

“Texas Nursing: Our Future Depends on It”

*A Strategic Plan for the State of Texas
To Meet Nursing Workforce Needs of 2013*

*Attachment A
Detailed Action Plan*

Developed by:



Addressing Nursing Education Capacity

In Collaboration with:

Texas Board of Nursing

Texas Higher Education Coordinating Board

Texas Nurses Association

Texas Center for Nursing Workforce Studies

Texas Hospital Association

Texas Workforce System

American Association of Retired Persons – Texas Office

State Representative Donna Howard

Office of the Governor

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Updated March 2009

A. INTRODUCTION AND OVERVIEW

This detailed action plan was developed to accompany the Strategic Plan to Address Nursing Education Capacity in Texas (2008) which addresses the complexity of nursing education capacity for the State of Texas and the need to increase the number of graduates to meet demands projected for 2013 and ultimately 2020 by the Texas Center for Nursing Workforce Studies (TCNWS).

The plan identifies the entities/agencies primarily responsible for implementing the recommended strategies and sub-strategies, identifies the key participants, suggests specific activities and/or methods for achieving the related strategies, and includes recommended timelines and anticipated outcomes. Within the context of this initial detail, the plan is a living document that will be updated over time as the nursing education and workforce environments change and as the priority actions are addressed and implemented.

B. DETAILED ACTION PLAN

Goal 1: Support Growth and Accountability

By 2013, double the number of initial RN graduates from Texas Nursing Schools to 15,199.

STRATEGY 1.1: Support the strategies recommended by the Texas Nursing Workforce Shortage Coalition to seek funding in the 81st Texas Legislative Session which supports doubling of initial RN licensure graduates by 2013.

Strategy 1.2: Establish targets and measure progress on producing graduates utilizing a “business model” concept.

Key Participants: Schools of Nursing

SUB-STRATEGIES & PROPOSED TIMELINE

<i>DATE</i>	<i>ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)</i>	<i>OUTCOME (S)</i>
<i>May - Nov '08</i>	<i>Establish coalition and build consensus to support legislative strategies to achieve goals.</i>	<i>Coalition formed and engaged in addressing nursing education capacity issues.</i>
<i>Nov '08 - Jan '09</i>	<i>Seek legislative support for strategies agreed upon by coalition.</i>	<i>Sponsors identified and engaged.</i>
<i>Feb - March '09</i>	<i>Support introduction of legislation which supports concepts agreed upon by coalition members.</i>	<i>Legislation introduced.</i>
<i>March - May '09</i>	<i>Monitor and support legislation during session, assuring passage.</i>	<i>Legislation passed.</i>
<i>May - Aug '09</i>	<i>Support & monitor implementation strategies</i>	<i>Legislation enacted.</i>

STRATEGY 1.2: Establish targets and measure progress on producing graduates utilizing a “business model” concept.

PRIMARY LEAD: TCNWS & Texas Higher Education Coordinating Board (THECB)

KEY PARTICIPANTS: Schools of Nursing

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME (S)
Jan '09	Introduce regional concept at Deans and Directors (Summit Team, THECB)	Concept is introduced as part of statewide plan
Apr '09	Discuss details of regional collaborations at Partnerships Conference (Summit Team, THECB)	Nursing programs have special forum to discuss issues of regionalization.
By May '09	Establish regions (THECB, Nursing programs) institutional level to meet statewide targets.	Regions begin coordinating efforts at
June '09	Develop draft graduation targets at the regional level thru 2014. (TCNWS and THECB)	Graduation targets proposed.
Aug '09	Hold regional meetings of nursing programs to discuss regional targets and targets for institutions within each region. Discuss target with institution's administration/community stakeholders (Nursing programs)	Nursing programs discuss individual targets in the context of regional targets
Sep '09	Report back adjusted targets for region and individual programs (Nursing programs). Make adjustments to previous targets (TCNWS and THECB)	Graduation targets are set
Marc '10	Integrate targets in business plans for AY 2011 (Nursing programs)	Targets determine institutional and community resources sought in business plan.
Nov '10	Report graduates to TCNWS and THECB for AY2010 (Nursing programs) Report progress toward individual program targets to key stakeholders (Nursing programs)	Graduation data are available for analysis. Stakeholders informed of outcomes.
Jan '11	Revise statewide targets (TCNWS) and notify regions of any adjusted individual program targets to meet revised targets (TCNWS and THECB)	Targets reflect revised projections
Nov '11	Report graduates (Deans and Directors). Repeat cycle	Graduation data are available for analysis.

*STRATEGY 1.3: Calculate graduation rates and promote best practices**PRIMARY LEAD: THECB and Texas Board of Nursing (TBON)**KEY PARTICIPANTS: Nursing Programs**SUB-STRATEGIES & PROPOSED TIMELINE*

<i>DATE</i>	<i>ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)</i>	<i>OUTCOME (S)</i>
<i>By Aug '08 Completed</i>	<i>Report 2007 graduates (Registrars)</i>	<i>Data available for calculation.</i>
<i>Oct '08 Completed</i>	<i>Calculate graduation rates. Receive feedback from schools on calculations and results. Report results. (THECB)</i>	<i>2007 graduation rates finalized and included in report to Legislature</i>
<i>Nov '08</i>	<i>Certify 2008 graduates (Registrars)</i>	<i>Data available for calculation</i>
<i>Feb '09</i>	<i>Prepare criteria and procedure for determining (THECB; ACORN, TCNWS staff)</i>	<i>"Best practices" are defined for purposes retention best practices of recognizing programs</i>
<i>Dec '08-Feb '09</i>	<i>Receive feedback from schools on calculations and results for 2008 graduates. (THECB)</i>	<i>2008 graduation rates finalized</i>
<i>Feb '09</i>	<i>Solicit "best practices" from eligible programs. Evaluate submissions. (THECB, ACORN)</i>	<i>Definitions of "best practices" are operationalized.</i>
<i>By June 2009</i>	<i>Catalog best practices in central repository and make them available on agency website (TBON)</i>	<i>Best practices are accessible for peer review, replication and refinement</i>
<i>Oct '09</i>	<i>Make presentation of "best practices" at Deans and Directors meeting (Recognized programs)</i>	<i>Best practices are shared at professional gathering.</i>
<i>Nov '09</i>	<i>Report 2009 graduates (Registrars)</i>	<i>2009 graduation rates finalized</i>
	<i>Repeat cycle</i>	

Goal 2: Develop Regional Academic Partnerships

Create new efficiencies and innovations through development of regional academic partnerships.

STRATEGY 2.1: Create regional nursing school/academic and clinical partnerships which support rapid growth of high quality educational programs.

SUB-STRATEGY 2.1.1: Support curriculum model/s for RN nursing education in Texas which promotes regional sharing of resources.

PRIMARY LEAD: THECB

KEY PARTICIPANTS: TNA, TBON, TCNWS, Deans & Directors, Nursing Programs

STRATEGY 2.1.2: Create and implement a plan which aligns regional faculty

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME(S)
May '09-May '10	Support curriculum development & create opportunity for peer review (Key participants)	Curriculum is developed by THECB, ACORN, TBON.
Sep '09 -Dec '09	Conduct inventory and assess local "best practices", current and future partnerships, and the potential for sharing faculty and instructional technology as part of the process for developing regional pilots (Nursing programs)	Identify strengths, weaknesses and "best practices" in programs within regions.
Dec '09-May '10	Develop plan for accessing best practices and resources at regional level (Nursing programs).	Regional identities are solidified for future pilot
Apr '10	Conduct statewide forum on the proposed curriculum model(s) (THECB)	Nursing programs provide feedback on proposed model(s).
July '10	Announce grant opportunities (THECB)	Funding is tied to faculty pooling and plan for implementing curriculum
Sep '10	Write final report with implementation plan and other recommendations for regional pilots (THECB, TBON, and ACORN)	Curriculum model and implementation plan are completed.
Oct '10 or Jan '11	Announce grant awards for regional pilots. (THECB) regional plan and pilot funds.	Grantees operationalize curriculum and faculty sharing models through
Aug '11	Report progress on regional pilots (Grantees)	Progress on pilots is reported to all programs. Stakeholders are informed of outcomes.
Sep '11	Assess progress on grants (ACORN)	Committee provides oversight on grants.
Nov '12	Submit 2nd year pilot evaluations. (Grantees) Conduct forum to discuss evaluations (ACORN, THECB)	State and Regions evaluate new models.
Nov '12	Submit 3rd year pilot evaluations (Grantees) Conduct forum (ACORN, THECB)	State evaluates new models

resources and development initiatives.

PRIMARY LEAD: Texas Team in Collaboration with Deans and Directors

KEY PARTICIPANTS: Designated Regional Leaders in Collaboration with Regional Schools and Partners; TBON and THECB

SUB-STRATEGY 2.1.3: Create regional interdisciplinary clinical simulation centers

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME (S)
By May 2009	Texas Team works with Deans and Directors to identify designated regions and regional leaders.	Regions and regional leaders identified.
Sep '09-Dec '09	Assess faculty vacancies and faculty development needs in the context of individual programs, faculty expertise at individual programs, and technology resources (Nursing programs)	Regions identify faculty vacancies and training needs in the context of instructional technology resources
Jan '10	Compile information from each region and prepare statewide report on faculty openings, faculty resources and faculty development needs (TBON and THECB)	Statewide and regional data are available to programs and Legislature.
By Apr '10	Use data to create possible faculty sharing/bank initiative (Nursing programs)	Data are applied to major initiatives and criteria established
By July '10	Announce grant opportunities (THECB)	Funding is tied to faculty sharing efforts and new curriculum models
By May '10	Develop institutional budget request for faculty development not included in pilots (Nursing programs)	Programs identify costs for local response.
May '10	Develop state funding request for faculty development not included in pilots (TNA, THA)	Key stakeholders identify costs for legislative action.
Oct '10 or Jan '11	Announce grant awards for regional curriculum /faculty sharing pilots (THECB)	Grantees implement faculty development plan.
Aug '11	Report progress on funded pilots and other faculty development initiatives (Grantees, other programs)	Faculty development efforts are reported to all schools.
Nov '11	Discern best practices of faculty sharing from pilots and other faculty development initiatives (THECB consultant and ACE/ACORN)	Stakeholders informed of outcomes.
Jan '12	Catalog best practices in central repository and make them available on agency website (TBON)	Best practices are accessible for peer review, replication, and refinement
Sep '11-Feb '12	Repeat biennial assessment of faculty vacancies, faculty expertise, and faculty development needs (Nursing programs)	Regions identify faculty vacancies and training needs
	Regional initiatives evolve until goals met	Graduate target goals met.

which expand clinical education capacity and support new models of clinical education.

PRIMARY LEAD: THECB

KEY PARTICIPANTS: THECB, Deans & Directors, College Presidents, Hospitals

PROPOSED TIMELINE

<i>DATE</i>	<i>ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)</i>	<i>OUTCOME(S)</i>
<i>By Mar '09</i>	<i>Utilize asset mapping to identify clinical simulation centers across state (THECB)</i>	<i>Statewide clinical simulation resources identified</i>
<i>By Sep '09</i>	<i>Meeting of regional groups to define areas for regional simulation collaboration.</i>	<i>Regional collaboration documented and initiated</i>
<i>By Dec '09</i>	<i>Best practices and models for use in regional simulation centers identified and developed.</i>	<i>Best practices/models produced</i>
<i>Spring '09</i>	<i>THECB host statewide conference to share best practices featuring interdisciplinary clinical simulation across state.</i>	<i>Best practices shared.</i>
	<i>Regional initiatives evolve until goals met</i>	<i>Graduate target goals met.</i>

SUB-STRATEGY 2.1.4: Develop regional clinical placement of students to maximize competency attainment and faculty resource sustainability.

PRIMARY LEAD: Regional Partners with support from THECB and TBON

KEY PARTICIPANTS: Nursing Programs, Hospitals, Clinical Affiliates

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME(S)
Dec '11	Survey done to determine current models	Best practices are identified
Mar '12	Models reviewed and two pilot regions identified to develop and expand further	Regional meetings held
May '12	Selected models refined for region and criteria for model defined	Software for data base/assignments selected
Aug '12	Clinical faculty data base survey done and needs established	Regional faculty needs document developed.
Jan '13	Regional placement models tested.	Faculty sharing done
Jul '13	Data on regional placement models collected.	Outcomes reported for replication.
Sep '13	Replication implemented statewide.	Continue/repeat data collection, evaluation, and action cycles
	Regional initiatives evolve until goals met	Graduate target goals met.

SUB-STRATEGY 2.1.5: Develop regional portal/pathway education systems to increase nursing school admissions, promote retention, and facilitate seamless transition between associate, baccalaureate and graduate education.

PRIMARY LEAD: Regional Partners with support from THECB and TBON

KEY PARTICIPANTS: Nursing Programs, Hospitals, Clinical Affiliates

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME(S)
Jan '10	One to two regions identified to replicate West /EastTX Portal/Retention projects & expanded pathway initiatives	One to two regional partnerships established to support replication.
Mar '10	Meeting of regional groups to define collaborative areas and to develop mechanisms to facilitate seamless transition between ADN, BSN and graduate programs	Collaborative pathways determined (i.e. tuition, application processes, credit transfer)
June '10	Portal/Pathway criteria refined with roadblocks outlined	Roadblocks identified and resolved.
Aug '10	Roadblocks addressed at appropriate level (Local, regional, state)	Pathway criteria exist and ready to be operationalized.
Jan '11	Pilots models enacted	Students accepted via regional criteria
July '12	Date regarding pilots collected and compiled	Pilot reports ready
Aug '12	Report distributed state wide with additional regions targeted for expansion of plan.	Other regions utilize regional portals/tuition/seamless transition by January 2013
	Regional initiatives evolve until goals met	Graduate target goals met.

Goal 3: Leverage New Partnerships

Establish new relationships and leverage partnerships between and among health care system participants (e.g. hospitals, health plans, and business) and academic institutions to support development of the nursing workforce.

STRATEGY 3.1: Support New Producers

PRIMARY LEAD: TBON

KEY PARTICIPANTS: THECB, TNA, TBON, TCNWS, Deans & Directors

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY	OUTCOME (S)
Nov '08 Completed	New program proposal process streamlined by BON to eliminate duplication between state agencies.	Enhanced efficiency in proposal process with shorter timeline for approval of new programs.
Nov '08 Completed	New proposal guidelines developed by BON	Clarification of requirements for establishing new programs.
Nov '08 Completed	Regular contacts with newly established programs to offer consultation & assistance in program implementation by BON Education Consultants.	Early identification of questions & problematic areas in new programs.
Jan '09	BON solicits support from existing Schools to serve as "partners" in support of emerging programs.	Emerging programs are "partnered" with existing school for mentoring.
Sep '09	BON provides annual faculty workshops on education methods & strategies in place	Faculty development needs enhanced.
Dec '09	BON develops new written materials to assist programs with successful initiatives. Products to include: Handbook for New Programs, Updated Program Guidelines	Informational assistance to programs.

STRATEGY 3.2: Develop and expand partnerships between nursing programs and their clinical and community affiliates.

PRIMARY LEAD: Texas Hospital Association (THA)

KEY PARTICIPANTS: THECB, TBON, Deans and Directors, Texas Nursing Workforce Shortage Coalition, Hospitals and Clinical Affiliates

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY (RESPONSIBLE ENTITY)	OUTCOME(S)
Sep '07 Completed	Inventory initial licensure programs to identify current partnerships. The inventory will document four major categories of partnering activities: (1) work study/financial aid, (2) faculty/preceptors, (3) collaborative educational programs, (4) resources/equipment. (THECB, TBON)	Results document the benefits to clinical affiliates, community, and the educational institutions and may serve as a resource for programs setting up clinical and community affiliates.
Sep '07 Completed	Conducts grant competition to pilot two urban and two rural partnerships. (THECB)	A minimum of four partnerships are funded.
Oct '07 Completed	Presents the results of the first statewide inventory of partnerships at Deans and Directors Meeting. (THECB, TBON)	Results are distributed and include a list of possible mentorship opportunities for programs wanting to start a partnership.
Fall '07 Completed	Posts inventory on website (TBON)	Readily available information promotes collaboration and innovation.
Spring '08 Completed	Hosts a one-day workshop at the Deans and Directors meeting to discuss clinical and community partnerships. (THECB, TBON) Presents progress report on previously funded grants. (THECB, TBON, Grantees)	Information dissemination creates environment for change.
Fall 2008 Completed	Present reports on the effectiveness of pilot partnerships at the Deans and Directors meeting. (Grantees)	Reports encourage more partnerships.
Spring '09	Re-inventory initial licensure programs to determine growth in partnerships (TBON, THECB)	Reports continue to encourage partnering activities.
Spring '09	Uses updated inventory and reports on effective partnerships to develop legislative request for additional grant funding. (TNA and THA)	Legislation is drafted for additional grant funding.
Oct '09	Publish compendium of funded and non-grant funded partnerships that are effective. (THECB, TBON)	Document is distributed to nursing programs and major stakeholders.
2009-2010	Awards new grants to support partnership programs (THECB)	New partnerships are created, existing partnerships are expanded.

Notes: Spring 2009 Statewide Nursing Conference, “We Can Do it Together,” focuses on partnerships between nursing programs and those between nursing programs and clinical/community affiliates.

STRATEGY 3.3: Utilize Asset Mapping to leverage regional public/private partnerships to strengthen educational infrastructure.

PRIMARY LEAD: Regional partners with support of AARP, Center to Champion Nursing, and Texas Nurses Foundation

KEY PARTICIPANTS: Texas Team, Texas Nurses Association, Texas Hospital Association, health plans, business and local chambers of commerce.

SUB-STRATEGIES & PROPOSED TIMELINE

DATE	ACTIVITY AND METHOD OF DELIVERY	OUTCOME (S)
Jan '10	Determine mechanisms for forming and supporting regional asset mapping working groups to build innovative regional solutions to the nursing shortage	Regional asset mapping working groups formed
Feb '10	Form working groups and define goals and methods for partner involvement, mapping assets and compiling and reporting data	Goals and methods identified
March '10	Identify and secure reports focused on regions from previous five to seven years	Regional reports collected
May '10	Survey regional leaders to learn about regional networks/systems, culture and assets for nursing education capacity building	Regional surveys and analysis completed
July '10	Develop, refine and validate assets through core working group and partner consultation	Assets defined
Sep '10	Determine measures of assets and methods of monitoring, evaluation or benchmarking.	Evaluation strategies developed
Oct '10	Obtain data about each asset for regions and comparator or benchmarked units	Data collection initiated and completed
Dec '10	Review aggregated data to develop key findings; share with workgroup;	Key findings developed and disseminated
Dec '10	Use findings to evaluate status/progress, and develop recommendations	Evaluation and recommendations completed
Jan '11	Present mapping, asset data, evaluation conclusions and recommendations with workgroup/partners	Recommendations presented to workgroup and partners
March '11	Develop action plans to build innovative regional solutions to the nursing shortage	Innovative regional initiatives launched
	Continue/repeat data collection, evaluation, and action cycles	Regional initiatives evolve until goals met

STRATEGY 3.4: Seek support from the Texas U.S. Congressional delegation to secure additional federal funding for nursing workforce projects in Texas and identify federal policies and regulations which serve as roadblocks to capacity expansion.

PRIMARY LEAD: State Representative Donna Howard in collaboration with the Texas Office of State-Federal Relations

KEY PARTICIPANTS: Senators, Congressional Delegation

SUB-STRATEGIES & PROPOSED TIMELINE

<i>DATE</i>	<i>ACTIVITY AND METHOD OF DELIVERY</i>	<i>OUTCOME (S)</i>
<i>Feb/March '09</i>	<i>Members of TX Team meet with Texas Office of State-Federal relations to present/discuss final plan</i>	<i>Ensure staff understands plan development and strategies and TX Team is made aware of any federal actions pending in DC that could impact nursing education</i>
<i>March/Apr '09</i>	<i>Share final Plan with TX Congressional Delegation via State-Fed relations staff with cover letter signed by TX TEAM Members</i>	<i>Plan disseminated to state and federal policy leaders</i>
<i>March/Apr '09</i>	<i>Rep. Howard to follow-up personally via phone with key delegation members (2 Senators, House Members of Congressional Nurse Caucus, Appropriations, W&M Committee Members, etc.) to explain significance of Plan and offer to serve Legislative contact on these issues.</i>	<i>Plan implementation supported by state and federal policy leaders.</i>
<i>March - June '09</i>	<i>Coordinate with RWJ, AARP & ANA Partners on state and federal funding & grant opportunities.</i>	<i>Federal resources are secured and leveraged.</i>
	<i>Repeat cycle</i>	<i>Graduate target levels are met</i>