



HAWAI'I STATE CENTER FOR NURSING

Connecting Nurses. Transforming Healthcare.

Annual Report

A Report to Governor David Y. Ige and the Hawai'i State Legislature

2018

Annual Report
2018

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Table of Contents

EXECUTIVE SUMMARYiv

Nursing Workforce Research 6

 Hawai'i Nursing Workforce Supply Supplemental Reporting 6

 Hawai'i Nurse Education Capacity Survey 6

Best Practice and Quality Outcomes 8

 Evidence-Based Practice..... 8

 Continuing Competency 10

Recruitment and Retention..... 11

 Academic Progression in Nursing 11

 Centralized Clinical Placement System..... 12

 Hawai'i Nurse Residency Program 14

 Leaders in Nursing Hui 15

 Chamber of Commerce Health Workforce Initiative..... 15

Improve Visibility of Center and Hawai'i Nursing Initiatives..... 16

Advancing Nursing Initiatives..... 17

 Hawai'i Action Coalition 17

 Nurses on Boards Coalition..... 19

 National Forum of State Nursing Workforce Centers 19

 Policy 20

Appendices 21

Appendix A 22

 Advisory Board Members, as of December 2018 23

Appendix B 24

 HSCN Background..... 25

Appendix C 26

 Strategic Plan..... 26

Appendix D 42

 County Infographics..... 42

Appendix E 47

 BSN Forecast 47

EXECUTIVE SUMMARY

To Governor David Y. Ige and State Legislators:

The Hawai'i State Center for Nursing (Center) is pleased to submit this annual report with updates on the Center's strategic plan, programs, products and accomplishments. This executive summary is followed by program updates and outcomes of the work the Center has achieved in the past 12 months. Appendices provide supporting materials and the new strategic plans.

Throughout the last winter and spring, the Advisory Board and staff convened with stakeholders across the state to identify the current environment, trends, and future needs of nursing in relation to the Center's mandates. The outcome of these efforts were threefold:

1. The current work of the Center was validated as relevant and purposeful;
2. New strategic priority areas focusing on advanced practice registered nurse (APRN) transition to practice and community based health care management teams were adopted; and
3. Drivers for the strategic priorities and existing work were identified as follows:
 - ▼ Responsive Education
 - ▼ Leadership Development
 - ▼ Evidence-Based Practice (EBP)
 - ▼ Actionable Data
 - ▼ Home Health and Community-Based Nursing
 - ▼ Promotion of Nursing

With the outcomes of the strategic plans for 2018 through 2023, the Center launched into revising existing work to be responsive to the drivers and strategic priorities. As we turn the page on 2018, it is important to note the foundation for these plans have been set into action. New steering committees for each strategic priority area are identified, and steering committees for research and recruitment and retention, respectively, have been re-established to ensure a continuous feedback loop between our schools of nursing, employer partners, professional associations, interprofessional partners, workforce researchers and the Center is intact.

▼ *To 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.*

In 2018, the research initiative focused on improving awareness of the workforce research findings, re-launching and starting the revision process for the educational capacity survey of all in-state schools of nursing, continuing ad-hoc research initiatives related to the nursing workforce, and developing standardized evaluation of Center programs. These efforts have increase the perceived value of the research and provided timely and memorable responses to the state's greatest nursing workforce questions.

Three notable individual outcomes of the research initiative are as follows:

Act 43, SLH 2018, which establishes preceptor tax credits for health care providers is the result of **evidence-based policy recommendations**. The dire lack of health care professionals who volunteer as preceptors was first quantified by research efforts conducted by the Hawai'i State Center for Nursing in 2017. Secondly, using in-state nursing supply findings from 2017 and education capacity survey findings from academic year 16-17, our state now estimates that we will achieve the Institute of Medicine's Future of Nursing report (2011) recommendations to have at least **80% of registered nurses (RNs) prepared with a bachelor of science in nursing (BSN) by 2022**. Though the recommendations of the IOM were to achieve this by 2020, we suspect Hawai'i is far ahead of the nation to achieve this benchmark. Lastly, for the first time in the Center's history, we developed and **released Nursing Workforce Infographics by County**. This effort allows for the unique characteristics of each county to stand out, and enables geographically specific workforce planning to have accessible and highly visual data to support its efforts.

In 2018, the Education Capacity survey of the 2016-2017 academic year found that there are **three times as many applicants as enrollment openings** in schools of nursing. Additionally, great challenges for

school of nursing **include inadequate funding for nursing faculty salaries and access to clinical training sites** for students.

▼ *Conduct research on best practices and quality outcomes.*

The efforts to conduct research on best practice and quality outcomes have for nearly a decade focused on advancing Evidence-Based Practice (EBP) by growing our own EBP experts, EBP-supportive health care and nursing leaders and faculty competent in teaching EBP concepts. This program is the first in the nation to utilize a state-wide approach to EBP development.

In 2018, the Center's EBP program was presented at two national conferences, local audiences and maintaining its commitment to teaching new generations of EBP practitioners. In addition, this year marked the start of a new EBP venture, in which our state-wide partners share topics of their EBP work. This effort **will enable state wide information sharing**, allow for cross-institution efforts to reduce harm, improve safety, and establish wide-spread cultures of evidence-based patient care.

Finally, as the state now requires continuing competency efforts for nursing license renewal, the Center began its efforts to become a **nursing continuing education provider**. This effort will enable the Center to connect with more nurses and nursing partners across the state and enable improved access to lifeline learning, and Hawai'i-specific professional development opportunities.

▼ *Develop a plan for implementing strategies to recruit and retain nurses.*

The work efforts of the recruitment and retention programs are the breadth of the Center's efforts. From ensuring clinical placements for nursing students on O'ahu and Kaua'i, to convening the Hawai'i Nurse Residency Collaborative, to advancing Academic Progression in Nursing across the state, these efforts require considerable community partner collaboration, energy, and commitment.

In 2018, the Center projected that **Hawai'i will be one of the first states in the nation to achieve an 80% BSN prepared nursing workforce**. Activities to address the financial burden, increase access to BSN education for nurses residing on neighbor islands and align academic progression with nursing license requirements aim to enable our state to meet this goal. Supporting academic progression, the Center continues to support systematic clinical placements for RN and APRN students.

Analysis of clinical placements finds that the **state is encountering a decline in access to clinical placements**. This affects schools of nursing ability to produce adequate numbers of nurses for today's and the future's needs, and schools ability to ensure students receive opportunities for direct patient care needed for entry to nursing practice. Partnerships with clinical partners and in-state schools are in place to address these findings.

The transition to practice program for new graduate nurses expanded to Maui County. Nurses in the first year of nursing practice are now able to receive crucial support in their first nursing role at hospitals on Hawai'i County, Maui County, and the City and County of Honolulu. Additionally, retention **for new graduate nurses in a nurse residency program was 99%**; the highest retention rate in Hawai'i since the inception of the nurse residency program, as well as the national retention benchmark.

▼ *Research, analyze, and report data related to the retention of the nursing workforce (Visible Nursing Initiatives").*

The Center invested deeply in improving the visibility of nursing workforce initiatives this year. In doing so, the understanding of what the Center is and does, as well as the products and their potential use became increasingly visible in the nation and the state.

This summer, following a grossly inaccurate nursing workforce report, the Center used its own and the State's Department Of Labor And Industrial Relations and Department of Commerce and Consumer Affairs data to have the **incorrect data source retracted and correct the perception of access to nurses in this state**.

▼ *Engage in Communication and Public Awareness Strategies to support strong nursing workforce and Center initiatives ("Advancing Nursing Initiatives")*

In 2018, the Center focused on uniting partners and advancing access to care. The Center convened the **Culture of Health Summit with special guest, Dr. Sue Hassmiller, RN, FAAN of the Robert Wood Johnson Foundation**. This effort highlighted the state's incredible nurse driven and health care driven interprofessional efforts to create a healthier and safer communities where people live, learn, work and play. The Center also organized events and presented locally and national on pilots and programs that create out-of-the-box strategies to address provider and preceptor shortages, enhance access to behavioral health education, deepen capacity for nursing and health care leadership, and inform the policy making process.

Finally, the Center continued its work advancing access to care by **addressing barriers to health care education**, with the successful passing of Act 43, **and removing barriers to APRN practice**, with the successful passing of Act 162.

It is important to note the considerable work of the staff, advisory board, and community partners in these accomplishments. Throughout the year, and within every activity, outcome, and effort was a multi-person, multi-partner approach. The Center is a convener. As we close out the work of the last strategic plans and begin new initiatives, the work of convening voices and finding opportunities for collaboration and shared value is increasingly important.

The state is entering new territory in health care. Patients are experiencing decreased length of stay in acute care hospital settings. Increasingly complex patients are moving into settings like the home, long term care facilities, and the streets. This calls more precision in nursing than ever before, while also requiring diversity in competencies including behavioral health, care coordination, and specialty care. Despite this, clinical education is increasingly hard to come by for a multitude of reasons and even with dedication of our partners to nursing education. As this dynamic of care rapidly shifts, we will need to rely heavily on our partners to help inform us of priorities so our efforts align and address with the areas in greatest need, from education to transition to practice to practice change innovation, and from research to policy recommendations.

It is with great humility and honor that the Center continues to serve the call to action set forth in 2003. We are committed to continuing to serve, convene partners, build trust, deliver outcomes, and innovate to ensure high quality care is accessible to all the people of Hawai'i.

Respectfully submitted by:



Laura Reichhardt, MS, APRN, NP-C
Director



Susan Young, DHA, MSA, RN
Chair, Advisory Board

Nursing Workforce Research

In response to the mandate *to 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*, the Center aims to continue the nursing 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; and establish workforce research steering committee to inform strategic efforts and emerging research opportunities. The Center also strives to produce actionable, responsive and useful data to ensure that our state's nursing are evidence-based and objectively monitored for success. Outcomes of the 2018 efforts are as follows.

Hawai'i Nursing Workforce Supply Supplemental Reporting

Publication of Summary Infographics for the Four Counties Outcomes

- ▼ Reinforces the Center's decision to reorganize the 2017 Hawai'i Nursing Workforce Supply survey data reporting to emphasize the unique characteristics and workforce development challenges for each of the counties.
- ▼ Summarized key population and nursing workforce characteristics by county with emphasis on the most notable data points for each county.
- ▼ Ensured ongoing awareness and relevance of the 2017 supply survey between fielding cycles.
- ▼ Available in Appendix D and at <http://www.hawaiiicenterfornursing.org/data-reports/>

Presentation of Data Collection and Reporting Methodology at National Conference Outcomes

- ▼ The Center's researcher and director presented report reformatting to our national colleagues at the National Forum of State Nursing Workforce Centers' annual convention in Chicago.

- ▼ Prompted discussion among attendees about the importance of and challenges associated with revising the reporting of data collected on a cyclic basis.

Hawai'i Nurse Education Capacity Survey

Resumption and Expedited Reporting of the Education Capacity Survey Outcomes

- ▼ The survey is the only summary of in-state capacity to educate nurses.
- ▼ We revised the data collection instrument to simplify data reporting for schools resulting in a valid response rate of 90%.
- ▼ The statewide report was published within 6 months of the completion of data collection.
- ▼ Schools each received an individual school-to-state comparison report allowing them to see their contribution Hawai'i's nurse education efforts.
- ▼ Key findings include:
 - Demand for entry-to-practice nurse education programs exceeds schools' capacity to accept new students by as much as 3 applicants to each available opening
 - Demand for graduate-level nurse education remains high which contributes to the production of nurses who may serve as primary care providers.
 - Inadequate funding for faculty salaries and a lack of access to enough clinical training sites are challenges that impact the majority of schools.
- ▼ The statewide report can be viewed in its entirety at <http://www.hawaiiicenterfornursing.org/wp-content/uploads/2018/07/2016-2017-Hawaii-Nurse-Education-Capacity-Statewide-Report-FINAL.pdf>

Publication of the 2018 Hawai'i BSN Forecast Outcomes

- ▼ Availability of workforce and nurse education data from the same year allowed us to use a model to forecast the approximate year in which 80% of Hawai'i's

RN workforce would have a BSN or graduate nursing degree.

- ✦ Findings from the calculation indicate that 80% of the RNs working in Hawai'i will have a BSN or higher by about the year 2022. Available data suggest that Hawai'i will likely be one of the first states in the nation to achieve this IOM-recommended target.
- ✦ The full 2018 Hawai'i BSN Forecast report is available in Appendix E at <http://www.hawaiiicenterfornursing.org/wp-content/uploads/2018/08/Hawaii-BSN-Forecast-2018-2.pdf>

Reinstatement of the Research Steering Committee Outcomes

- ✦ This advisory committee comprises individuals from industry, nurse education, and government.
- ✦ The committee will meet three times a year to review the Center's research activities and plans and provide necessary guidance on ensuring the continued value and relevance of our data and reports.

Development of a Five-Year Comprehensive Program of Research

- ✦ The Center's primary research activities have been scheduled through 2023 to ensure that all research priorities are accounted for and assigned the appropriate resources.
- ✦ Key components of the 5-year plan include:
 - consultation on an interprofessional health care employer demand survey in 2018;
 - evaluation of our Evidence-Based Practice curriculum beginning in 2018;
 - white papers related to the Center's key strategic priorities of nurse-led health care teams and APRN transition to practice to be published early in 2019;
 - evaluation of the Hawai'i Nurse Residency Collaborative in 2019;
 - nurse Education Capacity Surveys to be completed annually between 2018 and 2023;
 - nursing Workforce Supply Surveys to be completed in 2019, 2021, and 2023 with

scheduled infographic releases during intervening even-numbered years; and

- additional ad hoc projects as necessary or as opportunities emerge.



Background

Since it was founded, research has been a required activity for the Center. In response to these mandates, the Center has developed research program with three components:

- ✦ cyclic data collection and reporting of the Nursing Workforce Supply and Nurse Education Capacity surveys;
- ✦ ad hoc data collection and reporting of data from ad hoc studies conducted in response to specific partner inquiries or emergent workforce development challenges; and
- ✦ systematic evaluation of the efficacy and quality of the Center's programs.

In addition to our mandated research activities, the Center's strategic plan through 2023 places greater emphasis on research as a vehicle through which the Center will be data-driven and evidence-based in our decision-making related to program and policy recommendations and advancement of nursing initiatives.

Additionally, the Center recognizes that data cannot make an impact when it is not widely distributed. To that end, the Center's research priorities also include the systematic dissemination of our data through electronic publishing, infographics, short reports and webinars.

Best Practice and Quality Outcomes

In response to the mandate *to conduct research on best practices and quality outcomes*, the Center aims to continue evidence-based practice (EBP) workshops for clinician and faculty, promote evidence-based practice to nurses and health care leadership, investigate the Center's role in offering continuing competency activities and resume and evidence-based practice steering committee. Outcomes of the 2018 efforts are as follows.

Evidence-Based Practice

Clinician Evidence-Based Practice (EBP) Workshop and Internship Outcomes

- ▼ The Associate Director for EBP identified the need to update the Center's EBP approach and tools with the goal of unifying the EBP model used across the state. As a result, the Center's EBP workshops now include the Iowa Model along with the Johns Hopkins Model and tools this year.
- ▼ In April 2018, five teams made up of 11 clinicians completed the two-day workshop. Topics emerging from the 2018 cohort include improving retention in emergency department (ED) nurses, management of diabetes mellitus type 2 patients in the acute care setting, and improving communication in interprofessional teams related to patient care.
- ▼ The EBP internship meetings for the 2017 cohort concluded and the 2017 cohort's EBP internship meetings began after the 2018 workshop. Current teams are working on their literature searches and some have proceeded to developing and piloting a practice change.

Background

- ▼ The Center provides an intensive workshop designed for clinicians interested in completing an EBP project at their facility. This intensive is followed by the 12-month

EBP internship which consists of six meetings total.

- ▼ To date more than 200 nurses have been trained in EBP across the state accounting for over 90 projects.



March 2018 Educator EBP Workshop Outcomes

- ▼ This workshop was offered via distance learning for the first time to improve access for faculty professional development across our island state.
- ▼ Eleven academicians from 4 institutions across the state attended this workshop.

Background

- ▼ The Educator Workshop began in 2016 as a call for advancing nursing faculty's capacity to integrate EBP into curriculum. The two-day intensive workshop where participants gain a solid understanding of EBP and the requisite infrastructure, skills, and resources necessary to incorporate EBP into academic programs.
- ▼ To date, over 30 nursing faculty have completed this workshop.

EBP Champions Collaborative Outcomes

- ▼ The EBP Champions group is currently reviewing and learning about the new Johns Hopkins Model and tools. A complete review will be completed in 2019.

Background

- ✦ The EBP Champions Collaborative is fundamental to a statewide discussion about ensuring EBP competencies in new graduates.
- ✦ The EBP Champions Collaborative consists of at least one representative from each of the schools of nursing across the state. An EBP Champion leads their fellow faculty in threading EBP concepts throughout their curriculum to ensure students have appropriate EBP competencies upon graduation.

Convened the Statewide EBP Project Sharing Collaborative Outcomes

- ✦ The EBP Project Sharing Collaborative formalized in 2018 to focus on creating a repository of EBP projects across the State.
- ✦ Currently, memorandums of agreement are being signed. Potential members include all facilities who have completed EBP projects through the Center's Clinician EBP Workshop & Internship series.

Background

- ✦ EBP projects improve the quality of care through advances in care delivery and improved patient outcomes.
- ✦ This collaborative is crucial to communicating these positive results through the health care delivery system and to the community at large.

Dissemination of EBP Projects and Strategies

- ✦ The Center's associate director for EBP, director, and key EBP stakeholders presented at national and local conferences on the innovative state-wide approaches to establishing EBP as the standard for care and innovation of academic integration of EBP in schools of nursing.

EBP Program Background

Evidence-based practice refers to making decisions about patient care based on the best scientific evidence produced by clinical research. This statewide suite of programs improves quality of care and patient outcomes by disseminating knowledge to increase EBP competencies statewide in clinicians, educators, and leadership.



Dr. Clementina Ceria-Ulep, University of Hawai'i at Mānoa School of Nursing and Dental Hygiene, Ms. Rose Hata, The Queen's Medical Center, Ms. Sally Kama'i, Hawai'i Pacific Health and LTC Gordon West, Tripler Army Medical Center serve as panelists at the Leadership in Action conference, November 2018.

Continuing Competency

Access to Continuing Competency Outcomes

- ✦ In 2018, the Center initiated the process to become a continuing education provider by the American Nursing Credentialing Center (ANCC), the organization which is internationally renowned for its aims to promote excellence in nursing and health care globally through its efforts in credentialing nurses in specialty practice areas and accredits health care organizations that provide continuing nursing education.
- ✦ The Center is developing a process to improve access to ANCC nurse certification by reducing the financial risk of becoming certified.
- ✦ These two programs will increase access to in-state opportunities that align with the Hawai'i Board of Nursing continuing competency requirements and increase the locally produced high quality professional development opportunities for LPN, RN, and APRN nurses across the state.



Background

In 2015, the Governor Ige signed Act 127 into Hawai'i Session Laws, establishing H.R.S. §457-9.2 and §457-9.3 requiring continuing competency activities for LPN and RN nurses starting with the license period that begins in July 2017. This was the culmination of 5 years of work by the statewide Continuing Education Joint Advisory Council, established by SCR 167, 2010, determined continuing competency should be a requirement for nursing license renewals. The Center strives to ensure the

outcomes of Act 127, S.L.H. 2015 are successful through promoting awareness of the requirements, and by developing programs and initiatives that will help nurses fulfill the requirements.



Liane Muraoka, Program Lead at Hawai'i State Center for Nursing, and Lee Ann Teshima, Executive Officer of the Hawai'i Board of Nursing talk to nurses at the Hawai'i Pacific Health nursing conference, September 2018. Photo provided by Hawai'i Pacific Health.

Continuing Competency reminder notice sent to all LPN, RN, and APRN nurses licensed in Hawai'i.

Recruitment and Retention

Responding to the mandate *to develop a plan for implementing strategies to recruit and retain nurses*, the Center aims to 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 (CCPS), and continue new graduate nurse transition to practice efforts through the Hawai'i Nurse Residency Program (NRP). Additionally, the Center continues its efforts to support academic progression in nursing (APIN) through the APIN collaborative, which focuses today on removing financial barriers and tying these efforts to our state's continuing competency requirements. As the APRN transition to practice and the community-based health care management teams initiatives launch, the Center will make concerted efforts to identify national best practices and evidence-based efforts to inform the recommendations and plans related to these priority areas.

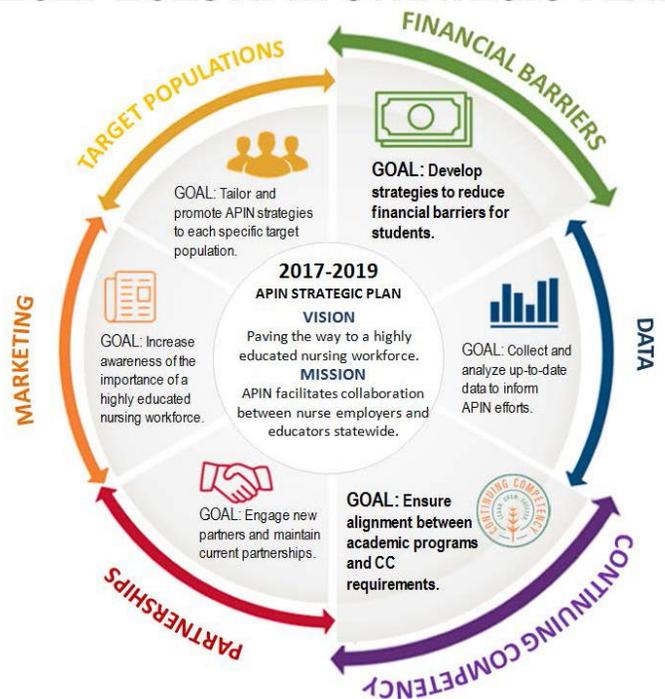
Academic Progression in Nursing

Academic Progression Strategy Outcomes

- ▼ The APIN collaborative is engaged in fulfilling work towards the strategic plan set for 2017-2019. Six areas were identified as being important considerations when discussing academic progression in the state: target populations, marketing, partnerships, continuing competency, data, and financial barriers. Our partners selected financial barriers and continuing competency as the leading priority areas.
- ▼ Continuing Competency
 - This focus aims to ensure alignment between the between academic offerings and the new continuing competency requirement for nurses. The initial population focus is on non-acute care nurses to ensure they are aware of and in compliance with continuing competency requirements.
- ▼ Financial Barriers

- This focus aims to address financial barriers to academic progression. The initial population focus is on neighbor island nurses. BSN rates are lowest in counties without a local BSN program, according to our 2017 Nursing Workforce Survey. Further, community colleges on neighbor islands report high interest of their graduates to continue education, but note financial capacity is often a barrier to continuing education.

2017-2019 APIN STRATEGIC PLAN



BSN Forecasting

The Center released a white paper on the projected timeline of Hawai'i's achievement of the 80% BSN Rate. Using data from the 2017 Nursing Workforce Supply Report, the 2016-2017 Hawai'i State Nurse Education Capacity Survey, and the BSN forecasting model developed by Joanne Spetz, Hawai'i is forecasted to achieve the 80% BSN rate by 2022. In contrast, the national nursing workforce is expected to be 66% BSN-prepared by 2026. See Appendix E for full forecast.

Background

Nurses make up the largest group of health care providers and must be highly educated to meet the increasingly complex health care needs of Hawai'i's people. In alignment with the Institute of Medicine's recommendation that 80% of the nursing workforce be baccalaureate prepared or higher by 2020, the Center continues to support the APIN initiative. This initiative aligns with our mandate to ensure implement strategies that recruit and retain nurses in the workforce.

This program began in 2012 when the Hawai'i Action Coalition received a Robert Wood Johnson Foundation (RWJF) grant. Through this program, academic, employer, and community stakeholders across the state gathered to identify, develop, and implement strategies that would decrease barriers and facilitate academic progression for our nursing workforce. RWJF discontinued APIN in 2016, and local partners opted to sustain funding for this collaborative effort.

Centralized Clinical Placement System

Advanced Practice Registered Nurse Clinical Placement Pilot Program Outcomes

- ▼ The Center launched a pilot program in 2017 to place APRN students into clinical placements using the Centralized Clinical Placement System (CCPS) 2.0 web tool. Partners include Hawai'i Pacific University, The Queen's Medical Center, and University of Hawai'i at Mānoa. The pilot aims to improve efficiency and to reduce redundancy in scheduling activities across multiple nursing degree programs.
- ▼ In 2018, 85 APRN placements were facilitated using the CCPS system, effectively streamlining the placement process for the pilot partners.
- ▼ Due to positive feedback from participating pilot partners, the Center and the Hawai'i collaborative will continue the APRN program and anticipates expanding it to include additional clinical sites in 2019.

Clinical Placement Capacity Survey

- ▼ The Center developed and launched the Clinical Placement Capacity Survey in June to assess both the anticipated availability of placements in the clinical setting and the educational need for clinical placements.
- ▼ The survey aimed to improve understanding of environmental trends and enable partners to plan for changes to clinical site availability.
- ▼ Findings include a projected 9% reduction in RN student clinical placement access. Reductions are largely due to decline in hospital patient census and temporary closures of hospital units for capital improvements.

CCPS Training

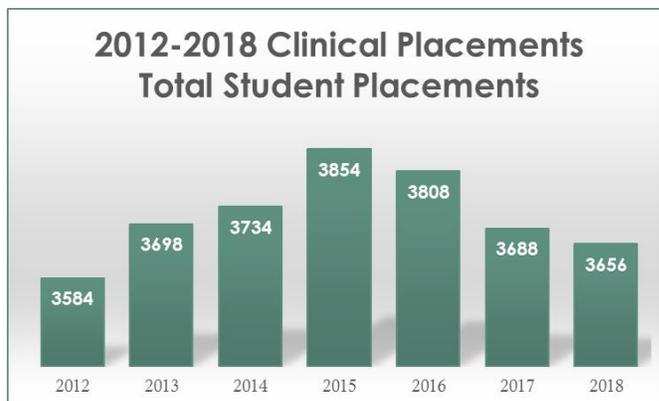
- During 2018, the Center provided 3 on-site training sessions for clinical partners, and 2 on-site training sessions for academic partner coordinators to ensure users are prepared and confident using the CCPS 2.0 system.
- The Center prepared 4 additional CCPS utilization and training updates to ensure partners had adequate resources to stay abreast of CCPS 2.0 system upgrades and changes.

Clinical Placement System Feedback and Reporting

- The Center provided opportunities between the academic and clinical partners to collaborate in a transparent, collegial environment through hosting regularly scheduled meetings throughout the year. These meetings allow continued communication and advancement of shared ideas and goals to benefit the nursing community in Hawai'i as a whole.
- Compiling collaborative partners' feedback, the Center provided the CCPS system developers with recommendations for change and system improvements; many of which were adopted.

CCPS Performance

During 2018, the Hawai'i CCPS collaborative placed a total of 3,656 discrete student clinical placements using the CCPS 2.0 system. Eight schools of nursing, from across the state placed LPN and RN nursing students into 3,571 clinical rotations at 31 different hospitals and clinical facilities. Eighty-five APRN students were placed into one-on-one preceptor-led clinical rotations.



Total LPN, RN, and APRN Student Placements represents total number of student placements within the calendar year

In 2018, the Hawai'i CCPS collaborative clinical partners facilitated 403,647 hours of RN clinical education through CCPS clinical placements. These clinical hours provide nursing students an opportunity to develop problem solving skills, observe role models and develop necessary clinical competencies, and provide a substantial benefit to the health care community.

2018 LPN and RN Clinical Placements: Community Benefit Hours

Department Type	Students	Total Hours
Clinic	312	37,547
Critical Care	37	8,102
Emergency Department	24	4,759
Medical/Surgical	1,039	167,496
Obstetrics	593	41,758
Pediatrics	529	39,065
Peri-Operative	43	9,421
Post Acute	365	41,018
Psychiatry	331	30,040
Specialty	3	684
Telemetry	151	23,757
TOTAL Hours:		403,647

Total number of LPN and RN student placements hours within the calendar year

Background

In response to an established need and to better facilitate clinical placements for nursing students, the Center partnered with the Foundation for California Community Colleges (FCCC) in 2011 to implement the Centralized Clinical Placement System (CCPS), a web-based software system.

The Center leads the coordination of a centralized placement system for nursing schools and clinical agencies across the state via CCPS. Further, the Center works with Hawai'i schools of nursing and clinical sites by facilitating collaborative engagement by partners. These efforts aim to improve clinical placement capacity in the State and respond to changing trends in health care settings and nursing education.

Hawai'i Nurse Residency Program

Collaborative Outcomes

- ▼ The Hawai'i Nurse Residency Program (NRP) statewide collaborative expanded to include Maui Memorial Hospital, Maui Health System, a Kaiser Foundation Hospital in August 2018. Maui Health System is the first Vizient/AANC NRP in Maui County and aims to increase support for first year new graduate nurses transitioning into clinical practice.
- ▼ The Center facilitated Vizient/AACN NRP Implementation training for Maui Memorial Hospital staff and collaborative members in September 2018.
- ▼ Maui Memorial Hospital expects to support at least 50 new graduates in the first year of their NRP participation.

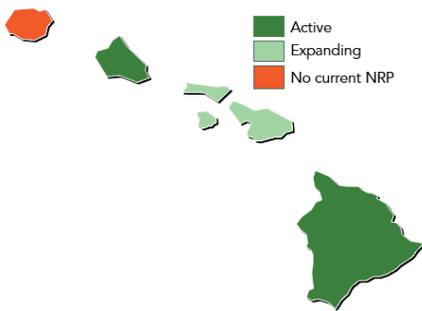
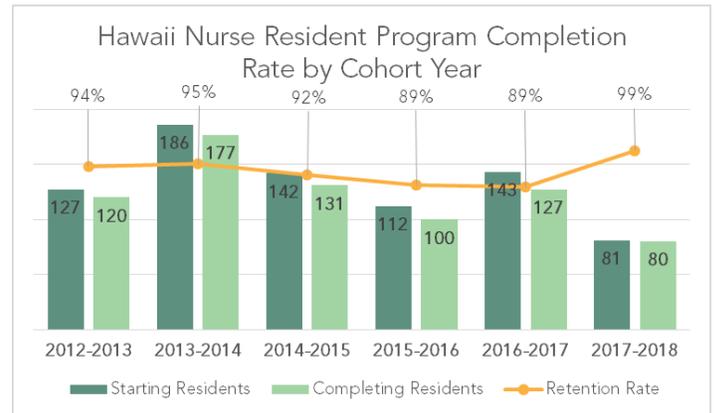


Image of islands with representation of active, expanding, and no current nurse residency programs.

Performance Outcomes

Utilization of the Hawai'i NRP sustained a significant return on investment. Hawai'i organizations who participate in NRP currently average a 94% retention of their nurse residents since the program was implemented in 2012.

In 2018, out of the 81 residents in the Hawai'i NRP, 99% (n=81) completed their respective programs. The Hawai'i NRP 2017-2018 retention rate was greater than the retention rate from the previous year by 10%. This rate is notably higher than the national first-year retention rate of 82.5%. Hawai'i's 99% retention rate is demonstrative of the overall efficacy of the Hawai'i NRP in retaining first-year hires.



2018 NRP Conference Outcomes

- ▼ The Center proudly provided financial support for Kristin Wai'alaie to represent the Hawai'i NRP at the Vizient/AACN Nurse Residency Program Annual Conference in Savannah, Georgia on March 13-16, 2018. Kristin Wai'alaie, of Adventist Health Castle, was selected by Vizient to present her evidence-based project in the poster presentation sessions of the annual conference.
- ▼ The Center's NRP Coordinator attended the conference and prepared comprehensive reports on key presentations for dissemination to the Hawai'i NRP partners unable to attend the national meetings.



Kristin Wai'ala'e of Adventist Health Castle at the Vizient/AACN Nurse Residency Program Annual Conference in Savannah, Georgia

Background

For many new nurses, their first full-time clinical position is unexpectedly challenging and stressful. Nationally, about 18% of new nurses leave their initial positions within the first year of being hired (Kovner et al, 2014)¹. New nurses' rapid departure from their first positions or from the practice of nursing entirely has negative impact on the nurses, the facilities that hired them, and the nursing workforce as a whole.

To facilitate a more successful transition upon graduation to nursing practice, many health care organizations have developed NRP models. Nationally, 95% of new nurses who complete the Vizient NRP model remain in their position for at least one year.

To support the retention of new nurses, in 2012, the Center led the development of a statewide nurse residency program collaborative. The first of its kind in the nation, the Hawai'i NRP collaborative entitles member organizations access to a comprehensive package of tools including regularly updated curriculum, resident performance evaluation metrics, and a national network of other organizations with NRPs.

In addition to Vizient content and analytics, members of the Hawai'i NRP collaborative

participate in clinical coordinator conference calls and in-person meetings to allow partners to share successes, identify areas for improvement and collaboratively work to respond to changes in the health care environment.

Leaders in Nursing Hui

- ✦ In response to the strategic planning conversations, the Center initiated the Leaders in Nursing Hui in August 2018.
- ✦ This hui convenes nursing executives and deans and directors of schools of nursing, statewide, to discuss education and early career recruitment and retention topics.
- ✦ Priorities for 2018-2019 include assessing and addressing constraints related to clinical education, identifying constraints, priorities and opportunities related to new graduate transition to practice in the next five years, and developing state-wide approaches to the nursing continuing competency requirements.

Chamber of Commerce Health Workforce Initiative

- ✦ The Center is a co-convenor of the nursing subgroup for the O'ahu Chamber of Commerce' Health Workforce Initiative (HWI). The HWI is administered by Healthcare Association of Hawai'i and is deepening the understanding of health workforce needs by identifying health workforce employer demands. Pairing this information with the Center's existing data available from the education capacity and nursing workforce supply, this partnership aims to enable comprehensive planning to address specialty nurse shortages, transition to practice barriers and ensure workforce development efforts align with the projected needs of our state.

¹ Kovner, C. T., Brewer, C. S., Fatehi, F., & Jun, J. (2014). What Does Nurse Turnover Rate Mean and What Is the Rate? *Policy, Politics, & Nursing Practice*, 15(3-4), 64-71. <https://doi.org/10.1177/1527154414547953>

Improve Visibility of Center and Hawai'i Nursing Initiatives

In response to the mandate *to research, analyze and report data related to the retention of the nursing workforce*, the Center aims to improve the visibility of the Center's work and initiatives and to utilize key partners to amplify reporting of outcomes. Through enhanced visibility of its programs and initiatives, the Center believes that the public, policy makers, and nursing and health care leaders will be better equipped to make decisions to enable nurses to meet the health care demands of today and the future. The outcomes are as follows.

Visibility Outcomes

- ▼ In 2018, the Center engaged in a number of public presentations to improve the awareness of workforce research findings, program available through the Center, nursing workforce initiatives, and improve understanding about nursing workforce and scope of practice issues.
- ▼ Workforce research presentations focused on the potential use, modifications, and findings of the Center's nursing workforce supply and educational capacity surveys to national, local and webinar audiences. Additional presentation of workforce supply findings were presented to local audiences, including health service organizations, provider recruiters, and future professionals in broader presentations focusing on recruitment, retention, and future possibilities for the nursing workforce in Hawai'i.
- ▼ In response to a grossly inaccurate report on Hawai'i's nursing workforce, the Center successfully advocated for the inaccurate data source to be taken down until remediated, and had a clarifying op-ed published by a large national health care information media outlet who also retracted the original story.
- ▼ Programmatic and initiative updates were presented to national and local audiences. The method and outcomes of the nursing

writing manuscripts for publication workshop was presented nationally. Interprofessional education and practice pilots were presented at two large health care conferences locally and one conference, nationally. Additionally, a breakout session was dedicated to Evidence-Based Practice and facilitated by the Center at a local nursing and health care leadership conference.

- ▼ The Center engages in policy awareness for the general public, students enrolled in schools of nursing, through Center newsletter notices of upcoming legislative and administrative rule hearings, and media spotlights. In 2018, the Center presented information to nursing professional organizations in Hawai'i and other states, provided interviews to the media, and convened working groups to develop improved understanding of and proposed solutions for regulatory barriers in Hawai'i.
- ▼ Lastly, the Center established shared goals and strategies to address awareness of the new continuing competency requirements for nurses. Outcomes in 2018 include development of an awareness mailer that the Hawai'i Board of Nursing distributed to all licensed practical and registered nurses by the state, and development of standardized tracking tools for the Board of Nursing to recommend to the licensed nursing population in this state.



Dr. Carrie Oliveira, Liane Muraoka, Dr. Katherine Finn Davis and Laura Reichhardt at the Leadership in Action conference

Advancing Nursing Initiatives

In response to the need to continually engage and expand partners in nursing initiatives to ensure our mission is achieved, the Center developed a new goal to engage in communication and public awareness strategies to support strong nursing workforce and Center initiatives. The aims of this goal are to expand partnerships to achieve priorities, mandates and goal outcomes, diversify funding sources for Center initiatives, advocate for sound nursing and health policy development using data-driven strategies and engage with national initiatives to ensure Hawai'i's nursing and health care is grounded in national best practices and aims. This goal establishes inclusivity of national and local priorities, ensuring that our efforts are based in real time and projected greatest needs for nurses, health care and patient wellness. Simultaneously it establishes the Center as the nursing voice for Hawai'i in both local and national platforms.

Hawai'i Action Coalition

Culture of Health Summit Outcomes

Sue Hassmiller, RN, PhD, FAAN, senior adviser for nursing for the Robert Wood Johnson Foundation joined 43 of Hawai'i nursing and health care leaders on June 1, 2018 for the Hawai'i Action Coalition Culture of Health Summit. At this event, Dr. Hassmiller established the connection between achieving advancement in nursing education, policy and practice initiatives and ability for communities to achieve cultures of health. Follow this presentation, three panels followed, focusing on interprofessional efforts to expanding capacity for APRN education; engaging nurses in policy; and making health a shared value. Local presenters included representatives from state government, elected officials, health care employers, schools of nursing, interprofessional workforce development, federally qualified health centers, health related not-for-profits and nursing professional associations.

In 2018, Hawai'i Action Coalition recognized three legislators, Senator Rosalyn Baker, Senator Jill Tokuda and Representative Della Au Belatti on their considerable advocacy on behalf of nurses and patients in Hawai'i.



HAC Co-leads Beth Hoban, Laura Reichhardt and Dean Mary Boland present awards to Senators Rosalyn Baker and Jill Tokuda at event with special guest, Dr. Sue Hassmiller.

Hawai'i Interprofessional Education and Collaborative

From 2016 to 2018, Hawai'i Action Coalition provided matching funds for Hawaii Interprofessional Education and Collaborative (HIPEC) Alliance, a project of the UH Mānoa Nursing funded by the National Center for Interprofessional Practice and Education which is supported by a Health Resources and Services Administration. The National Center is also funded in part by the RWJF, the John A. Hartford Foundation, the Josiah Macy Jr. Foundation, the Gordon and Betty Moore Foundation and the University of Minnesota. The purpose of the HIPEC Alliance was to address the complex health needs of keiki through the provision of services at school-based health centers so that students can remain in school. Ultimately, improvement in keiki health will reduce missed school days and facilitate student learning.

Leadership In Action Conference

For the fourth year, the Center co-sponsored the Leadership in Action Conference. This conference is sponsored by the American Organization of Nurse Leaders Hawai'i Chapter, the Hawai'i – Pacific Chapter of the American College of Healthcare Executives and the Center and convenes nearly 200 health care and nursing leaders across Hawai'i to engage in nurse and health care leadership professional development. In 2018, the keynote speakers included Dr. Michael Frisina, Dr. Jack Needleman, and Dr. Scott Miscovich, with panels focusing on evidence based practice, maintaining an engaged workforce, Adventist Health Castle's journey to achieving the Baldrige award, and engaging a multigenerational workforce.



Engaging Nurses in Policy and Advocacy

During the 29th Legislative Session, Hawai'i Action Coalition placed two Clinical Nurse Specialist students enrolled at the UH Mānoa School of Nursing as interns in Senator Rosalyn Baker's office. This opportunity provided students a unique learning opportunity in which they can see and engage in the policy making process. Students tracked nursing and health bills and supported the Senate Commerce Consumer Affairs and Health committee.

In the spring of 2018, for the second year in a row, Chaminade University School of Nursing students engaged with the Center for Nursing on advancing working nurses' awareness of the new

continuing competency requirements. In fall of 2018, senior nursing students began a new effort to focus on the state opioid initiative to decrease public harm and increase safety related to opioid use and abuse.

Background

The Hawai'i Action Coalition (HAC) is the driving force for implementing the recommendations from the Institute of Medicine's groundbreaking report: *The Future of Nursing: Leading Change Advancing Health*. Understanding that Hawai'i has specific health care challenges and needs, HAC works with diverse stakeholders to create and model innovative solutions with nurses leading the way. HAC was founded in 2012 and is co-lead by representatives from the University of Hawai'i at Mānoa School of Nursing and Dental Hygiene, Hawai'i State Center for Nursing and Prime Care Services Hawaii. These leaders represent strong partnerships and serve as the catalyst in engaging our community in nursing workforce issues.



HAC Co-Leads

Mary Boland, DrPH, RN, FAAN
Dean and Professor
University of Hawai'i at Mānoa School of
Nursing and Dental Hygiene

Beth Hoban RN, MAOM
Founder, President, Chief Executive Officer
Prime Care Services Hawaii, Inc.

Nurses on Boards Coalition



Outcomes

- ▼ In 2018, Hawai'i exceeded the state's allocated goal of 45 board positions held by nurses, with 53 nurses on boards.
- ▼ This allocation is based on population size of each state compared to the national goal of 10,000 nurses serving on boards by 2020.

Background

Hawai'i State Center for Nursing is the official point of contact for the Nurses on Board Coalition. The coalition is a response to the Institute of Medicine's Future of Nursing report (2011) which calls for more nurses in leadership positions and further recognizes that as the largest health care workforce in the nation, "boards would benefit from unique perspective of nurses to achieve the goals of improved health, and efficient and effective health care systems at the local, state, and national levels" (<https://www.nursesonboardscoalition.org/about/>, 2018).

National Forum of State Nursing Workforce Centers



Outcomes

- ▼ In 2017, the Center's director became Member-At-Large of the Forum Board of Directors, and assisted in the development of a revised vision and new strategic plans for the Forum.
- ▼ The Center is an active participant in two of the Forum working committees, including
- ▼ The Governance Committee, for which the Center engaged in revision of the bylaws and policy manual, and the Research Committee, for which the Center engaged in revision of the nursing employee Demand Minimum Data Set as well as contributed to contributions to national dialogue related to academic progression in nursing data, and use of the nursing supply survey minimum data set on a national platform.
- ▼ Center staff presented nationally at the Forum's annual conference on workforce research, interprofessional education efforts, and developing a writing workshop for nurses who seek to publish manuscripts in peer reviewed journals.

Background

The Center is a member of the National Forum of State Nursing Workforce Centers (Forum) since 2012. The Forum is the national convening association of nursing workforce centers, which is comprised of 38-member organizations, nationwide. The mission of the Forum is to lead a national network to ensure a robust and well-prepared nursing workforce with the vision of being the national leader for nursing workforce information.

Policy

2018 Policy Activities

In 2018, the legislative initiatives that the Center engaged in focused on access to APRN education and removing barriers to APRN practice. During the 29th Legislature, bills that the Center monitored and submitted testimony related to APRN practice and education barriers. Through a three-year effort, the Center partnered with the Hawai'i Department of Labor and Industrial Relations to successfully update the temporary disability and worker's compensation statutes to enable APRNs to certify individuals' eligibility for these programs. These statutes include Act 162, S.L.H. 2018; Act 153, S.L.H. 2017 and Act 183, S.L.H. 2016.

Preceptor Tax Credit Outcomes



Photograph of Governor Ige, elected officials and members of the public at signing ceremony for Act 43. Photo distributed by Office of the Governor.

- ▼ On June 13, 2018, Governor David Ige signed into law Act 43 which created the Hawai'i Preceptor Tax Credit. Beginning in 2019, eligible health care providers who serve as preceptors to eligible students may apply for the credit. This tax incentive is expected to increase the number of providers who are willing to serve as preceptors for students

who will eventually become primary care providers in Hawai'i.

- ▼ The Center is now a co-convenor of the Department of Health's Preceptor Credit Assurance Committee (PCAC) with the John A Burns School of Medicine Hawai'i Pacific Basin Area Health Education Center.

Background

- ▼ The Center convened an effort of interprofessional health provider academic institutions, including University of Hawai'i at Hilo School of Nursing and Daniel K. Inouye College of Pharmacy, University of Hawai'i at Mānoa School of Nursing and Dental Hygiene and John A. Burns School of Medicine, Hawai'i Pacific University College of Health and Society's nursing program and A. T. Still University Hawai'i Campus.
- ▼ With the current dearth of clinical placements, overseen by practicing health professionals called "preceptors", over half of the in-state programs have decreased their cohort sizes, thus slowing the pipeline to future health professionals.
- ▼ This group aimed to address the Center's findings from 2017 that identified an increasingly difficult time placing advanced practice health care students in community based clinical experiences needed for their academic program, graduation requirements, board eligibility and licensing requirements.

APRN Policy & Practice Task Force Background

The APRN Policy and Practice Task Force continues to meet every two months with current efforts on identifying state legislative, administrative rule, and institutional barriers to APRN practice; improve stakeholders understanding of APRN roles and scope of practice through presentations, representation on committees and task forces, and supplying of informational materials; and creating a network for APRNs in all roles, specialties, settings and islands to share their experiences and create a community of APRNs.

Appendices

Appendix A

Advisory Board Members, as of December 2018

Chair

Susan Young, DHA, MSA, RN
Assistant Professor
Health Administration
University of Hawai'i – West O'ahu

Vice Chair

Julio Zamarripa, MSN, RN
Manager
Straub Clinic & Hospital
Hawai'i Pacific Health

Ex-Officio

Mary G. Boland, DrPH, RN, FAAN
Dean and Professor
School of Nursing and Dental Hygiene
University of Hawai'i at Mānoa

Director

Laura Reichhardt, MS, APRN, NP-C
Hawai'i State Center for Nursing

Members

Rose Hata, MS, RN, APRN, CCRN, CCNS
Director
Queen Emma Nursing Institute
The Queen's Medical Center

Beth Hoban, RN, MAOM
Founder/President
Prime Care Services Hawai'i, Inc.

Susan Lee, BSN RN
O'ahu Region Wound Care and Employee Health Office
Lē'ahi Hospital
Hawai'i Health Systems Corporation

Lynn Milligan, MSN/ED, RN, C-NE
Nurse Manager
Lē'ahi Hospital
Hawai'i Health Systems Corporation

Anne Scharnhorst, MSN, RN
Department Chair and Associate Professor
Allied Health
University of Hawai'i Maui College



Appendix B

HSCN Background

Established by the Legislature in 2003 by Act 198, the Center was founded “to address nursing workforce issues. This legislative mandate guides our endeavors.

Specifically, the Center shall:

1. Collect and analyze data and prepare and disseminate written reports and recommendations regarding the current and future status and trends of the nursing workforce;
2. Conduct research on best practices and quality outcomes;
3. Develop a plan for implementing strategies to recruit and retain nurses; and
4. Research, analyze and report data related to the retention of the nursing workforce.

The Governor appoints an Advisory Board that provides direction and supports accomplishments related to the Center’s goals. Additionally, community partners throughout the State participate in implementing innovative programs to meet the needs of Hawai‘i’s nursing workforce and the community.

The Center is located at the University of Hawai‘i School of Nursing and Dental Hygiene and reports to the Dean. The Center is supported by the nurses of Hawai‘i through a Center for nursing fee. Each nurse pays an additional \$40 upon the issuance of new licenses and at each license renewal period. These funds are deposited into a separate account for Center use.

Appendix C

Strategic Plan



2018-2023 Strategic Plans

Executive Summary & Plan



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

Advisory Board

Susan Young, DHA, MSA, RN, Chair
Julio Zamarripa, MSN, RN, Vice-Chair
Susan Lee, RN
Beth Hoban, RN, MAOM
Lynn Milligan, MSN/ED, RN, C-NE, RAC-CT
Kecia Kelley, DNP, MBA, RN, NEA-BC, FACHE
Anne Scharnhorst, MN, RN
Rota Hata, MSN, MBA, RN, APRN, CCRN, CCNS
Mary Boland, DrPH, RN, FAAN

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Table of Contents

Acknowledgements	2
Executive Summary	3
HSCN Strategic Plan Mandates, Goals and Objectives, 2018-2023	4
HSCN Strategic Plan Timeline, 2018-2023	5
Stakeholder Identified Drivers for Strategic Priorities	6
Strategic Plan	7
Rationale and Recommendations	8

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
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.	✔ 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.
Conduct research on best practices and quality outcomes.	✔ 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.
Develop a plan for implementing strategies to recruit and retain nurses.	✔ 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.
Research, analyze, and report data related to the retention of the nursing workforce.	✔ Improve visibility of Center's work and initiatives.
	✔ Utilize key partners to amplify reporting outcomes.
Engage in Communication and Public Awareness Strategies to support strong nursing workforce and Center initiatives.	✔ 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





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.

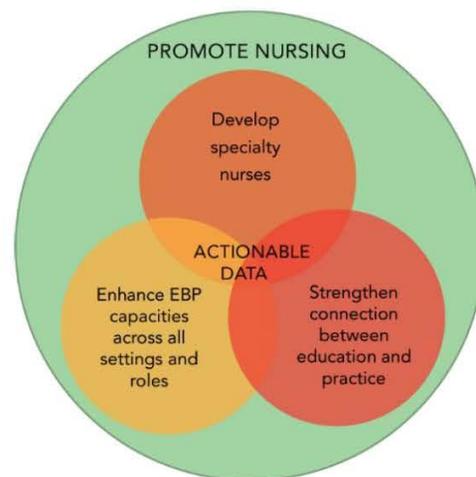
Strategic Plan

Our strategic planning activities included three focus groups facilitated by CommUnity Works in the fall of 2017, followed by thematic analysis and review of the priorities of our partners, program assessments and outcome, and priority alignment by the Center's Advisory Board. The focus groups had a total of 51 unique participants from industry, academia, and community healthcare organizations. Participants rotated through facilitated small group discussions covering different aspects of the Center's mandates and programs. At the end of each session, the participants identified their top two focus areas for the Center over the next three to five years. Through the strategic planning process, we learned about the extent to which our current programs are relevant and useful to our partners. We also heard about additions, modifications, and innovations we might make to our existing programs to support the development of the nursing workforce in our state.

The comprehensive thematic analysis of the community conversations was an incredible undertaking. The executive summary presents priority areas, drivers for strategic priorities, objectives by mandate/goal and timelines to achieve strategies. To deepen the directives to undertake these plans, the following section describes our current state and work plan to focus work relative to our mandates and goal. The Center's legislative mandates were enacted in 2003 with the establishment of the Center. One additional goal is added, which addresses the fundamental need for partnerships in order to achieve this work.

As we move from planning to action, it is imperative that we note how those priorities are interconnected. Ultimately, the changing healthcare model and patients' advancing health care needs require a highly skilled workforce in all settings and roles. To achieve this, we need an interplay between enhancing the specialty capacity in nursing, deepening of the evidence-based practice core standards throughout healthcare, leadership driving priorities, and academia developing the emerging and incumbent nursing workforce.

This strategic plan lays the pathways to identify action areas. By being data-driven in its activities, the Center can respond broadly to all of our stakeholders' priorities and achieve specific outcomes within each priority area. It is critical that academic partners, nursing employers, professional organizations, and healthcare partners collaborate and collectively leverage their respective resources and actions. Recognizing collaboration among our stakeholders as an existing strength, and noting the Center serves as a convener of these stakeholders, the following plan is feasible and achievable over the next three years. Further, it will enable establishing action plans to continue the relevance and outcomes of these strategic recommendations over the next five years.



Rationale and Recommendations

I. Collect and analyze data and prepare and disseminate written reports and recommendations regarding the current and future status and trends of the nursing workforce.	
RATIONALE	<p>Timely access to accurate and relevant data about characteristics of the employed nursing workforce, demand for nurses in specialty and other areas, and schools' ability to produce needed nurses is essential for effective workforce planning and development. Center partners and nursing stakeholders value data as a means to inform policy and planning for the workforce pipeline and nursing role innovation.</p>
CURRENT STATE	<p>The Center conducts and reports a biennial nursing workforce supply survey. The supply survey is the best available data source that describes the characteristics of the employed nursing workforce in Hawai'i. Expanded research capacity at the Center beginning in the second half of 2017 is ensuring rapid delivery of workforce supply reports.</p> <p>Center research capacity limitations resulted in a three academic-year lapse in conducting the educational capacity survey. This extended hiatus has created a notable lack of information about whether our schools of nursing have the faculty and clinical training site resources necessary to train Hawai'i's future nurses.</p> <p>It is also clear from our community conversations that our partners can only speculate about what the future will demand from Hawai'i's nurses and they are requesting data to clarify what those demands are. In particular, we need to know about how demand for nurses is affected by changing care delivery models that rely on increasingly specialized care in acute care hospitals, shortened length of hospital stay and the treatment of higher acuity patients in community-based and home settings. As the last demand projection was completed in 2007, the Center recognizes a need for current nursing demand data and projections.</p>
RECOMMENDATIONS	<ul style="list-style-type: none"> • Continue the biennial workforce supply survey and educational capacity survey. The Center should work with key stakeholders in advance of each survey cycle to identify questions related to emergent or important workforce trends. • The supply survey should continue to measure employed nurses' practice settings and specialties, intention to leave the workforce, and academic progression. • Revise the educational capacity survey. The Center should revise the educational capacity survey content, fielding timeline, and reporting to better meet our partner's needs, using feedback from our schools of nursing and research steering committee.

REC. (cont.)	<ul style="list-style-type: none"> • Determine demand and future projections of nursing workforce needs. A demand survey should clearly identify the number and types of nurses that are necessary to respond to Hawai'i's changing healthcare needs. To do this, the Center must consult and collaborate with industry partners to determine the focus, frequency, and method of reporting of demand survey data. • Promote nursing through time sensitive dissemination of information. The Center should develop a communications and data dissemination protocols by ensuring that useful and user friendly reports are available for a broad audience. • Establish workforce research steering committee to inform strategic efforts and emerging research opportunities. Maintain regular assessments with stakeholders to ensure special workforce research projects are being completed and that routine research initiatives report useful data in a timely manner.
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II. Conduct research on best practice and quality outcomes.

RATIONALE	<p>Nurses are the e largest Hawai'i healthcare workforce. Because of the close and pervasive contact that nurses have with the state's patient population, nursing workforce development must encourage practice models that produce the best possible nurse-sensitive patient outcomes.</p> <p>The Center has an opportunity to revise, rebrand, and better promote Evidence Based Practice (EBP) training while simultaneously expanding access to continuing education for nurses and the care team. Doing so may support and encourage greater awareness of EBP and nursing best practice among clinical nurses, healthcare administrators, and team members.</p>
CURRENT STATE	<p>The Center's efforts to develop nurses' ability to engage in best practices to produce quality patient outcomes has centered on the EBP program comprised of three individual workshops each of which supports the integration of EPB into clinical practice, nurse leadership, and nursing school curriculum. A fourth workshop focuses on writing for publication and is targeted to assist nurses, leaders, and educators to disseminate the findings from their EBP research projects.</p> <p>There is consistently high demand for the Center's EBP workshops for clinical nurses and nurse faculty. There remains, however, demand for more generalized quality practice support, in response to the new nursing continuing competency requirements, as well as more generalized advancement of EBP to non-nurse administrators and the care team.</p>

RECOMMENDATIONS	<ul style="list-style-type: none"> • Continue EBP workshop for clinicians and faculty. Identify opportunities to increase the number of clinical nurses and nurse faculty who attend EPB workshops to facilitate innovation, community building and sharing of successes. • Promote EBP to nurses and healthcare leadership. Develop communication strategies, with stakeholder feedback, for healthcare executives, nursing faculty, and community-based nursing staff. Consider methods to improve information and project sharing across the state, across organizations, and among EBP practitioners. • Investigate the Center’s role in offering continuing competency activities. Focus on expanding opportunities for quality practice development for staff nurses, especially those who work in community-based settings. • Convene an evidence-based practice stakeholder committee. Maintain regular assessments with stakeholders to ensure that the Center is promoting its workshops to the right target audiences and that they are accessible to all nurses in all settings and specialties.
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III. Develop a plan for implementing strategies to recruit and retain nurses.	
RATIONALE	<p>The foundation of an adequate, stable, and expert nursing workforce is the ability to recruit and retain nurses into positions across the continuum of care. Identifying and reducing barriers to recruitment and retention can mitigate adverse outcomes ranging from a nurse shortages to financial costs associated with high nurse turnover.</p>
CURRENT STATE	<p>The statewide nurse residency program (NRP) has improved first-year retention rates over the national average. Vizient, the nurse resident management online platform, provides facilities with summary performance metrics that support clinical nurse educators’ ability to provide responsive mentoring to residents.</p> <p>The Centralized Clinical Placement System (CCPS) is an online clinical placement tool that facilitates and streamlines placement of nursing students into clinical training sites. Highly coordinated clinical placements promote nursing students’ timely degree completion and on-time entry in to the nursing workforce pipeline.</p> <p>There is current interest in establishing specialty training support and transition to practice support for acute care nurses, community-based nurses and advanced practice nurses across the healthcare system. Developing and initiating plans should be informed by nursing specific demand, capacity for adopting change, and national best practices.</p>



RECOMMENDATIONS

- **Continue nursing student clinical placement optimization through the Centralized Clinical Placement System.** Continue support for RN clinical placement and expansion of CCPS to include clinical placements for graduate students.
- **Continue new graduate nurse transition to practice efforts through the Hawai'i Nurse Residency Program.** Continue existing transition to practice efforts.
- **Develop plans to address priority areas based on state workforce research and national best practices.** The Center's recommended priority of assertively expanding its research program will deepen our understanding of what drivers and constraints are affecting nurses in advance practice and community-based healthcare management teams. The outcomes of improved workforce research will inform the development of strategies to address recruitment and retention.

IV. Research, analyze, and report data related to the retention of the nursing workforce.	
RATIONALE	Effective recruitment and retention research should inform the strategies that facilities implement to recruit and retain nurses. Evaluation data should be disseminated broadly to inform recruitment and retention practices statewide.
CURRENT STATE	<p>The Center distributes research findings and current issues in nursing practice, education, recruitment and retention via its website, monthly newsletter, and Facebook. The Center's staff also presents their work, programs, and initiatives to local and national audiences at local and national conferences. The Center's staff engages a range of interprofessional partners in industry, education, government by working on and leading statewide taskforces and working committees.</p> <p>Though the Center works to communicate the state of nursing in Hawai'i to a broad audience, there exists a lack of clear understanding, even among people who work in healthcare, about the factors that affect the current and future of nursing practice in Hawai'i. Community members are unaware of policy changes that have reduced regulatory barriers to APRN scope of practice or the impact of increased acuity on home health and community-based nurses. As a result, our community conversations revealed that the Center may wish to focus on the development of an innovative communications plan that promotes a better understanding of the field of nursing.</p>
RECOMMENDATIONS	<ul style="list-style-type: none"> • Improve visibility of Center's work and initiatives. Promote nursing through data sharing and broad communication. Develop more information briefs and dynamic data presentations on key issues and improve reporting strategies for all programs and initiatives. Utilize the opportunities recommended in the above sections to develop small, consumable reports and recommendations. Include multimodal reporting mechanisms including webinars, videos, infographics, written reports, and presentations to multiply exposure opportunities. • Utilize key partners to amplify reporting outcomes. Partnering with stakeholders will broaden the base audience among organizations with which the Center's work aligns. Strategies include shared press releases, submission of reports to partners' newsletters or communication teams, and development of presentations for stakeholders to utilize and share.





V. Engage in Communication and Public Awareness Strategies to support strong nursing workforce and Center initiatives	
RATIONALE	<p>Successful outcomes should include partnerships with healthcare organizations, associations, schools, and nursing facilities which have aligned priorities and goals. By aligning work, the state can achieve greater outcomes on a wider scale, including developing recommendations for policy and applying or informing national nursing or healthcare initiatives.</p>
CURRENT STATE	<p>The Center's current work engages primarily large nursing employers and schools across the state, as well as healthcare workforce planners and researchers, with a focus on collaborative work with shared goals. It is imperative to maintain our existing partnerships and collaborations while expanding partnerships to neighbor island organizations, community-based health care delivery organizations, and partners developing new care delivery models to ensure our efforts that are responsive to the changing environment.</p> <p>The Center has had stable funding through nurse license fees and partner reimbursements for programs for the last 15 years while recurring personnel expenses continue to increase dramatically. Expanding work must include fiscal resource generation.</p> <p>The Center engages in national initiatives including the Robert Wood Johnson Foundation Action Coalition to achieve the Future of Nursing Recommendations, the National Forum of Nursing Workforce Centers research initiatives, and others. This work has helped the Center and Hawai'i achieve great outcomes in nursing workforce research, academic progressions, APRN scope of practice authority, and other outcomes. Tying work to national initiatives informs and validates local initiatives and informs benchmark goal setting.</p>
RECOMMENDATIONS	<ul style="list-style-type: none"> • Expand partnerships to achieve priority, mandate and goal outcomes. Develop new partnerships and relationships with schools of nursing, employers of nurses, and healthcare organizations that are working on or goals and priority areas as the Center to broaden community impact on these areas. Continue to steward existing relationships. • Diversify funding sources for Center initiatives. Focus on increasing the scope of the Center's work products including expanding shared partner funding models, grant funding, or contracting work that aligns with Center's priority and mandate driven work.

REC. (cont.)

- **Advocate for sound nursing and health policy development using data-driven strategies.** Engage with policy makers, healthcare and nursing leaders, and practicing nurses to identify policy initiatives utilizing local and national data to validate and inform the recommendations.
- **Engage with national initiatives to ensure Hawai'i's nursing and healthcare workforce initiatives are grounded in national best practices and aims.** Retain strong ties to national best practices and initiatives and identify opportunities to align state goals with national initiatives to strengthen foundation and support for our efforts. Develop briefs of local work relative to national initiatives to ensure Hawai'i's efforts are included in exemplars of best practices.



community works
Planning
Facilitation & Training
Nonprofit Management

The Hawai'i State Center for Nursing would like to thank CommUnity Works, LLC for facilitating our 2017 Community Conversations.

Appendix D

County Infographics

2017 NURSING WORKFORCE CITY & COUNTY OF HONOLULU

72%
NURSES IN
HAWAII
WORKING
IN COUNTY

70%
PEOPLE IN
HAWAII
RESIDING
IN COUNTY



DISTRIBUTION



TOP SPECIALTIES

LPN

GERONTOLOGY
FAMILY HEALTH
ADULT HEALTH

RN

ACUTE CARE
GERONTOLOGY
PERIOPERATIVE

APRN

FAMILY HEALTH
ACUTE CARE
MENTAL HEALTH

BSN + PREPARED



U.S.

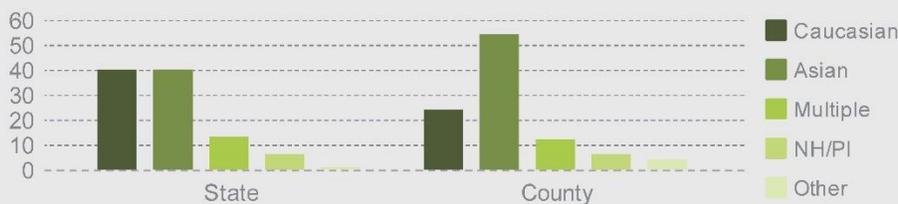


HAWAII



HONOLULU

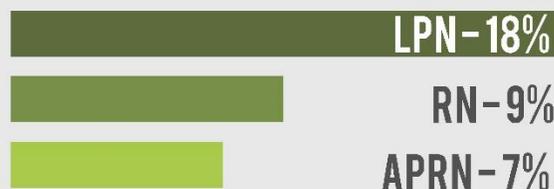
RACE



44 STATE **MEDIAN AGE** **44** COUNTY

10% HAWAIIAN ANCESTRY

LIKELY TO LEAVE
NURSING
WITHIN 5 YEARS



55%
WORK IN
HOSPITALS

2017 NURSING WORKFORCE COUNTY OF HAWAI'I

13%

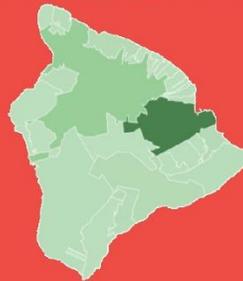
NURSES IN
HAWAI'I
WORKING
IN COUNTY

14%

PEOPLE IN
HAWAI'I
RESIDING
IN COUNTY



DISTRIBUTION



MOST

LEAST

TOP SPECIALTIES

LPN

GERONTOLOGY
FAMILY HEALTH
HOME HEALTH

RN

ACUTE CARE
GERONTOLOGY
PERIOPERATIVE

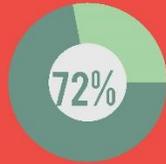
APRN

FAMILY HEALTH
ACUTE CARE
MENTAL HEALTH

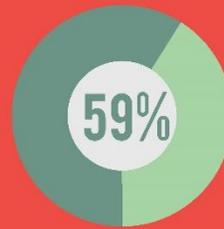
BSN + PREPARED



U.S.

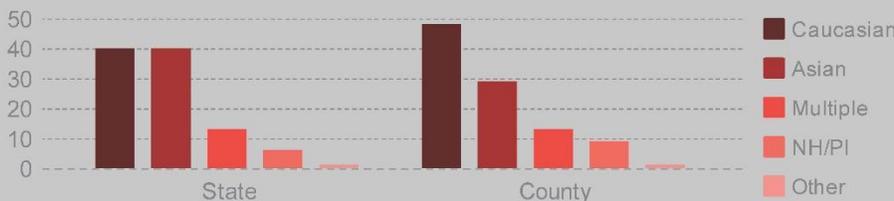


HAWAI'I



COUNTY OF HAWAI'I

RACE



44
STATE

MEDIAN
AGE

47
COUNTY

16% HAWAIIAN
ANCESTRY

LIKELY TO LEAVE
NURSING
WITHIN 5 YEARS

LPN - 15%

RN - 11%

APRN - 10%

**HIGHEST
PERCENTAGE
OF NATIVE
HAWAIIAN
NURSES**

2017 NURSING WORKFORCE MAUI COUNTY

10%

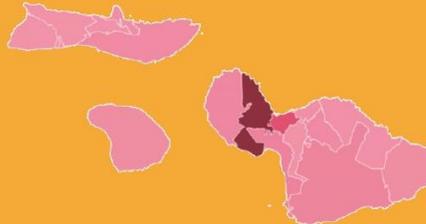
NURSES IN HAWAII WORKING IN COUNTY

11%

PEOPLE IN HAWAII RESIDING IN COUNTY



DISTRIBUTION



LEAST MOST

TOP SPECIALTIES

LPN

GERONTOLOGY
ACUTE CARE
PEDIATRICS

RN

ACUTE CARE
GERONTOLOGY
HOME HEALTH

APRN

FAMILY HEALTH
ACUTE CARE
ADULT HEALTH

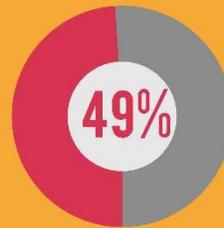
BSN + PREPARED



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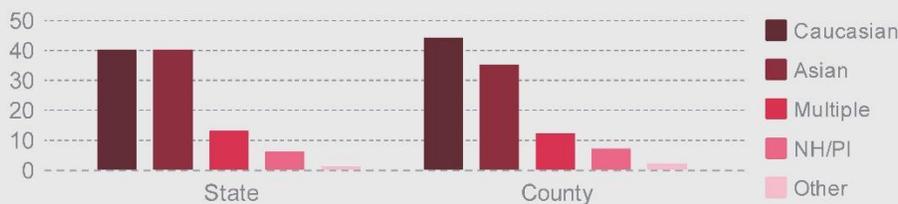


HAWAII



MAUI COUNTY

RACE



44
STATE

MEDIAN
AGE

44
COUNTY

10% HAWAIIAN
ANCESTRY

LIKELY TO LEAVE
NURSING
WITHIN 5 YEARS



46%
INCREASE
IN NURSING
LICENSES
2005-2017

2017 NURSING WORKFORCE COUNTY OF KAUA'I

5%

NURSES IN HAWAII WORKING IN COUNTY

5%

PEOPLE IN HAWAII RESIDING IN COUNTY

DISTRIBUTION



TOP SPECIALTIES

LPN

GERONTOLOGY
ACUTE CARE
FAMILY HEALTH

RN

ACUTE CARE
GERONTOLOGY
PERI-OP

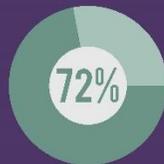
APRN

FAMILY HEALTH
WOMEN'S HEALTH
GERONTOLOGY

BSN + PREPARED



U.S.

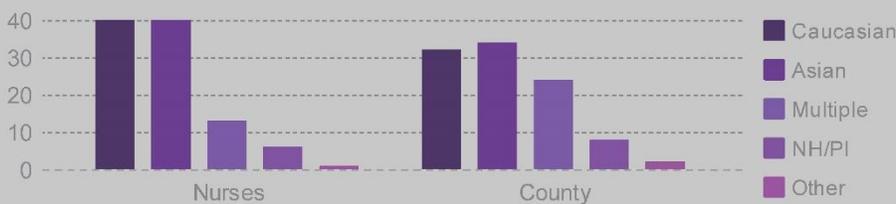


HAWAII



KAUA'I

RACE



44
STATE

MEDIAN
AGE

45
COUNTY

11% HAWAIIAN
ANCESTRY

LIKELY TO LEAVE
NURSING
WITHIN 5 YEARS



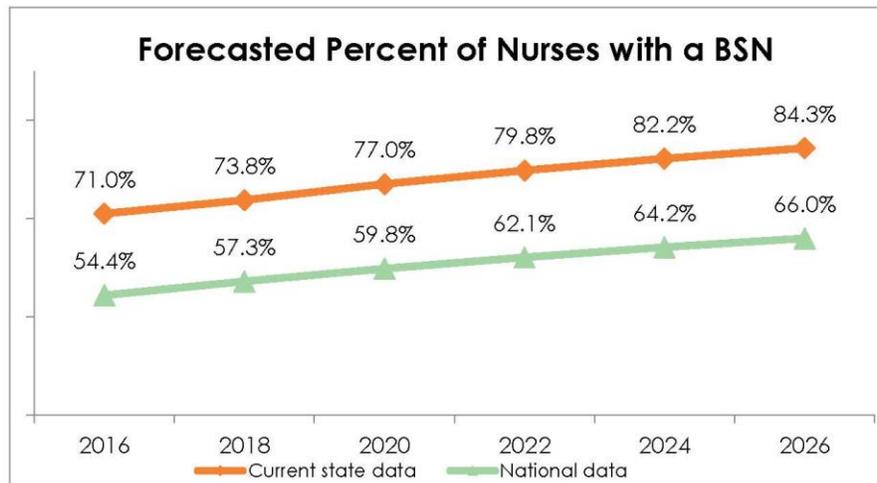
**HIGHEST
PERCENTAGE
OF LPNS
LEAVING
THE WORKFORCE**

Appendix E

BSN Forecast

Projected Timeline of Hawai'i's Achievement of the 80% BSN Rate

Using data from the [2017 Nursing Workforce Supply Report](#) and the [2016-2017 Hawai'i State Nurse Education Capacity Survey](#), and Joanne Spetz's BSN-forecasting model¹, Hawai'i is forecasted to achieve the 80% BSN rate by 2022. In contrast, the national nursing workforce is expected to be 66% BSN-prepared by 2026.



Contributing to Hawai'i's notably more rapid achievement of the 80% goal are two factors.

1. The rate of RNs who enter the workforce with a BSN or higher has increased from 50% among RNs who graduated prior to 2014 to 70% among RNs who graduated after 2014.
2. 25% of diploma-prepared nurses and 29% of ADN-prepared nurses reported that they completed a baccalaureate or graduate degree in nursing since their initial entry into the workforce.

Note the following limitations to the probable accuracy of the forecast:

1. State data were not available from the same sources from which national data were collected. Differences in data sources may affect the accuracy of the projection for Hawai'i.
2. The model requires the use of the age distribution of graduates of nurse education programs which are not reported separately from the demographic characteristics of all enrolled students. As such, the age distribution of all enrolled students was substituted in place of the age of graduates. This substitution is valid only to the extent that the demographic characteristics of the enrolled student body in any given program is similar to those of a single graduating cohort.
3. The projection presupposes a consistent rate of change in all variables included in the calculations and cannot accurately compute a forecast on data that are expected to be substantially different from year to year.

Citation information for this report:

Hawai'i State Center for Nursing (2018). *Projected Timeline of Hawai'i's Achievement of the 80% BSN Rate*.

¹ Spetz, J. (in press). Projections of progress toward the 80% Bachelor of Science in Nursing recommendation and strategies to accelerate change. *Nursing Outlook*. doi: 10.1016/j.outlook.2018.04.012