



Advisory Committee

STRATEGIC PLANNING RECOMMENDATIONS 2014 - 2017

Abstract

In an effort to guide the Center in priorities and resources for coming years, the Iowa Center for Nursing Workforce Advisory Committee conducted several meetings to develop goals and initiatives for consideration by the Iowa Board of Nursing. The recommendations were developed using historical information about prior efforts to impact the nursing workforce, and after conducting a SWOT analysis about current nursing workforce concerns in the state.

Laura Hudson, Associate Director - Workforce
Iowa Board of Nursing – August 2014



Advisory Committee

Iowa Center for Nursing Workforce Advisory Committee Members

Name:	Affiliation
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Board staff participants: Kathy Weinberg, Executive Director; Jimmy Reyes, Associate Director – Education & Practice; Laura Hudson, Associate Director – Continuing Education & Workforce

Iowa Center for Nursing Workforce 2014 – 2017 Strategic Plan

Background:

The development of the Iowa Center for Nursing Workforce stems from prior initiatives and studies conducted in the state of Iowa, such as *The Report of the Iowa Governor and Lt. Governor's Nursing Task Force* (March 3, 2008), the Iowa Needs Nurses Now (INNN) coalition recommendations, and legislation passed in 2010, effective January 5, 2011. Funding was not secured for the 2010 legislative mandates.

In September 2011, a representative from the Iowa Council of Nurses (ICON) made a request to the Iowa Board of Nursing (IBON) to create a new professional staff position and to join a growing number of states with nursing workforce centers. On September 14, 2011, the Board voted to establish a nursing workforce center and established a professional full time position to support the workforce center.

In early 2012, an associate director was hired, with duties split between continuing education and the workforce. The current associate director was hired in November 2012, with approximately 35% of duties focused on workforce. Concurrent with the staff hiring, the IBON began collecting nursing workforce minimum dataset information through the new online registration process for nursing licensure.

At the September 2013 IBON meeting, the Board voted to appoint an advisory committee to facilitate the strategic planning and direction for Iowa's nursing workforce center, known as the Iowa Center for Nursing Workforce. The committee's charge was: 1) to identify the overall strategic direction for the Iowa Center for Nursing Workforce, and 2) to establish priorities for the Iowa Center for Nursing Workforce.

Over the course of three meetings held in 2014, the workforce advisory committee studied historical information about nursing and healthcare workforce initiatives, conducted a SWOT analysis (strengths, weaknesses, opportunities and threats) about current nursing workforce concerns in the state, and created a mission statement for the Center. Pursuant to the Committee's charge, a list of recommended goals and initiatives was developed for consideration by the Board. These recommendations are presented in an effort to guide the Center in priorities and resources for the years 2014 – 2017.

The Committee's suggestions are high-level, and not intended to fully encompass the work of the Center. The associate director and other board staff will determine the details of the strategic plan, establish the success measurements, and manage the workflow of the projects. The Advisory Committee plans to meet on a quarterly basis going forward.

Mission Statement

The Iowa Center for Nursing Workforce exists to support a dynamic, well-prepared and diverse nurse workforce to meet the health and wellness needs of Iowans.

Goals and Strategic Initiatives	
1. Outreach	<ul style="list-style-type: none">• Create & Maintain a Website• Develop a newsletter, or include Center news in the IBON newsletter on a separate page.
2. Collaboration	<ul style="list-style-type: none">• Identify and engage other state agencies who can support and advance the work of the center.• Work with the Iowa Action Coalition to determine collaborative efforts and to share what has already been accomplished.
3. Data	<ul style="list-style-type: none">• Publish periodic, relevant data about the nurse workforce supply and demand, wages, education, and projected retirements over the next five year period.
4. Regulation/Practice	<ul style="list-style-type: none">• Encourage efforts for a strong, healthy nursing workforce to protect the health, safety and welfare of the public.• Support healthcare professionals in providing optimum healthcare for Iowans and their caregivers.
5. Workforce Retention & Career Enhancement	<ul style="list-style-type: none">• Promote recruitment and retention of the nursing workforce.• Encourage supportive and nurturing worksite environments.
6. Career Pathways	<ul style="list-style-type: none">• Increase the level of awareness in the state for career opportunities in nursing.

Strategic Initiative #1

Outreach

Initiatives	Tactics	Timeline
<p>1. Create & Maintain a Website.</p>	<p>Hire a consultant to assist with website development.</p> <p>Determine and develop content and graphics for the website. (Consider using STEM students who could assist.)</p> <p>Link to information that would be beneficial to our audience (e.g. Video being developed by STEM Education group).</p> <p>Include the use of social media, as appropriate, to reach our audience which includes nurses, students, consumers and the public (e.g. Twitter, Facebook).</p> <p>Issue a press release when the new website is developed.</p> <p>Track usage to determine website audience.</p>	<p>By 1st quarter 2015</p> <p>By 3rd quarter 2015</p> <p>By 4th quarter 2015.</p> <p>By 4th quarter 2015.</p> <p>Have a website up and operating within a year. By 4th quarter 2015.</p> <p>Ongoing</p>
<p>2. Develop a newsletter, or include Center news in the IBON newsletter on a separate page.</p>	<p>Reach current nurses through the Nursing Newsletter.</p> <p>Build a database of other stakeholders to which information will be sent.</p>	<p>Include Center information in the Nursing Newsletter within the next six months. (1st quarter 2015)</p>

Strategic Initiative #2

Collaboration

Initiatives	Tactics	Timeline
<p>1. Identify and engage other state agencies who can support and advance the work of the center.</p> <p>2. Work with the Iowa Action Coalition to determine collaborative efforts and to share what has already been accomplished.</p>	<p>Contact agencies that would have data or resources to share.</p> <p>Negotiate and sign data sharing agreements, as needed.</p> <p>Initiate efforts with the Coalition to work towards common goals.</p> <p>Include information about the Iowa Action Coalition on the Center's website and in the newsletter.</p>	<p>By 2nd quarter 2015.</p> <p>By 3rd quarter 2015.</p> <p>By 1st quarter 2015.</p> <p>Newsletter – By 2nd quarter 2015</p> <p>Website – by 4th quarter 2015.</p>

Strategic Initiative #3

Data

Initiatives	Tactics	Timeline
<p>1. Produce and distribute periodic, relevant data about the nurse workforce supply and demand, wages, education, and projected retirements over the next five year period.</p>	<p>Determine the data that is available through the state's existing systems.</p> <p>Produce reports about the existing workforce with the information already available (e.g. supply, demand, demographics).</p> <p>Post reports on the website and through distribution lists to stakeholders.</p> <p>Consult with Iowa Workforce Development statistician, as needed, to ascertain which stats to track/project over the next three years.</p> <p>Research wage information for LPN/RN/ARNP positions.</p> <p>Use graphics and publications to tell the state's story about the nursing workforce.</p>	<p>By 1st quarter 2015.</p> <p>By 2nd quarter 2015.</p> <p>By 4th quarter 2015.</p> <p>By 2nd quarter 2016.</p> <p>By 2nd quarter 2016.</p> <p>Ongoing.</p>

Strategic Initiative #4

Regulation/Practice

Initiatives	Tactics	Timeline
<p>1. Encourage efforts for a strong nursing workforce to protect the health, safety and welfare of the public.</p> <p>2. Support healthcare professionals in providing optimum healthcare for Iowans and their caregivers.</p>	<p>Provide data and information for use by nurses, consumers, and other stakeholders who can then influence public policy.</p> <p>Convene round table discussions and be a conduit of information for interested stakeholders in the healthcare arena.</p> <p>Collaborate with the Iowa Action Coalition to support their work in the RN to BSN initiative, the Nurse Residency Program and the ARNP work group.</p>	<p>By 4th quarter 2016 and ongoing.</p> <p>By 4th quarter 2016.</p> <p>By 1st quarter 2015.</p>

Strategic Initiative #5

Workforce Retention & Career Enhancement

Initiatives	Tactics	Timeline
1. Promote recruitment and retention of the nursing workforce.	<p>Include information on the website about nursing education and career options in nursing.</p> <p>Collaborate with healthcare employers to determine demand needs.</p> <p>Publish information about career ladders in support of employment demands, and in connection with the RN to BSN national initiative.</p>	<p>By 4th quarter 2015, along with the website development.</p> <p>By 4th quarter 2016.</p> <p>By 1st quarter 2017.</p>

Strategic Initiative #6

Career Pathways

Initiatives	Tactics	Timeline
<p>1. Increase the level of awareness in the state for career opportunities in nursing.</p>	<p>Promote nursing as a career to high school counselors.</p> <p>Include employers, students in K-12, educators, counselors, mid-career population, CNAs and Veterans in our outreach efforts.</p> <p>Attend conferences, workshops, traveling RV with a message about nursing.</p> <p>Collaborate and participate in STEM initiatives to include information about nursing.</p> <p>Recruit men and minorities into nursing.</p> <p>Visually reach out to potential nurses through media: E.g. Billboards, TV advertising, local and state fairs.</p> <p>Inform nursing students and nurses about scholarship opportunities as they are announced.</p>	<p>Beginning in year 2 (4th quarter 2016), and ongoing.</p>

Iowa Center for Nursing Workforce SWOT Analysis - May 7, 2014

Strengths	Weaknesses
<ul style="list-style-type: none"> • We do not have to reinvent the wheel on nursing workforce centers. • Prior state studies exist from which to work. • STEM initiatives in the state may lead more students to the healthcare field. • Department of Education – “I have a plan” for 8th graders. • High schools are focusing on health careers. • Data is already being collected on nursing workforce. • The center is funded by the IBON • ADN, RN grads tend to stay in rural Iowa areas. • BON works well with nursing education programs. • A national data set exists. • The existence of the National Forum of State Nursing Workforce Centers. • The Center is separate from the Iowa Action Coalition, which is working on other workforce measures. 	<ul style="list-style-type: none"> • Website • Lack of information for the public sector about healthcare re nursing education. • Lack of marketing to K-12 students. • Creating a better image. • Education system: Adjunct vs full time faculty • Being an entity under state restrictions may limit what can be done by the center.

Opportunities	Threats
<ul style="list-style-type: none"> • CNA/Direct Care information has been studied by the Health and Long Term Care Advisory Council. This population feeds into the nursing workforce. • Inform the public about nursing/education/faculty. • Increase awareness of health programs in K-12. • Data sharing with Iowa Workforce Development. • To be recognized as the hub of nursing information and data. • Become a one stop shop for all career things in nursing. • Marketing materials with the help of the state of Iowa graphics department, IWD. • Collaborate with the Regional Action Coalition to build the efforts of the Center for Nursing Workforce. 	<ul style="list-style-type: none"> • Decreased access to clinical sites. • RN to BSN progression still isn't done. • RNs won't progress to BSN (disparity in pay). • Political environment (medicine vs nursing). • RN "bubble" bursting (when will the baby boomer nurses be retiring?). • Finding nurse educators with historically low salaries being offered. • Legislative directives. • Perception of being a state agency (negative stigma associated with state government). • Inconsistency in education gen ed credits/transfer credits towards nursing degree work.

Appendix A