

Agenda Item: 5.3.4
Prepared by: M.B. Thomas/A. Green
Meeting Date: January 19, 2012

Texas Team Report – Robert Wood Johnson Initiative

Summary of Request:

The purpose of this report is to provide the Board with a summary of the history and current status of the Texas Team's Initiative on the Future of Nursing.

Historical Perspective/Background Information

Please refer to Attachments One, Two and Three.

Staff Recommendations

This report is for information only. Staff will keep the board apprised about future Texas Team initiatives.



Leading Change and Advancing Health
Initiative on the Future of Nursing

Texas Team Advancing Health through Nursing
An Action Coalition of the
Initiative on the Future of Nursing

Coalition Members as of January 2, 2012

Lead Organizations

Blue Cross Blue Shield of Texas – Richardson, TX
Texas Nurses Association – Austin, TX

Founding Sponsors

Decision Critical – Austin, TX
Seton Family of Hospitals – Austin, TX
Texas Center for Nursing Workforce Studies – Austin, TX
Texas Tech University Health Sciences Center - Anita Thigpen Perry School of Nursing
– Lubbock, TX
Texas Tech University Health Sciences Center – Center for Innovation in Nursing
Education – Lubbock, TX

Coalition Member Organizations

Businesses

Associates in Process Improvement, Inc. – Austin, TX
Bell Helicopter – Amarillo, TX
Decision Critical – Austin, TX
Lolly Lockhart Consulting – Austin, TX
Nurses Lounge, A Professional Network for Nurses – Coppell, TX
Preferred Management Corp. – Shawnee, OK
Profound Knowledge Products, Inc. – Austin, TX

Business Advocacy Groups

Texas Association of Business – Austin, TX

Hospitals and Healthcare Provider Organizations

Baptist Hospitals of Southeast Texas – Beaumont, TX
Baylor Healthcare System – Dallas, TX
Baylor Medical Center at McKinney – McKinney, TX
Cook Children’s Medical Center – Fort Worth, TX
Covenant Health System – Lubbock, TX
Grayson Home Health- Sherman, TX
Hendrick Health System – Abilene, TX
Houston Northwest Medical Center – Houston, TX
Lake Pointe Medical Center – Rowlett, TX
Medical Center Health System – Odessa, TX
Memorial Hermann Healthcare System – Houston, TX
Midland Memorial Hospital – Midland, TX
Northwest Texas Healthcare System – Amarillo, TX
Texas Health Resources – Arlington, TX
The Heart Hospital Baylor Plano – Plano, TX
Trinity Mother of Francis Hospitals and Clinics – Tyler, TX
University of Texas Medical Branch – Galveston, TX
University of Texas M.D. Anderson Cancer Center – Houston, TX

Education and/or Healthcare Advocacy Groups and Organizations

Gulf Coast Health Services Steering Committee (HSSC) – Houston, TX
Nurse Education Coalition for Region 4 (NEC 4) – Tyler, TX (Members Below)
 Angelina Community College – Lufkin, TX
 East Texas Baptist University – School of Nursing - Marshall, TX
 Kilgore College Associate Degree Nursing Program – Kilgore, TX
 Lamar University – JoAnne Gay Dishman Dept. of Nursing – Beaumont, TX
 Panola College – Carthage, TX
 Paris Junior College – Paris, TX
 North Texas Community College – Mount Pleasant, TX
 Navarro College – Navarro, TX
 Texarkana College – Texarkana, TX
 Texas A&M University – Texarkana – Texarkana, TX
 Trinity Valley Community College – Kaufman, TX
 Tyler Junior College – Tyler, TX
 Stephen F. Austin State University - Richard and Lucille DeWitt School of Nursing –
 Nacogdoches, TX
 University of Texas at Tyler – Tyler, TX
Texas Association of Nurse Anesthetists – Austin, TX
Texas Council of Perioperative Registered Nurses – Dallas, TX
Texas Health Institute – Austin, TX
Texas Hospital Association – Austin, TX

Texas Nurse Practitioners – Austin, TX
Texas Organization of Associate Degree Nursing T-OADN – Sealy, TX
Texas Organization of Nurse Executives – Wichita Falls, TX
Texas Panhandle Coalition for Nurses – Amarillo, TX (Members Below)
Amarillo College – Amarillo, TX
Baptist St. Anthony's Healthcare System – Amarillo, TX
Clarendon College – Clarendon, TX
Coalition of Health Services – Amarillo, TX
Collingsworth General Hospital – Wellington, TX
Frank Phillips College – Borger, TX
Harrington Regional Medical Center – Amarillo, TX
Moore County Hospital District - Dumas, TX
Northwest Texas Healthcare System – Amarillo, TX
Panhandle AHEC – Canyon, TX
SimCentral Simulation Center – Amarillo, TX
Surgery Center of Soncy – Amarillo, TX
Texas Tech University Health Sciences Center – Amarillo, TX
Veteran's Administration Medical Center – Amarillo, TX
West Texas A&M University – Canyon, TX
Texas School Nurses Organization – Richardson, TX
Texas Society of Allied Health Professions – Galveston, TX

Schools, Community Colleges and Universities

Chamberlain College of Nursing – Houston, TX
El Centro College – Dallas, TX
Lubbock Christian University – Lubbock, TX
Midwestern State University- Wilson School of Nursing – Wichita Fall, TX
Prairie View A&M University, College of Nursing – Houston, TX
Sanford-Brown College, Dallas Campus – Dallas, TX
Schreiner University – Kerrville, TX
Southwestern Adventist University – Keene, TX
Texas State University School of Nursing – Round Rock, TX
Texas Tech University Health Sciences Center School of Nursing – Abilene, TX
Texas Tech University Health Sciences Center Anita Thigpen Perry School of Nursing – Lubbock, TX
Texas Tech University Health Science Center Gayle Greve Hunt School of Nursing - El Paso, TX
Texas Woman's University, College of Nursing – Denton, Dallas, Houston, TX
University of Houston Victoria School of Nursing – Victoria, TX
University of Mary Hardin Baylor – Belton, TX
University of Texas Arlington College of Nursing – Arlington, TX
University of Texas at Austin School of Nursing – Austin, TX
University of Texas Health Science Center Houston, School of Nursing – Houston, TX
University of Texas – Pan American – Edinburg, TX
University of Texas Medical Branch School of Nursing – Galveston, TX
Western Governors University – Missouri City, TX
Wharton County Junior College Associate Degree Nursing Program – Wharton, TX

State Agencies and Entities

Texas Center for Nursing Workforce Studies – Austin, TX
Texas Board of Nursing – Austin, TX

FUTURE OF NURSING™

Campaign for Action

Texas Team Advancing Health through Nursing – an Action Coalition

Status Update Prepared for Texas Board of Nursing - January 4, 2012

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 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.

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 Jan 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.

The Texas Team and TNA co-hosted an invitation roundtable discussion (Nov. 2011) with key leaders impacting health policy related to scope of practice for APRNs. A second roundtable is slated for early 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 by March 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 January 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 is partnering 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. Grant application is due on Jan 27, 2012 and 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 small group of education leaders from around the state will be attending a meeting on Jan. 23, hosted by TOBGNE in Houston to finalize recommendations related to common core curriculum for BSN degree to finalize plan to which will be presented at Feb. 2012 Deans and Directors for ratification.

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)

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 Jan 2012

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 – 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
- Sondra Flemming RN – Representing Nursing Education
- Susan Sportsman RN – Representing Nursing Education
- Joyce Batcheller RN – Representing Nursing Practice
- Rosemary Luquire RN – Representing Nursing Practice
- 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 October 1, 2011 – the Executive Committee has met two times (May 2011 & September 2011).

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.

The Texas Team Advancing Nursing Practice – provides statewide leadership related to nursing practice, including advanced practice. Drs. Joyce Batcheller and Rosemary Luquire are co-leaders. The Practice Team has met once as of October 2011.

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 once as of October 2011 and held multiple conference calls.

The Texas Team Advancing Nursing Leadership – is taking applications for leading and/or participating on this team which will focus on actualizing the IOM leadership recommendations in Texas. Drs. Paulette Burns and Pat Allen will serve as co-leaders. Applications open through November 14, 2011. Team to be established

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

Regional Teams: The Texas Team AC is establishing 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 by Feb. 2012. Nurse Regional Co-Leaders have been appointed and

are identified in Table 1 below.

Table 1
Regional Team Nurse Co-Leaders
January 4, 2012

Central Texas	Susan Johnston DNP, RN, FNP-BC Program Coordinator Central Texas Veteran Health Care System Belton, Texas sjohnstonfnp@sbcglobal.net
East Texas	Gerald W. Bryant, MSN, RN, NEA-BC Chief Nursing Officer Baptist Hospitals of Southeast Texas Beaumont, Texas gerald.bryant@bhset.net
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 susan.d.ruppert@uth.tmc.edu
North Texas	Julie Thomas DNP, RN, CPHQ, NEA-BC Director of Education and Nursing Practice Baylor All-Saints Medical Center Fort Worth, Texas Julieh.thomas@baylorhealth.edu
Panhandle	Becky Hunter, DNP, RN, NEA-BC Chief Nursing Officer North West Texas Health System Amarillo, TX Becky.hunter@nwths.com
South Texas	Jennifer DM Cook PhD, MBA, RN, CS Assistant Professor Incarnate Word University San Antonio, TX cook@uiwtx.edu
West Texas	Alicia Anger RN, MSN Dean – School of Nursing Covenant Health System Lubbock, Texas aanger@covhs.org
Upper Rio Grande	Linda Lawson RN, MSN, NEA-BC Administrative Director of Nursing Operations Del Sol Medical Center El Paso, Texas Lblawson1@yahoo.com

Texas Team Action Coalition Summary of Progress

As of January 4, 2012 – the Texas has over 100 businesses and organizations who 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 early spring 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.

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/home.php#!/pages/Texas-Team-Advancing-Health-Through-Nursing/103918633025876?sk=wall>

Other Resources:

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

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