

Texas Statewide Health Coordinating Council  
Texas Center for Nursing Workforce Studies Advisory Committee

Minutes of Meeting Held May 7, 2008  
10:00 am – 2:10 pm

Texas Department of State Health Services  
Center for Health Statistics  
1100 West 49th Street  
Austin, Texas 78756  
Room M-739

Members Attending

Alexia Green, PhD, RN, FAAN, Co-Chair -----present 10:00 am to 2:10 pm  
Joyce Batcheller, RN, MSN, CNAA ----- present 10:40 am to 2:10 pm  
Donna Carlin, MSN, RN ----- present 10:00 am to 2:10 pm  
Jennifer Cook, PhD, MBA, RN -----present 10:45 am to 2:10 pm  
Kathryn Griffin MSN, RN, CNAA, BC -----present 10:30 am to 2:10 pm  
Rachel Hammon, RN -----present 10:00 am to 2:10 pm  
Robin Hayes, RN -----present 10:00 am to 2:10 pm  
Clair Jordan, MSN, RN ----- present 10:00 am to 2:10 pm  
Susan McBride, PhD, RN-----present 10:00 am to 2:10 am  
Robert McPherson, MA -----present 10:00 am to 2:10 pm  
Elizabeth Sjoberg, JD, RN -----present 10:30 am to 2:10 pm  
Lisa Taylor, PhD, RN, ANCC, CNS, ABOHN -----present 10:00 am to 2:10 pm  
Kathy Thomas, MN, RN -----present 10:00 am to 2:10 pm

Members Absent

Patricia Starck, DSN, RN, FAAN, Excused  
Frances Chatman, LVN, Excused  
Marla K. Cottenoir, MSN, RN, Excused  
Pearl E. Merritt, EdD, RN, Excused  
Jackolyn Morgan, MSN, RN, Excused  
Elizabeth Poster, PhD, RN, FAAN, Excused

Staff Present

Aileen Kishi, PhD, RN, Program Director, TCNWS  
Arlette Ponder, MAHS, Program Specialist, TCNWS  
Suzanne Pickens, Program Specialist, TCNWS  
Pamela L. Wiebusch, Research & Stats Tech, TCNWS  
Elizabeth Mayer, TCNWS  
Bruce Gunn, PhD, Manager, HPRB  
Bobby Schmidt, SHCC

Public Present

Chris Fowler THECB  
Susan Fisk, TAHC

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| 1. Welcome and Introductions                         | Dr. Alexia Green called the meeting to order. She welcomed the committee.<br>All committee members, staff, and public present introduced themselves.<br>Dr. Aileen Kishi made some administrative announcements.  |
| 2. Establish Quorum and Approval of Excused Absences | <b>A motion was made by Robert McPherson and seconded by Donna Carlin to approve requests for excused absences from Dr. Stark, Frances Chatman, Marla Cottenoir, Robin Hayes, Pearl Merritt, Elizabeth Poster, and Carol Reineck. The motion carried</b><br><br>Dr. Alexia Green stated that Joyce Batchellor would be attending the meeting but would arrive late.<br><br>Dr. Alexia Green stated that Eve Layman is attending on behalf of Carol Reineck.   |
| Quorum Attained                                      | A quorum of members was present; hence the committee was able to take actions at this meeting.  |
|  | Dr. Alexia Green welcomed Mr. Bobby Schmidt, new Project Director for SHCC, and invited him to introduce himself and share his plans for SHCC. Mr. Schmidt discussed his background and explained that he had been in public health/healthcare administration for approximately 30 years. He most recently has been at the Texas Council for Alzheimer’s Disease and Related Disorders as the Director. He told the committee that he looks forward to working with them and knows that he will be better informed after the SHCC meeting tomorrow. |
| 3. Review of May 7, 2008 agenda                      | The agenda was reviewed and no changes were made. The meeting moved forward with the agenda as is.  |
| 4. Approval of Minutes for February 6, 2008 Meeting  | The minutes from the February 6, 2008 meeting were reviewed. No changes were made.<br><br><b>A motion was made by Ms. Kathy Thomas and seconded by Ms. Kathryn Griffin to adopt the minutes of the February 6, 2008 meeting. The motion carried.</b>  |
| 5. Update Report from the Texas Higher Education     | Chris Fowler presented on three pieces of legislation.<br>SB 141 - The legislature asked the Texas Higher Education Coordinating Board about the feasibility of sharing basic health science courses in   |

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| <p>Coordinating Board</p> | <p>health education. For example, could a physical therapy student and a nursing student share an anatomy course? The legislator who authored the bill (Senator Nelson) was interested in the potential impact on nursing education and relieving the nursing faculty shortage. The report by the Coordinating Board is being reviewed internally and will go to their board in July and has a lot of emphasis on nursing. Chris and Donna worked on the report as well as a consultant from outside the Coordinating Board.</p> <p>Thirty-seven institutions were surveyed asking about course sharing. It was found that there was not much course sharing, particularly in nursing education. A number of reasons given included quality, administrative policies, and course sharing is not a priority. There was a general perception that course sharing was not consistent with program accreditation and regulation standards. The Coordinating Board found that there was no prohibition against the sharing of basic science courses. They investigated some curriculum models where a block of courses may be shared among multiple disciplines.</p> <p>El Centro community college shares 6 core courses among six disciplines with a dramatic increase in enrollment within the different programs. There was discussion among the group to clarify the courses. This model integrates health professionals at an early point and would build a strong inter-disciplinary team environment.</p> <p>The staff of the Texas Higher Education Coordinating Board recommended to the board, although the recommendations are not final, that the institutions should evaluate their health education programs and make curriculum changes that make these programs more cost effective, as well as more student-friendly. This would include increasing the sharing of basic health science courses. The Coordinating Board will recommend that: 1) institutions eliminate administrative policies that discourage course sharing; 2) regulatory bodies be encouraged to amend or clarify their rules to allow course sharing when appropriate; 3) the legislature appropriate funds to support future collaborative efforts; and 4) institutions conduct research on the effectiveness of interdisciplinary course sharing.</p> <p>Senate Bill 138 directs the Coordinating Board to calculate graduation rates each year and to identify best practices to promote the graduation and retention of nursing students. After the session, the board prepared rules for calculating graduation rates. The Coordinating Board will be sending out instructions to the institutions for providing student data in order to calculate these rates. A question was raised of whether this was for all health professions or only for nursing. Ms. Fowler answered that this is for initial licensure nursing programs only.</p> <p>Ms. Fowler explained that an email will go first to the registrar and the institution's official reporting representative and then back to the Coordinating Board Education data center. She mentioned that the nursing deans and directors will be copied on the email. The reporting official will work collaboratively with the deans and directors on the project. The</p> |
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Coordinating Board will be asking for four years of past data to track enrollees toward graduation who enroll for the first time in the fall semester. This will be a one time request and in the future the information will be drawn from what is referred to as the synching of 01 report.

For now all sectors of nursing education are supposed to flag any initial licensure enrollees, but the instructions are so new and not confident that the registrars and official reporting representative have done it correctly.

SB138 also asks the Coordinating Board to look at best practices, which will be a major focus of the advisory committee meeting that will meet next Monday. The meeting will begin by discussing financial aid opportunities for nursing students and how that might promote graduation and retention efforts.

Senate Bill 139 directed the board in consultation with the Board of Nursing (BON) to identify methods to improve curricula of professional and vocational nursing programs. Ms. Fowler is in charge of the RN study and Ms. Donna Carlin is in charge of the VN study. This is an opportunity to look at nursing curricula in its entirety. The Coordinating Board has hired consultants, Brenda Cleary (for the RN study) and Carol Kenner (for the VN study).

One of the goals is to better link progression from LVN to ADN and beyond. The models are going to encourage articulation and career ladder for nurses.

Phase 1 – Brenda Cleary will be evaluating existing curriculum models from in-state and out-of-state. She will be developing a curriculum framework which will be the basis of the report to the legislature and will be presented at the Texas Higher Education Coordinating Board’s October board meeting.

Phase 2 – The consultants will develop a curriculum model that will be peer reviewed. This phase will end in December.

Phase 3 – The consultants will write a curriculum model and recommendations for implementation. The report will go to the legislature in March 2009.

Phase 4 – A grant will be awarded to an institution to pilot the model which will probably be in July 2009.

The Coordinating Board helped Brenda send out a survey to Nursing Dean and Directors regarding application of IOM competencies in the nursing curriculum.

Donna Carlin explained that the consultants were hired because of the rapid time line in which the report was due back to the legislature. She also thinks that since the LVN curriculum is shorter that the group may not have to meet as often.

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|  | <p>Mr. Robert McPherson wanted to know the purpose of the curriculum redesign and if anyone has thought of the redesign based upon the needs of the consumer, for example the hospitals. Ms. Fowler responded that right now there is an attempt of trying to ease the transition from nursing student to nurse and incorporate skills/knowledge that will speed that transition. There was a discussion about residency programs for nursing and perhaps having that included in the redesign model.</p> <p>Ms. Donna Carlin discussed SB 140 which is a study that is being done by DSHS and the Texas Higher Education Coordinating Board to examine the feasibility of providing free or reduced cost immunizations for economically disadvantaged students enrolled in health related programs. The immunization branch at DSHS has a UT graduate nursing student, Betsy Miller, who has been doing one of her clinical rotations here and developed a core curriculum on immunizations. The curriculum is free of charge and includes some videos. It is targeted for educators who want to teach about immunizations.</p> <p>Ms. Donna Carlin presented some Coordinating Board's rule changes in the Chapter 7 which involves recognition of accreditors for private and out of state institutions or career schools and is now combined with Chapter 12. What it means for nursing is that the accreditors for career schools will have a mechanism where they can get recognized and will not come under the Coordinating Board's oversight. So the Coordinating Board expects that a large number of career schools will be applying for RN programs, and they still will need to go to the BON for approval. At this point there are no RN programs at career schools.</p> <p>Ms. Kathy Thomas said that the BON will still review the programs and that the BON will still review all new programs, but the programs might be SACS accredited or accredited by other organizations. Sunset required the BON to look at national accreditors for nursing programs and exempt schools if the accreditors were substantially equivalent to the BON criteria and their rules.</p> <p>There was discussion among the committee about curriculum and proprietary schools and who is responsible for the accreditation of these programs. The discussion focused on the proprietary out-of-state institutions and the potential problems, as well as added competition for finding clinical space for students.</p> |
| <p><b>6. Report on the National Nursing Education Summit</b></p> | <p>Dr. Alexia Green described the project and application process. There was a request for applications in April by US Department of Labor and the Robert Wood Johnson Foundation in collaboration with AARP, which has formed the Center for Enhancing Nursing in America, and the U.S. Department of Health and Human Services. All states were invited to submit a proposal and to develop a team to participate at a national summit. Texas had two weeks to get the proposal submitted. Several groups were interested within Texas. Due to the variety and the potential for development of multiple applications (only one application could be</p>  |

submitted for each state), the Governor's office, specifically Mr. Tony Gillman under the Texas Health Care Policy Council, organized with various individuals to pull the application together. The Governor's office provided leadership for organizing the team and finalizing the proposal. Aileen worked on the majority of the proposal and along with Tony Gillman worked together to get letters of support. The final team was selected by the Governor's office. Texas was one of 12 states selected out of 48 applicants.

At the time of this meeting, the following seven states out of the twelve were known to be selected: Texas, Michigan, North Carolina, Florida, Hawaii, Virginia, and Colorado. Dr. Kishi will send the committee members information about all of the states that were selected to participate in this project.

Dr. Alexia Green explained the focus of the summit is to share best practices and that there will be consultation with experts to learn about different strategies that other states have used. The goal is to develop and refine our own state plan to expand nursing education capacity. The team will be working together over a year period and will write a final report. Each of the twelve states will have a clearly defined policy plan and will be examples for the rest of the nation as to how to expand nursing education capacity.

Dr. Green was designated team lead for the Texas Team, the members of the Texas Team were announced (See insert – Appendix A: Composition of the Texas Team For the National Nursing Education Summit). The team will be going to Arlington, Virginia June 25-26. The team will meet on June 6<sup>th</sup> in Austin to begin preparation for the Summit.

Mr. Robert McPherson had an observation that there is a heavy state representation on the team, but wanted to know if there is a way the team could look at local activities by the Dallas/Ft. Worth Hospital Council and Greater Houston Area Partnership and the successes regarding increasing capacity. The Texas Team members will be representing a broad base of organizations and will be disseminating information and getting input from organizations and groups throughout the state. This will also include members of the TCNWS Advisory Committee who will be kept informed of what occurs at the Summit and will be involved with what will be done for the next year. Dr. Susan McBride indicated that if there is anything that the Dallas-Ft. Worth Hospital Council can do to help or if the team needs resources to let her know.

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| <p>7. Discussion and Approval of the 2007 Update on Student Admission, Enrollment, and Graduation Trends in Professional Nursing Programs</p> | <p>Dr. Aileen Kishi asked the committee to review the document and to look at the edited version of the fact sheet that was provided, which contained additional edits by staff. She mentioned that the report was reviewed by the education subcommittee. One of the suggestions was to include a reference to the results of the Coordinating Board study of 9 percent of qualified applicants who were denied admission who submitted more than one application. The study was based on initial RN licensure programs. Dr. Kishi mentioned that she had spoken with Ms. Chris Fowler to be sure that was the correct percentage. When discussing the report, Ms. Fowler stated to use caution with this data since the study and the report was not really a formal/official report from the Coordinating Board and never went to the Board for approval. Therefore it is not a publication that can be found on the website and was a one time study. There is no way to know if 9 percent duplicate applications is consistent for each year. Ms. Donna Carlin from The Texas Higher Education Coordinating Board recommended that the sentence be changed to read that “The Texas Higher Education Coordinating Board ‘estimated’ (instead of reported) that during the 2002-2003 academic year 9 percent of the qualified applicants who were denied admission submitted more than one application, based on data from 90 percent (70 of the 78) of the initial RN licensure programs.”</p> <p><b>A motion by Susan McBride recommended that the 9 percent should be used, but site limitations and prioritize that this be evaluated for further study. The motion was seconded by Bob McPherson.</b></p> <p>Aileen Kishi explained that The Texas Higher Education Coordinating Board would have to perform the study because they have access to the nursing applicants’ social security numbers.</p> <p>The committee reviewed the entire document. There was discussion about the statistics and why the number of applicants is dropping.</p> <p>[Jennifer Cook arrived at 10:30 AM and Joyce Batchellor arrived at approximately 10:35 AM]</p> <p>Ms. Clair Jordan mentioned Peter Buerhaus’ new book in which he has reduced the number of nurses that he thinks will be needed by 2020 to about 250,000 from his original of 750,000. Ms. Jordan explained that Dr. Buerhaus thinks that the reduction is due to the hospitals and schools responding well to the shortage. Dr. Kishi indicated that in Texas the number of nurses leaving the workforce may decrease due to the slump in the economy, but there will continue to be an increase in demand for nurses. Thus, the nursing shortage will continue in Texas with an increase need to increase the supply of nurses to meet healthcare demands.</p> <p><b>Robert McPherson moved that the document be accepted with the edits including the change to “estimated” and Clair Jordan seconded the motion. The motion carried.</b></p> |
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| <p><b>8. Progress Report on the Long Term Care Nurse Staffing Survey</b></p>                      | <p>Suzanne Pickens presented on the Long Term Care Nurse Staffing Study. The Long Term Care Nurse Staffing Survey task force met on February 27, 2008. The task force reviewed and approved the final survey. Paper copies of the survey materials were mailed out on March 10, 2008 to 1,158 nursing facilities licensed and operating in Texas. The online survey went live the same day. The response rate goal for the survey was 40% although initially it was hoped that there would be a higher response rate.</p> <p>After three-weeks, the survey response rate was only 29% by the deadline of March 28, 2008. The deadline was extended two weeks, in which the response rate became 36.8%. As of May 6, 2008, the response rate was 40.8%. Just to give an idea for long term care surveys, the North Carolina Nursing Workforce Center had a 40.1% response rate for their 2007 survey and that only included 156 facilities. The 40.8% response rate for our survey included 472 facilities.</p> <p>Ms. Suzanne Pickens presented information on how representative the survey respondents were for the total population of LTC facilities by geographic regions and types and size of facilities. She also explained the efforts undertaken to increase the response rate in conjunction with the advertising that was done before the survey was mailed out and the efforts that were made to follow up with facilities that had incomplete survey submissions or submissions that were illegible. Efforts were also made to contact regions which initially had a low response rate.</p> <p>Ms. Pickens said that there will be a summary of findings presented at the July 2008 Advisory Committee Meeting.</p> |
| <p><b>9. Progress Report on the 2008 Hospital Nurse Staffing and Expansion of Beds Survey</b></p> | <p>Ms. Arlette Ponder presented a report on the 2008 Hospital Nurse Staffing Survey. There are 543 hospitals in Texas that are licensed by the Department of State Health Services. She reported on the response rate for the survey. Ms. Ponder stated that the survey was extended beyond the original deadline in order to increase the response rate. She also explained that the staff along with Ms. Mary Tietz contacted facilities that had not responded to the survey. She indicated that several people within each hospital facility were involved in completing the survey.</p> <p>Ms. Ponder also provided RN, Advanced Practice Nurse, and LVN vacancy and turnover rate information.</p> <p>Ms. Ponder then reviewed the expansion of beds section of the survey, which was formerly part of the mandatory Annual Hospital Survey done by the Hospital Section of the Center for Health Statistics within DSHS. The Expansion of Beds section requested information on the expected increase in the number of beds for a hospital and the number of RNs and LVNs needed. Ms. Ponder gave preliminary findings for this section.</p> <p>There was a discussion among the committee about the length of the survey and how to get more hospitals to respond.</p>  |

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| <p><b>10.</b> Progress Report on the 2007 RN and VN Nursing Educational Program Information Surveys (NEPIS)</p> | <p>Ms. Suzanne Pickens updated the committee on the status of the RN NEPIS. Fact sheets on the 2007 findings of the RN NEPIS will be presented during the next July advisory committee meeting.</p> <p>Dr. Alexia Green requested the 2007 RN NEPIS fact sheets be used in preparation for the Nursing Education Summit in Arlington, Virginia after the TCNWSAC Education Subcommittee approves the draft.</p> <p>Mr. Robert McPherson would like to see the preliminary data on student demographics by type of program. This will be included in the fact sheet on students.</p> <p>Ms. Pickens updated the committee on the RN CANEP: revisions were made and the database was sent to the BON.</p> <p>Ms. Arlette Ponder updated the committee on some preliminary data from the VN NEPIS.</p> |
| <p><b>11.</b> Preparation and Distribution of TCNWS Reports</p>   | <p>Dr. Aileen Kishi facilitated discussion about using fact sheets to report findings of TCNWS' studies instead of full reports. She explained that this would improve the accessibility of the data and make it easier for legislators, policy makers, and key stakeholders to find the data and information that they want.</p> <p>There was a lengthy discussion among the committee members about whether fact sheets were sufficient or if longer reports were necessary. Dr. Bruce Gunn explained to the committee that if individuals wanted more information beyond what is in the fact sheets, they can contact the TCNWS for the information.</p>   |
| <p><b>12.</b> Announcements</p>   | <p>The committee recognized the accomplishments and certificates of appreciation for Rachel Hammon and Susan McBride.</p> <p>The committee also recognized Dr. Aileen Kishi and Dr. Alexia Green who wrote an article, <i>A Statewide Strategy for Nursing Workforce Development Through Partnerships in Texas</i>, that will appear in the May issue of <i>Policy, Politics and Nursing Practice</i>.</p> <p>The Board of Nursing will be holding a 2008 Fall Conference on Innovative Programs in Nursing Education on September 25, 2008.</p> <p>The Texas Higher Education Coordinating Board will hold the 2009 Education Summit in Lubbock, TX on April 1-2, 2009.</p> <p>Ms. Rachel Hammon and Mr. Robert McPherson cannot attend the July 16<sup>th</sup> Advisory Committee Meeting.</p>   |
| <p><b>13.</b> Future Meeting Dates for TCNWS Advisory Committee</p>   | <ul style="list-style-type: none"> <li>○ <b>July 16, 2008:</b> A poll of the committee was taken to see who could attend the July meeting. Rachel Hammon and Robert McPherson cannot attend. This initial poll indicates that there will</li> </ul>   |

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|   | <p>be a quorum. Thus, staff will proceed with scheduling the July meeting. Dr. Alexia Green emphasized the importance of committee members attending both the July and September meetings as reports will be reviewed and will need committee approval before they can be used in preparation for the next legislative session.</p> <ul style="list-style-type: none"> <li>○ <b>September 17, 2008</b></li> </ul>  |
| <b>14. Agenda Items for July 16, 2008</b> | <p>The following were identified as possible agenda items for the July meeting:</p> <ul style="list-style-type: none"> <li>○ Summary of Findings and Draft Fact Sheets on the 2008 Hospital Nurse Staffing and Expansion of Beds Survey</li> <li>○ Summary of Findings and Draft Fact Sheets on the Long Term Care Nurse Staffing Survey</li> <li>○ Draft Fact Sheets on the findings of the 2007 RN Nursing Education Program Information Survey (NEPIS)</li> <li>○ Summary of Findings and Draft Fact Sheets on the 2007 VN NEPIS</li> <li>○ Update Reports from: <ul style="list-style-type: none"> <li>▪ Statewide Health Coordinating Council</li> <li>▪ Texas Higher Education Coordinating Board</li> <li>▪ Health Professions Resource Center</li> </ul> </li> </ul> |
| <b>15. Public Comment</b>                 | There was no public comment.   |
| <b>16. Adjourn</b>                        | The meeting was adjourned at 2:10 PM.  |

## **Appendix A**

### **Composition of the Texas Team**

#### **For the National Nursing Education Summit**

##### **Team Lead**

Alexia Green, RN, PhD, FAAN, Dean and Professor, Texas Tech University Health Science Center School of Nursing, will represent Governor Perry and serve as the team lead. As a member of the Governor's Health Care Policy Council and the Advisory Committee to the Texas Center for Nursing Workforce Studies, Dean Green has proven to be a true leader in addressing public policy issues related to solving the nursing shortage and other workplace issues. In addition, given her past role as President of the Texas Nurses Association and as a founding member of the Texas Nursing Education Policy Coalition, the Texas Nursing Legislative Agenda Policy Coalition, and the Texas Patient Safety Alliance, she is in an ideal position to maintain broad support among our key stakeholders on the development and implementation of innovative solutions to address the nursing shortage in Texas. Dean Green's contact information is provided below:

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Dean and Professor  
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##### **Team Members**

- ❖ **Workforce Investment System:** Yvonne "Bonnie" Gonzalez is the CEO of WorkFORCE Solutions, the workforce development board serving the Texas Rio Grande Valley counties of Hidalgo, Starr and Willacy. Ms. Gonzales will facilitate input to the state Team from state and local workforce investment system partners, including Texas' 28 local workforce boards, many of whom are deeply involved in regional health care and nursing workforce development initiatives. In obtaining workforce system input to the state Team, Ms. Gonzales will coordinate closely with Larry Temple, Executive Director of the Texas Workforce Commission, and Alan Miller, President of the Executive Director's Council of the Texas Association of Workforce Boards. Benefits of Ms. Gonzales' participation are her nursing background, knowledge of border health issues, and work with regional health care initiatives, such as the Rio Grande Valley Allied Health Alliance which seeks to narrow the gap in the nursing shortage and address the increasing demand for health and medical professionals more generally, and the Health Task Force, which is composed of key decision makers in health fields and works to identify health industry needs. Ms. Gonzales has additional experience in preventive health, economic development / empowerment zones, and teenage parent support programs.
  
- ❖ **Texas Higher Ed Coordinating Board (THECB):** Chris Fowler, Program Director, THECB, has been in charge of implementing Senate Bill 132, 80<sup>th</sup> Texas Legislature, regarding a study on strategies to increase RN graduates in Texas and in calculating graduation rates among professional nursing programs. She also oversees the awarding, implementation and evaluation of grants to professional nursing programs from the Nursing Innovative Grants

Program, and is in charge of implementing Senate Bill 138 and Senate Bill 139, 80<sup>th</sup> Texas Legislature, in regard to developing a model curriculum for professional nursing programs.

- ❖ Texas Board of Nursing (BON): Kathy Thomas serves as the Executive Director of the Texas Board of Nursing, which has regulatory oversight over the professional nursing programs. The BON can facilitate innovative solutions to increasing capacity in nursing programs and increasing the number of RN graduates. The BON is also an important resource in gathering nursing education and licensing data.
- ❖ Texas Nurses Association (TNA): Clair Jordan, Executive Director of the Texas Nurses Association, has been actively participating in the development of strategic action plans to address the nursing shortage, and has facilitated partnerships and collaboration to develop nursing workforce policies and legislation. One of the outcomes of this partnership was the development and eventual passage of the Nursing Shortage Reduction Act of 2001. This legislation resulted in Texas being one of the first states to address the nursing shortage from a legislative perspective, specifically in bolstering the nursing education infrastructure and in developing a nursing workforce center.
- ❖ Texas Hospital Association (THA): Elizabeth Sjoberg is a RN and Associate General Counsel for the THA. THA represents over 85% of the hospitals and hospital systems in Texas and has been an active partner in the development of nursing workforce policies and legislation. Sjoberg has been involved in addressing nursing workforce issues particularly its impacts on hospitals in Texas as well in the development of the nursing workforce center. She represents the THA on the advisory committee for the Texas Center for Nursing Workforce Studies.
- ❖ Texas Center for Nursing Workforce Studies (TCNWS): Aileen Kishi, Program Director, TCNWS has been in charge of developing Texas' supply and demand projections for RNs and targeted goals for number of new RN graduates needed. She has conducted statewide studies on increasing capacity in professional nursing programs, and participated in statewide, national and international committees to develop action plans to address the nursing shortage and to increase the supply of nurses including strategies to increase capacity in nursing programs.
- ❖ Nurse Education System Representatives (2 representatives): Beth Mancini serves as chair of TNA's Nursing Education Committee and member of THECB's Professional Nursing Education Advisory Committee. Both committees include representatives from graduate, baccalaureate, associate degree, and diploma nursing programs as well as employers of nurses. Beth Mancini, Professor and Associate Dean, University of Texas at Arlington School of Nursing will represent graduate and baccalaureate nursing programs.

Sondra Flemming, Vice President of Health and Economic Development at El Centro College, will represent associate degree programs in Texas.

- ❖ Legislative: State Rep. Donna Howard is a RN and serves on the House Higher Education Committee.