Nursing and the Future of Health Care: California Action Coalition Report

What is the Future of Nursing: Campaign for Action?

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 (RWJF) 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 RWJF 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 and 15 state-based Action Coalitions, including California, are moving the recommendations forward at the community and state levels.

**CALIFORNIA ACTION COALITION**

**Vision:**
Partnerships to advance health in California

**Mission:**
Advancing nurses’ leadership and service in California

**Core Values:**
- Engaging broad and diverse perspectives
- Increasing and using influence
- Strategic and efficient use of resources
- Improving health outcomes
California Action Coalition Overview

The California Action Coalition (CA AC) serves as the driving force for the implementation of the IOM report recommendations in our state. Recognizing the important work already underway in California and with a goal of long-term sustainable change, the CA AC will lead the way to improve the health of our population. Currently, workgroups have been fully established for six of the eight recommendations and each workgroup has identified two or three immediate goals on which they will focus in the coming year:

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.
- Conduct a gap analysis to compare the IOM Future of Nursing Report to the laws and statutes of California for the registered nurse (RN) and the four advanced-practice registered nurse (APRN) roles.
- Conduct a gap analysis to compare California regulatory language to the National Council of State Boards of Nursing Consensus Model for Advanced Practice Registered Nurse Regulation.

Recommendation #2: Expand opportunities for nurses to lead and diffuse collaborative improvement efforts
- Scan the environment for high impact innovations and identify nurse-led solutions for management of chronicity and transitional care.
- Establish subgroups to focus on evidence-based identification of innovative practice and the healthy work environment.

Recommendation #3: Implement nurse residency programs
- Expand programs for new graduates to include more community-based opportunities.
- Create a statewide evaluation of current programs to inform next steps.

Recommendation #4: Increase the proportion of nurses with baccalaureate degrees to 80% by 2020
- Inventory and analyze data from all [funded and non-funded] existing California collaborative ADN-BSN projects to establish best practices and recommend standardized guidelines for achieving critical components for seamless ADN-BSN education in California.
- Compile progress report on Assembly Bill (AB) 1295 for all regions of the state and provide support to ensure statewide implementation of AB1295.

Recommendation #7: Prepare and enable nurses to lead change to advance health
- Expand nursing leadership opportunities for participation by nurses in board rooms, policy discussions and management teams.
- Develop a statewide mentorship program to advance nurse leaders.

Recommendation #8: Build an infrastructure for the collection and analysis of interprofessional health care workforce data
- Disseminate a seamless inventory of CA data for purposes of analysis and workforce planning.
- Work closely with other recommendation workgroups to assess what data needs would help implement their strategies.
California Action Coalition Structure

The CA AC currently includes a diverse group of nearly 600 nurses and other health care leaders who are engaged in creating the blueprint for the implementation of the IOM Recommendations.

Executive Committee: The CA AC Executive Committee, including eight members, is responsible for the overall implementation of the recommendations in California and provides strategic and policy oversight and leadership for the Action Coalition and the California Campaign for the Future of Nursing.

Leadership Council: The CA AC Leadership Council is comprised of representatives from key stakeholder groups, the Recommendation Workgroup Co-leads, and the Regional Champions. The Leadership Council provides input for implementation design, contributes to dissemination of the action plan, and supports the strategies for completion of the action plan.

Recommendation Workgroups: The CA AC has established eight different workgroups, each focusing on one specific recommendation. Each workgroup is guided by two co-leads and is responsible for developing an overall set of goals and outcomes by creating action steps to meet the recommendation deliverables.

Regional Groups: The CA AC has established eight regions (Southern California, Orange County/Riverside/San Bernadino, San Diego/Imperial Counties, Sacramento, San Francisco/Bay Area, San Joaquin Valley, Central Coast and Northern California) throughout the state to ensure adequate regional representation on the eight recommendation workgroups.

California Action Coalition Summary of Progress

To date, the CA AC has established active workgroups and identified Regional Champions in an effort to have the formal structure of the coalition completed and in process by the end of the planning year. The current recommendation workgroups and regional groups are at varying stages of developing action steps for implementing their work. A Statewide Director was appointed in June 2011, who serves as liaison from the Executive Committee to the workgroups and regions. This structural change provides needed support to the workgroups and regions and will ensure accountability for all members of the CA AC moving forward.

Progress on the 8 Recommendations:
Years of collaborative work and partnerships in nursing education and health care workforce have established a strong infrastructure in California for implementing the Future of Nursing recommendations. For example, the collaborative model of nursing education currently under development, along with the implementation of AB1295, provides for seamless progression of associate degree education to the baccalaureate degree. Another example is the transition-to-practice program being tested to increase the skills and competencies of new graduates and increase their employability through community-based internships housed in schools of nursing. These transition programs are an important first step in establishing residencies as an expectation of nursing education. Additionally, the recent passage of state legislation giving authority to the California State Universities to provide a doctorate of nursing practice education and the University of California launch of the PhD program at the Betty Irene Moore School of Nursing will significantly increase the number of nurses with doctoral degrees. Building on this history of collaboration, new partnerships are being created in the community to transform the role of nurses in delivering high quality and affordable care within the evolving health care systems. Partners with nurses in this effort will include physicians, employers, policy makers, funders, consumers, payers, state agencies, and educators.
Recommendations of the report generating high interest at both the state and national levels include preparing and positioning nurses for more active leadership roles in health care and nurses practicing to their full extent of their education and training. These recommendations require promoting new collaborative and team-based models of care that expand the capacity of nurses to contribute more fully to the health care delivery team. These new models of care will serve to improve the health of communities and meet the needs of the aging population. The six established recommendation workgroups have accomplished or have plans to complete in the next year the following activities:

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

Co-Lead: Garrett Chan – Associate Clinical Professor Department of Physiological Nursing Critical Care/Trauma Clinical Nurse Specialist Program University of California, San Francisco
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Co-Lead: Susanne Phillips – Associate Clinical Professor, University of California, Irvine, Program in Nursing Science, Coordinator, Family Nurse Practitioner Concentration
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The focus for the next year is to identify the areas of opportunity to allow nurses to practice to the fullest extent of California law and statute, including the Nurse Practice Act. One of the known barriers to practice is that individual institutions limit the legal scope of practice of clinicians. The work group is conducting a gap analysis to compare the IOM Future of Nursing Report to the laws and statutes of California for the RN and the four APRN roles. Once this gap analysis is complete, it will be published as a compendium that includes the exact law, statute, and other supporting documents to support the practice of nursing. The second area for gap analysis is to compare the National Council of State Boards of Nursing Consensus Model for APRN Regulation to the current regulation of APRNs according to the Board of Registered Nursing. The workgroup has identified a volunteer analyst to begin work on this analysis. The group has also had preliminary discussions to identify potential partners in the state with the goal of highlighting opportunities for this recommendation. For example, a conversation with key stakeholders regarding Recommendations 1, 2, 6, and 7 could lead to discussions to improve job opportunities, scope of practice for nurses, learning opportunities for advancement, and leadership opportunities to help re-design the health care system to benefit patients and nurses. The work group co-leads have presented at several statewide and national conferences to inform others about the work of the CA AC and establish priorities for this recommendation.

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

Co-Lead: Nancy Donaldson – Clinical Professor & Director, Center for Research & Innovation in Patient Care University of California, San Francisco School of Nursing
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Co-Lead: BJ Bartleson – Director, Patient Care Services/CNO, Shriners Hospitals for Children and President, Association of California Nurse Leaders Board of Directors
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This recommendation is an area of high interest and work group co-leads are examining outcomes data to determine priority innovations. Work group discussions began in summer 2011 and follow-up conference calls have resulted in setting preliminary goals, identifying gaps/barriers to implementation, identifying resources to move ahead and discussion of potential Southern California co-lead to maximize geographic representation. The workgroup has agreed on two focal areas: evidenced-based identification of innovative practice and the healthy work environment.
**Recommendation #3: Implement nurse residency programs**

Co-Lead: Dorel Harms – Senior Vice President, Clinical Services, California Hospital Association
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Co-Lead: Nikki West – Project Manager, California Institute for Nursing & Health Care
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This work group is building on the transition-to-practice programs currently under way in California for new graduates who have not been able to find employment as nurses. Four school-based programs in the San Francisco Bay Area serve as a model for developing programs across the state to increase the skills and competence of new graduates, bridging the gap between academia and practice, and increasing their employability. An additional 15 programs in other regions across the state have been developed or are under development. A robust evaluation of the Bay Area programs serves as the basis for establishing new programs and informing the statewide discussion. The group has developed common tools and definitions, which include definitions for “new graduate nurse,” “nursing orientation,” and “nurse residency/transition-to-practice programs.” A certificate of completion has been created, which is expected to build common understanding and industry recognition around transition-to-practice programs. Additionally, a statewide database on the various models for transition-to-practice programs and nurse residencies is being created. Transition-to-practice programs are also being considered in a variety of new settings and specialties, including home health, infection control, and primary care clinics. This group has assigned a task force to focus on residencies for APRN’s, with an emphasis on nurse practitioners.

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

Co-Lead: Liz Close – Professor & Nursing Department Chair, California State University, Sonoma
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Co-Lead: Stephanie Robinson – Director of Nursing, California Community College
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With a goal to increase the number of BSN and MSN graduates, this work group will establish an inventory of best practices that will support recommendations for standardized guideline for seamless ADN-BSN/MSN education. This work group will also continue providing leadership in components of AB1295 implementation to support seamless ADN-BSN/MSN degree progression between California Community College (CCC) and the California State University (CSU) systems. Current activities include analyzing a survey of work group volunteers to establish sub-committees and designate leaders, defining leadership and membership of a sub-committee specifically addressing post-licensure BSN (RN-BSN) enrollment opportunities, and establishing an inventory best practices based on evaluation of other RN-BSN projects.

**Recommendation #5: Double the number of nurses with a doctorate by 2020**

The work group leads for Recommendations #5 were identified in September 2011. Immediate priorities and objectives for this work group will be reflected in the next report (December 2011).

Co-Lead: Holli DeVon – Associate Professor, Betty Irene Moore School of Nursing, UC Davis Health System
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Co-Lead: Robyn Nelson – Dean, College of Nursing, West Coast University
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**Recommendation #6: Ensure that nurses engage in lifelong learning**
The work group leads for Recommendations #6 were identified in September 2011. Immediate priorities and objectives for this work group will be reflected in the next report (December 2011).

Co-Lead: Jan Boller – Associate Professor and Director, Doctor of Nursing Practice Program, Health Systems Leadership, College of Graduate Nursing Western University of Health Sciences
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**Recommendation #7: Prepare and enable nurses to lead change to advance health**
Co-Lead: Casey Shillam – Postdoctoral Fellow, Betty Irene Moore School of Nursing University of California, Davis Health System
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Co-Lead: Pat McFarland – CEO, Association of California Nurse Leaders
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The first step for the work group under this recommendation was to adopt a working definition of nursing leadership for the state of California. Using this definition, they will develop a conceptual model of nursing leadership to guide the planning and implementation of the workgroup efforts. The three target areas for this recommendation are to prepare nurse leaders, to position nurses in leadership roles, and to support nurse leadership in politics. A survey was administered in June 2011 to collect an inventory of current opportunities for leadership development throughout the state. A gap analysis will be conducted of the current offerings of leadership development opportunities for nurses and the group will create a network of sharing the availability of these opportunities on the CA AC website. Another activity completed by this work group was hosting a town hall meeting on August 4, 2011, to educate the public on the role of nursing and nurse leadership, and to solicit ideas of how consumers of healthcare envision healthcare systems of the future. Future goals include conducting the gap analysis of the leadership survey to identify needs for developing new programs, establishing a systematic plan for including students in the Action Coalition, and organizing collaboration between the CA AC and the state/national level professional organizations. The plan for implementing these specific steps will be developed by September 2011. Additionally, the comprehensive list of currently available leadership training opportunities will be housed on the CA AC website by December 2011.

**Recommendation #8: Build an infrastructure for the collection and analysis of interprofessional health care workforce data**
Co-Lead: Louise Bailey – Executive Officer, Board of Registered Nursing
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Co-Lead: Joanne Spetz – Professor, Philip R. Lee Institute for Health Policy Studies & School of Nursing Faculty Researcher, Center for the Health Professions University of California, San Francisco
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The goal for the work group is to create a seamless inventory of California data to be disseminated for purposes of analysis and workforce planning. The plan for dissemination of this information is to post it to the CA AC website. Work group co-leads identified concern regarding coordination among work groups for data collection and the potential for unnecessarily duplicating efforts. Work group co-leads have worked together across the recommendations to ensure a smooth process and collaboration in the collection of data necessary to carry out the objectives of each recommendation work group. A conference call was held in June to discuss activities and goals for the next year.
which include a meta-inventory of CA data sources that can be used for evaluation and analysis and coordination with the Office of Statewide Health Planning and Development’s Clearing House and California Health Workforce Alliance to determine points of intersection of effort in data collection and reporting. This work group plans to continue to work closely with the other recommendation workgroups assessing data needs in two specific areas: data needed to implement their strategies and data needed to evaluate their progress. One way to accomplish collaboration with the other recommendation work group co-leads is to identify workgroup #8’s members involved other work groups to serve as liaisons. Upon completion of specific projects, data may be made available to internal or expanded organizations such as the American Hospital Association and The Joint Commission.

Regional Champions Progress
Due to the large geographic area of California, the state has been divided into eight different regions. This regional-approach allows for establishing a localized structure to ensure successful implementation of interventions developed at the state level while meeting region-specific needs. The CA AC has identified at least one Regional Champion for the 8 regions of the state who are positioned to raise awareness and promote the visibility of the coalition and the work of the campaign. The current Regional Champions are listed below (the goal is to have all open positions assigned by December 2011).

Southern California:
Rosie Curtis – Dean, West Coast University
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Elissa Brown – President, ANA\California and Clinical Nurse Specialist, Mental Health
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Orange County/Riverside/San Bernadino:
Tammy Rice – Professor, Saddleback University
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Mary O’Connor – Director, Golden West College
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Ellen Fry-Bowers – Assistant Professor, Loma Linda University
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Eileen D’Errico – Associate Professor, Loma Linda University School of Nursing
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San Diego/Imperial Counties:
Judith Yates – Vice President & CEO, Hospital Association of San Diego and Imperial Counties
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TBD

San Joaquin Valley:
Mary Contreras – Senior Vice President & Chief Nursing Officer, Community Medical Center
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TBD

Central Coast:
Kathleen Sullivan – Vice President, Post Acute Care Services, Catholic Healthcare West
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Kristen Wisner, Staff Nurse, Salinas Valley Memorial Hospital
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San Francisco Bay Area:
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Sacramento:
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Kimberly Muehlberg – Director, Critical Care, Telemetry and Cath Lab, Mercy San Juan Medical Center
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Northern California:
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Jerry Chaney, Vice President for Patient Care Ukiah Valley Medical Center
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Perry Gee – PhD Student and Faculty, Health Informatics, University of California, Davis
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The regions have had varied success in connecting with the members who volunteered for these groups. Several regions have hosted gatherings or are in the process of setting up meetings to determine goals and next steps. All champions are identifying the members within their regions who are serving on specific recommendation workgroups in an effort to maintain connections, ensure continuity of work, and expand impact of the implementation efforts. Several regions have already experienced great success. The Southern California region has established a relationship with the Chamber of Commerce, which recently approved the formation of a Health Council to be chaired by a Regional Champion. The Bay Area region has established a Google site that will serve as a communications tool and calendar for local events related to the CA AC. The site will be active by December 2011. This region is also in the process of holding town hall meetings throughout the area to improve outreach, increase access, and link the work in the regions to the statewide efforts. These successes will serve as a model for other regions as they develop their own local strategies for engaging stakeholders and spreading the word of the report.

For more information about the California Action Coalition:
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Visit the temporary California Action Coalition website for a communications toolkit, information about upcoming events, and suggested ways to become involved:
http://www.ucdmc.ucdavis.edu/nursing/FutureOfNursing/index_IOM.html#Regional_Action_Coalition

Other Resources:
The Future of Nursing Campaign for Action: http://thefutureofnursing.org/
The Center to Champion Nursing in America: http://championnursing.org/