



May 1, 2008

Dear Deans & Directors of California Schools of Nursing,

The California Institute for Nursing & Health Care (CINHC) is pleased to announce a call for Request for Proposals (RFP) to develop collaborative models of nursing education between associate degree nursing (ADN) education programs and baccalaureate degree nursing (BSN) education programs. This RFP is sponsored by Kaiser Permanente/East Bay Community Foundation, through funding from Kaiser Permanente Northern California, and the Foundation for California Community Colleges (FCCC), through the WellPoint Endowment held by FCCC. The intent of this RFP is to develop demonstration models of collaboration that seamlessly provide a baccalaureate degree to nurses educated in ADN pre-licensure programs. This model is consistent with the Education Highway concept that is described in the *White Paper for Nursing Education Redesign for California*. (available at [www: cinhc.com](http://www.cinhc.com)).

**The call is in two phases:**

- **Phase I** is a **planning grant** for the collaborative partners to come together to develop the RFP which meets all the requirements identified in Attachment A. This grant request should not exceed \$50,000. The due date for submitting the Letter of Intent for Phase I funding will be June 15, 2008; funding should be available August 1, 2008 for successful recipients.
- **Phase II** funding will support the **development and implementation** of the new collaborative model of nursing education as a demonstration site. The RFP should not exceed \$250,000. The due date for submitting the RFP for Phase II funding will be October 31, for funding to be available January 1, 2009.

Phase I and Phase II are separate competitive processes. Funding of Phase I does not guarantee Phase II funding; neither is Phase II funding dependent upon receiving Phase I funding. There will be multiple RFPs funded, as additional funding partners are being sought to support multiple demonstration sites across California. We are hopeful that six sites will be funded.

Recipients of a Phase I grant will demonstrate to grant reviewers the potential for a high degree of success in the plan for development, implementation, and ongoing success of the collaborative model. They will also demonstrate how the proposed collaborative model differs from the traditional articulation model currently in place between California Community Colleges and the California State University system. Recipients of Phase I funding, and others that may be interested in Phase II funding, will be invited to attend a workshop which showcases successful collaborative models to facilitate the collaborative planning efforts.

**Phase I - Letter of Intent:**

To apply for a **Phase I** grant, the collaborative should send a **Letter of Intent** which addresses:

- Who the education partners are in the collaborative, which must include an ADN (or multiple ADN) program and a BSN program (public or private); inclusion of community partners is highly encouraged;

- Commitment to develop the RFP and demonstration model by all principals in the collaborative, including college administration, faculty from all campuses, and the community;
- How the collaborative model meets the regional need for BSN prepared nurses;
- A description of seamless progression so that a BSN may be obtained within a 12 month period of un-interrupted academic progression following the associate degree program;
- Process to develop the RFP with partners and time line;
- Matching funds if available;
- How the funds in Phase I will be used;
- Deliverables the collaborative will commit to; and
- A 501 (c) 3 organization that will be recipient of the funds.

Send Letter of Intent for Phase I funding to:

Peggy Hilden  
 HealthCare Education Management Director  
 Kaiser Foundation Hospitals  
 1800 Harrison Street, 17th Floor  
 Oakland, CA 94612

Please note, this is a separate grant opportunity from the RFA issued by the California Community College Chancellor's office April 3, 2008. Details on that RFA may be reviewed at the following website:

[www.cccco.edu/SystemOffice/Divisions?EconDevWorkPrep?ADNtoBSNMSNCol](http://www.cccco.edu/SystemOffice/Divisions?EconDevWorkPrep?ADNtoBSNMSNCol).

Application for funds from the Chancellor's grants does not preclude participation in this call for proposals.

Thank you for your interest. We look forward to receiving the Letter of Intent from your collaborative.

Sincerely,

Deloras Jones  
 Executive Director  
 CINHC

Peggy Hilden  
 HealthCare Education  
 Management Director  
 Kaiser Permanente

Kristine Yahn  
 Director, Health Care Program  
 FCCC

Enclosure 1

## **Attachment A**

### **Request for Proposal: Collaborative Model...ADN to BSN Education**

The Kaiser Permanente Health Care Education Fund, administered through the East Bay Community Foundation, and the Foundation for California Community Colleges, through funding from the WellPoint Endowment, are committed to enhancing the education of registered nurses to meet the following objectives:

1. Improve the health of the people of the state of California,
2. Expand capacity for educating nurses in and for California,
3. Provide for seamless integration of ADN to BSN in order to achieve a nursing workforce educated at higher levels to meet the needs of the evolving health care delivery system,
4. Improve access to nursing education programs,
5. Recognizing that faculty and clinical placements are a limited resource, develop creative approaches to maximize limited availability which may include high fidelity simulation as alternative clinical sites, distance learning, and innovative use of technology and
6. Promote educational opportunities to enhance the diversity of nursing profession, particularly in advance practice clinical, educator, and management roles.

Pursuant to meeting the above objectives, the funding agencies (Kaiser Permanente/East Bay Community Foundation and the Foundation for California Community Colleges) are offering this request for proposal (RFP) to schools of nursing who are willing to develop collaborative models of nursing education between associate degree (ADN) and baccalaureate degree (BSN) nursing programs. These collaborative models will provide for higher education in nursing based upon the foundation of the community college system offering the associate degree in nursing. Collaborative models between associate degree (ADN) programs and Master in Nursing (MSN) programs will also be considered.

#### Background

There is a need in California to increase the number of registered nurses (RNs) that are educated beyond the ADN level of nursing education, which includes the BSN through the doctoral level of nursing education. This demand is being driven by a number of different forces, which include: the complexity and severity of illness of patients; the complexity of the health care delivery system requiring higher levels of critical thinking, problem solving, and patient management skills; recent research that relate improved patient outcomes to nurses educated at the BSN level; and an increase in positions requiring a BSN or Master's degree such as faculty for schools of nursing, clinical leaders, patient care managers and administrators; clinical roles requiring a BSN or Master of Science in Nursing (MSN), such as public health, school nurses and traditional advanced practice nursing roles. Hospitals that are on the "Magnet Journey" are seeking to increase the numbers of nurses with a BSN or Master's degree. Additionally, a BSN or Master's degree is increasingly a requirement for a nurse who is to realize the opportunities available through a professional career in nursing. This is an important component in improving the economic health of medically underserved communities through the nurses who come from and return to those communities. Many of these nurses are members of underrepresented minority groups.

Even though there is a growing demand for nurses educated at higher levels, the ADN is the prevailing level of pre-licensure nursing education in the state. California Community Colleges (CCC) consistently educates 70% of the state's new graduates each year. The state

has had a history of articulation between ADN and BSN programs, but insufficient numbers of ADN graduates continue their education. In 2006, 26% of ADN nurses obtained a BSN or higher degree in nursing. This was up from 20% reported in 2004. There are many reasons for this lack of academic progress, which include cumbersome processes to transfer nursing credits from one level of nursing program to another and requirements that the nurse re-enrolls in a nursing program, having once graduated from the first program. This break in the academic program and thus entry into employment as a RN is often cited as a reason nurses don't continue in college. Although lack of salary differential at the bedside is often cited as a lack of incentive to continue with education, a higher degree in nursing is now the norm for professional advancement which often is accompanied by higher salaries.

The funders for this RFP seek to overcome the barriers for ADN prepared nurses to obtain their BSN by offering schools of nursing the opportunity to develop collaborative models of nursing education between the associate degree level of nursing education, generally obtained at a community college, and a college or university offering a baccalaureate degree in nursing. It is expected that this collaborative model be designed so that participating students will complete the BSN within one more-full year of education, in a seamless model that removes the barriers for progressing in nursing education. The recipients of this RFP will serve as demonstration sites for models that may be replicable elsewhere in California. They will identify and overcome barriers to seamless progression of nursing education, utilizing the framework described in the *White Paper for Education Redesign in California*. (see [www.cinhc.org](http://www.cinhc.org) View the *White Paper* at CINHC@work.)

Schools of nursing who desire to submit a proposal in response to this RFP may submit a multi-level proposal. First, a pre-planning grant may be requested (**Phase I**) through a Letter of Intent, which would serve to convene the collaborative partners to develop the formal response to the RFP. It is expected that this request would cover a three to month period.

A **Phase I** grant request will be a **Letter of Intent** which addresses:

- Who the partners are in the collaborative (must include a ADN (or multiple ADN programs) and a BSN granting program (public or private);
- Commitment to develop the RFP and demonstration model by all principals in the collaborative, including college administration, faculty from all campuses, and the community;
- Commitment to work with service partners and others to develop statewide competencies of the new graduate nurse to direct the curriculum design;
- How the collaborative model meets the regional need for BSN prepared nurses;
- A description of seamless progression so that a BSN may be obtained within a 12 month period of un-interrupted academic progression following the associate degree program;
- Process to develop the RFP and time line;
- Matching funds if available;
- How the funds in Phase I will be used;
- Deliverables the collaborative will commit to; and
- A 501 (c) 3 organization that will be recipient of the funds.

A **Phase II** grant request will be the proposal as a **response to this RFP**.

Workshops will be offered for recipients of both Phase I and Phase II funding that will promote collaboration. Workshops will include (1) meeting with experts describing

collaboratives models which have already demonstrated success, and (2) the opportunity to work with other collaboratives and service partners to reach agreement on expected competencies of new graduates. These competencies should serve as the bases for the curriculum redesign (see *White Paper on Education Redesign in California*).

**Phase I** responses to this RFP must be received by June 15, 2008. **Phase II** responses must be received by October 31, 2008. Phase I and Phase II funding cycles are independent of each other. A Phase I recipient is not guaranteed a Phase II grant.

**Responses are to be sent to:**

Peggy Hilden  
HealthCare Education Management Director  
Kaiser Foundation Hospitals  
1800 Harrison Street, 17th Floor  
Oakland, CA 94612

**Questions about this RFP may be directed to:**

Peggy Hilden, 510-625-7165, email: [Peggy.hilden@kp.org](mailto:Peggy.hilden@kp.org)  
Kristine Yahn, 916-325-3610, email: [Kyahn@foundationccc.org](mailto:Kyahn@foundationccc.org)  
Deloras Jones, 510-486-0627, email: [Deloras@cinhc.org](mailto:Deloras@cinhc.org)

THE REQUEST FOR PROPOSAL  
PHASE II FUNDING

Schools of nursing that wish to submit a proposal for Phase II funding to develop and implement the collaborative model, must:

1. Demonstrate collaboration between an associate degree (ADN) program (or multiple ADN programs) and a baccalaureate nursing (BSN) program, which provide for:
  - a. A “seamless” transition from the ADN program to the BSN program, without a break in education or need to reapply to the upper division program;
  - b. The BSN academic portion to be completed in no more than 12 months, or three semesters, following the community college portion, and is recognized as equivalent to the BSN offered by any accredited California baccalaureate nursing program;
  - c. The graduate having the college credits to allow admission into a California graduate nursing education program; and
  - d. Support and commitment from the administrative leadership of collaborating education institutions, which is key for long term sustainability and for addressing statewide policy issues.
  
2. Address how:
  - a. The faculty of the collaborative nursing programs will be engaged in the collaborative model,
  - b. The faculty of the collaborative nursing programs will address the “sharing” of curriculum, and/or curriculum redesign,
  - c. Agreement of competencies of the new graduate will be reached between collaborative nursing programs and service partners, consistent with the description in the *White Paper for Education Redesign*,
  - d. Requirements for upper division general education units will be met,
  - e. The collaborative model will expand nursing educational capacity,
  - f. To promote the collaborative model to students to continue academic studies and obtain BSN,
  - g. To promote socialization of associate degree students to the baccalaureate program, and
  - h. The collaborative model increases access to baccalaureate education and differs from the tradition articulation model already present between California Community Colleges and the California State University System, if the partner is a CSU institution.
  
3. Set targets for deliverables, which includes the percentage of associate degree students/graduates expected to continue their education to obtain BSN.
  
4. Identify barriers to implementation and strategies and tactics to overcome barriers.
  
5. Describe model of collaboration to be implemented. Model to include:
  - a. Incorporation of dual admission into the process,
  - b. Sharing faculty amongst programs,
  - c. Incorporating distance education modalities where appropriate,
  - d. Demonstrate innovative solutions in clinical placements, such as the use of high fidelity simulation, and

- e. Incorporation of agreed upon competencies between education and service into curriculum redesign.
6. Budget needed to design collaborative model and initial implementation with description of how funds will be used.
7. Evaluation of success of collaborative.
8. An action plan for development and implementation with time frames delineated.
9. Plan for both financial and organizational sustainability beyond grant period, which includes implementation of the collaborative model.

Preference will be given to collaboratives that:

1. Provide for service partnerships to reach agreement on competencies expected of new graduates. Service partnerships may also include matched funding or in-kind contribution to the collaborative.
2. Incorporate multiple associate degree programs in collaborative.
3. Demonstrate reasonable feasibility of time-lines for development and implementation.
4. Build upon demonstrated successful models of collaboration (such as the Oregon Model, Sacramento City College/Sacramento State, and CSU Channel Island/Moorpark College).

Other information:

1. It is expected that the collaborative will build upon the outcomes of the *White Paper for California Nursing Education Redesign* and the “Freeway” concept described in the White Paper, as well as agreed upon competencies between education and service for the graduate.
2. The RFP is not limited to public funded schools.
3. Grant funding will pay for consultant-facilitated discussions for faculty engagement and for curriculum redesign.
4. It is expected that policy and regulatory barriers to the widespread adoption of collaborative models will be identified and strategies developed to change such policies and regulations.
5. Distribution of funds is contingent upon meeting deliverables identified in the time-frame of the action plan.
6. Although the focus of this RFP is on ADN to BSN education, ADN to MSN will also be considered.
7. It is expected that recipients of the collaborative model grants will work cooperatively together to leverage learnings that will enhance nursing education in the state.
8. This will be a competitive grant, with the participating schools ranked according to the above criteria.