

NEBRASKA CENTER FOR NURSING  
**2007 STRATEGIC PLAN**  
**TO ADDRESS THE NURSING SHORTAGE**

**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.*

**Goal 1: Recruit new nurses for the state through examination and endorsement in order to ensure an adequate nursing workforce for Nebraska, in terms of numbers, diversity, educational mix and geographic distribution.**

**Outcome:**

- By 2010 the Nursing Supply and Demand Projection Model will indicate that Nebraska has 17,133 FTE Registered Nurses.
- By 2010 the number of licensed nurses and students enrolled in nursing programs from ethnic minorities in Nebraska will increase 50% from 917 to 1,375.
- By 2010 graduation rates from nursing education programs will reflect increased enrollments.
- By 2010 the number of men licensed as nurses and male students enrolled in nursing programs in Nebraska will increase by 25% from 980 to 1225.
- Geographic distribution of nurses will reflect the population distribution.

**Actions to achieve goal:**

**1. Apply the Nursing Supply and Demand Projection Model to monitor Nebraska's nursing workforce trends**

<u>Tactic</u>	<u>Timeline</u> <u>For</u> <u>Initiation</u>	<u>Responsibility/Participants</u>	<u>Comments/</u> <u>Accomplishments</u>
a. Continue to conduct surveys in conjunction with license renewal to assess the nursing supply.	2007 LPN 2008 RN 2009 LPN	Staff	
b. Conduct a nursing demand survey to assess vacancy rate by type of facility, type of position and geographic location. Work to increase	2008	Staff	

participation rate of Omaha hospitals.			
c. Conduct an environmental scan at each CFN board meeting to identify healthcare and workforce trends that will affect nursing supply and demand. Develop a compendium of assumptions and observations to annually to support application of the projection model to Nebraska workforce data. Put copies of current assumptions in each board member's folder for incorporation of any changes based on environmental scan.	2005-2010	Board and Staff	Done at each meeting.
d. Monitor national and international trends that could jeopardize licensing standards. Collaborate with the licensing boards to ensure that strong nursing standards for licensure in Nebraska are maintained.	2005-2010	Board and Staff	

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

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participants</b>	<b>Comments/ Accomplishments</b>
a. Plan and implement strategies to ensure that junior high and high	2007	Board and Staff enlist assistance from AHECs from across the state	

<p>school counselors have current and accurate information on appropriate preparation for nursing education, types of educational programs available, nursing roles, the need for nurses and earning potential and opportunities available in nursing.</p>			
<p>b. Conduct focus groups with junior high and high school aged students in metropolitan and rural areas to assess perceptions of nursing as a career, factors that impact career choice and most effective strategies to attract young people to nursing as a career.</p>	<p>2007</p>	<p>Board and Staff Seek assistance of AHECs</p>	
<p>c. Coordinate planning for a focus group of practicing male nurses to identify strategies to address stereotypes and recruit more men into nursing.</p>	<p>2007</p>	<p>Board and Staff</p>	
<p>d. Partner with community organizations to provide information on a career in nursing to minority students.</p>	<p>2007-2010</p>	<p>Board and Staff</p>	
<p>e. Secure a place on the agenda for the 2007 Minority Health</p>	<p>2007</p>	<p>Staff and invitational work group</p>	

Conference.			
f. Develop and distribute a tool kit on nursing recruitment strategies for rural areas.	2007	Staff and members of the Board's Recruitment work group	Will be put together after the Retention Conference.

**Goal 2: Identify and promote known successful strategies for retention of nurses in the workforce**

**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 \_\_\_% in 2010.
- The non renewal of LPN licenses will decrease from \_\_\_% in 2007 to \_\_\_% in 2010.
- By 2008 the CFN will sponsor/cosponsor three activities/strategies that promote the image of nursing.
- By 2008 the CFN will sponsor/cosponsor implementation of three activities/strategies designed to increase nursing retention.

Actions to achieve goal:

**1. Following each license renewal period determine percentage of nurses who did not renew their license.**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. (Number of active licenses on August 1 + number of initial licenses issued by exam and endorsement between August 1 and December 1 + number reinstated between August 1 and December 1) – number of active licenses on	2006 RN renewal 2007 LPN renewal	Staff	2006 RNs: (21,525 active on August 1 + 214 exam + 70 endorsement + 7 reinstatement = 21,816) – 20, 552 active on December 1 = 1264 ÷ 21,816 = .0579

December 1 = number of licenses not renewed. Divide this total by combined number of active licenses between August 1 and December 1 to determine percentage of non-renewal.			
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**2. Conduct a random survey of nurses who did not renew their license to determine reason for non renewal**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Implement a survey to determine reasons for 2007 LPN non renewal.  b. Analyze survey results	2007 renewals	Staff	Analysis of data from 2005 LPN renewal and 2006 RN renewal completed. 2007 LPN renewal will be completed late in 2007.

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

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Survey Nebraska nursing employers to determine strategies utilized to retain nursing staff, including 62+year old nurses. (Include on	2008	Board and staff	

Demand Survey).			
b. Conduct literature review of current retention strategies.	2007	Board and staff	
c. Identify strategies to retain 62+ year old nurses in nursing.	2007	Board and staff	Position Paper completed.
d. Add position paper on Retention of Older Nurses to the Web site.	2007	Board and staff	Position Paper posted to the Web site.
e. Develop a retention tool kit for “101 Ways to Retain Nurses” integrating strategies from the employer survey, literature review and Magnet concepts. Include strategies to promote retention of 62+ year old nurses.	2007	Board and staff	Will be done following Retention Conference.
f. Develop a listing of possible positions that 62+ year old nurses (e.g. volunteer positions, mentoring positions) might pursue to meet practice hour requirement to renew license. Add list to the Web site and publish in <i>Nursing News</i> .	2007-2010	Board and staff	Volunteer activities identified and published in April 2007 <i>Nursing News</i> .
g. Hold a Retention Conference to explore share information on	2007	Board and staff NHA NHCA	Scheduled for May 8, 2007 in Grand Island, NE

retention of nurses.			
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**4. Promote a positive image of nursing.**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Send out a press release asking the public to nominate and send in stories about a “Nurse Who Made a Difference”	2007	Board Staff Rosalee Roberts	Done April 1, 2007.
b. Send letter and certificate to each nominee acknowledging their nursing accomplishments. Cc employer on letter (if known).	2007	Board Staff	Will be done during Nurse’s Week, May 6-12.

Goal 3: Increase the enrollment capacity of Nebraska’s nursing education programs.

**Outcomes:**

- By 2010 there will be an adequate pool of qualified faculty to support the optimum capacity of nursing education programs.
- By 2010 nursing education programs will have funding, faculty and clinical and classroom resources sufficient to produce graduates at all levels to meet the state’s nursing needs.

**Actions to achieve goal:**

**1. Identify methods to increase funding for faculty education.**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/</b>
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			<b>Accomplishments</b>
<p>a. Assist Senator Price in seeking funding for the faculty scholarship fund:</p> <ul style="list-style-type: none"> <li>• Convene a meeting of the lobbyists for NNA, NHA, NHCA, LPNAN, University of Nebraska, Community Colleges and Private Colleges to develop a lobbying force at the state level to get increased state funding for the nursing faculty scholarship fund. Senator Price to convene this meeting and assist CFN in determining what other Senators should be included in the meeting.</li> <li>• Contact identified foundations to approach to request funding for the faculty (teachers of nurses) loan fund.</li> <li>• Identify other grants or funding sources for faculty education</li> <li>• Encourage facilities to expand tuition reimbursement to include Master's and Doctoral degrees.</li> </ul>	2007	Center Board and Staff	.

<ul style="list-style-type: none"> <li>Develop a system whereby clinical facilities provide faculty and in return the nursing program “banks” tuition reimbursement for those faculty to use.</li> </ul>			
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**2. Implement procedures to recruit, maintain and utilize existing faculty to the fullest extent possible.**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/Accomplishments</b>
a. Challenge each nursing program to identify one or more clinical nurses, mentor them, and assist them with graduate education as possible.	2007	<b>Center Staff with Deans and Directors</b>	
b. Survey existing faculty close to retirement to ascertain what would cause them to delay their retirement (benefits for part-time work? Teaching classroom only? Teaching clinical only?)	2007	<b>Center Staff</b>	
c. Explore development of a Web site with the following information: <ul style="list-style-type: none"> <li>Nursing programs to post their faculty needs;</li> <li>Retired faculty to</li> </ul>	2007	<b>Center Staff</b>  Take to Deans and Directors for reaction	

<p>post their short-term availability;</p> <ul style="list-style-type: none"> <li>• Clinical nurses with MSNs to post their desire to do clinical supervision on off hours from their full-time work;</li> <li>• Programs to post their class schedules (perhaps some classes could be combined between programs); and</li> <li>• Programs to post the classes that are offered by distance (perhaps classes could be taken by students from other programs)</li> </ul> <p>d. Discuss some efficiency measures for faculty utilization with Deans and Directors such as:</p> <ul style="list-style-type: none"> <li>• Disparity between admission and graduation numbers;</li> <li>• Varying admission criteria (minimal?);</li> <li>• Development of passports for faculty and students to streamline redundant activities (immunizations, criminal checks, CPR, HIPAA training).</li> </ul>	<p>November 2007</p>	<p>Center Staff and Deans and Directors</p>	
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<ul style="list-style-type: none"> <li>• Monitor the development of the community College passport model and determine how to expand the use to all programs throughout the state.</li> </ul>			
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**3. Increase the availability of laboratory and clinical facilities to all nursing programs.**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Explore development of an online mechanism to post the clinical facilities (units and times) that are being used and those that are available.	2007	Center Staff	
b. Explore development of a regional simulation center for the state with plans to have more than one (up to three or four): <ul style="list-style-type: none"> <li>• Seek grant or other funding sources to finance – seek out computer companies such as Gates foundation or companies making the</li> </ul>	2007-2010	Center Board and Staff	

<p>simulators (to establish a prototype for other states to follow);</p> <ul style="list-style-type: none"> <li>• Identify partners to support the grant such as the hospital association, the nursing programs and other potential users;</li> <li>• Locate in areas for use by nursing programs, hospitals and other facilities for competency testing, refresher courses, etc. - similar to how the NCLEX testing sties are located throughout the state.</li> <li>• Have it available and staffed 24 hours per day. To maintain it charge the schools and/or other facilities per person and time.</li> </ul>			
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Goal 4 Take action to sustain the work of the Nebraska Center for Nursing

**Outcomes:**

- By 2010 the projection model data will show a declining gap between projected demand and supply of nurses in Nebraska.
- There is reciprocal awareness between Center for Nursing and other stakeholders of the impact of the nursing shortage on the health of Nebraskans.

**Actions to achieve goal:**

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

Tactic	Timeline	Responsibility/Participant	Comments/ Accomplishments
a. Prepare a comprehensive report that includes strategic plan of the CFN, data on current and projected supply and demand and FY 2007 accomplishments of the CFN.	September 2007	Staff	
b. Give presentation to diverse groups based on information from the projection model and seek input and collaboration. Include WIBs.	2007	Board and Staff	
c. Maintain current information on projection data and activities of the CFN on the Web site	2007-2010	Staff	
d. Develop a quarterly CFN newsletter for dissemination to stakeholders, policy-makers and decision makers.	2007-2010	Board and Staff	
e. Ask schools and hospitals to add a link to the CFN Web site on their Web site.	2007	Staff	

**2. Form alliances with stakeholders to meet the outcomes for Goals I – IV of the Strategic Plan**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Mobilize coordinated efforts between stakeholders to increase synergy to address the nursing shortage.	2007-2010	Board and Staff	

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

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
a. Identify grant sources and submit applications for support of major CFN activities.	2007-2010	Staff with Board support	
b. Foster relationships with potential donors and seek a match between CFN needs and donor interests that results in substantial donations.	2007-2010	Board and Staff	

**4. Maintain staff to support activities of the CFN and ensure outcome achievement**

<b>Tactic</b>	<b>Timeline</b>	<b>Responsibility/Participant</b>	<b>Comments/ Accomplishments</b>
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<p>a. Retain a Staff Assistant to assist with the day-to-day CFN activities.</p>	<p>Ongoing</p>	<p>Staff</p>	<p><b>Resignation effective April 24, 2007</b></p>
<p>b. Continue to contract with a Research Assistant to:</p> <ul style="list-style-type: none"> <li>i. Coordinate data collection, analysis and reporting.</li> <li>ii. Network with other nursing centers to share ideas, resources and innovations.</li> <li>iii. Establish and maintain ongoing communication with stakeholders, policy makers, decision makers and donors.</li> </ul>	<p>Ongoing</p>	<p>Staff</p>	<p>One staff member and three board members will attend Taking the Long View conference in June in San Francisco</p>