



“The Driving Force for Excellence in Nursing”

Idaho Alliance of Leaders in Nursing

Strategic Plan

2007-2008

STRATEGIC PLAN OVERVIEW

The mission of the IALN is to assure a quality nursing workforce for Idaho's future. This can be accomplished by bringing together nursing leaders from education, practice, research and industry to address workforce and workplace issues. The IALN Strategic Plan will frame the organization's activities in 2007 and 2008 to assure that the nursing workforce is adequate in numbers and of sufficient quality to meet the health care needs of Idaho's citizens both today and into the foreseeable future.

We acknowledge the significant progress Idaho has made in addressing the nursing shortage and improving the nursing workplace. The Governor's Nursing Task Force report in October 2006 identified a number of strategies designed to increase the supply of nurses in Idaho. The Priority Recommendations focused on increasing faculty salaries, expanding available nursing seats, increasing financial support for the Idaho Nursing Workforce Center, providing funds for new nursing faculty and expanding financial support to offset the high cost of nursing education. During the 2007 legislative session, HB 155 was passed to fund a Nursing Workforce Council and support nursing workforce research. Two Idaho hospitals have achieved Magnet status and several others are in the process of applying. The Magnet recognition program provides a framework and guide for all facilities facing the challenge of improving the nursing workplace. Through internal and external grants, such as IALN Hospital Allocated Fund grants, Idaho hospitals have made strides in improving nursing retention and education.

The IALN Strategic Plan cannot be accomplished without significant contributions from our Board and Membership. It also requires the contributions from other health care leaders, organizations and our educational partners. IALN will act as a convener during 2007-2009 to disseminate nursing data, encourage collaboration and act as catalyst for health care change in a comprehensive effort to improve patient outcomes and nursing practice in Idaho.

SUMMARY OF STRATEGIC PLAN

The IALN Strategic Plan has five goals: 1) provide workforce data and advocacy, 2) build partnerships, 3) support education, 4) promote the image of nursing, and 5) improve the workplace environment. All of the goals require simultaneous attention, since all of them are crucial in developing and maintaining a healthy, robust nursing workforce.

2007-2008 GOALS AND EXPECTED OUTCOMES

Goal #1. Workforce

Through the Idaho Nursing Workforce Center (INWC) support the collection, analysis, and utilization of data to aid stakeholders in decision making. Provide recommendations for workforce issues.

Expected Outcomes:

- On an annual basis production of accurate nursing supply and demand data
- Formulate and present relevant recommendations to stakeholders
- Engage in ongoing collection and dissemination of current research/best practices impacting supply and demand of nursing workforce

Strategies:

- Support ongoing funding to aid the continued work of the Idaho Nursing Workforce Center
- Prioritize and commission INWC, with collaboration from the INWC advisory board, to:
 - Evaluate voluntary turnover by category and unit to determine factors and areas for improvement
 - Collect data, analyze and report on nurse's utilization of employer-subsidized programs for ADN and BSN education and other training programs
 - Collect and disseminate information from current research literature on patient safety and the cost of turnover of nursing positions by sites (urban, rural, long term care, acute care, home care and possibly hospital units). Utilize this data to determine defensible benchmarks

- Survey human resource directors regarding the costs of turnover. IALN will utilize the data to highlight costs and need to improve nursing retention efforts
- Conduct and disseminate a literature review on the safe working hours to improve both patient and nurse health and safety
- Estimate what the economic cost is to Idaho for filled and unfilled nursing positions (both direct and indirect)
- Support education through advocating for the Governor's Nursing Task Force recommendations to increase nursing faculty salaries and engage a broad stakeholder group (purchaser's, payers, and providers) to facilitate this initiative.
- Identify and promote successful models to provide a salary supplement and other rewards for clinical preceptors/faculty.
- Partner with education to support the development of new nursing faculty to replace retiring faculty over the next four years.

Goal #2. Partnerships/Building Strategic Networks
Professional relationships with healthcare providers, nursing practice and education and legislation.

Expected Outcomes:

- Increased numbers of nurse educators, improved work environment, improved satisfaction and support for nursing research.
- Improve communication and relationships with legislators on the state and federal levels to support and fund nursing in Idaho.
- Increase in nurses working and more faculty teaching in the State of Idaho.
- Active involvement of the IALN in the development of the Department of Labor Nursing Advisory Council and Statewide Nursing Plan

Strategies:

- Twice per year convene nurse educators and practice for educational conferences (began in 2005 and ongoing).
Person(s) responsible- IALN staff
- IALN will support Department of Labor Nursing Workforce Advisory Council and serve on Advisory Council. Person(s) responsible- IALN Board and staff
- To support IALN membership by convening four regional stakeholder meetings held throughout the state yearly.
Person(s) responsible- IALN Board and staff
- Support regional partnerships (began in 2006 and ongoing)
- Provide legislative updates to membership and other healthcare partners at October 2007 IHA Convention and Spring Nurse Educators conference.
- Executive Director (ED) will communicate with Federal Legislators to obtain 08 earmark dollars.

- During 2008, the staff, membership and Board of the IALN will support legislation to increase nursing faculty salaries and scholarships in the 2008 legislative session.
- During 2008, the staff, membership and Board of the IALN will give presentations to professional healthcare associations (examples include: IMA, INA, BON, BOM, IHCA, IPHA, IHA).
- IALN website will continually share information and resources on current best practices and educational opportunities.
Persons responsible: IALN Executive Director

Goal #3. Education

Ensure an adequate supply of appropriately prepared nurses to meet the future healthcare needs of Idahoans.

Expected Outcomes:

- Increased numbers and improved salaries for nurse educators
- Increase education opportunities for students, particularly minority and undergraduate
- Enhanced relationships between education and practice and increase clinical scholarship in the workplace
- Enhanced development of nurse leaders across clinical and academic settings
- More RNs and LPNs who have left the profession return to nursing practice

Strategies:

- Promote nursing articulation across Idaho schools of nursing and support the Statewide Nursing Articulation Committee (SNAC) and plan.
- Award HAF grants and scholarships to establish and promote life-long learning through targeted learning opportunities based on needs assessment/ constituency needs
- Support statewide initiatives to increase nursing seats by at least 400 over the next two years in Idaho's State colleges and universities, with related increase in clinical training sites.
- Utilize HAF grand monies to fund endeavors that: 1) Enhance professional nurse and nursing faculty development. Target nursing scholarship funds to students committed to teaching nursing in Idaho, 2) Establish, support and disseminate the best practices focused on retention, mentorship, preceptorships, and residency programs, and 3) Promote a forum for practice and education to establish evidence-based practice regarding shared resources (technical and human) and clinical experiences/placements.
- Support return to practice through continuing to provide high quality refresher programs for RNs and LPNs.

Goal #4. Image

Promote awareness of the diverse contributions of nursing to the overall healthcare system.

Expected Outcomes:

- Increased awareness of the value and contributions of the professional nurse
- Increased enrollment in numbers and diversity of students within the nursing programs in Idaho
- Enhanced professional self respect for all nurses

Strategies:

- Partner with nursing organizations to develop public relation messages that support nursing and articulate the variety, diversity, educational preparation, and value of the work of nurses (Sept/Oct. 2007 Stakeholders Fall conference, all board members)
- Encourage nurses to “tell their stories” and speak positively about their professions. Develop format for sharing nursing stories for Nurses’s Week May 2008.
- Encourage nurses to join professional organizations to increase networking and elevate the image of nursing and increase IALN membership to 250 by December 2008.
- Use 2007 HAF grants to target elementary education students to promote nursing as a potential career choice.
- Provide IALN nurse leaders awards annually at Fall conference.

Goal #5. Workplace Environment

Identify and promote “best practices” related to work place environment to enhance retention

Expected Outcomes:

- IALN will have established on its website, an on-line library of resources regarding best work environment practice and supportive retention.

Focus areas:

- Work Processes, care delivery model, medical administration,
- Safety/ Ergonomics (full range of guidelines/OSHA, AHRQ, etc)
- Culture- relationship based “care”, socializing new staff, and empowerment
- Communication-hand offs, SBAR, interpersonal conflict resolution, defining levels of authority.
- Employee Support- workload, acuity, scheduling models, skill mix, special pay practices and rewards/recognitions.

Strategies:

By December 15, 2007 the IALN will have completed the following:

- Literature search of best work processes, safety/ergonomics, culture, communications and employee support practices.

By June 30th the IALN will have completed the following:

- The IALN website will be enhanced to include online links to data bases and resource sites
- 2007 HAF grants will submit information to support focused area of research and share on website
- The IALN will promote website and assure statewide partners are aware of importance of work process, safety, ergonomics, communications and employees support to health outcomes and nursing retention.