Strategic Plan

2025-2029

HAWAIʻI STATE CENTER FOR NURSING

Connecting Nurses. Transforming Healthcare.

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Hawaiʻi State Center for Nursing thanks the Advisory Board and all community partners who supported generating this report.

Alternate forms of this report will be provided upon request to HSCFN@hawaii.edu.

Focus groups and Strategic Planning facilitated by **Eric Kapono**, owner of Advancement Services for Native Nonprofits.

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Background

From October 2024 to January 2025, the Center engaged with over 70 members of Hawai'i's nursing community to explore the past, present, and future of the Center's work. The summary of these sessions may be reviewed in the Discovery Group Summary Report.

Two additional discovery groups were convened to inform us of the anticipated goals in this plan. Input from these sessions may be reviewed in the Report on Educational Capacity Discussion and the Report on Workplace Well-Being Discussion.

The Strengths, Opportunities, and Aspirations within this strategic plan reflect key sentiments expressed by participants. The Aspirations are also the basis for this Strategic Plan's 2025-2029 Goals.

Our Vision

A thriving Hawai'i nursing workforce.

Our Mission

To collaborate on fostering workplace conditions that support and engage nurses to remain in a fulfilling profession.

Our Legislative Mandates

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 practice 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.

Our Strengths

COLLABORATION AND NETWORKING

We approach our work collaboratively, bringing together professionals, educational institutions, and government to foster mutual support and collective resilience.

DATA-DRIVEN PRACTICES AND RESEARCH

We are committed to utilizing data and evidence-based practices to keep nurses informed, enhance their practices, and help them realize impactful outcomes.

COMMUNITY BUILDING AND SUPPORT

Our staff are responsive and supportive of the needs of our nursing community, ensuring their voices are heard and building a sense of belonging.

LEADERSHIP AND ADVOCACY

We work as a team with passion and commitment to address urgent issues and challenges facing Hawai‘i’s nurses.

Our Opportunities

IMPROVE WORKFORCE CONDITIONS TO ENHANCE RETENTION

Addressing staffing shortages, workload demands, and job satisfaction could create a more sustainable nursing workforce.

LEVERAGE TECHNOLOGY TO INCREASE PATIENT CARE

Integrating Artificial Intelligence into the workflow could give nurses more time to care for patients.

MENTOR INTERGENERATIONALLY TO IMPROVE SKILLS AND RETENTION

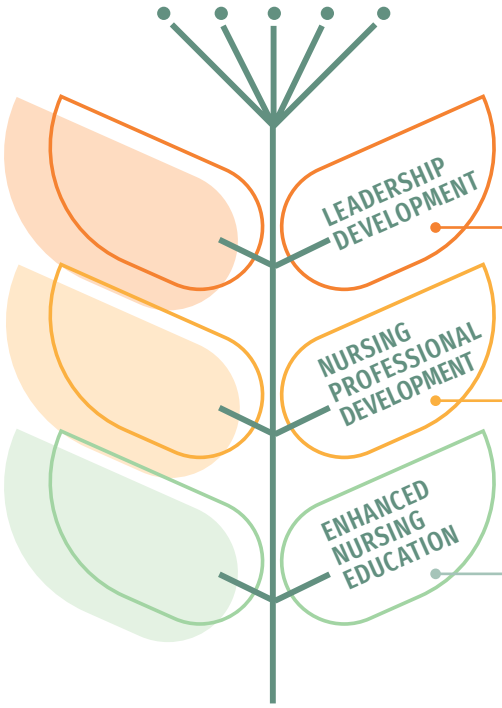
Fostering relationships between new graduates and experienced nurses could mutually benefit the novice and the advanced.

OUTREACH TO DIVERSIFY AND GROW THE PROFESSION

Reaching younger, under-represented audiences to prepare them for a career in nursing could position the profession to serve the community better.

RESOURCE COLLABORATION TO SOLVE SHARED CHALLENGES

Sharing clinical sites, resources, best practices, and successful initiatives could enhance practice and unify approaches to healthcare.



Our Aspirations

To cultivate future leaders who can connect with and effectively advocate for the nursing profession.

To establish programs that transfer knowledge, skills, and abilities for the growth of nurses, from novice to expert.

To facilitate and contribute to innovations that strengthen the educational pipeline for professional nursing.

Measures and Targets

2025-2029 GOALS *(ORIGINATED 02/2025)*	MEASURES *(ORIGINATED 02/2025)*	2025 BASELINE *(02/2025)*	2027 MILESTONE *(09/2027)*	2029 TARGET *(09/2029)*
1. ENHANCED NURSING EDUCATION To facilitate and contribute to innovations that strengthen the educational pipeline for professional nursing.	**A.** Full-Time Faculty Vacancy Rate	13%	11%	7.8%
	B. % Nursing faculty whose schools offer teaching-related professional development (PD)	86%	86%	86%
	C. % Nursing faculty who participated in employer-offered teaching-related PD	92%	92%	92%
2. NURSING PROFESSIONAL DEVELOPMENT To establish programs that transfer knowledge, skills, and abilities for the growth of nurses, from novice to expert.	**A.** # Non-hospital healthcare partner facilities that administer graduate nurse residency programs	2	4	6
	B. % Nurses employed in **hospitals** who agree their "*employer encourages and provides needed support for PD*"	56%	60%	75%
	C. % Nurses employed in **non-hospital** settings who agree their "*employer encourages and provides needed support for PD*"	63%	70%	80%
	D. # PD offerings provided by HSCN	0	6	20
3. LEADERSHIP DEVELOPMENT To cultivate future leaders who can connect with and effectively advocate for the nursing profession.	**A.** % Nurses who report being preceptors for nursing students or nurses in the previous 2 years	47%	47%	47%
	B. # New leadership-related PD offerings provided by HSCN	0	4	8
	C. % Nurses who agree that "*in general, I feel that my nursing employer is genuinely concerned about my physical, emotional, and psychological wellbeing*"	57%	65%	90%
	D. % Of nurses who plan to leave their current job due to dissatisfaction with the current employer	30%	25%	20%