



Strategic Plan to Address the Nursing Workforce 2010-2015

VISION STATEMENT

There will be a sufficient supply of competitively compensated nurses providing leadership in care in a differentiated practice environment that consistently meets the needs of health care consumers in Nebraska.

Introduction

The board and staff members of The Nebraska Center for Nursing (CFN) have developed a set of four goals to be accomplished between the year 2010 and the year 2015. The main objective of these goals is to address the nursing shortage that currently affects the State of Nebraska. Succinctly, the goals identified by the CFN are as follow:

1. Increase recruitment of new nurses.
2. Increase retention of the current nursing workforce.
3. Increase enrollment capacity of the nursing education programs.
4. Sustain the work of the Nebraska Center for Nursing.

Each goal has been defined by its expected outcomes during the 2010-2015 period and through specific strategies and tactics to address them. It is necessary to consider that identifying strategies and tactics for each goal is an ongoing process taken by the board and staff members of the CFN. On the following pages, strategies and tactics for each goal are explained in detail.

Goal 1 Recruitment

Recruit new nurses for the state through examination and endorsement in order to ensure an adequate nursing workforce in Nebraska, in terms of numbers, diversity, educational mix and geographic distribution.

Expected Outcomes:

*By 2015, the Nursing Supply and Demand Projection Model will indicate that Nebraska has at least 10% more FTE Registered Nurses.

*By 2015, the number of licensed nurses and students enrolled in nursing programs from ethnic minorities in Nebraska will increase by at least 50%.

*By 2015, increased graduation rates from nursing education programs in Nebraska will reflect increased enrollments.

*By 2015, the number of men licensed as nurses and male students enrolled in nursing programs in Nebraska will increase by at least 25%.

*Geographic distribution of nurses will more closely reflect the population distribution.

Strategy # 1:

Continue to conduct surveys to assess nursing demand and nursing supply.

Tactics:

- Conduct a nursing demand survey to assess vacancy rate by type of facility, type of position and geographic location. Work to increase participation rate of Omaha hospitals.
- Conduct an environmental scan at each CFN board meeting to identify health care and workforce trends that will affect nursing supply and demand.
- Monitor national and international trends that could jeopardize licensing standards.

Strategy # 2:

Develop creative mechanisms to attract a diverse group of students to nursing as a strong career option.

Tactics:

- Make resources available to junior high school and high school counselors and encourage the counselors to provide students with current and accurate information on appropriate preparation for nursing education,
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types of educational programs available, nursing roles, the need for nurses and earning potential and opportunities available in nursing.

- Update presentation on the website and provide to junior high and high school students and parents in metropolitan and rural areas to project nursing as a valuable career.
- Establish a scholarship link on the website of known sources to obtain funding for nursing school.
- Coordinate planning for a focus group of practicing male nurses to identify strategies to address stereotypes and recruit more men into nursing.
- Distribute Center for Nursing book covers to school nurses to direct attention of students towards nursing as a career.
- Utilize media resources such as Facebook, You-tube, and/or Twitter to distribute the message of nursing as a viable career choice.
- Produce a professional video to spotlight men and minorities in nursing with the assistance of the marketing departments of a college or university.

Goal 2

Retention

Identify and promote known successful strategies

for retention of nurses in the workforce.

Expected Outcomes:

*The out migration of nurses will be decreased by 50 per year.

*The non-renewal of RN licenses will decrease from 5.9% in 2006 to 4.9% in 2015.

*The non-renewal of LPN licenses will decrease from 12% in 2008 to 10% in 2015.

*By 2015, the CFN will sponsor/co-sponsor three activities/strategies that promote the image of nursing.

*By 2015, the CFN will sponsor/co-sponsor implementation of three activities/strategies designed to increase nursing retention.

Strategy # 1:

Following each license renewal period, determine the percentage of nurses who did not renew their licenses.

Strategy # 2:

Conduct a random survey of nurses who did not renew their licenses to determine reasons for non-renewal.

Tactics:

- Implement a survey to determine reasons for 2012 RN non-renewal and 2013 LPN non-renewal.
- Analyze survey results.

Strategy # 3:

Based on survey results, develop strategies to retain nurses in the workforce as evidenced by reduction in percentage of non-renewal of licenses.

Tactics:

- Survey Nebraska nursing employers to determine strategies utilized to retain nursing staff, including 62+ year-old nurses.
 - Conduct a literature review of current retention strategies.
 - Add position paper on Retention of Older Nurses to the CFN website.
 - Develop a retention tool kit for “Best Practices to Retain Nurses” integrating strategies from the employer survey, literature review and Magnet concepts for the CFN website. Include strategies to promote retention of 62+ year-old nurses.
 - Develop a listing of possible positions (e.g., volunteer positions, mentoring positions) that 62+ year-old nurses might pursue to meet
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practice hour requirements for license renewal.
Add list to the CFN website and publish in
Nursing News.

Strategy # 4:

Promote a positive image of nursing.

Tactics:

- Send out a press release asking the public to nominate and send in stories about a “Nurse Who Makes a Difference”.
- Send a letter and certificate to each nominee acknowledging their nursing accomplishments.
- Solicit donated prizes for a drawing at the conclusion of the campaign.

Strategy #5:

Conduct a random survey of nursing faculty

Tactics:

- Review existing surveys regarding reasons faculty are leaving teaching.
 - Implement a survey to determine reasons for faculty who are leaving teaching.
 - Analyze all survey results.
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Goal 3

Enrollment

Maintain enrollment capacity of Nebraska's nursing education programs and promote academic progression

Expected outcomes:

- * By 2015, there will be an adequate number of qualified faculty to support nursing education programs
 - * Retention/graduation rates will increase
 - * Increase the number of nurses that are articulating into degree programs
 - a. By 2015, at least 65% of licensed nurses will be educated with a BSN and by 2020, at least 80% of licensed nurses will be educated with a BSN
 - b. By 2015 the number of nurses with doctoral degrees will be increased by 50% and by 2020 will be doubled.
 - c. At least 5% of BSN graduates will graduate from a Master's or Doctoral program by the third renewal of their license.
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Strategy #1:

Provide information to agencies in Nebraska to obtain funding for nursing education.

Tactics:

- Keep website information current
- Disseminate information on what is on the website and how to access it
- Post funding opportunities for nursing education on the Center for Nursing website

Strategy #2:

Support nursing programs and clinical agencies collaboration to create partnerships to provide adequate clinical instructors/experiences.

Tactics:

- Provide a platform for collaboration between institutions regarding education needs/resources
 - Post links to articles/publications regarding best practices regarding nursing faculty
 - Develop a place on the Center for Nursing website for individuals interested in serving as adjunct faculty to post their credentials and availability
 - Monitor retirement age of faculty on a biannual (RN renewal year) basis
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Strategy #3

Increase the availability of laboratory, clinical facilities and practice setting facilities to all nursing programs.

Tactics:

- Encourage implementation of student passport and clinical scheduling programs
- Encourage nursing programs to supplement education by utilizing simulation
- Encourage individuals and institutions to serve as preceptors or preceptor sites

Strategy #4

Maintain data related to student activity to including enrollment, retention and graduation rates for all nursing programs in Nebraska.

Tactics:

- Continue to gather enrollment and graduation rates from nursing programs annually.
 - Enter the annual enrollment and graduation rates into the Supply and Demand Model for Nursing in Nebraska as developed by the Center for Nursing
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- Monitor on an annual basis the state-wide retention rate
- Participate with the Nebraska Assembly of Nursing Deans and Directors to identify factors that are impacting retention and graduation rates and methods to improve them if needed

Ideas for the Center for Nursing Foundation to consider that would assist with the activities related to Goal #3.

1. Provide positive public relations and promote upward mobility for both nurses and faculty by developing publications/TV videos similar to what Robert Wood Johnson has done at the national level. Perhaps contact a college department to develop them as part of a project/assignment.
 2. Solicit money for scholarships and loans for specific nursing needs particularly rural nursing.
 3. Consider funding the next step of the student passport project which is the clinical scheduling by funding a coordinator position for the project.
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Goal 4 Sustainability

Sustain the work of the Nebraska Center for Nursing.

Expected Outcomes:

*Interventions are systematically identified and implemented to ensure adequate supply of nurses to meet Nebraska health care needs.

*Projection model data continues to demonstrate a declining gap between demand and supply of nurses in Nebraska.

Strategy # 1:

Disseminate data to ensure that stakeholders, policy-makers and decision-makers are accurately and broadly informed.

Tactics:

- Disseminate CFN annual reports that include the vision, strategic plan, current projection data and accomplishments.
 - Present to diverse groups based on information from the projection model data and seek input, collaboration.
 - Increase utilization of website to disseminate information.
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Strategy #2:

Form alliances with stakeholders to meet the outcomes for Goals 1–4 of the Strategic Plan.

Tactics

- Mobilize coordinated efforts between stakeholders to increase synergy to address the nursing shortage.
- Work Collaboratively with groups with common goals such as the AARP/RWJ Center to Champion Nursing in America Nebraska team, and the Nebraska Regional Action Coalition.

Strategy #3:

Seek external funding to support activities beyond the basic operations funded through licensure fees.

Tactics:

- Through the CFN Foundation actively identify and seek external funding sources.
 - Foster relationships with potential donors and seek a match between CFN needs and donor interests.
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Strategy #4:

Maintain support for the activities of the CFN and ensure outcome achievement.

Tactics:

- Maintain contract agreement with the research analyst.
 - Seek partnerships with academic institutions in Nebraska to create learning opportunities that further Center for Nursing activities.
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