling engaged by work” as a reason to leave. Asked what factors impact decision to stay, 46% of nurses said development opportunities and 33% said education benefits. ²⁶



ACTION: WHAT NURSES SAY WE CAN DO

Fostering **academic-clinical partnerships**, offering **diverse clinical experiences**, supporting ongoing **clinical development** and **integrating structured mentorship opportunities** has been shown to further enhance readiness and confidence among new nurses. ⁴²

Health systems can engage nurses through education benefits, growth plans and resources, and opportunities to learn new skills and utilize their diverse talents for innovation. ⁴³



**AT J&J, WE BELIEVE NURSES ARE
UNIQUELY POSITIONED TO
TRANSFORM HEALTH CARE**

J&J COMMITMENT TO NURSING

Our goal: attract and strengthen an innovative and thriving nursing workforce empowered to advance access to quality care

CHAMPION

Champion nursing as an innovative, high impact, and purpose-driven career to advance nurse advocacy and pride

EQUIP

Equip nurses with leadership and innovation skills to advance transformative health system solutions

CONNECT

Connect nurses to clinical and educational resources to advance capabilities for quality patient care

J&J SUPPORT: SIGNATURE PROGRAMS



[Program details on nursing.inj.com](https://nursing.inj.com)

CHAMPION

Champion Nursing as an Innovative,
High-impact, Purpose-driven Career



- **20+ years of national advertising** championing nurse impact and leadership in healthcare
- **SEE YOU NOW podcast** shines light on nurse-led solutions to healthcare challenges
- **Notes on Nursing monthly e-newsletter** highlights nurse leaders transforming healthcare; reaching 60K nurses each month
- **'Caring with Courage' films** produced for J&J by BBC StoryWorks Commercial Productions features inspiring nurse innovators
- **Career information** sparks interest in middle and high school students about a career in nursing

EQUIP

Equip Nurses with Leadership
and Innovation Skills



- **J&J Nurse Innovation Fellowship Program** empowers systems-level change through CNOs and senior nurse leaders
- **NurseHack4Health™ innovation programs** support nurse-led, health systems teams to ideate, create and pitch solutions for grant funding* to bring ideas to life
- **Healthcare Workforce Solutions Academy** empowers direct care nurse teams to advance healthier work environments
- **Nurse-Led Care Delivery Playbook with IHI*** highlights innovative approaches that support nurses and patients
- **Chief Nursing Officer Institute** strengthens leadership capability of emerging nurse leaders

CONNECT

Connect Nurses to Clinical
and Educational Resources



- **Student nurse scholarships** support the next generation of the profession
- **Specialty finder interactive guide** helps nurses learn more about specialties that best suit them
- **JnInstitute.com and EMPOWOR Online Education** offers free clinical and leadership resources for nurses and allied health professionals
- **SEE YOU NOW educational bundles** provide education content tailored to support nurses' innovation development
- **Mental health and well-being resources** are open for any nurse to tap into for support

A photograph of a healthcare worker in blue scrubs assisting an elderly man with a walker. They are outdoors, walking through a green hedge. The man is wearing a plaid shirt over a maroon t-shirt and glasses. The healthcare worker is wearing blue scrubs and a watch. The background shows trees and a house.

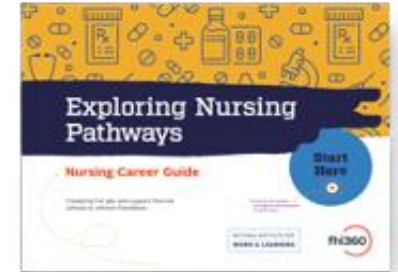
AVAILABLE TOOLS & RESOURCES TO SUPPORT THE NURSING WORKFORCE

TOOLS & RESOURCES

CHAMPION

Exploring Nursing Pathways E-book

- This [interactive career guide](#) created by Johnson & Johnson sparks interest in nursing as a career among middle and high school students.
- Provides fun facts about the profession, guidance on what classes will help students prepare for a career in nursing, information on different ways into the profession, and resources to help prospective nurses get there.



CHAMPION

Perioperative Nurse Career Guide & Video

- Johnson & Johnson partnered with Association of Perioperative Registered Nurses (AORN) to create an engaging, short video to myth bust and spark interest in the dynamic and team-based perioperative specialty.
- There is significant demand for perioperative nurses. While there are over 539,000 perioperative nurses currently employed in the U.S., that number is expected to grow by more than 6% between 2018-2028.
- The [Perioperative Nurse Career Guide](#) spreads awareness of perioperative as a fulfilling and rewarding RN specialty



TOOLS & RESOURCES

CHAMPION

'Caring with Courage' Films & Nurse Innovation Toolkit

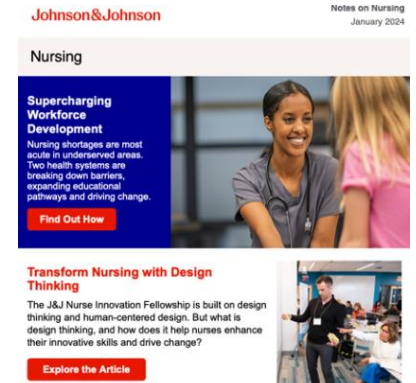
- In three, short, engaging films produced for Johnson & Johnson by BBC StoryWorks Commercial Productions, you'll meet teams of extraordinary nurse innovators, each working to improve healthcare in meaningful ways.
- [Watch the series and download the accompanying toolkit](#) to spark conversations, inspire change, and foster a culture of innovation within your health system.



CHAMPION

Notes on Nursing e-Newsletter

- A [monthly e-newsletter](#) highlighting the nurse innovators transforming healthcare from the inside out, the leaders catalyzing the profession forward, and the nursing students and educators who are building the workforce of the future.
- Also includes the latest information on nursing scholarships, events, and other opportunities supported by Johnson & Johnson



TOOLS & RESOURCES

EQUIP

Transforming Health Care Through Innovative Nurse-Led Care Delivery Solutions

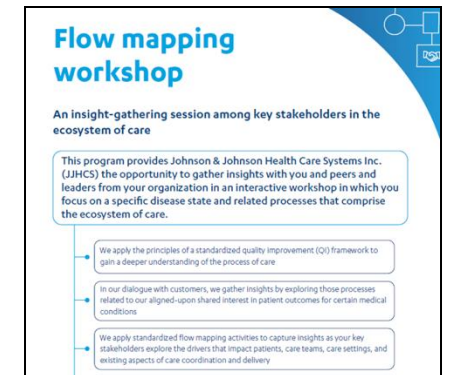
- A new toolkit from the Institute of Healthcare Improvement and supported by Johnson & Johnson Foundation provides actionable steps for nurse leaders to scale innovative care models that improve both patient outcomes and nurse satisfaction.
- By embracing structured improvement methodologies like PDSA cycles and leveraging nurses' unique expertise, leaders can transform the care delivery environment in a way that benefits patients, nurses, and health systems.



EQUIP

Quality Flow Mapping Toolkit

- Quality Flow Mapping can be utilized by all nurses, including nurse leaders, to gain information on current care processes and identify drivers of standardization that can positively impact care teams and care settings.
- When applied, the process benefits the entire care ecosystem – including nurses– by minimizing process variation and the pain points that stem from them.
- J&J partners directly with health system departments to conduct an assessment of current processes and then share opportunity areas over a 6-month period. Reach out to your SCG partner for more information.



TOOLS & RESOURCES

EQUIP

Nurse Innovation Fellowship

- This ground-breaking, one-year, team-based nursing fellowship for Chief Nursing Officers (CNO), nurse executives, and senior nurse leaders, is focused on powering-up nurse-led innovation and leadership within health systems to drive transformative change in the healthcare work environment so nurses and patients can thrive.

Nurse Innovation Fellowship Program

by Johnson & Johnson

Powered by:



EQUIP

Nursing Workforce Solutions

- Created in partnership with AACN CSI Academy, this 18-month hospital-based, experiential nurse leadership and innovation training program is designed to empower direct care nurses as clinician leaders and change agents.
- Through in-person and virtual experiential learning workshops, each team identifies, plans, implements, measures and sustains an innovation project that directly addresses an issue in their work environment – resulting in positive outcomes for patients/families, nurses, units and healthcare organizations.

Nursing Workforce Solutions

by Johnson & Johnson
AACN CSI Academy

EQUIP

NurseHack4Health

- Through specialized programming created in partnership by Johnson & Johnson, Microsoft and SONSIEL, NurseHack4Health hosts hackathons, conference innovation sprints, an innovation academy and Pitch-A-Thons, where nonprofit health system teams are eligible to receive grant funding* to bring their solutions to life.



Presented by

Johnson & Johnson



Supported by

J&J Foundation

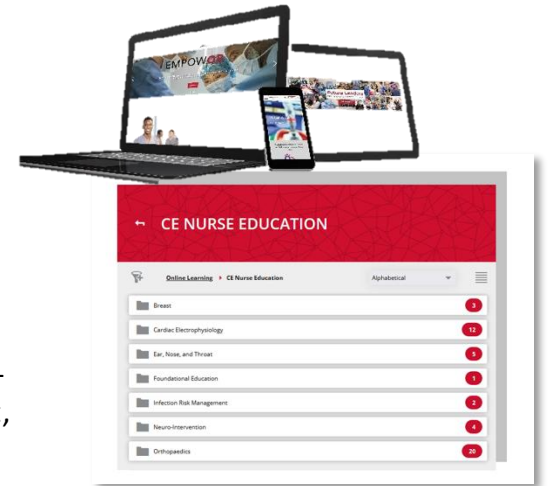
* J&J Foundation funds NurseHack4Health award grants

TOOLS & RESOURCES

CONNECT

J&J Institute EMPOWOR Program

- The EMPOWOR program, provided by JnJInstitute.com, is designed to provide nurses and or personnel with clinical education and leadership resources
- Registration provides access to:
 - Accredited continuing education courses for nurses in the perioperative environment
 - Online learning available in support of multiple professions and surgical specialties, including breast, orthopedic, neuro-intervention, cardiac electrophysiology, ear, nose and throat, and general surgery



CONNECT

Mental Health & Well-Being Resources

- Johnson & Johnson is committed to providing mental health and well-being resources to help nurses better care for themselves so they can care for others.
- While advocating for the Dr. Lorna Breen Healthcare Provider Protection Act, J&J Foundation is also one of the founding partners of the ALL IN: WellBeing First for Healthcare Campaign.



PUBLIC EXAMPLES OF NURSING SOLUTIONS IN ACTION

CHAMPION



Click here

UC Davis Health Finds Success In Retaining Nurses

California

CHALLENGE + SOLUTION

- Despite nation-wide nursing shortages, **UC Davis Health has maintained its nursing workforce at rates well above the industry average**
- Health system leaders attribute this success to a **relationship-based culture, new graduate onboarding, and diverse professional development opportunities**

EQUIP



Click here

How Mercy Hospitals Embraced Flexibility and Brought Joy Back to Nursing

Multi-State

CHALLENGE

- **Mercy Hospitals experienced chronic staffing shortages**; nurses were retiring, experiencing burnout or leaving the profession to handle family responsibilities

CONNECT



Click here

Atrium Health Well-Being Coaching Initiative

North Carolina, South Carolina

CHALLENGE

- **Atrium Health** recognized that traditional "resilience" programs felt inadequate to frontline staff and instituted the **Well-Being Coaching Initiative**,
- The Initiative **trains nurses in self-leadership and peer coaching, reducing turnover by 30% and burnout by 42%**, while fostering a sustainable culture of well-being.



SOURCES & EXTERNAL INSIGHTS

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