



# 2018-2023 Strategic Plans

Executive Summary



**Hawai'i State Center For Nursing Strategic Plan  
2018-2023**

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## Acknowledgements

The Hawai'i State Center for Nursing is grateful to the 51 unique participants from industry, academia, government, and community healthcare organizations that provided their emerging priorities and needs related to the future nursing workforce in Hawai'i. This enabled the HSCN to develop a plan that is grounded in the present, informed by our partners, and with a vision for the future.

Additionally, HSCN is grateful to the time contributed by the Advisory Board and the HSCN Staff. The creation of this plan would not be possible without their contributions to the community conversation process and strategic plan development.

# Executive Summary

The Hawai'i State Center for Nursing gathered data for its 2018 strategic plan by convening stakeholder focus groups to discuss the current environment, trends, and future needs of nursing in relation to the Center's mandates. Thematic analysis of the focus areas from all three focus groups resulted in the identification of six potential strategic focus areas for the Center. Based on these focus areas and the Center's existing work, the Director recommended activities and strategies to approach work to help achieve the new strategic plans. Following this activity, the Center's Advisory Board reviewed goals, activities, and outcomes over the past six years as well as the strategic planning focus areas uncovered during the stakeholder meetings. The Advisory Board identified two priority areas to address over the next three years, with recognition of the drivers and that the director's recommendations were realistic, feasible, and aligned with the identified priority areas.

## VISION

A champion for nursing excellence and trusted collaborative partner developing a healthcare workforce committed to the promise of quality care for all the people of Hawai'i.

## MISSION

Through collaborative partnerships, the Center provides accurate nursing workforce data for planning, disseminates nursing knowledge to support excellence in practice and leadership development, promotes a diverse workforce and advocates for sound health policy to serve the changing health care needs of the people of Hawai'i.

## STRATEGIC PRIORITIES

### APRN TRANSITION TO PRACTICE

Explore APRN transition to practice facilitators, barriers, and constructs that will support full healthcare delivery in acute, primary and community care settings.

### COMMUNITY BASED HEALTH CARE MANAGEMENT TEAMS (NURSING AND ALLIED HEALTH)

Explore opportunities to optimize community-based health care management through interprofessional healthcare teams that include allied health members.

## DRIVERS FOR STRATEGIC PRIORITIES

Responsive Education

Evidence-Based Practice (EBP)

Home Health and Community-Based Nursing

Leadership Development

Actionable Data

Promotion of Nursing

## HSCN Strategic Plan Mandates, Goals and Objectives, 2018-2023

Mandates/Goals	Objectives
<b>Collect and analyze data and to prepare and disseminate written reports and recommendations regarding the current and future status and trends of the nursing workforce.</b>	✎Continue the workforce supply survey and educational capacity survey.
	✎Revise the education capacity survey.
	✎Determine demand and future projections of nursing workforce needs.
	✎Promote nursing through accessible data.
	✎Establish workforce research steering committee to inform strategic efforts and emerging research opportunities.
<b>Conduct research on best practices and quality outcomes.</b>	✎Continue evidence-based practice (EBP) workshop for clinicians and faculty.
	✎Promote evidence-based practice to nurses and healthcare leadership.
	✎Investigate the Center's role in offering continuing competency activities.
	✎Resume an evidence-based practice steering committee.
<b>Develop a plan for implementing strategies to recruit and retain nurses.</b>	✎Develop plans to address priority areas based on state workforce research and national best practices.
	✎Continue nursing student clinical placement optimization through the Centralized Clinical Placement System.
	✎Continue new graduate nurse transition to practice efforts through the Hawai'i Nurse Residency Program.
<b>Research, analyze, and report data related to the retention of the nursing workforce.</b>	✎Improve visibility of Center's work and initiatives.
	✎Utilize key partners to amplify reporting outcomes.
<b>Engage in Communication and Public Awareness Strategies to support strong nursing workforce and Center initiatives.</b>	✎Expand partnerships to achieve priorities, mandates and goal outcomes.
	✎Diversify funding sources for Center initiative.
	✎Advocate for sound nursing and health policy development using data-driven strategies.
	✎Engage with national initiatives to ensure Hawai'i's nursing and healthcare is grounded in national best practices and aims.

## HSCN Strategic Plan Timeline, 2018-2023

18-19

- Continue existing work initiatives.
- Develop and launch steering committees for Research, EBP and Academic-Practice Nursing Leader Hui.
- Identify research questions relative to priority areas to incorporate into research initiatives.
- Launch initiative to become nursing CE provider.

19-20

- Continue existing work and steering committees.
- Disseminate research findings relative to strategic priorities to Advisory Board, steering committees, program committees, community partners, policy makers, and the general public.
- Devise plans to address research findings related to priority areas, which include programmatic initiatives, policy agenda, further research inquiry and dissemination strategy plans.
- Form new Center initiatives as determined by devised plans.
- Expand quality practices and best outcome initiatives to include continuing education offerings that meet needs of recruitment and retention plans.

20-21-22

- Continue existing work and steering committees.
- Refine and launch research strategies to respond to data needs of initiatives.
- Expand partnerships (program participants and funding partnerships) to activate and enable Center initiatives.
- Identify and report initiative outcomes, successes and barriers related to new and existing work initiatives.

22-23

- Maintain existing work and steering committees.
- Assess work and initiative status, progress, and outcomes.
- Determine work and initiatives to be retired or continued.
- Determine new or shifting priorities informed by outcomes of existing work initiatives.



## Stakeholder Identified Drivers for Strategic Priorities

### **Responsive Education**

Quality education that aligns with workforce need is the foundation of the nursing profession. Focus areas include preparing nurses for entry level and advanced practice nursing along the education continuum, continuing competency requirements, qualified faculty and educators, and academic-practice partnerships.

### **Leadership Development**

Leadership development is key to succession planning and ensuring movement within the workforce pipeline. The discussion addressed the risk of insufficient leadership on our healthcare workforce. Focus areas identified were the influence of leadership across healthcare settings and educational and training opportunities for leadership.

### **Evidence-Based Practice (EBP)**

EBP is key to a high-quality clinical environment. Continuing competency offerings and leadership development opportunities are essential to sustaining EBP changes in the workplace. Focus areas identified include EBP education at academic institutions and for leadership, and EBP implementation in home health and community-based settings. The application of EBP in these settings requires additional attention as nursing competencies evolve with a changing healthcare delivery models.

### **Home Health and Community-Based Nursing**

These settings were identified as needing additional attention. They are central components of the changing healthcare model where increasingly complex patient care calls for the deepening of nursing competencies. Preparing nurses for this change affects education, leadership development, and EBP.

### **Promote Nursing**

The promotion of nursing has become more critical in light of the changing healthcare model, including changes to traditional roles and responsibilities. The Center is in a position to investigate, articulate, and illuminate these changes relative to the nursing profession and to communicate findings to a number of audiences and stakeholders. Central to this effort is the collection, analysis, and dissemination of nursing data and information.

### **Actionable Data**

Our partners expressed a desire for access to quality data, which is crucial to all five other priority areas. Participants desire timely, accessible data that is aligned with need, and delivered in multiple formats to make it relevant to both the nursing profession and individual organizations.