



OREGON
NURSING LEADERSHIP
COUNCIL

OREGON NURSING LEADERSHIP COUNCIL STRATEGIC PLAN

SOLUTIONS TO OREGON'S
NURSING SHORTAGE

2005 – 2008

NORTHWEST ORGANIZATION OF NURSE EXECUTIVES
OREGON COUNCIL OF ASSOCIATE DEGREE AND PRACTICAL NURSE PROGRAMS
OREGON COUNCIL OF DEANS • OREGON NURSES ASSOCIATION • OREGON STATE BOARD OF NURSING



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Introduction

National and state-level studies of nursing workforce project a significant shortage of Registered Nurses by 2010. The shortages will affect every area of health care. Unless major steps are taken, both access to and quality of health care for Oregonians will be seriously jeopardized. Accordingly, the Oregon Nursing Leadership Council (ONLC) proposes to continue collaborative efforts by all stakeholders directed toward seven major goals for 2005–2008:

- 1) Determine and support strategies for the recruitment and retention of nurses in the workplace;
- 2) Achieve nursing education reform and increased program capacity;
- 3) Support the use and evaluation of simulation as an educational methodology in nursing;
- 4) Continue initiatives to diversify the nurse workforce to promote culturally competent care;
- 5) Implement the ONLC Education Committee (ONLC-EC) nurse competencies in practice settings;
- 6) Promote leadership development in nursing;
- 7) Enact nursing leadership for Oregon's health; and,
- 8) Attain financial stability for the Oregon Center for Nursing (OCN).

A number of fundamental assumptions support these proposed solutions:

- Registered Nurses are the foundation of quality patient-centered care.
- To fully address the health care needs of patients, nurses must be empowered to function within their knowledge bases and legal scope of practice.
- Delivery of essential nursing care requires a supportive infrastructure and staffing to ensure sufficient nurse time with the patient.
- The composition of the nurse workforce should mirror the population it serves in terms of ethnicity, culture, gender, and language capability.
- Nursing occurs in an interdisciplinary team context; one that must be grounded in a professional and collegial model.
- Professional nursing, as a lifelong career commitment, must be structured to reward and accommodate the expert contributions, and physical capabilities, of the middle age and older nurse.

Please Note:

ONLC– Oregon Nursing
Leadership Council

OCN– Oregon Center
for Nursing

OCNE– Oregon
Consortium for
Nursing Education

*This document is intended to
be an evolving strategic plan.*

2005-2008 GOALS & STRATEGIES

Goal #1:
Determine and support strategies for the recruitment and retention of nurses in the workplace.

Targets:

- By 2010, improve the retention of nurses in their first three years of practice by 50 percent.
- By 2010, improve the recruitment and retention of nurses working in long-term care settings.

Strategies:

- Support clinical practice across the career life-span of a nurse.
- Promote healthy, cooperative workplace cultures.
- Promote professional nursing as a rewarding career option.
- Focus attention on 'hard to recruit/retain' sectors (e.g. long-term care, public health, and rural facilities) and roles (e.g. nursing faculty, managers and administrators).
- Collect evidence-based data and identify factors contributing to loss of nurses from the workforce and develop strategies to address them.
- Partner with the State Employment Department to track the status of the staff shortage by geographic region and facility type—project staff needs over a 10-year period.

Responsible Entity:

ONLC Practice Environment Committee/Subcommittee(s).

Goal #2:
Achieve education reform and increased program capacity.

Targets:

- By 2010, increase number of nursing faculty in Oregon's educational programs by 65 FTEs. This includes replacement faculty only. The need for additional faculty will be determined by increased student enrollment.

Strategies:

- Develop a statewide data base that tracks the true magnitude of the nursing education program applicant pool.
- Partner with the State Employment Department to track the status of the faculty shortage by geographic region and program type—project faculty needs over a 10-year period.
- Support the establishment of new master's programs to prepare faculty for the state's nursing education programs.
- Determine the 'best practice' for statewide faculty recruitment including recruitment of under-represented groups.
- Obtain stable funding to allow expansion of existing nursing programs.
- Pursue initiatives for recruitment and retention of nursing faculty.
- Assure there are programs in place to supply an adequate number of Licensed Practical Nurses and Certified Nursing Assistants, and that these programs are guided by the ONLC-EC competencies.
- Support the implementation of the Oregon Consortium for Nursing Education [OCNE] and other educational reform supportive of ONLC goals.
- Develop a talking-point paper on factors contributing to the nursing shortage and recommended solutions.

Responsible Entity:

ONLC Education Committee/Subcommittee(s).

Goal #3:
Support the development and evaluation of innovative educational methodologies in nursing.

Targets:

- Co-sponsor statewide LPN summit in April 2006. Target for LPN education will be set following summit proceedings and analysis of workforce needs.
- Explore increased educational/training opportunities for CNAs.

Strategies:

- Partner with other relevant groups to continue development, sharing and evaluation of simulation and other innovations.
- Provide expertise to evaluators of projects and methodologies.
- Support a technology infrastructure that enables nursing education to be shared among clinical and practice partners and provide more efficiently to rural areas.
- Continue to support OCNE, the Oregon Simulation Alliance, and other nursing initiatives for education reform.

Responsible Entity:

ONLC Education Committee/Subcommittee(s).

Goal #4:
Continue initiatives
to diversify the
nurse workforce.

Targets:

- By 2012, increase by 50 percent the number of under-represented demographic groups in the Oregon workforce.
- By 2015, double the number of under-represented demographic groups on nursing faculties in Oregon nursing education programs.

Strategies:

- Increase number of under-represented demographic student groups admitted to Oregon nursing education programs.
- Increase retention of under-represented demographic student groups in Oregon nursing education programs.
- Increase the number of under-represented demographic groups into nursing positions with special focus on leadership.
- Support Oregon Center for Nursing projects directed at recruitment of men and minorities into nursing.
- Partner with the Oregon Hispanic Nurses Association and other relevant groups.
- Enhance career success and retention of under-represented demographic groups in nursing through supportive school and work environments.

Responsible Entity:

ONLC Practice Environment Committee/Subcommittee(s) and
ONLC Education Committee/Subcommittee(s).

Goal #5:
Continue initiatives
to promote cultur-
ally competent care

Target:

- Ensure that nursing education programs in Oregon include content in culturally-competent care in the curricula.

Strategies:

- Conduct surveys to identify best-practices for culturally-competent care.

Responsible Entities:

ONLC Education Committee/Subcommittee(s).

Goal #6:
Implement the
ONLC nurse
competencies in
practice settings.

Target:

- Compare ONLC competencies with OCNE competencies for compatibility.

Strategies:

- Engage staff nurses, leaders, and faculty in the ongoing development of the care and education models.
- Explore funding opportunities for model/systems development.
- Disseminate the ONLC competencies to practicing nurses.
- Encourage the development of models or systems of practice needed to actualize the ONLC competencies.
- Develop a mechanism for measuring continued competence of practicing nurses.

Responsible Entity:

ONLC Practice Environment Committee/Subcommittee and OCNE.

Goal #7:
Promote leadership
development in
nursing.

Target:

- By 2008, provide models for leadership development for all levels of nursing.

Strategies:

- Promote interdisciplinary models of leadership development in practice and educational systems.
- Support the expanded implementation of these models.
- Support the achievement of hospital and agencies 'magnet' goals.
- Engage in a reflective dialogue among nurses to refocus ourselves on our common passions.
- Secure support for the ONLC strategic plan through the professional nursing organizations (help build strong staff nurse leaders through the specialty nursing organizations).

Responsible Entity:

ONLC Practice Environment Committee/Subcommittee and OCN.

Goal #8:
Enact nursing
leadership for
Oregon's health

Strategies:

- Collaborate with others around health workforce needs, health policy and other compelling societal and interprofessional concerns.
- Develop legislative agenda around issues that are of interest to nursing and achieve consensus from ONLC members.
- Ensure ONLC's voice is present on statewide healthcare policy issues.

Responsible Entity:

ONLC.

Goal #9:
Attain financial
stability for the
Oregon Center for
Nursing.

Target:

- Secure stable state funding for OCN during the 2007 Legislative Session.

Strategies:

- Project funding needs of the OCN over the next five years.
- Develop a sustainable resource stream to meet OCN objectives.
- Partner with health care entities and other stakeholders to secure funding sources.

Responsible Entity:

ONLC.

2001-2004 STRATEGIC ACCOMPLISHMENTS

The initial ONLC strategic plan was developed in 2001 and consisted of five goals:

Goal #1: Double enrollment in Oregon nursing programs by 2004.

- Although initial goal of doubling enrollment has not been met, several programs have significantly augmented their enrollment [e.g. University of Portland, Oregon Health and Science University, Mount Hood Community College, Portland Community College and others] with the assistance of health care agencies.
- The data base for the regional (statewide) student clinical placement network is in place.
- The simulation laboratory initiative is developed and in the process of implementation statewide.
- ONLC members (and the ONLC strategic plan) contributed to major workforce planning efforts convened by both the Oregon legislature and the Governor.
- ONLC worked with legislators in the 2003 legislative session to establish a mechanism to attain and distribute enhancement funding for nursing program expansions and related initiatives [SB 800].
- ONLC promoted the establishment of the Simulation Alliance, provided technical assistance, and ‘in kind’ support of training and development. Funding for support of simulation laboratory development achieved through the Governor’s initiative, Oregon Workforce Investment Board, Northwest Health Foundation, and other sources.
- The University of Portland and OHSU both implemented continuing education degree programs for graduate prepared nurses to foster their interest in becoming faculty.

Goal #2: Develop, implement and evaluate staffing models that make the best use of the available nursing workforce.

- Although the focus has been on education and program expansion, ONLC now will turn its attention to defining new goals for future efforts that will address factors that influence the practice setting; for example, competency, management and leadership skills, autonomy over practice, etc.
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Goal #3: Redesign nursing education to meet more directly the changing health care needs of Oregonians.

- Educational reform is in the process of implementation. The ONLC-EC competencies have been developed and approved by constituents. These competencies have driven curriculum development in several schools.
 - The Oregon Consortium for Nursing Education [OCNE] is planning the enrollment of its freshman class in Fall 2005. OCNE is a coalition of community colleges and private and public university schools of nursing, established in response to the critical nursing shortage and the 2001 ONLC Strategic Plan. It exists to develop and implement a state-of-the-art curriculum that prepares nurses with the competencies needed for future practice, and to increase capacity for enrollment and graduation of nurses, and to promote effective use of nursing faculty and clinical experiences.
 - Consortium agreements are being developed to be finalized Spring 2006 when the students apply for the nursing major.
 - Nine out of 14 community colleges are partnering with OHSU to implement the OCNE plan. Five community colleges and two private universities are participating as associate partners in the OCNE plan. Cooperating colleges and universities include all public and private schools that offer prerequisite and non-nursing courses to potential and enrolled nursing students.
 - Completed a comprehensive needs assessment of technology use, needs, faculty support, infrastructure, maintenance and 'readiness' in all nursing education programs in Oregon and southwest Washington.
 - Obtained funding to support OCNE development including federal [HRSA] and foundation [NWHF] grants as well as 'in kind' contributions of the partner schools.
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Goal #4: Recruit and retain nurses in the profession.

- Conducted three conferences to advance education reform and ‘magnetize’ the state of Oregon as a collaborative effort of OCN and ONLC.
- Produced and disseminated a five year snapshot of Oregon nursing workforce status in collaboration with OCN [*The Oregon Nursing Workforce: A Sobering Snapshot, 2003*].
- Conducted a workforce study of Oregon nurses and their employers. That report will be published by the OCN in July 2005.
- Launched major initiatives to target males and ethnic minorities as well as high-achieving, science-oriented students into nursing.
- OHSU partnered with American Association of Colleges of Nursing/University Health System Consortium [AACN/UHC] national program for post graduate nurse residency program to enhance preparedness of the nursing workforce in practice.

Goal #5: Create the Oregon Center for Nursing to coordinate implementation and ongoing evaluation of this plan.

- Created the Oregon Center for Nursing [OCN] as a 501(c)(3) with seed monies from NWHF and ‘in kind’ contributions of member organizations.
- Created the Board of Directors, operating policies and procedures.
- Defined a strategic plan.
- Obtained federal, state, and private funding for initiatives.
- Developed the OCN website to enhance information dissemination as well as the recruitment of nurses and faculty to Oregon.