

**DOH26-012 C – Nursing Resource Center for Washington State
Statement of Work – Attachment F**

12-Month Statement of Work/Proposed Work Plan July 1, 2026 – June 30, 2027		
Statutory Authority	Summary of Previously Completed Work (Provided for Reference Purposes Only)	Proposed Work Plan Tasks and Deliverables
<p>Item 1. RCW 18.79.202 (2)(a) Maintain information on the current and projected supply and demand of nurses through the collection and analysis of data regarding the nursing workforce, including but not limited to education level, race and ethnicity, employment settings, nursing positions, reasons for leaving the nursing profession, and those leaving Washington state to practice elsewhere. This data collection and analysis must complement other state activities to produce data on the nursing workforce and the central nursing resource center shall work collaboratively with other entities in the data collection to ensure coordination and avoid duplication of efforts;</p>	<p>State of the Nursing Workforce Report</p> <ul style="list-style-type: none"> • Summarizes findings across the following data: nursing education, supply and other relevant data sources published through Spring 2026 • Summarized findings written in collaboration with the research stakeholder group. • Define demand analysis methodology • Will include cross cutting recommendations to be finalized and prioritized with nursing and other relevant stakeholders to develop future actions for the nursing workforce, including a workforce research plan. <p>Final report included:</p> <ol style="list-style-type: none"> a. Stakeholders involved in context/feedback sessions, dates of sessions. b. Convene researchers/experts in RN, LPN, NA-C, ARNP workforce to provide feedback and context on results. c. Review demand survey methodology options with advisory group to determine the best approach for Washington State. d. Cross-cutting analysis & implications from data results. <ul style="list-style-type: none"> - Prioritized recommendations for actions within the next six months to address identified opportunities. - Define key steps to address opportunities, accountable party, timeline for completion before June 2027 e. Address question of nursing workforce shortage or vacancy crisis f. Future data analysis based on data limitations and results. g. Completed dissemination and communication of report results. h. Citation of other data sources and additional literature review for context of data. 	

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<p>Item 2: RCW 18.79.202 (2)(e) Provide consultation, technical assistance, data, and information related to Washington state and national nursing resources;</p>	<p>WA Nursing Workforce Research Group</p> <ul style="list-style-type: none"> • Coordinate research and document quarterly meetings. • Define goal and objectives of research group. <p>Deliverable report to include quarterly meeting information:</p> <ol style="list-style-type: none"> a. Agendas b. Minutes including attendance c. Action plan for research group 	
<p>Item 3: RCW 18.79.202 (2)(c) Facilitate partnerships between nursing community and other health care providers. Include [WABON], licensing authorities, business and industry, consumers, educators, and legislators to achieve policy consensus, promote diversity within the profession, and enhance nursing career mobility and nursing leadership development.</p>	<p>Diversity - BIPOC Nurse & Health Care Partners Convening on implementation of joint goals developed by nursing resource center and multicultural nurse organizations.</p> <p>Develop at least two in-person BIPOC Nurse & Health Care convening and educational sessions.</p> <p>Written summary of each event including:</p> <ol style="list-style-type: none"> a. Background, joint goals, and implications for nursing practice b. Agendas and relevant convening materials c. Attendance and program evaluation of activities including change in knowledge/skills/abilities. <p>Recommendations and actionable next steps before next session</p>	

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<p>Item 4: RCW 18.79.202 (2)(d) Evaluate the effectiveness of nursing education and articulation among programs to increase access to nursing education and enhance career mobility, especially for populations that are underrepresented in the nursing profession.</p>	<p>Diversity - Coordinate development of programming to support CNEWS Diversity, Equity & Inclusion.</p> <p>Include at least one virtual training course and interactive discussion session available to all Washington nursing education faculty as developed jointly by CNEWS ad hoc committee.</p> <p>Document program objectives and evaluation of outcomes including:</p> <ul style="list-style-type: none"> a. Participant evaluation of event (rating, measure of success), measure participant impact from information provided (how will this change behavior, actions) b. Incorporate current trends in nursing workforce and education diversity in Washington State to identify areas of opportunity and recommendations for nursing programs. c. Identify how education will support nursing programs to address student/faculty diversity and enhance career mobility. d. Provide recommendations to CNEWS for future topics based on training evaluation. 	<p>Proposed work plan must include conference planning (spring/fall) and strategic plan support as a required element to meet RCW 18.79.202 (2)(d).</p> <p>Future coordination will occur with the Council of Nurse Educators of Washington (CNEWS) to address shared goals through mutually agreed upon action plan to advance this critical organization. Coordination does not need to occur prior to bid submission.</p>
<p>Item 5:</p>	<p>Collaborate with the Council on Nursing Education in Washington State to convene Deans and Directors of nursing programs in the state of Washington to develop impact goals based on available data and nursing resource center expertise.</p> <p>Deliverable report describing support for the CNEWS 2026/2027 Conferences:</p> <ul style="list-style-type: none"> a. CNEWS Conference goals and objectives b. Timelines c. Evaluation of CNEWS objectives (rating achievement of objectives, change in knowledge/skills/abilities) d. CNEWS recommendations for future actions including how WCN can best support organization. 	

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	Provide updated CNEWS Roster and all supporting documentation including all handouts.	
Item 6:	<p>Diversity – Nurse Faculty Mentorship Program Contract with Colorado Center for Nursing Excellence to provide one workshop and coaching sessions for mentors and mentees for 2025. Provide support and guidance to mentors and mentees.</p> <p>Document describing objectives and evaluation of outcomes related to the workshop. The document includes:</p> <ul style="list-style-type: none"> a. Number of mentors and mentees b. Number of coaching sessions held. c. Evaluation of mentoring experience for mentors and mentees d. Recommendations from participants for future Faculty Mentorship programs 	
Item7:	<p>Advanced Practice Nursing Clinical Placement report</p> <p>Convene an ARNP Advisory committee, CNEWS and other stakeholders as needed to</p> <ul style="list-style-type: none"> a. Inform approach to this deliverable/study b. Prioritize recommendations March to June 2026 c. Develop action plan d. Implement recommendations <p>Deliverable report to include:</p> <ul style="list-style-type: none"> a. Analysis of clinical placements data and relevant context for APRN clinical placement environment. b. Inform clinical placement adequacy and gaps. c. Methods section include data limitations and survey response rate. 	

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	<p>d. Dissemination plan includes distribution of findings and communication of results.</p> <p>e. Citation of other data sources and additional references.</p> <p>Recommendations and future studies, including SMART goals for action items over the next six months</p>	
<p>Item 8: RCW 18.79.202 (2)(b) Monitor and validate trends in the applicant pool for programs in nursing. The central nursing resource center must work with nursing leaders to identify approaches to address issues arising related to the trends identified and collect information on other states' approaches to addressing these issues.</p>	<p>Analyze pre-licensure applicant pool to determine barriers to entry to nursing programs. Collaboratively with nursing education programs, make recommendations for nursing education programs to reduce barriers. Identify one barrier to demonstrate progress in addressing.</p> <ol style="list-style-type: none"> 1. Brief summary report on challenges to nursing education application and acceptance. <ul style="list-style-type: none"> - Include if this is similar or different to other states 2. Develop brief report or infographic sharing Washington State program acceptance rates. 3. Collaborate with SBCTC and CNEWS to identify challenges for applicants – include meeting attendees, minutes, action plans. 4. Collectively identify one barrier to address - include meeting attendees, minutes, action plans, timeline for removal of this barrier. 5. Brief summary report on challenges to nursing education application and acceptance. <ul style="list-style-type: none"> - Include if this is similar or different to other states 6. Develop brief report or infographic sharing Washington State program acceptance rates. 7. Collaborate with SBCTC and CNEWS to identify challenges for applicants – include meeting attendees, minutes, action plans. 8. Collectively identify one barrier to address - include meeting attendees, minutes, action plans, timeline for removal of this barrier. 	<p>Work plan must include the development of an interactive educational map to support nursing program applicants.</p> <p>Include:</p> <ul style="list-style-type: none"> • NCLEX pass rate • Pre-requisites beyond standard set • Program admission rate • Cost

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<p>Item 9: RCW 18.79.202(2)(f) Promote strategies to enhance patient safety and quality patient care including encouraging a safe and healthy workplace environment for nurses.</p> <p>RCW 18.79.202 (2)(e) Provide consultation, technical assistance, data, and information related to Washington state and national nursing resources;</p>	<p>Nurse Retention and Burnout Study recommendations, action plan, and Implementation</p> <p>Convene workgroups to further examine data, recommend best practices, and resources for implementation of the National Plan for Health Workforce Well-Being.</p> <p>One infographic from each workgroup for dissemination of best practices within focus area. Infographics should have limited words, utilize pictures/icons to convey message, and be visually appealing for easy digestion of information. Audiences should include employers, nurses, policy leaders, educators, etc.</p> <p>Final report to include:</p> <ol style="list-style-type: none"> a. Analysis of survey data on burnout and mental health. b. Key strategies identified by workgroups. c. Feedback on infographic information and recommendations for further communication. d. Workgroup Action Plan for FY 2026 statewide recommendations. e. Completed dissemination of key findings across nursing and employer networks 	
<p>Item 10: RCW 18.79.202(2)(g). Educate the public, including students, K-12 about opportunities and careers in nursing.</p>	<p>Website updates and use of social media to promote work related to grant activities.</p> <p>Summary report on outcomes promoting the work of WCN to include:</p> <ol style="list-style-type: none"> a. Description and links of website updates b. Describe how these updates and outlets are reaching K-12 students c. Examples of social media promotions and total posts d. Provide analytics of website usage (volume, new vs. existing users) 	

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	<p>e. Impact of effectiveness of information provided using before/after comparisons (how did posting increase attendance, use of materials, etc.)</p>	
Item 11:	<p>Provide Teen Nursing Academy program supplies to 2025 participant nursing programs: Green River College and Columbia Basin College.</p> <p>Recruit one additional nursing programs or middle schools and design/implement a 3rd lesson plan on nurses’ role in mental health and healthy pain management.</p> <p>Summary report of outcomes to include:</p> <ul style="list-style-type: none"> a. A list of Teen Nursing Academy supplies purchased for each nursing program. b. Description of two new programs including geographic location, student demographics. c. Impact evaluation of Teen Nursing Academy (number of students reached, change in knowledge/skills/abilities related to three lessons) d. Disseminate results across nursing and non-nursing networks in Washington. 	
Item 12: WCN and DOH/WABON communications, meetings, and quarterly reports	<p>Quarterly communication meetings with the Department of Health and WABON to discuss deliverables, payment status, request the 09L Quarterly Surcharge report to be submitted to the Department of Health and WABON.</p> <p>Provide Quarterly invoices to the Department of Health and WABON financial expenses reports from July 1, 2025 – June 30, 2026, including if any year end carryover amount and invoice. Once approved, invoices are due 30 days after each quarter.</p> <p>Summary report on quarterly meetings with DOH and WABON to include:</p>	<p>Work plan must include quarterly communication meetings with the Department of Health and WABON to discuss deliverables, payment status, and request the 09L Quarterly Surcharge report to be submitted by the Department of Health and WABON.</p> <p>Work plan must include providing Quarterly invoices to the Department of Health and WABON financial expenses reports from July 1, 2026 – June 30, 2027, including if any year end carryover amount and invoice. Once deliverables are approved, invoices are due 30 days after each quarter.</p>

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	<ul style="list-style-type: none"> a. Meeting Minutes with actions b. Evaluation/completion of actions c. Financials Reported Quarterly d. Analysis of meeting effectiveness e. Recommendations for improvements in processes 	
Item 13: RCW 18.79.202	<p style="text-align: center;">**New Work**</p> <p>Programmatic submissions should utilize the DOH’s Results Based Accountability framework and score care (attach).</p> <p>Each quarter’s work should build upon the results and work of the prior quarter to demonstrate impact and achieve change for the nursing profession in Washington.</p> <p>Population Accountability:</p> <ul style="list-style-type: none"> - Result: A condition of well-being for children, adults, families, or communities - Indicator: A measure which helps us quantify the achievement of a result <p>Performance Accountability:</p> <ul style="list-style-type: none"> - Program: Any organization or system providing services/resources to a set of “customers”. - Performance Measure: A measure of how well a program, agency, or service system is working. (How much did we do? How well did we do it? Is anyone better off?) <p>(Appendix A - Results Based Performance Measure Diagram below)</p>	Work plan must include the development of a performance scorecard to demonstrate Results Based Accountability by end of year. The scorecard should demonstrate performance in all quadrants by the end of the full contract period.

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Definitions and Parameters for All Submissions

All deliverables should be submitted quarterly and demonstrate evaluation and measurement of current work to demonstrate continuous improvement. This approach is intended to be more sensitive to a changing healthcare environment and to allow the contractor to adapt work in needed directions.

All quarterly submissions must include SMARTIE goals with defined metrics and timelines. Each submission should include diverse partners and stakeholders with content expertise in the topic, demonstrated through meeting attendance and minutes. Dissemination and communication plans including visual depictions and infographics are expected to reach the broader nursing community, ensuring awareness of the work and impacts on the nursing profession.

All submissions should contain information specific to the reporting period, either the beginning of this contract’s timeframe or from the last report whichever is appropriate. Background information may be helpful but will not be considered as part of the acceptance criteria for the quarter.

Questions related to reviewer feedback should be sent directly to reviewers via email. Performance acceptance is determined by WABON reviewers per procedure (XXX); payment is incumbent on this approval.

Appendix A

Performance Measures

	Quantity How much did we do?		Quality How well did we do it?
Effort	# of participants	#	T imeliness
	# of sessions		R atio
Impact	# of classes	%	A ttendance
	\$ amount spent		C ompletion to task
			S tandards
	Is anyone better off?	#	Is anyone better off?
	B ehavior	%	B ehavior
	A ttitude		A ttitude
	C ircumstance		C ircumstance
	K nowledge		K nowledge
	S kills		S kills

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Appendix B – Submission Template - TBD

Appendix C – Action Plan Template - TBD

Appendix D – Scorecard Template - TBD