

# FUTURE OF NURSING™

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## Campaign for Action

### Texas Team Advancing Health through Nursing – an Action Coalition

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#### Status Update Prepared for Texas Team Coalition Members – March 30, 2012

##### *What is the Future of Nursing: Campaign for Action?*

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As health care needs of the American population grow and change, a larger number of better prepared health care professionals are required to promote the health of our nation. *The Future of Nursing: Campaign for Action* marks an unprecedented initiative to address the increased demands for care by utilizing all the skills, talents, knowledge and experience of nurses.

The purpose of the *Campaign for Action* is to guide implementation of the recommendations of the Institute of Medicine's (IOM) landmark report, *Future of Nursing: Leading Change, Advancing Health*. The key messages from the report are:

- Nurses should practice to the full extent of their education and training.
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
- Nurses should be full partners, with physicians and other health professionals, in redesigning health care in the United States.
- Efficient workforce planning and policy making require better data collection and an improved information infrastructure.

With leadership from the Robert Wood Johnson Foundation and significant partnerships from diverse sectors including physicians, nurses, insurers, consumers, business, government, foundations, academia and health systems, the *Campaign for Action* will create a transformed health care workforce through the implementation of the report recommendations. The Foundation is building on existing groundwork and creating new collaborations to engage national organizations to commit to playing key roles in guiding implementation. The AARP Center to Champion Nursing in America is an active partner with state-based Action Coalitions, including Texas, which are moving the recommendations forward at the community and state levels. Texas became an official Action Coalition on September 26, 2011.

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##### ***History of the Texas Team:***

Prior to the 2010 landmark IOM report, in 2008, The Center to Champion Nursing in America, an initiative of the Robert Wood Johnson Foundation and AARP, launched a major initiative challenging states to create alliances and partnerships to address nursing education capacity within participating states. As part of this initiative, the Governor of the State of Texas received a letter from the Center to Champion Nursing requesting the state create a team of leaders to focus on nursing education capacity. Governor Perry agreed that action was needed and appointed a 10-member leadership team - The Texas Team Addressing Nursing Education Capacity (Texas Team) – to lead the *Nursing Education Capacity Expansion* in Texas. The original Texas Team was subsequently expanded to include a diverse array of partners, including over 100 nursing education programs,

multiple hospital partners, regional workforce boards, foundations and the Texas Workforce Commission. At the end of three years, the Team had succeeded in establishing a trajectory toward doubling the number of professional nurse graduates from the state's school of nursing; began to address nursing education retention in the state; implemented and successfully completed a \$1 million grant initiative funded by the Texas Workforce Commission via the American Reinvestment and Recovery Act (ARRA); and successfully transitioned the original Texas Team to a new and broader initiative focused on achieving the IOM Future of Nursing recommendations in Texas by 2020. One outcome of this grant activity was the publication of nine manuscripts in the peer reviewed *Journal of Professional Nursing*, Vol 27, Number 6, November-December 2011, showcasing Texas work.

***A New Texas Team Emerges:***



**Vision: Advancing the Health of Texans through Nursing**

**Mission: Actualizing the IOM Future of Nursing Recommendations in Texas**

***Core Values:***

- Leading in the transformation of health care systems
- Engaging broad and diverse perspectives
- Increasing and using influence
- Strategic and efficient use of resources

***Core Actions:***

- Set clearly defined goals which align with IFN recommendations
- Form and mobilize the broadest circle of agencies, communities, organizations, & public stakeholders representing a variety of sectors
- Educating policymakers and other decision-makers
- Reach out to philanthropies/funders to seek financial support for RAC efforts;
- Gain visibility through the media and other outlets
- Work to advance key IFN recommendations in Texas

**Texas Team Advancing Health through Nursing- Action Coalition Overview as of March 2012**

The Texas Team Advancing Health through Nursing (Texas Team AC) serves as the driving force for the implementation of the IOM report recommendations in our state. Recognizing the important work already underway in Texas and with a goal of long-term sustainable change, the Texas AC will

lead the way to improve the health of all Texans. Currently, one state level executive leadership group and two additional state level leadership groups have been established to focus on practice and education recommendations. An additional state level leadership group is being formed to focus specifically on the IOM *Future of Nursing* leadership recommendations.

The priority goals and related activities of the Texas Team AC are:

***Recommendation #1: Remove scope of practice barriers***

- Identify the areas of action necessary to optimize nurses roles to practice to the full extent of their education and training
- Develop policy strategies to actualize full scope of practice for Texas advanced practice nurses.
- Develop policy reports which provide compelling evidence of the value of APRNs in providing high quality, low cost health care to Texans.

The Texas Team and TNA have co-hosted two invitational roundtable discussions (Jan, March) with key leaders impacting health policy related to scope of practice for APRNs. A third roundtable is slated for April 2012.

An economic impact report related to full utilization of APRNs in Texas is in final stages of development and Texas Team anticipates report to be released prior to the upcoming legislative session (either spring or fall 2012).

***Recommendation #2: Expand opportunities for nurses to lead and diffuse collaboration***

- (Note: Priority strategies to be developed by Texas Team Executive Committee)

Texas Team issued an RFA in November requesting applicants to lead and participate in Regional Leadership teams. Applications were received from all 8 regions and identification of regional nurse co-leaders has been completed as of Jan. 4, 2012. These identified Regional Nurse Co-Leaders will work with the Texas Team Exec. Committee members to finalize regional team appointments during spring 2012. Regional teams are expected to work with state leadership teams in actualizing the *IFN* goals in their respective regions via identification of specific regional methodologies which achieve goals.

Texas Team partnered with Associates in Process Improvement, ANCC, THA, and DFWHC in writing a CMS Innovation Grant application which will focus on developing leaders and interprofessional team members in 20 Texas hospitals in Quality Sciences – leading to approximately 600 health professional graduating from and taking a certification exam from one of the nation's first "quality science improvement" programs recognized by ANCC in the nation. If funded this grant will assist the Texas Team in achieving recommendation #2 and recommendation #7.

***Recommendation #4: Increase the proportion of nurses with baccalaureate degrees to 80% by 2020***

- Collaborate with the Texas Nurses Association Education Committee, to continue their work on standardizing and streamlining pre-nursing curricula in all nursing education programs to assure seamless transition from ADN to BSN degrees.
- Collaborate with the Texas Nurses Association Education Committee; to develop policy strategies which assist in obtain the goal of 80% BSN workforce by 2020.
- Create regional structures to support achievement of 80% BSN goal by 2020.

The TNA Education Committee and the Texas Team Advancing Education Committee continues to work on this goal. In addition, Texas Team representatives were invited to a South East Region Education Summit hosted by AARP and the Center to Champion Nursing in America during December 2012. Attendees from Texas included: Alexia Green (representing Texas Team), Betty Adams (representing TOBGNE), Janet Hamilton (representing TOADN), and Beth Mancini (representing Texas Team & TNA). These Texas leaders reached consensus on tactics to move forward in Texas and a group of education leaders from around the state attended a meeting on Jan. 23, hosted by TOBGNE in Houston to finalize recommendations related to common core curriculum for BSN degree to finalize plan which was presented at Feb. 2012 Deans and Directors for ratification.

RWJ has issued an RFP for a grant focused on achieving the 80% BSN goal. Nine state coalitions will be selected to implement their grant proposals to assist in “jump starting or fast forwarding” toward the 80% BSN goal. The Texas Team is collaborating with Perkins Grant participants, TOBGNE, and TOADN in developing a grant application focused on supporting the Perkins Grant goals by developing the following:

- 1) Common set of pre-requisite course requirements for participating ADN programs;
- 2) Common concept based core curriculum for participating programs;
- 3) Common core set of pre-requisite (non-nursing) BSN completion course requirements;
- 4) Common methodology for “fast tracking” RN graduates of ADN and Diploma nursing programs to BSN degree;
- 5) Partnerships between educational programs and practice partners who commit to requiring BSN educational requirement for all employed nurses (a requirement of the grant RFP); and
- 6) Strengthening data collection methodologies for tracking the numbers of ADN/Diploma nurses pursuing a BSN in Texas via collaboration and support for the Texas Center for Nursing Workforce Studies.

At the time of this report – 60 Schools of Nursing (both BSN and ADN) have committed to joining in the statewide grant initiative. The actual grant application is due on May 5, 2012 with grant award notification August, 2012.

**Recommendation # 5: Double the number of nurses with doctorates by 2020.**

- Collaborate with Texas Organization of Baccalaureate and Graduate Nursing Education to develop strategies to achieve goal of doubling number of nurses with doctorate.
- Collaborate with the TBON, TCNWS, and THECB to assess the current production and utilization of doctoral prepared nurses and establish production goals.

Texas Team Advancing Education Committee is working with TOBGNE and others on this goal. No substantive tactics have been formalized at this time.

***Recommendation #7: Prepare and enable nurses to lead change to advance health***

- Expand nursing leadership opportunities for participation by nursing in board rooms, policy discussions and on management teams.
- (Note: Additional strategies to be developed by Texas Team Executive Committee)

Governor Rick Perry appointed Dr. Alexia Green to serve on the Texas Institute of Health Care Quality and Efficiency. S.B. 7, 82<sup>nd</sup> Legislature, established the institute to improve health care quality, accountability, education and efficiency by encouraging health care provider collaboration, effective health care delivery models, and coordination of health services. The institute is governed by a Board of Directors appointed by the Governor, and additionally includes representation from a number of state agencies and institutions of higher education serving as ex-officio, non-voting members. Alexia is the only nurse to be appointed and joins other health care and policy leaders as a Board Member. Alexia previously served on the Texas Health Care Policy Council, again as the

only nurse on the Council. The Texas Team is developing strategies to support other nurse leaders to develop the skills to serve and lead on hospital and statewide governing boards.

***Recommendation #8: Build an infrastructure for the collection and analysis of inter-professional health care workforce data***

- Continue to collaborate with the Texas Center for Nursing Workforce Studies to gather data necessary to support actualization of IOM recommendations in Texas
- Work closely with other recommendation workgroups to assess what data needs would help implement specific strategies

Texas Team continues to partner with the Texas Center for Nursing Workforce Studies. Texas Team has dialogued with TCNWS to possibly examine nursing workforce demands as experienced by insurance companies which are now providing extensive population health management – often delivered by nurses. Demand in this workforce sector is expected to grow.

***Texas Team Advancing Health through Nursing - Action Coalition Structure as of March 2012***

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The Texas Team AC currently includes a diverse group of nurses and health care leaders who are engaged in creating the blue print for this implementation. The Texas Team was launched in early 2011 and hosted a statewide summit in March 2011 which was attended by over 300 nurse and non-nurse leaders from across the state and nation. The Team's first year goals include establishment of leadership structure at the state and regional levels focused on achieving *IFN* goals in Texas.

***The Texas Team AC Lead Organizations:***

- Lead Nursing Organization is the Texas Nurses Association (TNA) under the leadership of Clair Jordan RN, Executive Director and Margie Dorman O'Donnell, TNA President.
- Lead Business is BlueCross BlueShield of Texas under the leadership of Darren Rogers, President and Cindy Johnson, Vice President.

***The Texas Team Executive Leadership Team:***

- Clair Jordan RN – Representing Texas Nurses Association
- Margie Dorman-O'Donnell RN – Representing Texas Nurses Association
- Darren Rogers – Representing BlueCross BlueShield of Texas
- Cindy Johnson RN – Representing BlueCross BlueShield of Texas
- Freda Hanley RN – Representing BlueCross BlueShield of Texas
- Joyce Batcheller RN – Representing Nursing Practice
- Cole Edmonson RN – Representing Practice
- Sondra Flemming RN – Representing Nursing Education
- Beth Mancini RN – Representing Nursing Education
- Susan Sportsman RN – Representing Nursing Education
- Alexia Green RN – Representing Texas Nursing
- Paulette Burns RN – Representing Texas Nursing
- Pat Allen RN – Representing Texas Team Tactical Support and Operations
- Elizabeth Sjoberg – Representing Texas Hospital Association

The Texas Team AC Executive Committee, is responsible for the overall implementation of the recommendations in Texas and provides strategic and policy oversight and leadership for the Action Coalition and the Texas *Campaign for the Future of Nursing*. As of March, 2011 – the Executive

Committee has met four times (May 2011, September 2011, Jan. 2012, Feb. 2012). Meetings are scheduled for April and May 2012. It should also be noted that Dr. Rosemary Luquire (formerly a member of the Texas Team Exec. Committee) transitioned to the Strategic Advisory Committee and remains very committed to the IFN goal achievement in Texas. Dr. Cole Edmonson joined the Exec. Committee and serves as Co-Chair of the Practice Team. In addition, the Exec. Committee has met twice with the Strategic Advisory Committee.

### ***The Texas Team AC Lead Teams:***

**Strategic Advisory Council (StAC):** The Texas StAC is comprised of representatives from key non-nursing and business stakeholder groups, key statewide nursing leaders, and members of the Executive Committee. The StAC provides strategic advice to the Texas Team to assist in actualizing the IOM goals. The StAC will meet for the first time on October 21, 2011 in Odessa, Texas and in Dallas during March, 2012. These visionary groups of nursing and non-nursing executive and policy leaders are doing a terrific job of providing guidance and strategy support for the Executive Committee.

**The Texas Team Advancing Nursing Practice** – provides statewide leadership related to nursing practice, including advanced practice. Drs. Joyce Batcheller and Cole Edmonson are co-leaders. The Practice Team has met once as of October 2011, with a spring meeting planned for April, 2012.

**The Texas Team Advancing Nursing Education** – provides statewide leadership related to nursing education. Sondra Flemming and Dr. Susan Sportsman serve as co-leaders. The Education Team has met multiple times and held multiple conference calls.

**The Texas Team Advancing Nursing Leadership** – Drs. Paulette Burns and Pat Allen will serve as co-leaders. Role of this team and composition are still in formation.

**The Texas Tactical Support and Operations Team** – supports communication, coordination, execution, tracking, assessment and evaluation of planned and ad hoc activities. Co-leaders are Alexia Green, Clair Jordan and Pat Allen. Reports, weekly updates, communications and other tactical support activities are provided by this group of leaders. In addition, two support staff (Christy Meriwether of Texas Tech and Joyce Cunningham of TNA) provide web, facebook and communications strategy support for the Tactical Team. Dr. Lynda Billings also provides grant writing support for the Team.

The Tactical Support and Operations Team have been primarily focused on communications over the short life of the Coalition. They maintain and monitor the facebook page, TCNWS main web page, TNA web page, and email communications to the Team. In addition, feature stories on Texas Team members and activities have been written for Texas Nursing Voice, RWJ Alumni Blog, and other national news media stories. A definitive communications plan is in development as well as Lyris List Serve communication tools for all Texas Team members.

**Regional Teams:** The Texas Team AC established eight different regional teams, each focusing on actualizing the IOM recommendations in the identified regions. Regions include: Central Texas Region, East Texas Region, Gulf Coast Region, North Texas Region, Panhandle Region, South Texas Region, Upper Rio Grande Region, and West Texas Region. Each regional team will be guided by two co-leads and is responsible for actualizing the IOM goals by creating actions steps specific for their region to meet the recommendation deliverables. Regional Teams are anticipated to become fully operational during 2012. Nurse Regional Co-Leaders have been appointed and are identified in Table 1 below.

**Table 1**  
**Regional Team Nurse Co-Leaders**  
**March 30, 2012**

Central Texas	Susan Johnston DNP, RN, FNP-BC Program Coordinator Central Texas Veteran Health Care System Belton, Texas <a href="mailto:sjohnstonfnp@sbcglobal.net">sjohnstonfnp@sbcglobal.net</a>
East Texas	Gerald W. Bryant, MSN, RN, NEA-BC Chief Nursing Officer Baptist Hospitals of Southeast Texas Beaumont, Texas <a href="mailto:gerald.bryant@bhset.net">gerald.bryant@bhset.net</a>
Gulf Coast	Susan D. Ruppert, PhD, RN, ANP-BC, NP-C, FCCM, FAANP Professor, Assistant Dean & Department Chair University of Texas Health Sciences Center School of Nursing Houston, Texas <a href="mailto:susan.d.ruppert@uth.tmc.edu">susan.d.ruppert@uth.tmc.edu</a>
North Texas	Julie Thomas DNP, RN, CPHQ, NEA-BC Director of Education and Nursing Practice Baylor All-Saints Medical Center Fort Worth, Texas <a href="mailto:Julieh.thomas@baylorhealth.edu">Julieh.thomas@baylorhealth.edu</a>
Panhandle	Becky Hunter, DNP, RN, NEA-BC Chief Nursing Officer North West Texas Health System Amarillo, TX <a href="mailto:Becky.hunter@nwths.com">Becky.hunter@nwths.com</a>
South Texas	Sarah Humme RN, MSN Chief Nursing Officer/Chief Operating Officer Southwest General Hospital San Antonio, TX <a href="mailto:SHumme@iasishealthcare.com">SHumme@iasishealthcare.com</a>
West Texas	Alicia Anger RN, MSN Dean – School of Nursing Covenant Health System Lubbock, Texas <a href="mailto:aanger@covhs.org">aanger@covhs.org</a>
Upper Rio Grande	Linda Lawson RN, MSN, NEA-BC Administrative Director of Nursing Operations Del Sol Medical Center El Paso, Texas <a href="mailto:Lblawson1@yahoo.com">Lblawson1@yahoo.com</a>

During February 2012, meetings of the entire Texas Team leadership components met in Austin and were joined by TNA Education Committee leaders to discuss strategies and tactics focused on achieving the IFN nursing education goals in Texas, in particular to plan for the upcoming legislative session. TNA will provide the final legislative platform for education strategies related to the upcoming legislative session with input gained from the Texas Team.

## Texas Team Action Coalition Summary of Progress

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As of March 30, 2012 – the Texas has 120 businesses and organizations that have joined the Campaign (see attached listing of members). To date the Texas Team AC has established active workgroups and has identified Regional Nurse Co-Leaders who will be joined by a business co-leader. It is anticipated that eight Regional Leadership Teams will be fully functional by late 2012. The current workgroups and regional groups are at varying stages of developing action steps for implementing their work. To date, all support for the Texas Team AC activities has been provided in-kind by a variety of participating members and entities. Funding support will be sought during Year Two in order to support operations and actualization of IOM recommendations in Texas. It is anticipated that one to two executive staff will be hired to provide support for the overall Texas Team AC during Year Two (2012). These positions are anticipated to provide needed support to the various teams and regions and will assist in assuring effective execution of team goals.

Please review the attached list of Coalition Members and remember that each group who joined the Coalition committed to recruiting at least one other organization / group to the Texas Team – preferably a non-health care related /business entity. Each member committed to doing this within 6 months of joining the Coalition. We will be following up with each group to determine if they maintained this commitment to recruit other organizations to the Coalition.

Visit the Texas Team Action Coalition website for a communications toolkit, information about upcoming events, and suggested ways to become involved, including an application for joining the Texas Team AC:

<http://www.dshs.state.tx.us/chs/cnws/texasteam/>

Follow us on facebook to keep up with the latest news on our work:

<http://www.facebook.com/TXTeamNursing>

Other Resources:

The Future of Nursing Campaign for Action: <http://thefutureofnursing.org/>

The Center to Champion Nursing in America: <http://championnursing.org/>