



February 7, 2019

Leonard Sorrin
Vice-President, Congressional and Legislative Affairs
Premera Blue Cross

Dear Mr. Sorrin,

The Washington Center for Nursing (WCN) is pleased to present this proposal for 5 million dollars in funding from the Premera Foundation. The goal of this proposal is to improve population health across Washington with a focus on increasing access to mental and behavioral health and assuring health equity for all communities.

Registered nurses comprise the largest segment of licensed health care professionals and are well positioned to help solve the crisis of access to care. In particular, the crisis level need for mental health services and treatment. Advanced Registered Nurse Practitioners are the fastest growing segment in healthcare and by virtue of their preparation in a wholistic, person-centered team-based approach, they are a workforce capable of delivering high-quality, coordinated care to patients, especially those living with psychiatric disorders in inpatient, ambulatory and primary care settings. Licensed practical nurses are decreasing in number. However, they are a key segment of the nursing workforce, particularly in long term care and in outpatient settings. The key to the provision of quality care is the development of a nursing workforce that mirrors the changing demographics of the communities we serve as well as transform nursing practice to address the health challenges our changing population faces.

In 2001, leading nursing organizations in the state of Washington gathered to address a severe nursing shortage. As a result, the Washington Center for Nursing was established in 2003 as the private not-for-profit state nursing resource center to address the nursing shortage. Funded by a surcharge on LPN, RN, and ARNP licenses, the WCN also receives private grants to accomplish the following:

- Maintain information on the supply and demand of nurses
- Monitor and validate the applicant pool for nursing programs
- Facilitate partnerships between the nursing community and a variety of other groups to achieve policy consensus. Examples are other health professions, business and industry, consumers, legislators, and others.
- Promote diversity within the profession
- Evaluate effectiveness of nursing education, especially for those underrepresented in the profession
- Provide consultant on state and national nursing resources
- Promote strategies to enhance patient safety

- Educate the public about careers in nursing

The following proposal is in response to an inquiry as to how the Washington Center for Nursing would invest five million dollars in effort to increase access to quality care through a stronger and more diverse nursing workforce. Projects are intended to strengthen the nursing workforce in rural communities and better equip nurses to address the behavioral and mental health crisis occurring in our state.

The goal of investment of Premera Foundation funds to Washington Center for Nursing activities is to use the most current data to inform proposed projects, to build upon existing state and national collaborations as well as expand to new partnerships to grow statewide capacity in the areas of nursing education, equity and diversity to increase access to care and most importantly, to improve statewide health outcomes.

Program Proposal: To improve population health, access to mental and behavioral health, and assuring health equity for all communities, the goal of this proposal is to expand nursing education capacity statewide, both in the classroom and for hands on clinic experiences to meet our communities' most urgent health needs.

Filling the of gap of clinical practice experiences for nursing students in rural areas

Next to having enough nursing faculty in our state's nursing education programs, a major barrier is providing clinical practice experiences for students.

- WCN is to provide administration and infrastructure for a rural nursing education program that uses the most appropriate classroom or distance learning modes and clinical practice experiences tailored for students. Developing a program entails convening community college and four- year university partners, reviewing efforts and findings from the following past efforts: The Rural Outreach Nursing Education program and the Area Health Education Centers of Western WA Home-Grown Nurse Report, Rural and Tribal Health Nursing Workforce Development report. As a key participant in both of these historical efforts, the WCN is well positioned to provide an innovative nursing education program in alignment with state and national nursing education efforts, including academic progression towards a Bachelor of Science in Nursing.
- Nurse preceptors are nurses working in health care facilities engaged in the clinical instruction of nursing students. WCN will develop and conduct a Nurse Preceptor Preparation & Support Program. Based on findings from stakeholder feedback in the Action Now! for nursing education initiative, WCN would develop, implement, and evaluate an evidence-based intervention of structured preceptor preparation and support. A primary target for this

program would be rural, critical access, or ambulatory practice sites with limited precepting activity. This project would support current partnerships with local nursing schools.

- Work with schools of nursing and other stakeholders to develop written recommendations on effective simulation techniques and curriculum changes to expand capacity of nursing education to accommodate clinical experience needs of students in evolving health care delivery.

Building on an existing collaboration with the Healthier Washington Initiative and Accountable Communities of Health, provide nursing education in the area of population health and equity with an emphasis on mental and behavioral health.

WCN will work with health care entities, providers (including school nurses), and other participants to design and implement nurse practice experiences, beginning with behavior and mental health integration. The WCN's collaboration with the North Sound Accountable Community of Health (ACH) began in early 2019. A goal is to develop a plan for an aligned strategy and shared investment approach for equity assessment, training, and consultation to be expanded across ACH regions. Healthier Here (King County), Better Health Together (Spokane), will be participating in subsequent phases. Nursing student learning could be integrated in the existing ACH framework, and their learning experiences could serve to enhance the work and outcomes of the ACH's.

- Design population health clinical practice experiences in alignment with ACH goals. In addition, learning experiences would include integrating the social determinants of health into nursing practice, such as nursing assessment during the provision of health care. This would be accomplished through implementation of WCN's social determinants of health toolkit.
- WCN's Nurses on Boards initiative can be expanded to equip nurses to serve on a variety of boards to serve local needs, such as non-profit, social service, school and hospital boards. WCN could increase the recruitment, training, and support of nurses serving on these entities to promote policies and activities that address social determinants that impact health. Housing and economic status are two examples.
- WCN will publicize and provide education and training on the implementation of the social determinants of health toolkit for health providers and organizations. Accountable Communities of Health necessarily have a population health approach, which is in alignment with nursing education's goal to embed population health into nursing practice.
- WCN would re-instate trainings previously provided by partners such as the UW AIMS (Advanced Integrated Mental Health Solutions) program. This program enhanced skills of practicing nurses in the area of mental and behavior health by convening practicing nurses to share best practices on care coordination for patients experiencing substance use disorder, the provision of medication assisted therapy by advanced registered nurse practitioners as treatment for opioid dependence, and other issues.

Increasing diversity in nursing serves to create a nursing workforce that mirrors the changing population served and supports a movement towards more equitable care.

- WCN would convene stakeholders such as the Highline College's Welcome Back Center to explore opportunities, challenges, and solutions for foreign graduate nurses to obtain a Washington nursing license and contribute to lessening the nursing shortage.
- Recruiting promising nursing students and practicing nurses into the nurse faculty role. The most current data show that among all groups of nursing students, graduate nursing students lag the most behind the state's general population. Expand the *So You Want to be a Professor* program for promising and diverse nursing students and practicing nurses interested in a career in nursing education. A Seattle area pilot will begin in Spring of 2019. Students will experience faculty and seminars located at the University of Washington, Seattle Pacific University, and Green River College. This would be expanded to central and eastern Washington.
- Build and expand on WCN's Diversity Mentoring Programs in western and eastern WA. The purposes of these programs are to link diverse nursing students to practicing nurses in their area to assure successful transition from nursing school into professional nursing practice. WCN implemented a pilot in Yakima in 2016 and recruited students who represented diverse communities and had an intent to live and practice in Yakima and/or in eastern WA after graduation. A lesson learned is that a local program coordinator is key to program sustainability and continuity. Such a role builds trust and working relationships with the community, practicing nurses, and local nursing education programs.

The most current data to support proposed programs

The following current data sources provided by WCN and partners assisted in guiding the program proposals above. The WCN intends to continue gathering these data in regular intervals in the future to allow for evaluation of programs.

Supply data for Nursing: Characteristics of the Nursing Workforce

The [2018 RN survey](#) provides comprehensive information on the RNs licensed in Washington state. Key findings to inform program proposals include:

- Registered nurses are generally very satisfied with their career. Long term care is the practice setting where nurses are more likely to report feeling "overwhelmed." Hospital nurses are second.
- Diversity among registered nurses continues to lag behind the rest of Washington, although there appears to have been an increase among Hispanic Nurses. Washington has more male

nurses than the national average. Foreign graduate nurses typically come from Canada and the Philippines, tend to work in hospitals, and have higher rates of Bachelor of Science degree in nursing attainment.

- The national Institute of Medicine Future of Nursing report set a goal of 80% of registered nurses earn a bachelor's degree or higher by 2020. While only 63% of RNs in Washington have a BSN or higher, the survey shows that 81% of nurses ages 19-24 have earned a BSN, indicating a high demand for a BSN among younger nurses. BSN attainment drops precipitously for nurses ages 35 or over. Practice settings with the highest proportion of BSNs are hospitals, followed by long term care/hospice, ambulatory and community health. A BSN is also key for a nurse's ability to move onto careers like nursing education.
- School health is the leading specialty among community health nurses.

The WCN also has recent data on Advanced Registered Nurse Practitioners in the [2018 ARNP Data report](#) and Licensed Practical Nurses in the [LPN snapshot](#).

Demand Data for Nursing: the need to hire nurses from the employer's perspective

WCN participated in the development of the University of Washington Center for Health Workforce Studies and the Washington State Workforce Board of the [Washington Health Workforce Sentinel Network](#) and actively recruits nursing employers to participate in the quarterly submission of demand data. This interactive tool provides information on all nursing categories recognized by the National Bureau of Labor Statistics. RNs and LPNs show prolonged vacancies across facilities and geographic regions, which is an indicator of shortage. The most current report (July through September 2018) shows that the three Accountable Communities of Health that cover eastern Washington (Better Health Together, Greater Columbia, and North Central) have the registered nurse as the occupation with the most prolonged vacancies. This is a strong indicator of shortage. Reports are revised every quarter and are the most "real time" source of demand information for health professions.

WCN intends to develop and implement proposed programs through existing collaborations and expand partnerships to build capacity and statewide reach.

Existing state collaborations

The [WCN Board of Directors](#) is a collection of the most influential nursing organizations in the state of Washington, including the Washington State Nurses Association, the Northwest Organization of Nurse Executives, Advanced Practice Nurses, a licensed practical nurse representative, two year and four-year representatives of the Council on Nursing Education of Washington State, public health nursing, SEIU 1199NW, UFCW 141, and a representative from an ethnic nurses association. These organizations work together to advance the role and mission of the WCN.

WCN serves as the infrastructure for the [Action Now!](#) for nursing education initiative. This is a combined effort of the Council on Nursing Education in Washington State, the Nursing Care Quality

Care Assurance Commission, and the WCN. *Action Now!* works with key stakeholders to develop priorities, strategies and initiatives to:

- Provide opportunities for nurses to advance their education
- Establish sustainable financing for nursing programs
- Ensure quality practice experience for all nursing students
- Create a stronger and more diverse faculty and nursing leadership pool

WCN staffs the [Leadership Washington Nursing Action Coalition](#) (Leadership WNAC) to champion nurse leadership in Washington State. Active partners include the Washington State Health Care Authority, the Washington State Hospital Association, School Nurse Organization of Washington, and the Northwest Organization of Nurse Executives.

Leadership WNAC linked nurses with leadership opportunities to committees and positions influential in the implementation of the [Healthier Washington Initiative](#) for Medicaid and health system transformation. The Leadership WNAC provides education and tools for nurses to integrate the Social Determinants of Health (SDOH) into nursing care. WCN produced a video with the Washington State Health Care Authority called [A Healthier Washington Starts with Nurses](#) to promote nursing's leadership role in addressing the Social Determinants of Health, including service on local community boards. The WNAC has also created a toolkit for nurses to address SDOH at the point of care. The WCN is also working closely with the North Sound Accountable Community of Health to develop a statewide equity initiative to improve equitable care statewide. This work will be accomplished in several phases. North Sound ACH will be working on an approach most appropriate for its region in phase one. Better Health Together (the Spokane area ACH) and others of the remaining seven ACHs are committed to a collaborative effort to expand the effort statewide.

The WCN staffs the [Council on Nursing Education in Washington State](#). This is the association of Deans and Directors of Schools of Nursing. They share data, best practices, and keep up to date with the challenges of nursing education.

The WCN convenes the **WCN Diversity Advisory Committee**, an advisory committee of the leaders of state ethnic nursing associations: Mary Mahoney Professional Nurses Association for nurses of African Heritage, the Western Washington Chapter of the National Hispanic Nurses Association, and the Filipino and Professional Health Care Association of Washington. We also invite nurse scholars in the area of equity and diversity. This committee is key to developing strategies to increase nursing diversity where the gap is the greatest: among nurses with advanced degrees.

WCN is a member of the **Health Workforce Taskforce of the State Workforce Board**. This is where WCN participates in joint planning with medicine and allied health to strengthen all health professions.

WCN convenes the **Advanced Registered Nurse Practitioner Advisory Committee**, which seeks to obtain data on the barriers to increasing APRNs (such as clinical placement) and identify efforts of other organizations to increase APRNs. The ARNP Advisory Committee membership includes the representation from the state ARNP association, ARNP educators, and others.

Existing National Collaborations

The WCN also collaborates regularly with several national organizations. This results in easy access and up to date knowledge and data on best practice and emerging issues from other states. Examples include the Robert Wood Johnson Foundation, the [National Education Progression in Nursing collaborative](#), the [National Forum of Nursing Workforce Centers](#).

Thank you for the opportunity to submit this proposal. Please let me know if you have any questions.

Sincerely,



Proposed Budget

This proposed budget is based on the estimated costs to implement activities in the grant proposal. These costs are based on one year's expenses and the final budget depends on the amount of grant award. The Washington Center for Nursing assumes that the grant award allows for multi-year implementation of activities.

This is a sample budget for the Washington Center for Nursing to create a satellite office in Spokane Washington. The office will increase our outreach to the community throughout eastern Washington.

A. Salary –

Total: \$248,349.00

Eastside Program Director currently oversees the program and will spend 100% of their time hiring, supervising and training staff. This individual's annual salary is \$66,687.00 and will be covered for the 12 months of the contract.

Clinical Nurse Supervisor will spend 100% of their time providing direct service to the programs and participants. This individual's annual salary is \$85,000.00 and will be covered for the 12 months of the contract.

Eastside Program Assistant will spend 100% provide administrative support services to staff, programs and participants. This individual's annual salary is \$34,000.00 and will be covered for the 12 months of the contract.

Executive Director 20% of salary for supervision on satellite office and satellite staff. \$26,670

Finance and Operations Associate 10% of salary for support of the satellite office and satellite staff. 4,992.00

Westside Program Assistant will spend 100% provide administrative support services to staff, programs

and participants. This individual's annual salary is \$31,000.00 and will be covered for the 12 months of the contract.

B. Fringes –

Total: \$55,543.00

FICA will be paid for all salaries: $\$248,349.00 \times .0765 = \$18,999.00$.

Unemployment cost is $\$17,300.00 \times 4 \times .03 = \$2,076.00$. Retirement for full-time employees: $\$134,389.00 \times .06 = \$14,900.00$.

Health Insurance cost for full-time employees is the following:
 $\$4,892.00$ health insurance stipend $\times 4 = \$19,568$

C. Staff Development –

Total: \$300.00

The Program Assistant will attend Classes at the local community college to continue their education in the area of social work and administration for two semesters. 2 semesters \times 2 classes \times \$75.00 per class=\$300.00.

D. Travel –

Total: \$8,643.75

The staff is expected to travel around the county/State to visit sites, attend meetings and trainings/conferences, meet with county partners, visit families etc. The agency reimbursement rate is the same as the Federal rate of 0.585.

Program Director 1,000 miles \times 0.585 = \$585; Daily Subsistence $\$91.75 \times 10$ days = \$917.50; Total \$1,502.50.

Program Coordinator 800 miles \times 0.585 = \$468; Daily Subsistence $\$91.75 \times 10$ days= \$917.50; Total \$1,385.50.

Program Assistant 200 miles \times 0.585 = \$117; Daily Subsistence $\$91.75 \times 5$ days = \$458.75; Total \$575.75.

WCN travel for two people to set up new facility, flights for two people to and from $\times 2 = \$800$. Rental car = \$26 + tax + coverage (approx. \$50 daily) $\times 2$ visits = \$200, hotels $\$145 \times 2$ rooms = \$290 $\times 2$ nights = \$580.

Total \$1580.00

Executive Directors monthly visits first year: \$200 flights $\times 12 = \$2400$. Transpiration to and from \$60 $\times 12 = \$720$. Daily Subsistence \$40. $\times 12 = \$480$.

Total \$3600

E. Equipment Purchases –

Total: \$6,600.00

Two computer packages for the Director and Supervisor, including printer, scanner, and Word Programs at \$2000 $\times 2 = \$4000$. Two computers for the assistants = \$2600. The computer will be based in the administrative office and will be used to develop and maintain client databases in addition to performing administrative work connected to this program.

F. Transportation-Recipient –

Total \$4,380.00

Due to the lack of transportation services in the county, transportation is provided for families and children to participate in activities.

Gas: \$100.00 a month $\times 12$ months= \$1,200.00

Insurance: Automobile Liability per year for \$480.00

Repair and Maintenance: Routine Maintenance for Van (oil change, tires, etc.) as needed \$300.00. Van

Rental For use of County Transportation Vans (\$200.00 a month $\times 12$ months) = \$2,400.00.

G. Medical Supplies and Expense –

Total: \$100.00

4 First-aid kits will be purchased in case of a medical emergency. $4 \times \$25.00 = \100.00

H. Cost of Space – Non-Residential –

Total: \$10,733.00

Monthly rent and utilities cost are necessary for the site location to provide the services and activities. The cost is pro-rated at 50% for Rent and Utilities because the Department of Education Contract covers the other

50% of the cost.

Rent: \$1,200.00 a month (pro-rated 50% of usage) $\$600.00 \times 12 \text{ months} = \$7,200.00$.

Utilities: \$300.00 a month (pro-rated 50% of usage) $\$150.00 \times 12 \text{ months} = \$1,800.00$.

Repair/Maintenance: \$50 a month $\times 12 \text{ months} = \600.00 .

Janitorial Supplies: \$30 a month $\times 12 \text{ months} = \360.00 .

Liability/Property Insurance: \$1,546.00 per year (pro-rated 50%) = \$773.00.

I. Consultants – Support on planning projects.

Total: \$50,000.00

J. Consultants – Support on executing projects.

Total; \$50,000.00

K. Other –

Total: \$50,690.00

Meeting Supplies: to provide supplies for administrative meetings, workshops, etc. $\$75.00 \times 12 \text{ months} = \900.00 .

Employee Training: to provide supplies for professional development and orientation for staff. $\$41.67 \times 12 \text{ months} = \500.00 .

Dues and Subscriptions: to maintain memberships to organizations $\$10 \times 12 \text{ months} = \120.00

Flex Funds: to provide financial support to participants pay bills, provide clothing etc. $\$91.66 \text{ per month} \times 12 \text{ months} = \$1,100.00$.

Office Supplies including binders, file folders, printer paper, toner, staples, etc. $\$100.00 \text{ per month} \times 12 \text{ months} = \$1,200.00$.

Phone and Internet Service: This service is needed to stay connected to funding sources, parents, community collaborators and staff. 3 phone lines and internet with Comcast - $\$180.00 \text{ per month} \times 12 \text{ months} = \$2,160.00$.

Postage: Includes mailing, postage of flyers, program announcements, fiscal reports etc. $\$100 \times 12 \text{ months} = \$1,200.00$.

Printing: to include flyers, registration forms, handouts, workshop information, binding etc. $\$41.67 \times 12 \text{ months} = \500.00 .

Advertising: To include hiring notices, meetings, special events $\$50.00 \times 12 \text{ months} = \600.00 .

Sub-Contracting for Lawn and Parking lot: to maintain the appearance and safety of the outside area of the organization. $\$83.33 \times 12 = \$1,000.00$.

Curricula Cost: (Name Curricula and population it will serve): \$1,200.00.

Food: provided for meetings, participants, etc. $\$200 \times 12 \text{ months} = \$2,400.00$.

Bond/Property Insurance: \$2000.

IT Services: Server \$2500, Monthly service \$600 + tax $\times 12 \text{ months} = \$7,200$. Total = \$9,700.00

Bookkeeping: \$55 an hour $\times 8 \text{ hours a month} = \$440 \times 12 \text{ months} = \5280.00

Annual Audit; \$14,000.

Business License/Legal Fee's: \$450.00

Office Furniture: \$5,000

Misc.: 4 Job Postings on Indeed x \$75 = \$300.

Total: \$485,338.75 estimated per grant year