



HAWAII STATE CENTER FOR NURSING

Connecting Nurses. Transforming Healthcare.

Annual Report

*A Report to Governor David Y. Ige and the
Hawai'i State Legislature*

2014

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
NURSING WORKFORCE DATA	
Nurse Education Capacity Survey, 2012 - 2013	5
Licensed Nursing Workforce Survey 2013	6
Advanced Practice Nursing Workforce 2013	7
BEST PRACTICE AND QUALITY	
Continuing Competency Program	8
Evidence Based Practice	9
RECRUITMENT AND RETENTION	
Academic Progression in Nursing	10
Centralized Clinical Placement System	11
Hawai'i Action Coalition – Campaign for Action.....	12
Nurse Residency Program.....	13
SUSTAINABILITY	
Marketing & Communications	14
STRATEGIC PLAN	
Strategic Plan, 2012 – 2015	15
Strategic Long Range Goals, 2012 - 2015	16
2013 Action Plan.....	17
APPENDICES	
A. Advisory Board Members	
B. Background Hawai'i State Center for Nursing	

EXECUTIVE SUMMARY

To Governor David Y. Ige and State Legislators:

The Hawai'i State Center for Nursing (HSCN) is pleased to submit this annual report updating Center programs, products and accomplishments. This executive summary is followed by program briefs and survey results. Appendices provide supporting materials.

The Advisory Board reaffirmed focus on three priorities: (1) serving as a catalyst to engage the community in nursing workforce issues and make a difference in policy and practice, (2) leveraging the Center's resources to strengthen nursing education and training to quality health care delivery for the people of Hawai'i, and (3) increasing the visibility and sustainability of the Center. Key accomplishments that support these priorities are highlighted:

- (1) *Serve as a catalyst to engage the community in nursing workforce issues and make a difference in policy and practice*

Hawai'i is one of states that has passed legislation mandating that APRNs practice to the fullest extent of their training. In 2014, legislation was passed to remove remaining barriers within state regulations. APRNs are authorized to assess and sign disability, handicapped parking and other forms. Additionally, with advocacy by Kokua Mau, 2014 legislation increased access to care by adding signatory authority by APRNs to Provider Orders for Life Sustaining Treatment. (POLST) The legislation passed for providers to receive equivalent reimbursement for telehealth services as currently received from face-to-face visits does include APRNs.

The Hawai'i State Center for Nursing developed and disseminated the **2013 Nursing Workforce Infographics**. These pictorial data reports indicate the number of licensed Registered Nurses (RNs) averages 1,049 per 100,000 population. The island of Oahu has the largest number of RNs with 1,100 per 100,000 and reflects the greater number of tertiary health care organizations located on the island. The average age of the RNs was approximately 45 years of age. APRNs are smaller in number (815) with 64 per 100,000 found on the island of Oahu. The average age of APRNs is older 50 when compared to the RN workforce.

To view the Hawai'i Nursing Workforce 2013 report, please go to our website: <http://hawaii-center-for-nursing.org> and the Campaign for Action website: campaignforaction.org/state/hawaii.

- (2) *Leverage the Center's resources to strengthen nursing education and training to ensure quality health care delivery for the people of Hawai'i*

The Center competed successfully and received a second round of two-year funding in the **Academic Progression in Nursing (APIN)** Program sponsored by the Robert Wood Johnson Foundation (RWJF), which focuses on strengthening collaborations between nursing academia and health care employers to meet the goal of increasing the number of nurses in Hawai'i with a baccalaureate degree to 80% from 59% by the year 2020. The second round of funding will be focused on advancing state strategies aimed at creating a more highly educating, diverse nursing workforce.

The **Hawai'i Action Coalition (HAC)**, which is in its third year of membership with the national Campaign for Action, will support the APIN initiative by developing a sustainability plan to ensure work continues to promote seamless academic progress for nurses. The Campaign

envisions a nation where every American has access to high-quality, patient-centered care in a health care system where nurses contribute as essential partners in achieving success. In January, April and September of 2014, the HAC focused on its vision of “transforming nursing and healthcare in Hawai‘i through exploration of leadership development and mentorship opportunities that will hopefully develop successful nurse leaders who will be at the forefront in transforming nursing and healthcare in Hawai‘i.

The Center’s statewide **Evidence-Based Practice (EBP)** program is in its sixth year and in Fall 2014 celebrated the publication of nine Center teams in a national scholarly journal, the *Nursing Clinics of North America (NCNA)*. EBP program helps Hawai‘i’s nurses provide high-quality of patient care by focusing on up-to-date research on how to provide best nursing care. The combination of both clinical expertise and research information to produce quality patient outcomes is the goal of EBP. The publication in the *NCNA* spotlights the accomplishments of Hawai‘i’s nurses and healthcare organizations as well as demonstrates the successful collaboration of these nurses in their educational journey to providing quality care for the people of Hawai‘i.

The Center is in its fourth year in coordinating the **Centralized Clinical Placement System (CCPS)** for schools of nursing and health care organizations across the state. Hawai‘i is recognized as one of few states that have a statewide CCPS system. During this year of implementation, we added new participating hospitals and long term care facilities as well as community health facilities to increase capacity for student clinical learning. Ninety-five percent of undergraduate placement requests are streamlined through the CCPS system.

The statewide **Nurse Residency Program** continues to support newly practicing registered nurses as they transition from school into employment. The first year is considered a time when these RNs are particularly vulnerable to turnover due to the stresses related to the transition from education to practice. During this year, we anticipate 151 of the 160 newly practicing RNs from 4 facilities to have completed the program resulting in a 94 % completion rate. In the third year, there are 113 newly practicing RNs in the program with an anticipated graduation date in 2015 from four facilities.

(3) Increase the visibility and sustainability of the Center

As the largest group of licensed health care providers in the state, the nursing workforce is essential in ensuring Hawai‘i’s residents receive high-quality patient care in the state. As the health care landscape changes and with the increased costs of health care on the horizon, the Center is vital to the collection and analyzing of relevant workforce information to address the challenges faced in Hawai‘i and across the nation. It is important for the Center to be at the forefront in collecting and disseminating information to update the nurses on changes to the profession and practice laws.

The Center has increased its visibility in the state as well as on the national stage through submissions of press releases related to current legislative changes, program initiatives and through publication of info graphics regarding the demographics of the licensed nursing workforce. Additionally, nurses from the Center’s EBP teams have published in a national scholarly journal, which spotlights further accomplishments on a national level. The Center has increased its activity on social media and the Center’s Annual report continues to be sent to each licensed nurse and community leader.

In 2014, Governor Abercrombie signed into law Act 062(14). This Act reaffirms the mandate of the Center and modified the representation on the Advisory Board to better facilitate the Center mission and decreased the appointed members from 15 to 9, the majority of whom shall be nurses or representatives of nursing organizations.

As much as the Center has accomplished this year, we continue to believe that there is still much work that remains to be completed. The pace at which healthcare is changing is dramatic and as the largest group of licensed health care providers in the state and nation, the nursing workforce must be adjusted accordingly to fulfill the health care needs of the people of Hawai'i as well as to ensure that high quality care is delivered in a cost-effective manner.

Policies and programs that support a well-educated and competent workforce will allow nurses to continue to contribute to the full extent of their capabilities. The support that has been received by the Governor and Legislators of Hawai'i reflects the support and commitment of trust in the Center's efforts. The Center is humbled and appreciative of this commitment and trust and will continue to direct Wendy Suetsugu, JD, MSN, RN in its actions with the highest of standards and collaborative efforts in 2015.

Respectfully Submitted by:



Mary G. Boland, DrPH, RN, FAAN
Dean and Professor,
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Art Gladstone, RN, FACHE
Chair, Advisory Board
Hawai'i State Center for Nursing

NURSING WORKFORCE DATA

Nurse Education Capacity Survey, 2012-2013

PURPOSE

The purpose of the annual nursing education capacity survey is to track and trend nursing student enrollments; student and faculty demographics; and faculty vacancy rates to inform nursing educational planning and policy. Presently, there are nine nursing education programs; three private institutions and six public (University of Hawai'i) programs.

FINDINGS

Hawai'i's faculty vacancy rate was low at 5% compared to the mainland rate of 7.6%. Faculty age distribution reveals 63% of full time faculty are over 50 years of age. This was increased by 4% compared to the previous year.

Programs continue to have more qualified applicants than the number of available admission slots. Overall, 619 qualified applicants were not able to enrolled in nursing programs, a 13.8% decrease from the previous school year.

- The number of unfilled admission slots for qualified students was small in University of Hawai'i nursing programs.

Seventeen programs reported graduates who received the practical nurse certificate (122), the associate's or bachelor's degree (596); 23 Master Entry Program, 74 Master's and 7 PhD in nursing (Table 1).

NUMBER OF GRADUATING STUDENTS FROM NURSING PROGRAMS BY YEAR

	LPN N=2	LPN ladder N=2	AS ladder N=2	AS N=2	BS Nursing N=5	RN to BS Nursing N=3	MEPN N=1	MSN N=2	PhD N=1
2004-05	51	64	51	89	217			21	2
2005-06	71	79	56	65	283	19		28	8
2006-07	17	63	66	122	307	15		42	5
2007-08	9	104	52	83	439	21	-	40	1
2008-09	5	94	74	107	385	43	-	42	0
2009-10	23	97	68	98	345	25	4	36	8
2010-11	28	96	101	160	389	15	12	44	10
2011-12	43	25	88	100	361	21	24	63	5
2012-13	25	97	89	111	337	59	23	74	7

NURSING WORKFORCE DATA

Registered Nursing Workforce

PURPOSE

The number of licensed nurses (registered nurses (RNs) and advanced practice nurses (APRNs)) by the State of Hawai'i Board of Nursing has continued to grow.

Currently the RN workforce consists of 14,722 nurses licensed and living in the State of Hawai'i. The average age of RNs varies by geographic island location. The distribution of male nurses also varies by island.

The greatest number of licensed RNs are found on the island of Oahu where most tertiary health care organizations are located.

Number of RNs Licensed by County in Hawai'i¹

	RNs	HI Population	RNs/ 100,000 population
Total (HI State)	14,722	1,404,054	1,049
Honolulu County	10,822	983,429	1,100
Hawai'i County	1,772	190,821	929
Maui County†	1,442	160,292‡	900
Kaua'i County	686	69,512	987

Note. †Maui County includes Maui Island, Molokai Island, and Lāna'i Island.
‡Including Kalawao County

Average Age and Percent Male by County²

	Average Age of RNs	Percent Male of RNs
Total (Hawai'i State)	45.2	11.4%
Honolulu County	44.3	11.9%
Hawai'i County	48.4	10.6%
Maui ¹ County	47.2	8.9%
Kaua'i County	46.9	10.6%

Data sources: ¹ Number of Current Licenses PVL Geo Reports (State of Hawai'i, Department of Commerce & Consumer Affairs), ²2013 Nursing Survey (Hawai'i State Center for Nursing)

FINDINGS

- The number of RNs licensed per 100,000 population in Hawai'i increased by 1.2 times from 2007 to 2013.
- Approximately half of RNs work in hospital settings (52% RNs).
- Hawai'i's nursing workforce is ethnically diverse, but is not fully concordant with Hawai'i's population.

NURSING WORKFORCE DATA

Advanced Practice Nursing Workforce

PURPOSE

Nearly 5 percent of Hawai'i's licensed nurses are Advanced Practice Nurse (APRNs). APRNs include nurse practitioners, clinical nurse specialists, certified nurse midwives, and certified registered nurse anesthetists, who hold masters or doctoral degrees and pass national certification exams. APRNs, predominantly, deliver primary and other types of healthcare services in a variety of workplace settings.

2013 Number of Hawai'i APRN Licenses

	APRNs	HI Population	APRNs/ 100,000 population
Total (HI State)	815	1,404,054	58.0
Honolulu County	631	983,429	64.2
Hawai'i County	93	190,821	48.7
Maui County†	59	160,292‡	36.8
Kaua'i County	32	69,512	46.0

Note. †Maui County includes Maui Island, Molokai Island, and Lāna'i Island.
‡Including Kalawao County

Average Age and Percent Male by County²

	Average Age of APRNs	Percent Male of APRNs
Total (Hawai'i State)	50.4	9.4%
Honolulu County	49.7	10.1%
Hawai'i County	53.8	4.9%
Maui County¹	54.8	10.5%
Kaua'i County	51.9	9.1%

Data sources: ¹ Number of Current Licenses PVL Geo Reports (State of Hawai'i, Department of Commerce & Consumer Affairs), ²2013 Nursing Survey (Hawai'i State Center for Nursing)

FINDINGS

The number of active APRNs licensed by Department of Commerce and Consumer Affairs, Professional Vocational Licensing and the Hawai'i Board of Nursing continues to grow annually.

The number of APRN licenses per 100,000 population in Hawai'i increased by 1.26 times from 2007 to 2013.

BEST PRACTICE AND QUALITY

Continuing Competency Program

The Continuing Education Joint Advisory Committee (CEJAC) was formed in 2010 to address Senate Concurrent Resolution No. 167 that requested the Hawai'i State Center for Nursing (HSCN) to evaluate the need for and resources required to establish a continuing education program for nurses. The CEJAC submitted three annual reports with recommendations to the Legislature as of December 2012.

Research conducted by the CEJAC and HSCN identified a need for development of a continuing competency program (CCP) with a self-assessment tool to guide the continuing competency activity. A CCP will ensure that nurses engage in lifelong learning as recommended by the Institute of Medicine (IOM) to maintain a competent nursing profession and protect the public. A CCP will also need to address funding, technical and legal challenges and information dissemination to nurses.

In 2014, two measures relating to continuing education (CE) were introduced: House Bill 1753 (HB 1753) and Senate Bill 2490 (SB 2490).

(1) HB 1753 amended Hawai'i Revised Statutes Section 457-9 (relates to license renewal) by simply requiring nurse licensees to complete a minimum of thirty hours of continuing education, or its equivalent as determined by the board in order to have their licenses renewed. This measure did not keep

with the CEJAC's findings and was held in committee in favor of SB 2490. (2) SB 2490 was based on the CEJAC's three-year study and findings. SB 2490 required the individual nurse to embrace lifelong learning to deliver safe high quality patient care throughout the nurse's career and maintain alignment with health care systems over time. The bill required each nurse to assess own nursing knowledge gap, determine which CE or learning option should be taken to fill that gap as recommended by the IOMSB 2490 included general guidelines for learning options; listed sponsor qualifications; and provided guidance on exemptions and extensions. The bill also provided the Board of Nursing (BON) with compliance assessment and disciplinary procedures. The BON agreed to the measure with the removal of the self-assessment piece and other minor amendments. The measure moved through the House and Senate committees, but was held in conference due to concerns of the HGEA.

The Center's Advisory Board agreed to introduce a new bill in 2015. The Executive Director met with stakeholders and their proposed edits will be taken under advisement prior to requesting introduction in the 2015 Session.

BEST PRACTICE AND QUALITY

Evidence Based Practice

PURPOSE

The purpose of this statewide program is to improve quality of care and patient outcomes by basing nursing practice on evidence.

Hawai'i's evidence-based practice (EBP) program is innovative in its statewide approach and is unique in the nation, encouraging incorporation of evidence-based practices across multiple healthcare social systems by many users. Regional endeavors are prevalent across the country, but this single statewide strategy is distinct.

Launched in 2008, this program consists of an intensive annual 2 ½ day workshop that educates nurses on the meaning, importance, and methods of EBP in healthcare and educational settings. The workshop is followed by a 12-month internship that serves to reinforce content and facilitate project implementation.

EBP project success depends as much upon substantive institutional support as on team member persistence and dedication. In February 2014, a one-day workshop was introduced to provide nurse leaders, managers, and educators with a solid understanding of: evidence-based practice; how patients and organizations have benefitted from utilizing evidence-based nursing interventions; and the requisite infrastructure, skills, and resources necessary for successful and sustained practice change.

OUTCOMES

- To date, more than 175 RNs have been trained in EBP. More than 200 RNs and interprofessional partners have contributed to the Center's EBP projects.
- Over the past six years, approximately 66 EBP projects have been initiated by teams representing 17 different healthcare organizations and nursing academic programs.
- Eight projects were initiated in 2014 from five different healthcare organizations, including one team from a neighbor island acute care setting and two nurse educators.
- Local EBP faculty expertise continues to grow, and currently there are eighteen faculty experienced in conducting and teaching EBP.
- Eleven EBP manuscripts were published in a special Hawai'i edition for the September 2014 issue of *Nursing Clinics of North America* journal co-edited by Dr. Debra Mark from HSCN and UH Mānoa Nursing; Dr. Marita Titler, University of Michigan; and Rene'e Latimer, The Queen's Medical Center. Celebrations to honor the authors were held at Leahi Hospital, Kapi'olani Medical Center for Women and Children, Kaiser Medical Center at Moanalua, and The Queen's Medical Center.

EBP projects have:

- Improved the management of high blood sugar, obstructive sleep apnea, pain, pediatric hydration pulmonary complications;
- Reduced extubation failures, falls, medication errors, noise, and use of restraints;
- Standardized childbirth education, discharge planning, nurse hand-offs, screening for sepsis, sleep programs, pain assessment, trauma-informed care, and vascular access devices.

RECRUITMENT AND RETENTION

Academic Progression in Nursing

PURPOSE

The Hawai'i State Center for Nursing (HSCN) received second-round funding for the 2014-2016 Hawai'i Academic Progression in Nursing (APIN) program. This phase of the project is funded by the Robert Wood Johnson Foundation (RWJF) and continues to partner with stakeholders from academic institutions, employer groups, and the community with the common goal of supporting baccalaureate & higher education for nurses in Hawai'i.

In alignment with the Institute of Medicine's recommendation in their groundbreaking report, *The Future of Nursing: Leading Change, Advancing Health*, HSCN supports the goal to increase the percentage of baccalaureate-prepared nurses in Hawai'i from 59% (*APIN II Proposal, 2014*) to 80% by 2020.

Together with our academic, employer, and community partners, we are committed to sustaining and investing in long-term solutions that build a highly-educated and diverse nursing workforce ready to meet the increasingly complex healthcare needs of Hawai'i's people.

OUTCOMES

- In September 2014, initiated on-site pilot Leadership & Mentoring (L/M) program held at The Queen's Medical Center and Hawai'i Pacific Health.
- L/M participants represent employers from The Queen's Medical Center, Pali-Momi, Tripler Army Medical Center, Kapi'olani Medical Center, Straub Clinic & Hospital, and Wahiawā General.
- As of Summer 2014, there have been a total of 59 RN/ADN to BSN graduates from participating academic institutions in Hawai'i.
- This Fall 2014, expecting 19 RN/ADN to BSN graduates from participating academic institutions in Hawai'i.



RECRUITMENT AND RETENTION

Centralized Clinical Placement System

PURPOSE

The Hawai'i State Center for Nursing coordinates a centralized placement system for schools of nursing and clinical agencies across the state.

Clinical placement for students in the healthcare professions including nursing has become a problem nationally. The CCPS system streamlines the nursing student clinical placement process optimizing clinical site capacity to meet increasing student capacity demands.

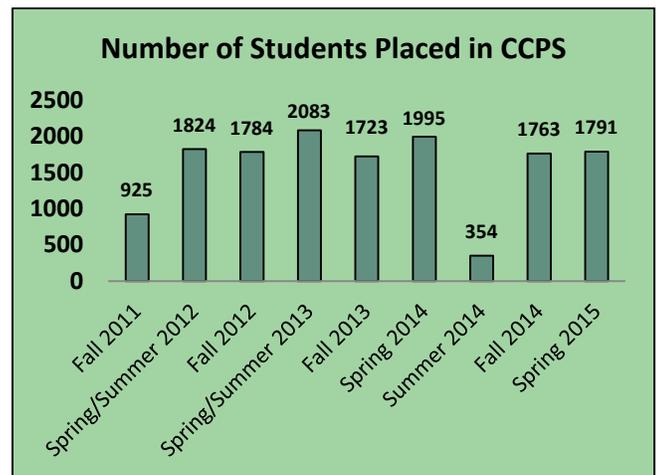
Using web based software to identify student needs for clinical placement early allows all clinical sites time to assess and respond in an organized fashion thus helping the region maximize its nursing capacity. Additionally documents are posted for academic and clinical facilities to facilitate consistent and timely communication.

The two software systems, CCPS and the Centralized Faculty Resource Center (CFRC) are accessible at www.HawaiiStateCenterNRC.org

On the Nurse Resource Center site there are information posted for the students and instructors in the "Student Center" and course descriptions may be found in "Schools". There is one HIPAA document for all students who attend the CCPS participating colleges/universities.

OUTCOMES

- Completed student placement cycles: Summer 2014, Fall 2014, and Spring 2015.
- Increased the number of hospitals, community health, and long term care facilities captured in CCPS.
- CCPS now provides placement for 95% of all undergraduate academic demand requests.
- Faculty Competence – Clinical Teaching was written based on Commission on Collegiate Nursing Education Standards 2009, National League for Nursing Standards and Criteria, 2013, National Council of State Boards of Nursing, Inc., and Hawaii Revised Statutes §89(5) & (6); §457 documents. Evaluation criteria identified and will be tracked for the next eighteen months.



RECRUITMENT AND RETENTION

Hawai'i Action Coalition – Campaign for Action

PURPOSE

The Institute of Medicine report, *The Future of Nursing: Leading Change, Advancing Health*, released in October 2010 created a blueprint for nurses to contribute to improving the quality of healthcare through the design and improvement of public and institutional policies at the national, state, and local levels. With the report as a framework, *The Campaign for Action* was created. This initiative is supported by AARP, the AARP Foundation and the Robert Wood Johnson Foundation (RWJF), to ensure all Americans have access to high-quality care, with nurses contributing to the full extent of their capabilities. Based on broad and diverse community letters of support and partnerships, the Hawai'i Action Coalition was selected as an Action Coalition in 2011. The Hawai'i Action Coalition is co-lead by the Hawai'i State Center for Nursing, HMSA Foundation, Prime Care Services Hawai'i, Inc., and the Healthcare Association of Hawai'i.

Hawai'i Action Coalition co-leads are:

Beth Hoban RN, MAOM
Founder, President, Chief Executive Officer
Prime Care Services, Hawaii, Inc
Mary Boland, DrPH, RN, FAAN
Dean and Professor,
University of Hawai'i at Manoa
Rachael Wong, DrPH
Vice President, Chief Operating Officer
Healthcare Association of Hawai'i

Leadership in transition
Hawaii Medical Services Association
Foundation

OUTCOMES

- The Hawai'i Action Coalition's logo was developed.
- Vision approved by the members: "Transforming nursing and healthcare in Hawai'i".
- Mission approved by the members: "Nursing and community leaders working collaboratively to ensure high-quality patient care through advocacy and the advancement of nursing leadership practice."
- Quarterly meetings were held to engage members in the development of action plans to expand the boundaries and break down barriers to embed nursing leaders on boards. To this extent, identification of nurses already on boards, database of potential nurse leader, database of potential boards and commission, and opportunities for leadership training in the community was identified.

RECRUITMENT AND RETENTION

Nurse Residency Program

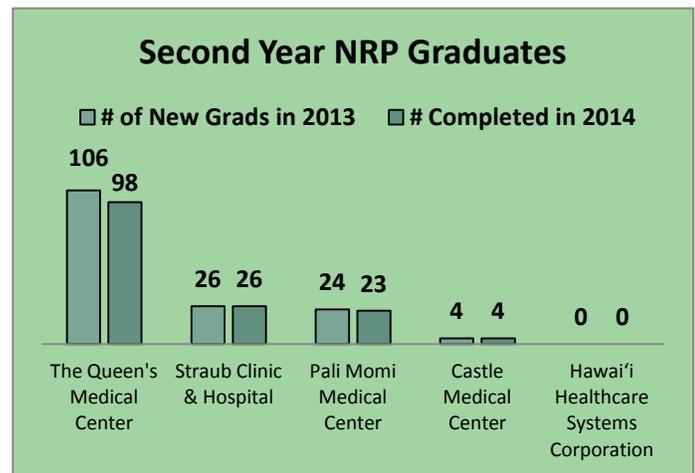
PURPOSE

The purpose of this program is to reduce the turnover of new graduate nurses in the first year as a registered nurse, ultimately leading to the retention of highly qualified and skilled clinicians. New graduates are especially vulnerable during this period and a traumatic transition could lead to loss of new nurses to the healthcare organization, and the potential loss to the profession. To ensure a successful transition into practice, the Center in collaboration with local nursing education programs and health care providers, including hospitals and extended care facilities, is implementing an evidenced based best practice Nurse Residency Program.

The Hawai'i Nurse Residency Program provides a transitional year for the new staff nurse to the profession, health care organization, and specialty. This process is accomplished through ongoing education with other nursing peers of applied learning in nursing skills and patient safety, exposure to enhanced communication techniques, building leadership abilities, as well as basing nursing practice on scientific evidence. It is being tailored to meet the unique needs of Hawai'i and provide for distance learning via web based technology. This program is the first statewide effort in the country. Impact on improving retention will be the success marker for long range outcome evaluation.

OUTCOMES

- Held first Annual Meeting for health care organizations who implemented the program and academic partners in February.
- Steering Committee and Coordinators Committee formed. Academic Council met biannually and the Facilitators met in a forum format for the first time exchanging experiences.
- 160 new graduate nurses started in 2013 and 151 or 94% graduated in 2014.
- In 2014, 114 new graduates started the program for anticipated 2015 graduation.



SUSTAINABILITY

Marketing & Communications

PURPOSE

The Hawai'i State Center for Nursing (HSCN) established a communication strategy to raise awareness of the Center's leadership role in healthcare, its efforts in workforce development, and programs that promote improvements in quality and access to care.

To advance the profession of nursing in Hawai'i, the Center has the potential to be a stronger resource and champion for nurses and consumers. One strategy to accomplish this goal is to provide current and up-to-date resources for Hawai'i's nurses and to the broader health care system.

Nursing is the largest group of healthcare providers in the state. With the complexity of the changing health care environment, nurses must also be better informed regarding the implications of these changes to the profession and practice laws.

OUTCOMES

- HSCN has maintained its current website hawaiicenterfornursing.org and currently upgrading the site. Current events are uploaded onto the social media, Facebook, too. The website for Hawai'i's Academic Progression in Nursing initiative will be launched soon.
- HSCN partnered with various local nursing organizations (i.e. AONE and HADONA) to raise awareness of the Center's key role in shaping Hawai'i's nursing workforce through media events and speaking engagements.
- During Nurses Week in May, had a table promoting HSCN at several clinical facilities during their nurses' celebration activity.
- A quarterly newsletter is sent to the nursing community highlighting the various HSCN programs and sharing current activities.
- Infographics were developed to showcase Registered Nurse, Advanced Practice Registered Nurse, and Licensed Practical Nurse workforces. The infographics were posted on Robert Wood Johnson Foundation/ AARP Future of Nursing Campaign for Action website and HSCN website.

STRATEGIC PLAN, 2012 - 2015

Our Mandate

The Hawai'i State Center for Nursing was established by the Hawai'i State Legislature in 2003 "to address nursing workforce issues" (Act 198, HB 422).

[§304D-3] Functions of the Center

The center for nursing shall:

- (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 Vision

A champion for nursing excellence and trusted collaborative partner developing a healthcare workforce committed to the promise of quality care for all the people of Hawai'i.

Our Mission

Through collaborative partnerships, the Center provides accurate nursing workforce data for planning, disseminates nursing knowledge to support excellence in practice and leadership development, promotes a diverse workforce, and advocates for sound health policy to serve the changing health care needs of the people of Hawai'i.

Core Values

Acknowledging that nursing is an independent profession whose focus is on the recipients of care and their optimal level of wellness, the Hawai'i State Center for Nursing holds the following values:

- ❖ **Excellence.** *We value excellence in the provision of evidence based nursing practice.*
- ❖ **Accessibility.** *We value accessibility to quality nursing care for the people of Hawai'i.*
- ❖ **Collaboration.** *We value collaboration within the nursing profession, our community and state in the spirit of consensus building and teamwork.*
- ❖ **Innovation.** *We value innovation and creativity that leads to the development of ideas that ensure the best possible delivery of care.*
- ❖ **Cultural Diversity.** *We value a professional workforce that respects and reflects our culturally diverse population.*
- ❖ **Lifelong Learning.** *We value the knowledge and experience gained through all levels of nursing education and lifelong learning.*

STRATEGIC PLAN

Strategic Long Range Goals, 2012 - 2015

GOAL 1

Maintain a trusted nursing workforce data base and disseminate findings in a timely fashion.

Objectives

1. Conduct biennial surveys of licensed registered nurses in the state and as needed conduct practical nurse surveys
2. Conduct annual education capacity survey.
3. Conduct demand survey.
4. Prepare and disseminate reports and recommendations regarding current and future projections; including trends in nursing education and practice.
5. Develop an interprofessional relationship with the John A. Burns School of Medicine to promote interprofessional education and practice.

GOAL 2

Conduct research on best practices and quality outcomes.

Objectives

1. Facilitate the development of evidence-based practice (EBP) across the state of Hawai'i
2. Evaluate outcomes of EBP.
3. Complete direction to address Senate Resolution No. 167.

GOAL 3

Develop state-wide plan for recruitment and retention of nurses.

Objectives

1. Maximize statewide capacity within system of nursing education to meet the increased needs for clinical placement of student nurses.
2. Build partnerships and programs to assure a successful transition from education to practice.
3. Implement the Robert Wood Johnson (RWJF) Foundation's Academic Progression in Nursing (APIN) initiative.
4. Collect, analyze, and report transition and retention data on new graduate nurses.

GOAL 4

Increase the visibility and sustainability of the Hawai'i State Center for Nursing

Objectives

1. Develop, implement, and evaluate a marketing plan for the Center.
2. Develop and implement a plan to promote the image of nursing as a desirable and valued profession.
3. Continuing Education Joint Advisory Committee (CEJAC) legislative mandate.
4. Annual Report to Legislature and other key stakeholders.

STRATEGIC PLAN

Action Plan

GOAL 1: <i>Maintain a trusted nursing workforce data base and disseminate findings in a timely fashion.</i>		
OBJECTIVE	STRATEGIES	OUTCOMES
<ol style="list-style-type: none"> 1. Conduct biennial surveys of licensed nurses in the state. 2. Conduct annual education capacity survey. 3. Conduct demand survey. 4. Prepare and disseminate reports and recommendations regarding current and future projections; including trends in nursing education and practice. 5. Develop an interprofessional (IP) relationship with the John A. Burns School of Medicine to promote interprofessional education and practice (IPEP). 	<ul style="list-style-type: none"> • Collaborate with Board of Nursing on access to LPN, RN, APRN licensees for survey participation. • Implement 2013 Nursing Workforce Survey. • Build educational capacity by participating in the National Education Capacity Summit. • Create and implement online demand survey for 2013 (including acute and primary care settings). • Explore development of interprofessional workforce data report regarding primary care needs in Hawai'i. 	<p>See Program Outcomes on pages 5, 6 & 7.</p>

GOAL 2: <i>Conduct research on best practices and quality outcomes.</i>		
OBJECTIVE	STRATEGIES	OUTCOMES
1. Facilitate the development of evidence-based practice (EBP) across Hawai'i.	<ul style="list-style-type: none"> • Provide educational programs. • Facilitate EBP team project success. • Disseminate EBP team projects at Conferences and via manuscripts. • Market EBP projects' manuscripts through publication. • Increase number and diversity of EBP Steering Committee membership. 	See Program Outcomes on page 9.
2. Evaluate outcomes of EBP	<ul style="list-style-type: none"> • Promote and Expand audiences for EBP Workshop support • Conduct feasibility of packaging EBP training and marketing to agencies beyond acute care – “model, package, patent, and sell” 	
3. Complete direction to address Senate Resolution No. 167	<ul style="list-style-type: none"> • Engage key legislatures, nursing organizations, including HNA and HGEA for support of the revised bill language. 	See Program Outcomes on page 8.
4. Revise strategy for continuing competency bill		

GOAL 3: <i>Develop a statewide plan for recruitment and retention of nurses.</i>		
OBJECTIVE	STRATEGIES	OUTCOMES
1. Maximize statewide capacity within system of nursing education to meet the increased needs for clinical placement of student nurses.	<ul style="list-style-type: none"> Enhance the use of the Centralized Clinical Placement System. 	See Program Outcomes on page 11.
COMPLETED		
2. Implement the Robert Wood Johnson (RWJF) Foundation's Academic Progression in Nursing (APIN) initiative.	<ul style="list-style-type: none"> Create high visibility across the State regarding the APIN Grant Encourage collaboration between Academia and Employer Groups. Reinvigorate the Hawai'i Action Coalition (HAC) to support this endeavor Seek funding for second phase of the APIN grant 	See Program Outcomes on pages 10 & 12.
3. Collect, analyze, and report transition and retention data on new graduate nurses.	<ul style="list-style-type: none"> Evaluate impact of Nurse Residency Program on nursing retention 	See Program Outcomes on page 13.

GOAL 4: <i>Increase the visibility and sustainability of the Hawai'i State Center for Nursing.</i>		
OBJECTIVE	STRATEGIES	OUTCOMES
1. Increase external funding for the Center	<ul style="list-style-type: none"> • Increase Advisory Board diversity and development strategies to increase networking 	Board members renewed waiting for the last member to be appointed.
2. Build visibility and support for investment in the nursing workforce.	<ul style="list-style-type: none"> • Increase participation of nurses with HSCN 	See Marketing Initiative on page 14.
3. Develop and implement a plan to promote the image of nursing as a desirable and valued profession.	<ul style="list-style-type: none"> • Develop effective and efficient marketing plan; evaluate effectiveness of marketing plans • Meet legislative report deadlines 	

APPENDIX A
ADVISORY BOARD MEMBERS

APPENDIX A

Advisory Board Members, as of December 2014

Chair

Art Gladstone, RN, FACHE
Chief Executive Officer, Vice-President &
Chief Nurse Executive
Hawai'i Pacific Health – Straub Clinic &
Hospital

Vice-Chair

Susan Young, DHA, MSA, RN
Instructor
University of Hawai'i – West O'ahu

Members

Francisco Conde II, APRN-BC, PhD
Advanced Practice Registered Nurse
The Queen's Medical Center/Cancer
Center

Beth Hoban, RN, MAOM
Founder/President
Prime Care Services Hawai'i, Inc.

Lori Kaneshige, MSN, RN
Pediatric Hematology-Oncology
Coordinator
Hawai'i Pacific Health – Kapi'olani
Medical Center for Women and Children

Executive Director

Wendy Suetsugu, JD, MSN, RN
Hawai'i State Center for Nursing

Barbara Kooker, DrPH, APRN, NEA-BC
Nurse Researcher
The Queen's Medical Center

Susan Lee, BSN, RN
Director
O'ahu Region Employee Health Office
Leahi Hospital

Lani Tsuneishi, MSN, BSN, RN
Director of Nursing
Leahi Hospital

APPENDIX B

Background

Hawai'i State Center for Nursing

BACKGROUND

Hawai'i State Center for Nursing

Established by the Legislature in 2003 by Act 198, the Center was founded “to address nursing workforce issues. This legislative mandate guides our endeavors.

Specifically, the Center shall:

- 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 practices 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.

The Governor appoints an Advisory Board that provides direction and supports accomplishments related to the Center’s goals. Additionally, community partners throughout the State participate in implementing innovative programs to meet the needs of Hawai’i’s nursing workforce and the community.

The Center is located at the University of Hawai’i School of Nursing and Dental Hygiene and reports to the Dean. The Center is supported by the nurses of Hawai’i through a Center for nursing fee. Each nurse pays an additional \$40 upon the issuance of new licenses and at each license renewal period. These funds are deposited into a separate account for Center use.