

A Master Plan for California's Nursing Workforce

Executive Oversight Committee
Master Plan Development



Presentation Overview

- Case for Addressing the Nurse Shortage
- California's Nurse Shortage
- California's Collision Course
- Case for the Master Plan
- The Warp and Woof of California's Tapestry
- Patterns that emerge
- "A New Paradigm"

A Worsening Nursing Crisis

- Quality and Patient Safety Impact
 - More RN hours of care are associated with better outcomes for hospitalized patients...NEJM, 5/02
 - Insufficient RN staffing leads to adverse patient outcomes – i.e. sentinel events leading to death, injury...JCAHO, 8/02
 - Higher risk of patient deaths or complications that lead to death with higher RN to pt ratio...JAMA, 10/02
 - RN shortage contributes to ER diversions...HSC, 5/01
- Economic Impact
 - Each 1% increase in nursing shortage leads to 1% increase in hospital per capita expenditures...California nursing shortage directly correlates to hospital cost crisis...Blue Cross/Blue Shield Study, 11/02

California's Shortage

- 2006: shortfall of 30,000 RNs forecasted
- 2010: EDD and BLS predict need for 110,000 more RNs
 - Replace retiring nurses and responding to changing demographics including 25% increase in population
 - 50% shortfall predicted, based on current capacity to educate nurses
- 1/2 nurses educated outside state
 - Migration has decreased 26% over 7 yrs

California's Shortage

- Average age of working nurse is 44.6 yrs
 - One year older than the national average
- Average age of nursing faculty is 51 years
- >30% over 50yrs
 - ½ plan to retire within 5 years
- California ranks 49th in RNs per capita
 - 544/100,000 population ... average is 782/100,000

California's Collision Course

- Schools impacted – long waiting lists
- Courses, including prerequisites not available
- Excessively high attrition rates
- Some CSUs losing slots for nursing students
- USC closing
- Fast track marginal programs building momentum

California's Collision Course

We are on a collision course
for a health crisis...

Common Time = 2010

Real Time = ?

What Is Being Done

- Hospital and healthcare systems investments
 - Funding faculty positions
 - Offering forgivable loans and scholarships to students
 - Forming education/service partnerships
 - Providing own staff as adjunct clinical faculty
 - Building skills labs and classroom space
- Governor's Nursing Workforce Initiative
- Foundation funding
- Federal legislation

What Must Be Done

- Nursing shortage is not effectively being addressed...there is lack of centralized and comprehensive strategic planning
- California needs a comprehensive, strategically-driven statewide Master Plan for the nursing workforce that:
 - Defines where we're going
 - Charts a course for getting there
 - Provides the markers along the way

Without a Master Plan:

- Growing and aging population will compound severity of the shortage
- Financial responses to staff beds will grow
- Funding decisions made without best ROI
- Schools in constant crisis mode
- Faculty shortages worsen
- Gaps of unmet needs will widen

Without a Master Plan

- Fragmentation of interventions with risk of duplication or competition for scarce resources
- Lose critical cohort of motivated students
- Nursing's image as a career will suffer
- Divergent/competing voices will politicize decision making
- Access to care further impacted
- Unproductive spiral continues leading to health crisis

Master Plan Outcomes

- Balance the demand with the supply
- Increase capacity in schools of nursing
- Increase workforce, with educational preparation needed
- Provide single voice for addressing shortage
- Shape the future of nursing

Accomplished Through:

- Providing data need for decision making
- Linking interventions
 - Document/disseminate successful practices
 - Transition short-term interventions into long-term solutions
 - Leverage impact of investments
- Building upon work already underway or previously accomplished

Accomplished Through:

- Identifying gaps of unmet needs, creating strategies to meet them
- Identifying interventions best addressed at state-wide level, act upon them
- Fostering local/regional solutions
- Focusing interventions within the context of the rest of the healthcare environment

Accomplished Through:

- Focusing on quality/safety/accessibility of care
- Prioritizing needs
 - Increase capacity in schools
 - Supply demands in different settings
 - Demand for nurses educated at higher levels
 - Nurse practice models for evolving delivery system
- Serving as a roadmap for nursing to reach desired state

Master Plan Tapestry

- Interlocking pieces
 - Work already underway
 - Work previously accomplished
 - New work needed
- Patterns formed
 - Distinct, but interdependence and linked
 - Focused Areas for MP development
- Framework
 - Nursing interface with others in healthcare
 - Evolving healthcare environment

Patterns

- Warp of the Tapestry...
 - Education
 - Recruitment
 - Work Environment
- Woof of the Tapestry...
 - Data
 - Diversity
 - Nursing Practice

Patterns...Education

- Identifying and overcoming barriers for increasing capacity
- Streamlining educational process
- Increase access to higher education
- Collaborating with decision makers
- Building stakeholder support
- Curriculum redesign to meet evolving needs

Patterns...Recruitment

Recruitment in the Profession/Increasing the Workforce

- Outreach to youth
 - Role Models
 - Academic Preparation
- Outreach to URM
- Second career folks
- Inactive nurses
- Foreign educated residents (Welcome Back)
- Career pathing
- Marketing campaigns targeted to:
 - URM, Youth, Men

Patterns...Work Environment

Strengthen Desirability of Nursing as a Career
...by providing more rewarding/less stressed
work environment

- Retention in workplace
- Nurse managers with leadership skills
- Cultural change at point of delivery of care
- Successful retention practices
- Magnet-like characteristics

Patterns...Diversity

Diversity of Workforce

- Set targets for school enrollment, based on population demographics
- Identify barriers to increasing diversity
 - Attrition rates in community colleges
 - Lack of role models
 - Academic preparation
 - Cultural attitudes

Patterns...Nursing Practice

- New practice models needed that are consistent with:
 - Evolving delivery of health care
 - Future supply of nurses
 - Education of nurses
- Supported by evidence-based research
- Defines “desired future state of nursing”
- Governed by legal scope of practice and shaped by nursing’s covenant with society

Patterns...Data

Supports decision making for long-term planning

- Where we are?
- Where we going?
- What planning needs to occur to get there?
- Track progress
- Measure outcomes

A New Paradigm

- Letting go of old ways...
- Letting go of own agenda....
- Seeking common ground...
- Engaging in creative thinking...
- Utilizing systems thinking...
- Focusing on patients/clients...
- Building stakeholder support....