

12-Month Statement of Work/Deliverables for the WA Center of Nursing July 1, 2025 – July 1, 2026			
Statutory Authority	Sub Goal	Deliverable	Acceptance Criteria
<p>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>RCW 18.79.202 (2)(e) Provide consultation, technical assistance, data, and information related to Washington state and national nursing resources;</p>	1.1	<p>State of the Nursing Workforce Report</p> <ul style="list-style-type: none"> Summarizes findings across the following data: nursing education, supply, demand, and other relevant data sources published through Spring 2025 Summarized findings written in collaboration with the research stakeholder group. 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>December 31, 2025 – Final report submission (a-f, i) June 30, 2026 – Future data analysis and dissemination (g-i)</p>	<p>Final report including:</p> <ol style="list-style-type: none"> Stakeholders involved in context/feedback sessions, dates of sessions. Convene researchers/experts in RN, LPN, ARNP workforce to provide feedback and context on results. Cross-cutting analysis & implications from data results. 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 2026 Future data analysis based on data limitations and results. Describe overall communication strategies for dissemination of report results. Citation of other data sources and additional literature review for context of data.
	1.2	<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>December 31, 2025, June 30, 2026 – Meeting summary submission</p>	<p>Deliverable report to include quarterly meeting information:</p> <ol style="list-style-type: none"> Agendas Minutes including attendance Action items and next steps, including dissemination of information.

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2. 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.	2.1	<p>Diversity - BIPOC Nurse & Health Care Partners Convening on implementation of joint goals developed by WCN and multicultural nurse organizations.</p> <p>Develop at least one in-person BIPOC Nurse & Health Care educational session.</p> <p>September 30, 2025- Deliverable report for event</p>	<p>Written summary of each event including:</p> <ol style="list-style-type: none"> Background, joint goals, and implications for nursing practice Agendas and relevant convening materials Attendance and program evaluation of activities including change in knowledge/skills/abilities. Participation and goals for outreach to expand inclusion for future educational sessions and how results of discussion can increase accountability across the nursing community. Recommendations and actionable next steps
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.	2.2	<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>March 30, 2026- Deliverable report</p>	<p>Document program objectives and evaluation of outcomes including:</p> <ol style="list-style-type: none"> Participant evaluation of event (rating, measure of success, areas for improvement), measure participant impact from information provided (how does this change behavior, actions) Incorporate current trends in nursing workforce and education diversity in Washington State to identify areas of opportunity and recommendations for nursing programs. Identify how education will support nursing programs to address student/faculty diversity and enhance career mobility. Provide recommendations to CNEWS for future topics based on training evaluation.
	2.3	<p>Diversity – Nurse Faculty Mentorship Program</p> <p>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>SMARTIE Goals 2025</p> <ul style="list-style-type: none"> By December 31, 2025, WCN will strategically identify at least five new mentors by leveraging networks such as CNEWS and multicultural nurse organizations. The mentors will be targeted for 	<p>Document describing objectives and evaluation of outcomes related to the overall program and the specific workshop. The document includes:</p> <ol style="list-style-type: none"> Number of mentors and mentees Number of coaching sessions held. Evaluation of mentoring experience for mentors and mentees Recommendations from participants for future Faculty Mentorship programs Completion of self-identified SMARTIE goals from 2025.

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		<p>specific skills identified through mentee needs assessments to ensure alignment with program requirements.</p> <ul style="list-style-type: none">• By December 31, 2025, WCN will facilitate at least one opportunity for mentoring program graduates to share their experiences within their professional networks, aiming to increase program visibility.• Starting in 2026, WCN will host quarterly peer connection sessions to foster ongoing professional growth and community building among mentors and mentees, with a target attendance of at least 15 participants per session. <p>June 30, 2026 - Relevant program materials and deliverable report</p>	
	2.4	<p>DIVERSITY - Support for one So You Want to be a Professor Workshop</p> <ul style="list-style-type: none">• Relevant workshop materials and a deliverable report due December 31, 2025	<p>Document describing objectives and evaluation of outcomes of workshop and skills seminar. Document to include:</p> <ul style="list-style-type: none">a. Attendance for Workshopb. Evaluation Summaryc. How to improve attendance and/or content for future offerings.
<p>3. 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>RCW 18.79.202 (2)(e) Provide consultation, technical assistance, data, and information related to Washington state and national nursing resources;</p>	3.1	<p>Barriers and Facilitators of Advanced Practice Nursing Student Clinical Placements: A State-Wide Survey</p> <p><u>Phase 1</u>: Focus Group (qualitative)</p> <ul style="list-style-type: none">a. Research questions: (1) What are the current barriers to advanced practice nursing student clinical placements? (2) What are the potential facilitators of advanced practice nursing student clinical placements?b. Initial Study aims: (1) To better understand the current barriers faced by Washington state advanced practice nursing programs with respect to student clinical placements, (2) To identify facilitators of advanced practice nursing student clinical placements, and (3) to gather data needed to create a state-wide survey.c. Convene an ARNP Advisory committee with major stakeholders.<ul style="list-style-type: none">1. Stakeholders to include CNEWS: Deans/Directors of advanced practice clinical track programs (or their	<p>December 31, 2025, Deliverable report to include:</p> <ul style="list-style-type: none">a) Focused review of literature to understand the state of the science behind the initial research question: (1) What are the current barriers to advanced practice nursing student clinical placements? (2) What are the potential facilitators of advanced practice nursing student clinical placements?b) Summary of findings from convening of focus groups.c) Completed survey for state-wide study.d) Plan for implementation of study to include detailed methodology section. <p>March 31, 2026 Deliverable report to include (SQUIRE guideline format):</p> <ul style="list-style-type: none">a. Analysis and results from state-wide surveyb. Discussion section: General summary, interpretation of findings, limitations, and conclusions.c. Citation of other data sources and additional references.d. Dissemination plan that includes distribution of findings and communication of results.

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		<p>designated representative), current and potential clinical sites: hospital groups, non-hospital groups, community clinics, clinical preceptors, nurse practitioner students, and others as identified through the discovery process.</p> <p>2. Conduct focus group(s) to better understand research question #1. (Use challenges identified in the annual WABON post licensure surveys as preliminary focus group questions).</p> <p>3. Use data gathered from the focus groups and focused review of literature to create survey questions to address study aims 1 and 2.</p> <p>4. Develop state-wide survey instruments.</p> <p>December 31, 2025 - Deliverable report</p> <p><u>Phase 2:</u> (State-Wide Survey, quantitative/qualitative)</p> <p>a. Research questions: (1) What are the current barriers to advanced practice nursing student clinical placements? (2) What are the potential facilitators of advanced practice nursing student clinical placements?</p> <p>b. The study aims (1) to identify the current barriers faced by Washington state advanced practice nursing programs with respect to student clinical placements, (2) To identify facilitators of advanced practice nursing student clinical placements, and (3) to develop an action plan to address clinical placement barriers.</p> <p>c. Implement state-wide survey.</p> <p>March 31, 2026 - Deliverable report</p> <p><u>Phase 3:</u></p> <p>a. Re-convene ARNP advisory committee with major stakeholders to review findings and develop action plan including SMART goals for action items.</p> <p>b. Preliminary report with SMART goals to WABON for review 6/15/2026</p> <p>June 30, 2026 - Deliverable report</p>	<p>June 30, 2026, Deliverable report to include:</p> <p>a. Proposed action plan including SMART goals developed with stakeholders.</p> <p>b. Finalized report based on review and feedback from WABON.</p>

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	3.2	<p>Advance Clinical Placement Initiative</p> <p>Convene relevant stakeholders to advance the RN Clinical Placement Initiative with 1) at least one statewide priority and 2) at least one regional priority. Share final report under DOH Rural Health Contract December 31, 2025.</p> <p>June 30, 2026 - Deliverable report</p>	<p>Deliverable report to include:</p> <ul style="list-style-type: none">a. Detailed report on implemented actions to improve clinical placement availability for Washington state and regional priority.b. Future recommendations for statewide priority and regional priority advancement using SMART goal format
<p>4. 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>	4.1	<p>Nurse Retention and Burnout Study recommendations, action plan, and Implementation of priority recommendations for 2026</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>September 30, 2025 – Final burnout report infographic March 31, 2026 – Deliverable report and each workgroup infographics to describe recommendations.</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>Burnout Report infographic to compare Washington to NCSBN national burnout data</p> <p>Final report to include:</p> <ul style="list-style-type: none">a. Key strategies identified by workgroups.b. Feedback on infographic information and recommendations for further dissemination.c. Workgroup Action Plan for FY 2026 on priority statewide recommendations.d. Completed dissemination of key findings across nursing and employer networkse. Report on at least one workgroup implementation item.

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4. 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.	4.2	<p>Nursing Leadership and Incivility Workshop: Address tangible skills for emerging or novice nurse leaders to reduce incivility which may impact patient care.</p> <p><u>Seminar goals and scope</u></p> <ul style="list-style-type: none">• Education on interdisciplinary literature regarding the socialization of women and relationship to incivility in nursing.• Explores the intersection of the socialization of women, nursing, and incivility.• Provide skills and tools for participants on a variety of approaches for dealing with challenging colleagues in the workplace, reaching harmony with colleagues in challenging situations, and for dealing with the aggression and hostility that may occur in such situations.• Seminar creation based on information gathered in participant intake interviews to help tailor the course to nursing specific issues, and to help facilitators understand the workstyle and problem-solving approaches currently used by participants.• Participants are interviewed to identify situations and interactions with colleagues that are examples of incivility and/or hostility.• Participants to practice some of the skills and techniques suggested, and to tailor a take-home summary of what is covered in the seminar for future reference. <p><u>Post seminar coaching.</u></p> <ul style="list-style-type: none">• Includes individual coaching by the workshop facilitator to assist nurses in developing strategies against incivility and hostility in their workplace customized towards their workplace circumstances.• Identify at least one intervention to address incivility in their work environment. <p>September 30, 2025 - Deliverable report March 31, 2026 – Post-seminar coaching evaluation summary</p>	<p>Report describing objectives and evaluation of outcomes related to the workshop.</p> <p>The document includes:</p> <ol style="list-style-type: none">a. Number of participantsb. Number of coaching sessions provided.c. Evaluation of learning objectives.d. Impact on future actions.e. Citation of literature, data sources and additional references.f. Summary of learnings and best practices in one-page document.g. Evaluation of post-seminar coaching to understand participant changes in knowledge, skills, and abilities, include aggregate summary of interventions that are being introduced. Share results with the Washington State Hospital Association for awareness.

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5. RCW 18.79.202(2)(c) Facilitate partnerships between the nursing community and other health care providers, licensing authority, business and industry, consumers, legislators, and educators to achieve policy consensus, promote diversity within the profession, and enhance career mobility and nursing leadership development	5.1	<p>Collaborate with the Council on Nursing Education in Washington State (CNEWS) to convene Deans and Directors of nursing programs in the state of Washington to develop impact goals based on available data and WCN expertise.</p> <p>Support CNEWS in strategic planning process.</p> <p>Additional staff support to support deliverables to be negotiated through revision of an MOU between CNEWS and WCN.</p> <p>WCN to work with CNEWS to identify solutions for a depository of resource materials for Deans and Directors of Nursing Programs in WA State, including feasibility of an independent CNEWS website.</p> <p>September 30, 2025 – submit revised MOU</p> <p>December 31, 2025, June 30, 2026 - Deliverable report June 30, 2026 – completed CNEWS strategic plan</p>	<p>Deliverable report describing the WCN support for CNEWS Fall and Spring Conference:</p> <ul style="list-style-type: none">a. Development and implementation of surveys to assess CNEWS Conference goals and objectivesb. Support and implementation of conference planning timelines by WCN staff support.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.e. Recommendations on how WCN can further support CNEWS.f. Provide updated CNEWS Roster twice yearly and communicate changes, as necessary, and all supporting documentation including all handouts.g. Creation and maintenance of two email lists. One email list consisting of just deans and directors and the other list consisting of all CNEWS members.h. Summary of support services provided to CNEWS throughout the reporting periods.
<p>6. RCW 18.79.202(2)(e) Provide consultation, technical assistance, data, and information related to Washington state and national nursing resources;</p> <p>RCW 18.79.202(2)(g) Educate the public including students in K-12 about opportunities and careers in nursing.</p>	6.1	<p>WCN website updates and use of social media to promote the work of WCN related to grant activities.</p> <p>WCN will work to build a following of (but not limited to) 50 followers on Instagram in 2025 by creating monthly informative graphics on Washington’s nursing workforce or work of the Center using WCN’s social media calendar, and by sharing funny, supportive, and inspiring nursing mems, videos, and images.</p> <p>WCN will aim for at least 100 views for each video by the end of 2025 and an additional 100 views for each video by the end of 2026 (for a total of 400 views).</p>	<p>Summary report on outcomes promoting the work of WCN to include:</p> <ul style="list-style-type: none">a. Description and links of website updatesb. Examples of social media promotions, total posts, total views of posts.c. Instagram informative graphics and follow volume.d. YouTube Diversity Video viewse. Provide analytics of website usage (volume, trend over time, new vs. existing users, top visited pages)f. Add a website feedback survey to WCN website to capture feedback by users. Report on recommendations for improvements to websites based on user feedback.

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		December 31, 2025 – Instagram and video report (c, d) March 31, 2026 - Deliverable report	
	6.2	<p>WCN will provide Teen Nursing Academy program supplies to 2025 participant nursing programs: Green River College and Columbia Basin College.</p> <p>Recruit one additional nursing program or middle school and design/implement a 3rd lesson plan on nurses’ role in mental health and healthy pain management.</p> <p>June 30, 2026 – Summary deliverable report;</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 one new program including geographic location, student demographics. c. Impact evaluation of Teen Nursing Academy (number of students reached, change in knowledge about nursing as a career after participation in the program) d. Disseminate results across nursing and non-nursing networks in Washington.
7. WCN and DOH/WABON communications, meetings, and quarterly reports	7.1	<p>Quarterly communication meetings with the Department of Health and WABON to discuss deliverables and their status, payment status, request the 09L Quarterly Surcharge report to be submitted to WCN by 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>September 30, 2025; December 31, 2025; March 31, 2026; June 30, 2026 - Relevant e-mails, communication, and invoices</p>	<p>Summary report on quarterly meetings with DOH and WABON to include:</p> <ul style="list-style-type: none"> a. Meeting Minutes with actions b. Evaluation/completion of all quarterly actions c. Financials Reported Quarterly d. Analysis of meeting effectiveness e. Recommendations for improvements in processes, including outcomes of Carter Development Group facilitated discussions with WABON, WCN, and DOH.
<p>Submission Notes</p> <p>1. All final 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.</p> <p>2. Questions related to reviewer feedback should be sent directly to reviewers via email.</p>			

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Submission Deadline Overview			
September 2025:	2.1, 4.1, 4.2, 5.1, 7.1 (5)		
December 2025:	1.1, 1.2, 2.4, 3.1, 5.1, 6.1 7.1 (7)		
March 2026:	1.1, 2.2, 3.1, 4.1, 4.2, 6.1, 7.1 (7)		
June 2026:	1.2, 2.3, 3.1, 3.2, 5.1, 6.2, 7.1 (7)		