



## West Virginia Center for Nursing Strategic Plan November 2014 – November 2016

**Introduction:** West Virginia Center for Nursing was established by the WV Legislature in 2005 to the recommendation of the Nursing Shortage Study Commission, a group established by the WV Legislature in 2001 in order to recruit and retain nurses to West Virginia.

**Planning Process:** West Virginia Center for Nursing engaged in a strategic planning process on Friday, October 17, 2014 with the Center's staff, board of directors and advisory committee members.

**Participants:** West Virginia Center for Nursing Board Members: Dr. Pamela Alderman, Dr. Shelia Kyle, and Dr. Cynthia Persily; West Virginia Center for Nursing Staff: Christopher Ross; Advisory Board Members: Laura Boone (WVHEPC) and Dr. Robin Lewis (WVBONE).

### **Key Terms and Definitions:**

**Mission** – The West Virginia Center for Nursing improves the health and healthcare of all West Virginian's through strategic nursing workforce planning and development.

**Vision-** The West Virginia Center for Nursing will be a national leader in the development and implementation of strategies to support the education, recruitment and retention of qualified nurse professionals for and in the State of West Virginia.

**Strategic Priorities:** *(identified in H.B. 4188)*

- Establish a statewide strategic plan to address the nursing shortage in West Virginia
- Collect, evaluate and disseminate data regarding nurse availability and shortage areas
- Establish and maintain a website to disseminate information about the center and its mission, and educational opportunities and financial aid available in West Virginia
- Evaluate capacity for expansion of nursing programs, including the availability of faculty, clinical laboratories, computers and software, library holdings and supplies
- Consult with and advise the commission regarding the commission's administration of the nursing scholarship program designed to benefit nurses who practice in hospitals and other health care institutions or teach in state nursing programs as provided in section four, article three, chapter eighteen-c of this code
- Maintain an active Board of Directors of WV Center for Nursing consistent with §30-7B-4
  - Membership recruitment and retention
  - Determine policy for the operation of the center
  - Identify and communicate needed resources to the HEPC
- Report to LOCHHRA and LOCEA on progress of statewide strategic plan to address the nursing shortage in WV and other issues relevant to the practice of nursing
  - By December 1, 2014
  - Every other year thereafter (2016, 2018, 2020, etc.)

**Strategic Priority 1: Establish a statewide strategic plan to address the nursing shortage in West Virginia**

**Outcome 1:** *A statewide strategic plan for the WV Center for Nursing, consistent with H.B. 4188, is completed by November 13, 2014*

- **Strategy 1:** Hold an initial strategic plan session with the board of the WV Center for Nursing and advisors on October 17, 2014.
- **Strategy 2:** Refine the strategic plan by November 1, 2014.
- **Strategy 3:** Approval of strategic plan by November 13, 2014.
- **Strategy 4:** Report on the strategic plan by December 1<sup>st</sup> to the Legislative Oversight Commission on Health and Human Resources Accountability and the Legislative Oversight Commission on Education Accountability.
- **Strategy 5:** Release strategic plan to stakeholders via website and other communication means by January 1, 2015.

**Outcome 2:** *The statewide strategic plan for the WV Center for Nursing is thoroughly reviewed and revised bi-annually by October 30<sup>th</sup> each year*

- **Strategy 1:** The statewide strategic plan for the WV Center for Nursing is revised each October of the even numbered years by the Board of Directors and the advisory committee through a formal planning process.
- **Strategy 2:** Approval of strategic plan by November 13.
- **Strategy 3:** Report on the strategic plan on December 1.
- **Strategy 4:** Release strategic plan to stakeholders via website and other communication means by January 1.

**Outcome 3:** *The statewide strategic plan for the WV Center for Nursing is used at each meeting to guide decisions, track progress, and identify nursing needs in West Virginia.*

- **Strategy 1:** The strategic plan will serve as an organizational framework for meetings.
- **Strategy 2:** The statewide strategic plan for the WV Center for Nursing is used at each meeting to report on progress.
- **Strategy 3:** Progress on the statewide strategic plan for the WV Center for Nursing is updated semi-annually.

**Strategic Priority 2: Collect, evaluate, and disseminate data regarding nurse availability and shortage areas**

- **Outcome 1:** *Define nurse and faculty shortage areas using best practices for workforce research.* **Strategy 1:** Consult with workforce experts on current workforce shortage definitions.
- **Strategy 2:** Develop formulas for data collection.

Deleted: -

**Outcome 2:** *Administer surveys to nurse employers using identified formulas.*

- **Strategy 1:** Develop the survey by working with appropriate stakeholders.
- **Strategy 2:** Collect data from nurse employers in the state.
- **Strategy 3:** Evaluate data collected.
- **Strategy 4:** Disseminate data to legislature and stakeholders.

**Outcome 3:** *Administer a faculty vacancy survey.*

- **Strategy 1:** Develop the survey by working with appropriate stakeholders such as HEPC and NEFWV.
- **Strategy 2:** Collect data from nursing programs in the state.
- **Strategy 3:** Evaluate data collected.
- **Strategy 4:** Disseminate data to legislature and stakeholders.

**Outcome 4:** *Support the effort of stakeholders in streamlining data collection measures and systems.*

- **Strategy 1:** Convene meeting with stakeholders to analyze current data collection measures and systems.
- **Strategy 2:** Develop future strategies for coordination of data collection measures and systems.

**Outcome 5:** *Use data to inform policy related to financial aid, development of new educational programs, continuing programs and workforce development.*

- **Strategy 1:** Increase awareness of the data available from Center to all stakeholders.
- **Strategy 2:** Collaborate with stakeholders to provide data to use for policy development for financial aid, new educational programs, continuing education programs and workforce development.

**Outcome 6:** *Develop an outreach strategy related to the mission of the Center for Nursing.*

- **Strategy 1:** Identify opportunities for the Center to expand outreach efforts.
- **Strategy 2:** Allocate resources for outreach in a systematic way.

- **Strategy 3:** Evaluate outreach strategies annually.

**Strategic Priority 3: Establish and maintain a website to disseminate information about the center and its mission, and educational opportunities and financial aid available in West Virginia**

**Outcome 1:** *Review website annually by May 30 to assure clear and current content.*

- **Strategy 1:** Use best practices in website presentation for content development and review.
- **Strategy 2:** Assure website is user friendly and compliant with current regulations.
- **Strategy 3:** Develop clear policy procedures on posting of content.
- **Strategy 4:** Assure content is relevant to all stakeholders.

**Outcome 2:** *Evaluate website analytics semi-annually in September and February of each year.*

- **Strategy 1:** Use data from website analytics and target information and delivery.

**Strategic Priority 4: Evaluate capacity for expansion of nursing programs, including the availability of faculty, clinical laboratories, computers and software, library holdings, and supplies**

**Outcome 1:** *Partner with stakeholders, including the NEFWV, WVOADN, WVLN & regulatory boards to evaluate barriers to expansion on programs by May 2015.*

- **Strategy 1:** Convene a meeting of stakeholders to evaluate data collected by a variety of organizations regarding barriers to program expansion by May 2015.

**Outcome 2:** *Use data regarding barriers to expansion of nursing programs to inform policy during the 2016 legislative program.*

- **Strategy 1:** Develop a white paper on barriers to program expansion using data collected by a variety of stakeholders by January 2016.
- **Strategy 2:** Collaborate with stakeholders including the NEFWV, WVODAN, WVLN, and regulatory boards to develop strategies for program expansion, including resource acquisition.

**Outcome 3:** *Maintain the clinical scheduling program and expand this program statewide to make optimal use of scarce available clinical sites for student rotations.*

- **Strategy 1:** Evaluate resource needs for program continuation and expansion by January 2015.
- **Strategy 2:** Collaborate with stakeholders for resources to continue the clinical scheduling program with expansion statewide by Spring semester 2015, with implementation for Fall semester 2015.

**Strategic Priority 5:** **Consult with and advise the commission regarding the commission’s administration of the nursing scholarship program designed to benefit nurses who practice in hospitals and other health care institutions or teach in state nursing programs as provided in Section 4, Article 3, Chapter 18-c West Virginia code**

**Outcome 1:** *Participate with HEPC in continuous improvement of nursing scholarship program.*

- **Strategy 1:** Review the program’s application, process, and awards after each cycle to seek improvement areas.
- **Strategy 2:** Seek assistance from legislature and HEPC if needed, to improve the program.

**Outcome 2:** *Advise in selection criteria for nursing scholarships based in areas of nurse and faculty shortages.*

- **Strategy 1:** Analyze available nursing data to inform any needed revision of selection criteria.

**Outcome 3:** *Assist the HEPC in development of innovative scholarship strategies to support lifelong learning by nurses.*

- **Strategy 1:** Review other nursing and health profession scholarship programs for process and programmatic elements to incorporate into the Nursing Scholarship Program.
- **Strategy 2:** Review other nursing and health profession scholarship programs for marketing and outreach ideas to encourage strong interest and awareness of the Nursing Scholarship Program.

**Strategic Priority 6:** **Maintain an active Board of Directors of WV Center for Nursing consistent with §30-7B-4**

**Outcome 1:** *Engage in vacancy membership recruitment and retention for recommendation to the governor.*

- **Strategy 1:** Seek volunteer or nominations on an on-going basis in case vacancies appear on the board.

**Outcome 2:** *Review and revise the policy for the operation of the center by October 30<sup>th</sup>, 2015 and annually after.*

- **Strategy 1:** Have a review session held at the October (annual) meetings to ensure policies and procedures are up to date with the duties and requirements of the Center.

**Outcome 3:** *Identify and communicate needed resources to the HEPC as needed.*

- **Strategy 1:** Empower staff member to discuss any needs to appointed HEPC leadership.
- **Strategy 2:** Encourage and empower the Board Chair to seek assistance from HEPC when needed.

**Strategic Priority 7:** **Report to LOCHHRA and LOCEA and other committees upon request, on progress of statewide strategic plan to address the nursing shortage in WV and other issues relevant to the practice of nursing**

- **By December 1, 2014**
- **Every other year thereafter (2016, 2018, 2020, etc.)**

**Outcome 1:** *Finalize the report of activities related to the statewide strategic plan to the legislature by October 30<sup>th</sup> annually.*

- **Strategy 1:** Review and revise the report by August annually.
- **Strategy 2:** Approve report at the Annual Meeting in October.

**Outcome 2:** *Disseminate report of activities related to the statewide strategic plan to the public by January 1<sup>st</sup> annually.*

- **Strategy 1:** Develop a dissemination plan by August annually.
- **Strategy 2:** Review dissemination plan annually.