

2025



ALIGNED BY DESIGN

Strengthening Collaboration
Facilitated Partnership Report

Washington Center for Nursing
Washington State Board of Nursing
Washington State Department of Health



Final Report
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2025 Washington Center for Nursing, Washington State Board of Nursing, and
Washington State Department of Health Facilitative Partnership Report

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EXECUTIVE SUMMARY

The Washington Center for Nursing (WCN), the Washington Board of Nursing (WABON), and the Department of Health (DOH) share a unified mission—to strengthen Washington’s nursing workforce and safeguard the public’s health. Yet despite a common purpose, collaboration among the three organizations has been hindered by systemic misalignment, unclear expectations, and eroded trust. To strengthen partnership effectiveness, the Carter Development Group (CDG) was engaged to assess existing structures, clarify root causes of conflict, and co-create sustainable solutions to enhance coordination, communication, and confidence across the partnership.

Using The Ellison Model’s Seven-Step DEI Strategic Planning Process™ and a mixed-methods approach, including climate surveys, focus groups, interviews, and document analysis, CDG identified five interrelated themes shaping the partnership: strategic ambiguity, role ambiguity, communication breakdowns, capacity gaps, and trust concerns. Together, these factors create a cycle of misinterpretation, duplication, and defensiveness that undermines efficiency and collaboration.

Key Findings revealed that while all partners remain aligned on their mission, perceptions of clarity, communication, and trust were consistently low. Stakeholders cited incomplete work, unclear contract language, overlapping responsibilities, and inconsistent communication as root causes of tension. Despite these challenges, participants expressed a strong commitment to improvement and a belief that the partnership can be repaired through structural clarity and behavioral change. The findings affirm that the problems are mostly systemic, stemming from outdated frameworks, unclear accountability, and limited mechanisms for transparency. CDG’s solutions were developed collaboratively and organized under five targeted reform areas:

1. **Strategic Alignment:** Co-author a Collaboration Plan and Unified Strategic Plan that includes a vision statement to define purpose, authority, deliverables, and metrics for success.
2. **Role Clarity:** Develop a Roles and Responsibilities Matrix, integrated into all contracts and project charters, to eliminate duplication and confusion.
3. **Communication Systems:** Institutionalize structured communication protocols and feedback loops through shared digital platforms.
4. **Capacity Strengthening:** Implement standardized project management tools, workload tracking systems, and operating procedures to enhance WCN’s operational reliability.
5. **Trust Building:** Launch joint workshops, behavioral agreements, and feedback mechanisms to restore psychological safety and rebuild confidence.

Collectively, these solutions form a comprehensive roadmap for sustainable collaboration. By embedding accountability systems, shared tools, and transparent processes into daily operations, WCN, WABON, and DOH can transition from reactive coordination to proactive partnership.

BACKGROUND

This report addresses the need to strengthen collaboration among three key institutions in Washington State's nursing ecosystem: the Washington Center for Nursing (WCN), the Washington State Board of Nursing (WABON), and the Washington State Department of Health (DOH). At its core, the engagement sought to resolve both interpersonal tensions and systemic barriers that impede effective partnership. Through facilitation, reflection, and joint planning, the objective was to build a shared foundation of understanding, clarify roles and responsibilities, and create a sustainable framework for working together in pursuit of a common mission.

THE GOAL: RESTORING PARTNERSHIP, ENHANCING IMPACT

WCN, WABON and DOH each play vital, distinct roles in shaping Washington's nursing workforce and ensuring public safety and health. Despite this shared objective, the partnership has faced challenges ranging from unclear roles and contract oversight to communication gaps and divergent expectations. WCN requested facilitation services to:

- Understand the major issues compromising productive partnership
- Gather insight from each leadership team on organizational goals
- Facilitate contract planning to create mutual understanding
- Build a concrete plan with goals and tactics that support their mission and work

By pursuing this approach, the aim was to move from reactive coordination and misalignment to proactive collaboration with clear structures, shared goals, streamlined processes, and renewed trust among the three organizations.

ORGANIZATIONAL OVERVIEWS

Washington Center for Nursing (WCN): Established in 2003, WCN is a statewide nursing workforce center and a nonprofit 501(c)(3) organization. Its work includes nursing workforce data collection and analysis, convening stakeholders, developing strategic plans for nursing education (e.g., the Master Plan for Nursing Education), and supporting efforts to increase diversity, outreach and leadership in the profession.

Washington State Board of Nursing: WABON is the regulatory authority in Washington State responsible for protecting the public's health and safety by regulating the competence and quality of licensed practical nurses (LPNs), registered nurses (RNs), advanced registered nurse practitioners (ARNPs), and nursing technicians. WABON develops policy and standards for nursing education, licensure, practice, conducts research to inform policy decisions, develops practice guidance, oversees all nursing education programs. Their mission is to protect the public and the integrity of the nursing profession through innovative regulation.

Washington State Department of Health: The DOH is the statewide agency tasked with protecting and improving the health of all people in Washington. It implements broad public health programs and services—working through local health jurisdictions, tribal governments, and state, federal and private partners. Its mission emphasizes equity, innovation and engagement in the evolving public health landscape.

COLLABORATION FRAMEWORK

The three organizations are linked by formal and informal structures. WABON and DOH collaborate via contractual agreements under RCW 18.79.202. DOH provides grants and contracts that enable WCN to carry out nursing-workforce development activities as the state nursing workforce center. Monitoring and oversight is currently delegated by DOH to WABON. This contractual structure also positions WCN and WABON as key stakeholders in nursing education, workforce policy, and outreach.

WHY THIS MATTERS

A strong, aligned partnership among these three entities is critical for several reasons. First, the nursing workforce is facing increasing pressures, including supply and demand imbalances, retention challenges, and diversity imperatives. WCN's data and outreach role, WABON's regulatory oversight, and DOH's public-health lens must operate together seamlessly to respond effectively. Second, operational efficiencies matter. Avoiding duplication, improving communication, and clarifying roles can reduce friction and increase impact. Third, resolving interpersonal and systemic conflict is essential to building sustainable collaboration, one that can adapt, scale and continuously deliver results for Washington's healthcare ecosystem.

In the subsequent sections of this report, we examine how and why collaboration has faltered, present the findings from stakeholder engagement and data analysis, and offer actionable recommendations rooted in structure, behavior and systems to revitalize the partnership and achieve its full potential.

PHILOSOPHICAL APPROACH

At the foundation of this engagement lies The Ellison Model™, an inclusive leadership toolkit for personal, professional, and organizational development created by sociologist Deryl G. Hunt, Ph.D., in 1994. CDG applies this model to guide conflict transformation, relationship repair, and sustainable culture change across organizations. In this project, The Ellison Model provided both the philosophical and methodological foundation for resolving interpersonal tensions and systemic misalignment among WCN, WABON, and DOH.

FROM DIVERSITY OF THOUGHT TO UNITY OF PURPOSE

The Ellison Model begins with the idea that successful organizations move beyond differences in perspective or position to establish shared meaning and unified direction. It recognizes that conflict is an inevitable part of collaboration and that growth occurs when differing views are

acknowledged and integrated through constructive dialogue. By focusing on unity rather than uniformity, The Ellison Model creates space for authentic communication and shared accountability.

The Model identifies six core values—*care, share, love, trust, honor, and respect*—as the moral foundation for resolving disputes and building resilient teams. These values shift the organizational mindset from competition to collaboration and from judgment to understanding. Conflict, under this approach, is reframed as an opportunity for learning, alignment, and restoration rather than punishment or avoidance.

ACCOUNTABILITY AND LEADERSHIP GROWTH

Central to The Ellison Model is the concept of personal accountability. The model states “conflict is a unitary process.” Meaning, every member of an organization (executive leaders, managers, supervisors, and staff) must recognize how individual attitudes and behaviors influence organizational culture. By taking ownership of communication and collaboration practices, every level of the organization and partnership can model the integrity, transparency, and empathy needed to sustain trust across teams.

This approach develops leaders who are **situationally aware, emotionally intelligent, and solutions-oriented**. They become capable of mediating conflict, facilitating dialogue, and guiding their teams through change with composure and consistency.

THE ELLISON MODEL IN PRACTICE

When applied to partnership-building efforts such as those between WCN, WABON, and DOH, The Ellison Model offers a clear path from misunderstanding to cooperation. It promotes:

- Stronger communication, through openness and shared problem-solving.
- Improved efficiency, by reducing duplication and reinforcing accountability.
- Greater adaptability, as teams learn to navigate conflict constructively.
- Enduring trust, established through consistency in word and action.

METHODOLOGY

The methodology for this engagement was grounded in The Ellison Model's Seven-Step Strategic Planning Process, a collaborative and problem-solving framework that integrates both qualitative and quantitative methods to guide organizational improvement and system alignment. The seven steps—*goal, objective, method, attitude, behavior, communication, and discipline*—served as a structured pathway for assessing relationships, identifying barriers, and developing solutions to strengthen collaboration among the WCN, WABON, and DOH.

A combination of methods was used to ensure a comprehensive understanding of the partnership's challenges and opportunities. CDG implemented a multi-method assessment consisting of a climate survey, focus groups, individual interviews, and a document analysis. This blended approach allowed for both breadth and depth of insight, capturing the lived experiences, perceptions, and operational realities across all three organizations.

Each data source contributed to the development of a **Problem–Insight–Solution Framework** that structured the analysis and recommendations. Issues were examined collaboratively to determine their underlying causes and to develop practical, evidence-based solutions that addressed both systemic and relational dynamics.

The seven-step process was operationalized through three overarching phases, which provided a clear progression from relationship-building to actionable strategy and sustained improvement.

PHASE 1: PROCESS DESIGN

The initial phase focused on building trust, establishing open communication, and creating shared understanding among all participants. Introductory meetings clarified project goals, defined objectives, and identified key milestones. These sessions outlined roles, responsibilities, and expectations, setting the foundation for accountability and effective collaboration throughout the engagement.

PHASE 2: ANALYSIS AND STRATEGY ALIGNMENT

During the assessment and planning stage, both internal and external factors influencing the partnership were examined to uncover systemic barriers and areas for alignment.

- **Organizational Climate Survey:** Distributed to 58 individuals comprising WCN, WABON, and DOH staff and senior leaders, with a median response rate of $n = 31$, providing a balanced snapshot of trust, communication, and partnership effectiveness.
- **Individual Interviews:** Conducted with 12 staff and leaders representing WCN, WABON, and DOH to gather candid perspectives on collaboration and communication.
- **Focus Groups:** Four facilitated group sessions with WCN, WABON, and DOH staff and leaders explored shared priorities, points of tension, and opportunities for improvement.

- **Document Review:** Analyzed contracts, communication protocols, and meeting records to identify structural patterns contributing to strain or inefficiency.

Findings were synthesized through the Problem–Insight–Solution lens.

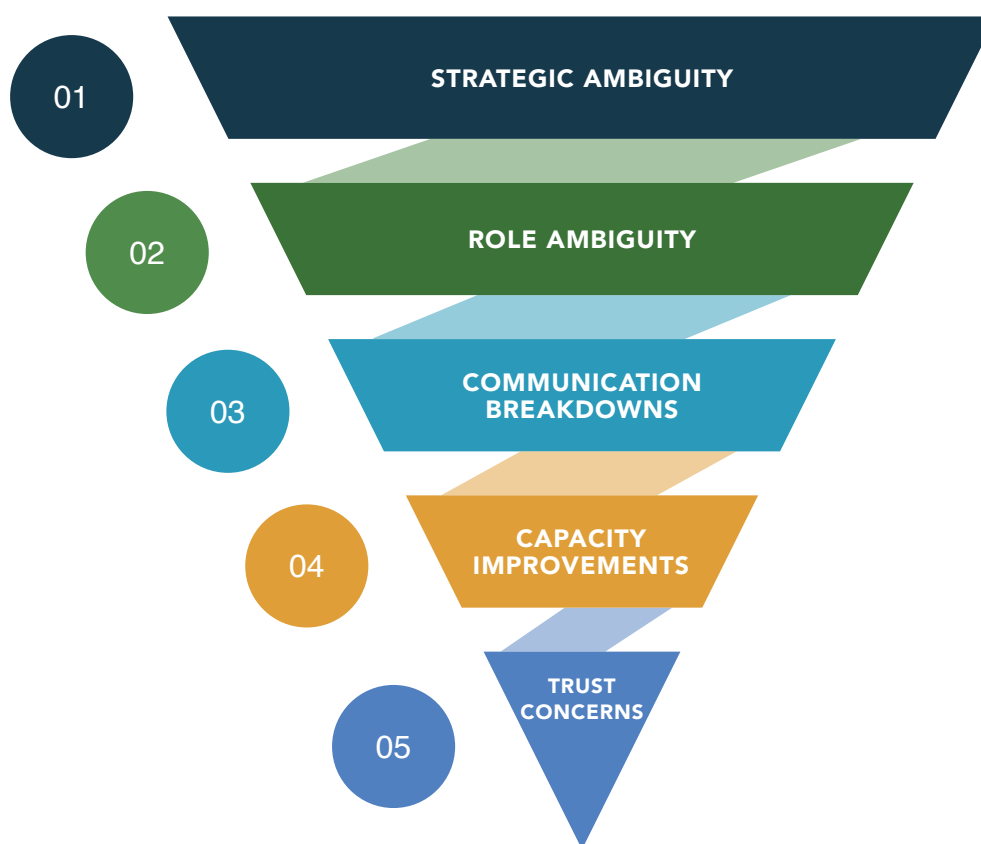
- **Problem:** Mistrust, inconsistent expectations, and fear of judgment.
- **Insight:** Root causes included power imbalance, inconsistent performance, unclear communication norms, and limited transparency in evaluation and oversight processes.
- **Solution:** Stronger accountability systems, clearer performance expectations and evaluation criteria, and consistent communication practices designed to build confidence and mutual respect.

PHASE 3: SUSTAINABLE PRACTICES

The final phase centered on maintaining momentum and ensuring lasting collaboration. A final report was developed outlining shared goals, communication channels, performance metrics, and timelines. This phase emphasized building systems that could be continuously measured, adapted, and reinforced—ensuring that the progress achieved through the facilitation process would extend beyond the life of the engagement.

THEMATIC FINDINGS & INSIGHTS

Findings from surveys, interviews, and focus groups were analyzed using the Problem–Insight–Solution framework. The analysis revealed five interconnected themes that collectively define the dynamics of collaboration among the WCN, WABON, and DOH. These themes reflect system-level challenges rather than individual shortcomings, highlighting opportunities for co-created solutions and structural realignment. Together, they show how procedural, relational, and organizational factors have compounded over time to affect communication, coordination, and trust across the partnership.



THEMATIC COMPOUNDING EFFECT

These five themes do not exist independently; rather, they interact and reinforce one another, forming a continuous cycle that influences partnership performance. Strategic and role ambiguity create confusion about priorities and responsibilities, which in turn fuels communication breakdowns and inconsistent information sharing. When communication falters, opportunities for coordination and mutual understanding diminish, placing greater strain on existing workflows and emphasizing the need for capacity improvements. Without shared tools and clear processes to manage these interactions, even small misunderstandings can escalate into larger relational challenges that impact trust.

Conversely, progress in any one area can create positive ripple effects across the others. Establishing clarity around strategy and roles improves communication; consistent communication enhances workflow efficiency; and improved workflow builds credibility and trust. Sustained success therefore depends on an integrated approach, one that strengthens structure, process, and relationships simultaneously. By aligning these elements, WCN, WABON, and DOH can cultivate a partnership that is transparent, coordinated, and resilient enough to support Washington's nursing workforce for years to come.

01

STRATEGIC AMBIGUITY

Strategic ambiguity arises when goals, expectations, and decision-making authority are unclear, creating uncertainty about direction, priorities, and accountability. Across the partnership, there is no consistent definition of success or shared understanding of what constitutes effective performance.

Contracts and work plans often function as operational drivers rather than as instruments tied to a broader strategic vision or plan. As a result, mandates are interpreted differently by each partner, leading to confusion, reactive management, and misaligned expectations. Without a unified framework for defining success, the partnership lacks a cohesive narrative that aligns daily work with its overarching mission.

02

ROLE AMBIGUITY

Role ambiguity occurs when responsibilities, authority, and communication channels are not clearly defined. While the statutory purposes of WCN, WABON, and DOH are distinct, the intersections of those roles in practice remain unsolidified.

Executive leaders, board members, and program staff each contribute to the shared mission but operate without an integrated process that connects their work. This lack of coordination results in duplicated efforts, delayed decisions, and tension around accountability. The absence of a shared structure for defining and reviewing deliverables reinforces uncertainty about who is responsible for what and when.

03

COMMUNICATION BREAKDOWNS

Communication gaps are among the most significant barriers to collaboration. Inconsistent, incomplete, or differently interpreted information has led to varying assumptions about expectations, timelines, and evaluation standards.

Ambiguity in written guidance and meeting outcomes contributes to recurring misunderstandings, leaving staff uncertain about next steps. Without standardized tools, such as shared templates, decision logs, or summary reports, information becomes fragmented. These inconsistencies create frustration, slow progress, and weaken confidence in both the communication process and the partnership itself.

04

CAPACITY IMPROVEMENTS (WCN)

Opportunities for capacity improvement within WCN present a path to strengthen workflow efficiency and enhance alignment across the partnership. Rather than reflecting a deficit, this theme highlights areas where WCN can modernize systems, optimize resource allocation, and reinforce operational consistency.

The organization manages a broad and complex workload involving research, compliance, and reporting functions. Streamlining these processes through enhanced project management tools, standardized documentation, and clearer performance tracking can improve coordination and predictability while maintaining a strong focus on evaluation and results-based action. This opportunity reframes capacity not as a constraint, but as a lever for sustained organizational excellence.

05

TRUST CONCERNS

Trust challenges stem from both historical experiences and current organizational dynamics. Participants across all three agencies described feelings of defensiveness, fear of judgment, and a perceived imbalance of authority that limits openness and collaboration.

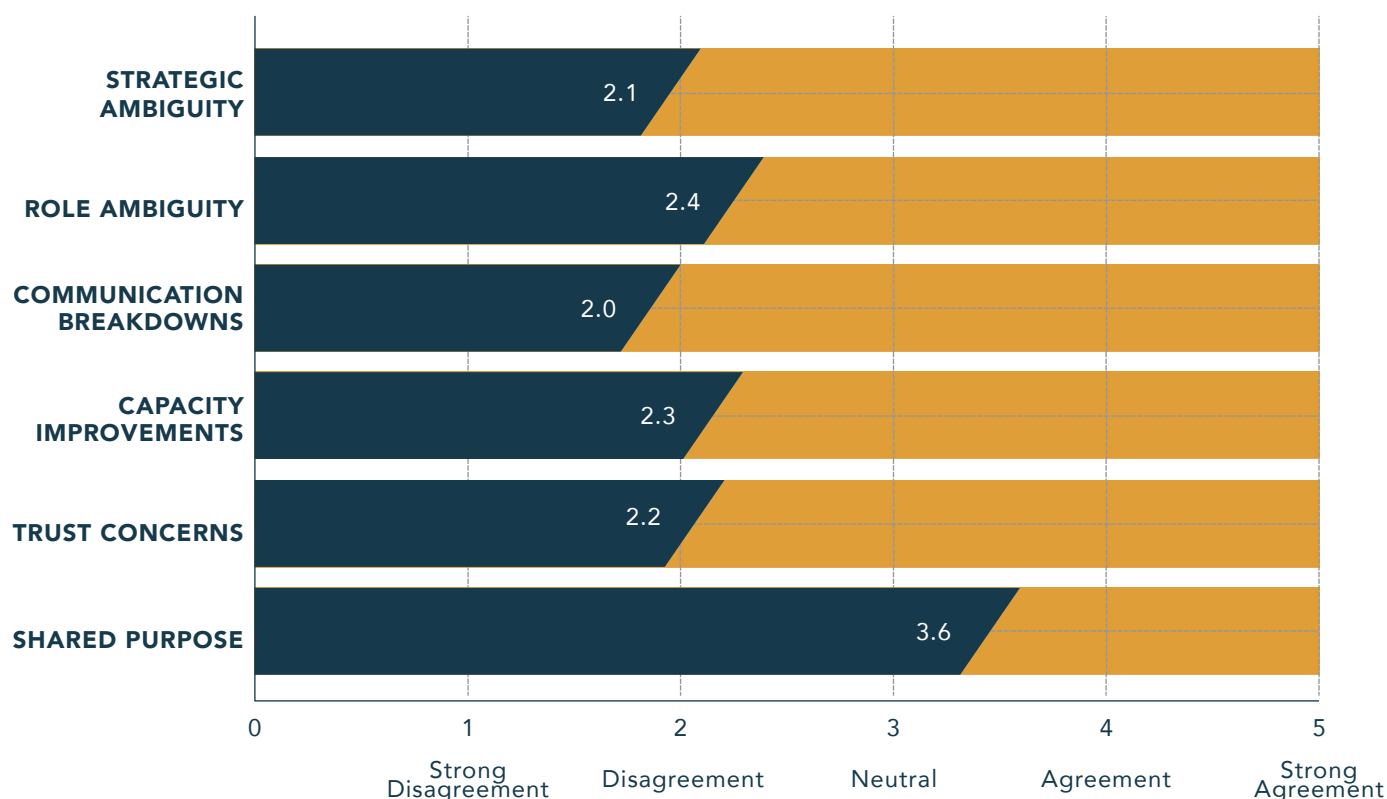
Cycles of miscommunication and high-stakes review processes have diminished psychological safety—the shared belief that individuals can express ideas, concerns, or feedback without risk of repercussion. This environment has reinforced guarded communication patterns, reducing transparency and slowing decision-making. Rebuilding trust will require consistent follow-through, fairness in process, and behavioral modeling of mutual respect at all levels of leadership.

ROOT CAUSE ANALYSIS

Across multiple data sources, the same issues emerged with marked consistency, confirming that these challenges are not isolated, but rather systemic and interconnected. The recurring nature of the findings demonstrates that, while the organizations share a common intent, execution is continually affected by structural misalignment. The evidence outlined below illustrates how these patterns manifest and the impact they have on collaboration and overall partnership effectiveness.

Survey Findings

The climate survey offered a quantitative foundation for understanding the dynamics of collaboration between WCN, WABON and DOH. Respondents rated five key aspects of the partnership –strategic ambiguity, role ambiguity, communication, capacity gaps and trust concerns, using a five-point Likert scale, where 5 represents *strong agreement* and 1 represents *strong disagreement*. The resulting scores for each category are shown in Figure 1 and Table 1 below.

Figure 1: WCN-WABON-DOH Survey Results: Perceptions by Category

INTERVIEW FINDINGS

Interviews with stakeholders reinforced the survey findings, adding real-world context and examples. Participants consistently described challenges related to clarity, authority, and trust as these issues arose in daily interactions, not just in theory. Ambiguity in contracts and reporting processes continues to erode confidence and create friction, which underscores how structural misalignment is felt in the everyday work between teams.

FOCUS GROUP FINDINGS

Many of the same concerns raised in the interviews and surveys were reflected in focus groups, revealing the collective strain across the partnership. The following areas of concern and insights help illustrate these perspectives:

Accountability
Gaps

Relationship
Strain

Calls for
Alternatives

Table 1: Thematic Findings — Survey, Interview, and Cross-Data Insights

	Survey Finding	Interview Findings	Patterns Across the Data	Impact
Strategic Ambiguity	2.1/5 – Broad, undefined goals leave room for conflicting interpretations of success.	Contract goals were described by WCN as “very vague” and “broad,” making performance expectations unclear.	Absence of shared definitions of success or clear performance standards.	Lack of a shared definition of success creates misaligned expectations and inconsistent evaluation.
Role Ambiguity	2.4/5 – Persistent uncertainty over responsibilities and authority contributes to duplication of efforts.	Stakeholders expressed frustration over blurred lines between WCN’s role as a contractor versus its autonomous actions.	Overlapping and sometimes conflicting responsibilities between WCN and WABON.	Tension over authority and deliverables, inefficient use of resources.
Communication Breakdowns	2.0/5 – The lowest category score, highlighting acute miscommunication and inefficient review processes.	Reports were characterized as “not appropriate” for WABON’s needs, with multiple reviewers contributing to inconsistent interpretations.	Inconsistent processes and fragmented feedback loops.	Misinterpretations multiply, feedback loops stall, and frustration builds.
Trust Concerns	2.2/5 – Low confidence in reporting accuracy and psychological safety among stakeholders.	WABON members openly stated they could not rely on WCN reporting without direct oversight. WCN objected to having payments withheld while deliverables were being reviewed.	Lack of confidence in reliability and transparency.	Oversight becomes heavy-handed, collaboration is replaced by monitoring, and psychological safety deteriorates.
Shared Purpose	3.6/5 – Stronger alignment on mission, demonstrating that both organizations remain committed to the “why” of the partnership.		A relative strength, stakeholders remain aligned on the overall mission to support the nursing workforce.	Signals an opportunity for aligned strategic planning and execution under a unified mission.

INTERPRETATION

Taken together, the survey, interview, and focus group findings reveal a clear and consistent pattern of strain within the partnership. While each data source captured distinct perspectives, three interrelated themes consistently emerged as central to the relationship: **clarity, communication, and trust.**

Focus groups, in particular, underscored that challenges are not limited to process inefficiencies but extend to questions of legitimacy and sustainability of the partnership itself. Across all measures, results showed consistently lower scores in clarity, workflow, capacity, and trust, contrasted with stronger alignment around the shared mission.

This pattern signals both a concern and an opportunity. Although structural and communication gaps currently limit effectiveness, the shared mission remains a strong foundation for repair. Scores below 2.5 across multiple categories indicate systemic misalignment—not isolated conflict—suggesting that improvement must come through coordinated structural and relational reform.

These root causes reinforce one another in a cycle and explains why well-intended interventions have not resolved recurring tensions:

- Ambiguity → breeds conflicting interpretations → fuels miscommunication.
- Miscommunication → erodes trust → heightens defensiveness.
- Distrust → increases reliance on oversight → exacerbates capacity strain.
- Capacity strain → undermines performance → reinforces perceptions of unreliability.
- Attempts at corrective oversight (e.g., contract revisions, multiple reviewers) address symptoms but not structural causes → the cycle restarts.

The background is a solid dark blue. It features several abstract geometric shapes: a light blue puzzle piece in the top left; an orange circle with a small protrusion at the bottom, partially overlapping a green square in the top right; a teal shape in the bottom left consisting of a large outer semi-circle and a smaller inner semi-circle, with a dark blue circle at the center; a green puzzle piece in the bottom right; and a yellow square at the very bottom center.

Aligned by Design

"ALIGNED BY DESIGN" SOLUTION PATHWAYS

The slogan "Aligned by Design" encapsulates the next phase of growth and collaboration for the WCN, WABON, and DOH to intentionally build a partnership grounded in strategic alignment, shared purpose, and inclusive collaboration.

Through the lens of *Aligned by Design*, the partnership becomes more than an administrative arrangement, it signifies intentional alignment. It underscores that effective contracts, governance models, and operational systems should reflect the joint vision and mission of the three organizations. Rather than functioning as separate entities loosely connected by shared goals, the partnership has the opportunity to become an integrated ecosystem designed for impact. This alignment transforms collaboration into a community partnership, one where each organization's strengths are recognized, contributions are valued, and collective impact is achieved by design rather than by default.

The recommendations presented in this report are thus anchored in the *Aligned by Design* approach, which holds that effective and inclusive strategic partnerships are achieved through the following core principles:

- Alignment between mission, roles, and responsibilities.
- Design of clear frameworks for communication, accountability, and decision-making.
- Integration of shared values into operational systems, ensuring the partnership thrives by intentional architecture rather than reactive adaptation.

Time Horizon: Priority 1 (0-6 months); **Priority 2** (7-12 months); **Priority 3** (13-24 months)

TOP 5 INCLUSIVE COMMUNITY BUILDING RECOMMENDATIONS

- 01

STRATEGIC AMBIGUITY

Develop a co-authored Strategic Partnership Framework, including a Collaboration Plan and Unified Vision Statement.
- 02

ROLE AMBIGUITY

Publish a comprehensive Roles & Responsibilities Matrix that maps every joint deliverable.
- 03

COMMUNICATION BREAKDOWNS

Clarify communication roles and contact pathways using a structured accountability framework such as RACI or MOCHA.
- 04

CAPACITY IMPROVEMENTS

Introduce a Workflow Optimization Plan focused on improving WCN's project management processes, workload distribution, and data tracking systems.
- 05

TRUST CONCERNS

Launch a recurring Joint Trust-Building Workshop series.

01

STRATEGIC AMBIGUITY RECOMMENDATIONS

Despite a shared commitment to Washington’s nursing workforce, there is no unified definition of success or clearly stated vision for collaboration. Expectations diverge on deliverables and on the partnership’s overall purpose.

Objective / Goal

To eliminate ambiguity by formalizing a shared strategic foundation through documented agreements, unified language, and measurable expectations that align organizational purpose, authority, and deliverables.

1	
Objective	Develop and execute a Collaboration Plan defining mutual purpose, authority, deliverables, and good faith efforts.
Key Results	1. Draft and sign a joint Collaboration Plan within 90 days of report adoption. 2. Include both organizations’ individual mission statements within the document. 3. Explicitly articulate how these missions align to form a unified statement of partnership purpose. 4. Identify deliverables, oversight roles, and timelines directly within the Collaboration Plan.
Accountability Lead	Executive Leadership (WCN & WABON)
Time Horizon	Priority 1
2	
Objective	Create and adopt a Strategic Partnership Framework that includes a Unified Vision and Mission Statement.
Key Results	1. Conduct two facilitated visioning sessions within 60 days of Collaboration Plan completion. 2. Produce a draft Unified Vision and Mission Statement reflecting shared values and complementary missions. 3. Secure formal board approval from both entities within 120 days. 4. Publicly communicate the unified statement on both organizations’ websites and key publications.
Accountability Lead	Joint Communications Taskforce (WCN, WABON, & DOH)
Time Horizon	Priority 1

3

Objective	Develop Rubrics and Work Product Templates as part of the Statement of Works acceptance criteria.
Key Results	1. Co-create standardized rubrics and templates to ensure consistent work quality across all deliverables. 2. Establish clear criteria for deliverable acceptance, including quality standards, documentation requirements, and deadlines. 3. Track Deliverable Completion Rate monthly via project dashboard. 4. Increase deliverable satisfaction scores from 2.3 → 3.8 within 12 months as rated by feedback surveys. 5. Integrate deliverable metrics into quarterly partnership review meetings.
Accountability Lead	Executive Leadership (WCN & WABON)
Time Horizon	Priority 2

4

Objective	Institutionalize Continuous Alignment Mechanisms .
Key Results	1. Schedule annual joint retreats to review mission alignment, update Collaboration Plan deliverables, and refine shared goals. 2. Achieve 90% leader and staff awareness of the unified vision and mission as measured by internal pulse surveys. 3. Integrate shared language into annual reports, board documents, and communications. 4. Creation of Joint Oversight Committee 5. Creation of Joint Partnership Dashboard
Accountability Lead	Joint Oversight Committee (WCN, WABON, & DOH)
Time Horizon	Priority 2

ELIMINATING AMBIGUITY IMPLEMENTATION DETAILS

1. Developing a WCN, WABON, and DOH Collaboration Plan

In order to reduce strategic ambiguity, the Collaboration Plan should serve as the foundation of collaboration. It must be specific, co-authored, and signed by both executive bodies.

The Collaboration Plan should include:

- Each organization's individual mission statement presented in its original language.
- A bridging paragraph showing how the missions align to support Washington's nursing workforce.
- Clearly defined purpose, scope, and deliverables of the partnership.
- Shared authority and decision-making roles, with conflict resolution procedures.
- Defined communication channels, meeting cadence, and review processes.
- Rules of decorum and values section.

2. Creating the Unified Vision and Mission Statement

This unified statement must capture shared purpose while maintaining organizational distinction. The process should be structured, time-bound, and inclusive, ensuring all organizational leadership and staff ownership of the outcome.

Recommended Process:

1. **Facilitated Co-Creation Workshops:** Conduct two 90-minute sessions with executive and mid-level leaders from WCN, WABON, and DOH.
2. **Drafting Committee Formation:** Appoint two representatives from each organization to refine workshop output into a written draft.
3. **Feedback Cycle:** Circulate the draft to WCN, WABON, and DOH boards and staff for feedback within 30 days.
4. **Approval and Launch:** Secure necessary board approvals, finalize branding and publication, and integrate into all major communications channels.

Aligned Outcome Indicators:

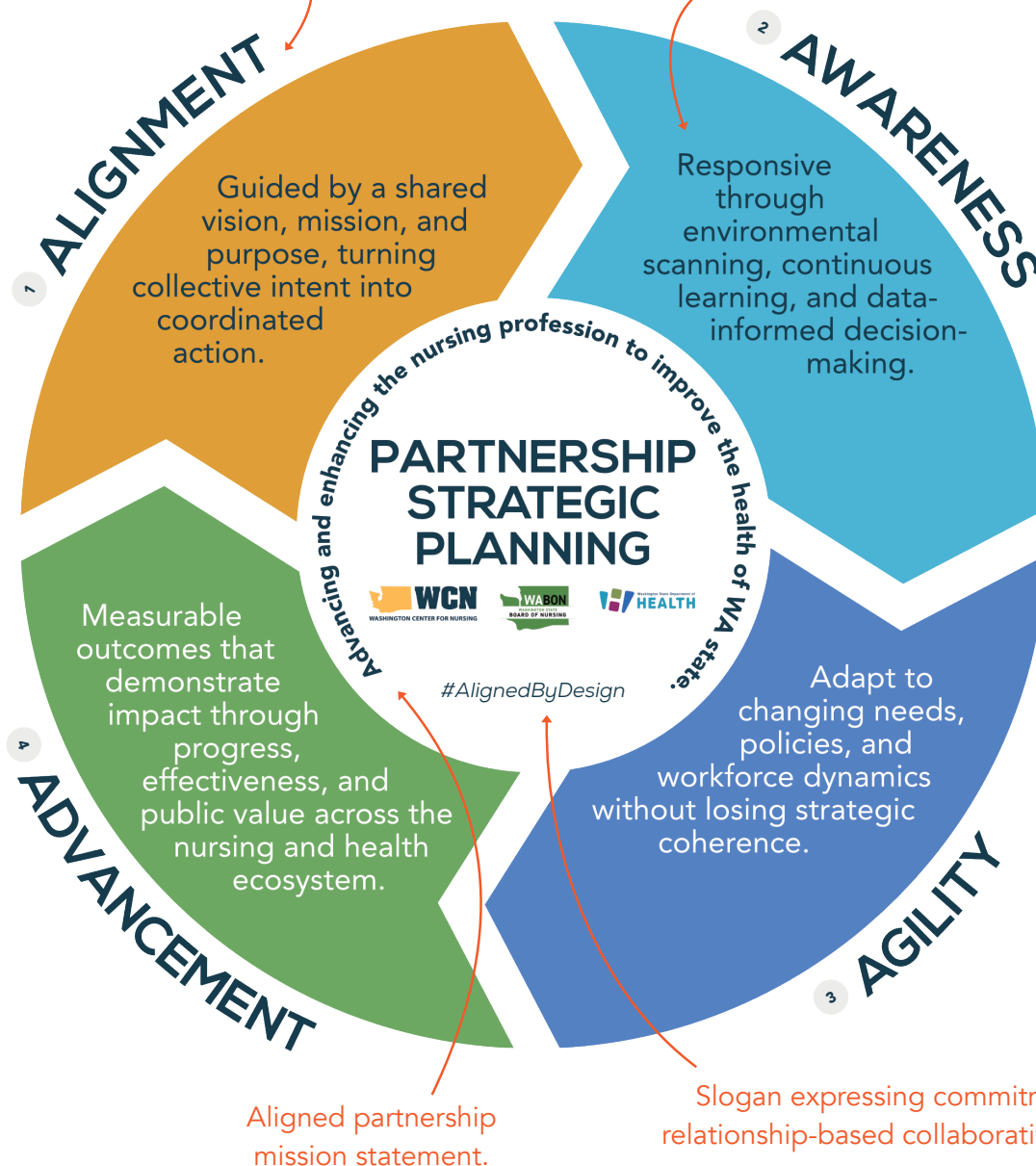
- Vision and mission co-created, approved, and published within 90 days of completing the Collaboration Plan.
- 100% of staff and leadership receive and acknowledge the unified statement.
- Shared mission featured in all public communications and annual reports by start of the next fiscal year.

STRATEGIC PARTNERSHIP ALIGNMENT

The **Four Pillars of Partnership**—Alignment, Awareness, Agility, and Advancement—centered around Strategic Planning reflect the collective insights gathered during the Organizational Goals and Priorities Sessions. In these discussions, leaders from WCN, WABON, and DOH explored the question, “If we were perfectly aligned, what would success look like for all organizations and stakeholders?” The resulting framework captures their strategic approach toward a relationship-driven partnership guided by purpose, measurable progress, and adaptive collaboration.

4 Partnership Pillars to drive annual strategic planning.

Rationales based on desired alignment for success.



SAMPLE OUTLINE FOR A UNIFIED STRATEGIC PLAN

Goal: To create a tri-organizational strategic plan that aligns purpose, operations, and evaluation across WCN, WABON, and DOH, shifting focus to a **relationship-based collaborative model**.

1. Strategic Foundation

- Partnership Pillars and Mission formally adopted by all three organizations.
- Shared understanding of collective impact and desired statewide outcomes.
- Establishment of a Tri-Organizational Joint Oversight Committee to oversee implementation.

2. Strategic Priorities

- Unified Direction and Planning – Align agency goals through a joint strategic framework that drives future contracts and programs.
- System Efficiency and Workflow Integration – Enhance processes, data-sharing, and capacity-building tools across organizations.
- Effective Communication and Governance – Create consistent decision-making and communication structures.
- Workforce Development and Innovation – Promote research, recruitment, education, and professional growth that meet Washington’s evolving healthcare needs.
- Public Health and Safety Impact – Strengthen regulatory and workforce practices that improve the health outcomes of all residents.

3. Implementation Structure

- Joint Annual Strategic Retreat: To review priorities, progress, and shared outcomes.
- Unified Data and Reporting Dashboard: Tracks joint performance metrics and impact indicators.
- Quarterly Alignment Meetings: Ensure ongoing clarity, transparency, and responsiveness to system needs.

4. Evaluation and Continuous Improvement

- Conduct the Annual Partnership Health & Accountability Survey (previously developed) to measure clarity, communication, workflow, and trust.
- Use survey data and joint review sessions to guide annual updates to the strategic plan and Collaboration Plan.

5. Long-Term Outcome

- A sustainable, relationship-driven partnership that uses shared vision and strategic alignment—not contractual mandates—to guide decision-making, measure success, and deliver results for Washington’s health and nursing profession.

02

ROLE AMBIGUITY RECOMMENDATIONS

While all three organizations share a commitment to strengthening the nursing workforce, responsibilities, authority, and accountability remain blurred. Stakeholders expressed confusion about expectations, for example, who owns deliverables, how oversight should function, and where decision-making authority lies.

Objective / Goal

To eliminate duplication and strengthen shared accountability by creating, communicating, and sustaining absolute clarity of roles and responsibilities across WCN, WABON and DOH.

1	
Objective	Create absolute clarity on roles & responsibilities to eliminate confusion.
Key Results	1. Publish a comprehensive Roles & Responsibilities Matrix that maps every joint deliverable by end of Q2. 2. Achieve 95% stakeholder agreement on documented roles following alignment workshops.
Accountability Lead	Joint Taskforce (WCN & WABON)
Time Horizon	Priority 1

2	
Objective	Institutionalize shared accountability mechanisms .
Key Results	1. Embed role definitions in all contracts, Collaboration Plans, and project charters. 2. Launch a shared project management platform displaying deliverables, responsible parties, and deadlines. 3. Maintain 100% of new projects with clearly assigned roles and oversight responsibilities.
Accountability Lead	Executive Leadership Team
Time Horizon	Priority 2

3	
Objective	Build a sustainable system for continuous alignment and shared accountability.
Key Results	1. Conduct annual joint reviews and reauthorization of the Roles & Responsibilities Matrix. 2. Integrate “role clarity” measures into the annual partnership health survey. 3. Improve the role clarity perception score from 2.4 → 3.8 within 12 months.
Accountability Lead	Joint Oversight Committee (WCN, WABON, & DOH)
Time Horizon	Priority 2

COMMUNICATION BREAKDOWNS RECOMMENDATIONS

Ambiguity around who communicates with whom, and under what authority, has fueled confusion, inefficiency, and mistrust. The challenge is not the absence of communication, but the lack of a reliable structure that ensures clarity, accountability, and shared understanding.

Objective / Goal

Establish transparent, predictable communication systems so all stakeholders know who to contact, how to engage, and when to escalate—resulting in timely decisions, consistent feedback, and greater trust between WCN, WABON, and DOH.

1	
Objective	Embed clear communication protocols and cadence into the new Collaboration Plan.
Key Results	1. Collaboration Plan includes a Communication Governance Section detailing frequency, purpose, and participants for recurring meetings. 2. Establish a documented cadence: monthly leadership meetings, quarterly joint reviews, and annual retreats. 3. Implement a Joint Communication Protocol Guide defining message routing, escalation paths, and timelines for response. 4. 100% of key stakeholders receive and acknowledge communication protocol training.
Accountability Lead	Joint Oversight Committee (WCN, WABON, & DOH)
Time Horizon	Priority 1
2	
Objective	Clarify communication roles and contact pathways using a structured accountability framework (RACI or MOCHA).
Key Results	1. Develop and approve a Joint RACI (Roles, Accountable, Consulted, Informed) or MOCHA (Manager, Owner, Consulted, Helper, Approver) matrix within 60 days of Collaboration Plan completion. 2. Identify designated points of contact for each key functional area (data, reporting, communications, policy, and leadership). 3. Publish an internal directory of communication responsibilities and escalation paths. 4. Achieve 90% staff awareness of “who to contact for what” as measured through a follow-up internal survey.
Accountability Lead	Joint Taskforce (WCN, WABON, & DOH)
Time Horizon	Priority 1

3	
Objective	Create systems to monitor communication effectiveness and responsiveness.
Key Results	1. Launch a Joint Feedback Loop Tracker using project management software to record communication frequency and response times. 2. Improve communication satisfaction scores from 2.0 → 3.5 within 12 months. 3. Achieve 90% on-time feedback response rate within 30 days of request. 4. Annual review of communication processes incorporated into the partnership health survey.
Accountability Lead	Executive Leadership (WCN, WABON, & DOH)
Time Horizon	Priority 2

COMMUNICATION IMPLEMENTATION DETAILS

1. Incorporating Communication Protocols into the Collaboration Plan

The new Collaboration Plan should define clear communication expectations through a dedicated Communication Governance Section. The following recommended structure minimizes informal communication, promotes accountability, and ensures all discussions and decisions are consistent, traceable, and timely.

Sample Key Components

- Meeting Cadence:
 - Monthly coordination meetings between executive directors.
 - Quarterly sessions to review deliverables and expectations.
 - Annual partnership retreat for strategic reflection and planning.
- Communication Channels:
 - Standard use of shared platforms (Teams, email, shared repositories).
 - Defined response timelines for inquiries and feedback (e.g., five business days).
- Escalation Protocols:
 - Stepwise process for unresolved issues, identifying approvers, and documenting outcomes.
- Documentation and Transparency:
 - Centralized communication logs to record key decisions and feedback, accessible to both organizations.

2. Defining Roles Through RACI or MOCHA Frameworks

A structured accountability tool will clarify communication ownership. WCN and WABON will jointly select either a **RACI** (Responsible, Accountable, Consulted, Informed) or **MOCHA** (Manager, Owner, Consulted, Helper, Approver) model.

Application Steps

1. Map Key Functional Areas: Identify major categories, such as Data & Reporting, Communications, Policy Development, Financial Oversight, and Leadership.
2. Assign Accountability: For each area, specify:
 - Who initiates communication (Manager/Responsible)
 - Who owns the outcome (Owner/Accountable)
 - Who provides input (Consulted/Helper)
 - Who must be informed (Informed/Approver)
3. Publish and Train: Create a one-page reference guide and hold short staff orientations.
4. Review and Update: Reassess the RACI/MOCHA map annually to reflect leadership or structural changes.

04

CAPACITY OPPORTUNITY RECOMMENDATIONS

The Washington Center for Nursing (WCN) is positioned to enhance its operational effectiveness by leveraging capacity opportunities that strengthen workflow systems, project management processes, and cross-organizational coordination.

Objective / Goal

Strengthen WCN's internal capacity through structured workload management, standardized project tools, and documented procedures that ensure clarity, efficiency, and deliverable reliability.

1	
Objective	Strengthen internal capacity through adoption of project management tools and Results-Based Accountability (RBA) training .
Key Results	1. Adopt and deploy a shared Project Management Platform (e.g., Asana, Smartsheet, or Microsoft Project) for tracking deliverables, timelines, and dependencies. 2. Train all project leads and support staff on RBA and tool uses within 45 days of selection. 3. Include project management software integration as part of the Collaboration Plan's collaboration infrastructure clause.
Accountability Lead	WCN Leadership Team
Time Horizon	Priority 2

2	
Objective	Implement a Capacity Management Assessment and Matrix tracking staff workload, task alignment, and burnout indicators.
Key Results	1. Design and pilot a Capacity Matrix template by end of the quarter that captures workload distribution, task type, time allocation, and burnout risk factors. 2. Ensure 100% of team members have documented functional and cross-functional responsibilities. 3. Use data from the matrix to rebalance workloads quarterly and reduce reported overload risk by 25% within 9 months. 4. Achieve 90% staff satisfaction with workload distribution as measured by internal survey.
Accountability Lead	WCN HR/Operations Lead
Time Horizon	Priority 2

CAPACITY OPPORTUNITY IMPLEMENTATION DETAILS

1. Project Management Tools and Integration

WCN should adopt a cloud-based project management platform to improve tracking and transparency. The tool should:

- Link tasks to specific roles to reduce role ambiguity.
- Provide dashboards for monitoring progress and identifying delays early.
- Allow shared access with WABON, where appropriate, for visibility.
- Integrate with SOPs and templates for streamlined workflows.
- Launch a Deliverable Dashboard showing task status, timelines, and responsible parties, accessible to both WCN and WABON.
- Define deliverable acceptance criteria for quality, documentation, and deadlines.
- Include deliverable metrics in quarterly partnership reviews.
- Use dashboard data to forecast resource needs, flag delays, and guide process improvements.

2. Capacity Management Assessment and Matrix

The Capacity Management Assessment and Matrix provides a structured, data-driven approach to monitor workload distribution, optimize resource allocation, and enhance workflow efficiency across WCN's operations.

Sample Application Steps

- Develop a standardized tool tracking staff roles, assignments, and workload capacity.
- Collect and input data on current projects to identify workload gaps and overlaps.
- Review and rebalance workloads every quarter to ensure equitable task distribution.
- 100% of projects reviewed quarterly; workload imbalance reduced by 25% in six months.
- Integrate with Project Management Tools (Link the matrix to digital platforms such as Smartsheet or Asana) for real-time tracking.
- Share quarterly summaries with leadership and partners to guide planning decisions.

TRUST/PSYCHOLOGICAL SAFETY RECOMMENDATIONS

Erosion of trust shows up in subtle but significant ways, for example, as guarded communication, limited feedback exchange, and hesitation to share challenges or mistakes openly. Stakeholders cited that discussions sometimes feel defensive, feedback is filtered through layers of formality, and mutual respect is strained by uncertainty about intent or authority.

Objective / Goal

To restore and sustain trust through transparent feedback systems, recurring joint workshops, and behavioral frameworks that promote psychological safety, accountability, and mutual respect.

1	
Objective	Launch a recurring Joint Trust-Building Workshop series.
Key Results	1. Conduct quarterly workshops focused on relationship repair, active listening, and team-building using facilitation models like The Ellison Model™ or comparable frameworks. 2. 100% of leadership participation in first two sessions. 3. Post-workshop surveys show 20% improvement in perceived transparency and trust within six months. 4. Include bias awareness and conflict resolution training modules.
Accountability Lead	Joint Leadership (WCN, WABON, & DOH)
Time Horizon	Priority 1

2	
Objective	Establish Behavioral Agreements and Conflict Resolution Protocols.
Key Results	1. Co-develop Rules of Decorum to govern professional behavior during meetings, emails, and public communications. 2. Include these standards in the new Collaboration Plan under a Behavioral Expectations Clause. 3. 100% of staff trained in conflict resolution protocol by next fiscal year.
Accountability Lead	Joint Oversight Committee (WCN, WABON, & DOH)
Time Horizon	Priority 1

3	
Objective	Conduct an Annual Partnership Health & Accountability Survey .
Key Results	1. Create a confidential, cloud-based survey (e.g., Google Forms) combining quantitative ratings and qualitative feedback related to strategic clarity, communication effectiveness, workflow, and trust. 2. Include options for participants to categorize feedback as: Level 1: Organization-wide issue; Level 2: Team-specific concern; and Level 3: Individual input or suggestion 3. A Trust & Data Liaison Team—representing WCN, WABON, and DOH—will review submissions quarterly, categorize responses, and recommend follow-up actions based on impact level. 4. Administer the survey annually to track year-over-year trends and measure progress toward key indicators such as clarity, efficiency, and trust. KPI: Increase partnership trust index by 20% within 12 months. 5. Present aggregated results in an Annual Partnership Health Report shared with staff and leadership from all three organizations.
Accountability Lead	Joint Oversight Committee (WCN, WABON, & DOH)
Time Horizon	Priority 3

TRUST/PSYCHOLOGICAL SAFETY IMPLEMENTATION DETAILS

1. Trust-Building Workshops

Workshops should be professionally facilitated and experiential, focusing on relationship repair and collaborative resilience.

Core workshop elements:

- Transparency Practices: Guided reflection on past challenges and commitments to shared improvement.
- Conflict Management: Training on how to navigate disagreements constructively.
- Bias Awareness: Exploration of unconscious bias and its effect on communication and decision-making.
- Psychological Safety Exercises: Activities encouraging open dialogue and vulnerability in safe settings.

2. Behavioral Agreements and Conflict Resolution Protocols

The Collaboration Plan will include a Rules of Decorum & Values section outlining standards for respectful engagement. Including the following behavioral agreements in the Collaboration Plan ensures trust-building becomes an operational standard, not a personal choice.

Recommended Process:

- Professional conduct during meetings, correspondence, and shared communications.
- Commitment to listening without interruption, using respectful tone, and maintaining confidentiality.
- Requirement for factual, solution-oriented feedback.

BEST PRACTICES IN NURSING WORKFORCE

To identify effective strategies for collaboration among nursing workforce centers nationwide, CDG, on behalf of the Washington Center for Nursing (WCN), conducted a national research initiative combining survey data with in-depth interviews. This section synthesizes lessons learned, highlighting evidence-based practices that strengthen partnerships, enhance data use, and sustain collaboration across diverse organizational settings.

METHODOLOGY OVERVIEW

A mixed-methods approach was used to capture both the breadth and depth of collaboration practices. This design offered quantitative confirmation of key trends and qualitative insight into how workforce centers put collaboration into practice. Specifically, the approach included:

- **Survey Distribution:** A national survey was disseminated through the National Forum of State Nursing Workforce Centers' listserv (47 entities), supplemented by 28 phone calls, 29 emails, and 7 contact forms.
 - Responses: 17 responses received, 8 fully completed.
 - States Represented: Alabama, Hawaii, Idaho, Illinois, Louisiana, Mississippi, Oregon, South Carolina, South Dakota, Tennessee, Texas, and New Jersey.
- **Interviews:** Three in-depth interviews were conducted virtually with leaders from various nursing workforce centers.
- **Timeline:** April-June 2025

CROSS-CUTTING THEMES

Analysis of survey and interview data revealed several consistent themes:

- **Collaboration Is Essential but Uneven:** All respondents agreed collaboration is central to advancing nursing workforce goals, though capacity to collaborate varies widely.
- **Data as a Strategic Lever:** Data collection, visualization, and dashboards are powerful drivers of collaboration, particularly when used to engage policymakers and funders.
- **Small Teams, Big Responsibilities:** Most centers operate with 1-3 staff, yet manage expansive agendas across policy, education, and workforce needs.
- **Trust and Relationships Matter:** Formal structures are helpful, but trust-based relationships and "neutral convening" roles often make collaboration possible.
- **Funding Shapes Feasibility:** Limited or project-based funding constrains collaboration, particularly activities like convening, project management, or technology platform development.

BEST PRACTICES IDENTIFIED

A. Structural Practices

- Data Dashboards: Interactive dashboards that visualize workforce trends improve transparency and engagement .
- Centralized Convening: Regular statewide meetings and roundtables to anchor collaboration (100% of survey respondents host recurring convening).
- Regional Collaboratives: Rural- or region-specific partnerships enhance local ownership and sustainability.
- Standardized Reporting Models: Shared templates and metrics reduce duplication and allow cross-state comparability.

B. Strategic Practices

- Grant-Linked Collaboration: Aligning multi-partner collaboration with grant funding creates sustainability (42% of respondents engage in joint grant projects).
- Workforce Forecasting: Longitudinal data modeling informs education planning and workforce policy.
- Equity Integration: Embedding equity goals strengthens pipeline diversity and statewide workforce outcomes (42% identified equity as a focus).
- Consensus-Driven Policy Formation: Multi-sector dialogue helps align legislation with workforce realities.

C. Relational Practices

- Neutral Convener Role: Centers that act as impartial brokers can bridge divides among stakeholders.
- Cross-State Peer Learning: Mentorship models allow established centers to guide emerging ones.
- Digital Communication Infrastructure: Tools such as Slack, Teams, and shared drives streamline collaboration across states.
- Equity-Centered Engagement: Prioritizing underserved, indigenous, and rural populations ensures that collaborative strategies are inclusive and impactful.

CHALLENGES AND GAPS

Despite promising practices, persistent barriers remain:

- Inadequate Core Funding: Limits staff capacity to sustain long-term collaboration.
- Inconsistent Partner Engagement: Stakeholders sometimes engage selectively or infrequently.
- Absence of Shared Infrastructure: Lack of national templates or centralized digital platforms.
- Limited Onboarding Models: Emerging centers often lack structured guidance or mentorship.

WORKFORCE CENTERS RECOMMENDATIONS

- Establish standing collaborative spaces with clear outputs (grant proposals, policy briefs).
- Develop public-facing dashboards to communicate workforce data to policymakers and funders.
- Codify partnerships through a Collaboration Plan, project charters, and co-authored deliverables.
- Pursue cross-state learning opportunities to reduce duplication and accelerate adoption of proven models.

FOR FUNDERS AND POLICYMAKERS

- Provide dedicated funding for collaboration infrastructure, not just program delivery.
- Incentivize cross-sector partnerships in funding criteria.
- Invest in national shared tools (data platforms, templates, training modules).
- Develop a structured onboarding model for new workforce centers, including mentorship pairings.

CONCLUSION

The evidence is clear: collaboration is the cornerstone of effective nursing workforce development. While workforce centers across the U.S. are innovating through dashboards, convenings, and neutral facilitation strategies, their efforts are often limited by funding and infrastructure. Sustaining and expanding these promising practices will require investment in people, partnerships, and platforms to increase impact and change. By prioritizing shared tools, mentoring systems, and equity-centered approaches, workforce centers can build stronger, more sustainable collaborations to advance the nation's nursing workforce.

RECOMMENDATIONS FOR SUSTAINING COLLABORATION

Sustaining collaboration requires an intentional approach to nurturing the relationship between WCN, WABON, and DOH. The following mechanism for feedback, communication, and collaboration will aid in this effort by ensuring strategic clarity, communication quality, trust and transparency, deliverable performance, and collaboration satisfaction.

TRACKING AND MEASURING PROGRESS

Partnership effectiveness must be assessed through a combination of quantitative and qualitative measures.

Shared Performance Dashboard



Develop a live, cloud-based dashboard to track partnership OKRs and KPIs, including deliverable completion, communication timeliness, role clarity, and trust indicators.

Standardized Deliverable Rubric



Incorporate a standardized rubric into WCN and WABON contracts to define quality expectations, acceptance criteria, and documentation standards for all deliverables.

Public Transparency



Summarize progress annually in a brief "State of the Partnership" report to demonstrate accountability to stakeholders and reinforce mutual credibility.

Annual Partnership Health Survey



Conduct a joint assessment each year to measure progress across five domains: strategic clarity, communication quality, trust and transparency, deliverable performance, and collaboration satisfaction.

Quarterly Review Meetings



Review dashboard data and survey results quarterly to identify successes, emerging challenges, and course corrections. Each meeting should conclude with updated action items, deadlines, and responsible parties.

SYSTEMS TO SUSTAIN COLLABORATION

Sustaining improvement requires embedding collaboration protocols into the daily rhythm of operations.

- Regular Meeting Cadence:
 - Coordination Meetings between executive directors to address operational updates.
 - Quarterly Alignment Reviews to evaluate joint deliverables, address capacity and communication issues, and revisit partnership goals.
 - Annual Strategic Retreat to reflect on outcomes, revise goals, and renew commitment to the shared mission and vision.
- Conflict Resolution Protocols: Utilize the mediation structure defined in the Collaboration Plan's Behavioral Agreements Clause, first resolving issues directly between leads, and then through the Joint Oversight Committee if necessary. Document outcomes and share lessons learned for institutional growth.
- Communication Tools and Protocols: Maintain centralized digital communication channels (Teams, Slack, or similar) for shared documents, deliverable tracking, and transparent dialogue. The Collaboration Plan's Communication Governance Section should continue to serve as the operational guide for message routing, escalation, and follow-up.
- Joint Oversight Committee: Meet quarterly to review performance metrics, oversee implementation of agreed reforms, and ensure sustained adherence to partnership protocols.

LONG-TERM COMMITMENT

Collaboration is an ongoing practice. Sustaining it will require all organizations to remain proactive in monitoring behaviors, revisiting systems, and adapting as the environment changes. By maintaining shared accountability mechanisms, transparent communication, and consistent reflection, WCN, WABON, and DOH can evolve from reactive coordination to enduring partnership, serving as a nationwide model for effective, trust-based collaboration in public sector leadership.

FULL LIST OF RECOMMENDATIONS

Strategic Ambiguity Recommendations	
1	Develop and execute a Collaboration Plan defining mutual purpose, authority, deliverables, and good faith efforts.
2	Create and adopt a Strategic Partnership Framework that includes a Unified Vision and Mission Statement.
3	Develop Rubrics and Work Product Templates as part of the Statement of Works acceptance criteria.
4	Institutionalize Continuous Alignment Mechanisms.

Role Ambiguity Recommendations	
1	Create absolute clarity on roles & responsibilities to eliminate confusion.
2	Institutionalize shared accountability mechanisms.
3	Build a sustainable system for continuous alignment and shared accountability.

Communication Breakdowns Recommendations	
1	Embed clear communication protocols and cadence into the new Collaboration Plan.
2	Clarify communication roles and contact pathways using a structured accountability framework (RACI or MOCHA).
3	Create systems to monitor communication effectiveness and responsiveness.

Capacity Opportunity Recommendations	
1	Strengthen internal capacity through adoption of project management tools and Results-Based Accountability training.
2	Implement a Capacity Management Assessment and Matrix tracking staff workload, task alignment, and burnout indicators.

Trust/Psychological Safety Recommendations	
1	Launch a recurring Joint Trust-Building Workshop series.
2	Establish Behavioral Agreements and Conflict Resolution Protocols.
3	Conduct an Annual Partnership Health & Accountability Survey.

	Best Practices in Nursing Workforce
1	Data Dashboards: Interactive dashboards that visualize workforce trends improve transparency and engagement.
2	Standardized Reporting Models: Shared templates and metrics reduce duplication and allow cross-state comparability.
3	Consensus-Driven Policy Formation: Multi-sector dialogue helps align legislation with workforce realities.
4	Digital Communication Infrastructure: Tools such as Slack, Teams, and shared drives streamline collaboration across states.
5	Establish standing collaborative spaces with clear outputs (grant proposals, policy briefs).
6	Develop public-facing dashboards to communicate workforce data to policymakers and funders.
7	Codify partnerships through the Collaboration Plan, project charters, and co-authored deliverables.
8	Pursue cross-state learning opportunities to reduce duplication and accelerate adoption of proven models.

	Recommendations for Sustaining Collaboration
1	Shared Performance Dashboard
2	Standardized Deliverable Rubric
3	Annual Partnership Health Survey
4	Quarterly Review Meetings
5	Public Transparency
6	Conflict Resolution Protocols
7	Communication Tools and Protocols
8	Joint Oversight Committee

APPENDICES

CONFLICT MAP ACTIVITY

