

# WEST VIRGINIA CENTER FOR Nursing

STRATEGIC PLAN

July 2020 – July 2022

## **Introduction**

The West Virginia Center for Nursing was established by the West Virginia Legislature in 2005 by the recommendation of the Nursing Shortage Study Commission, a group established by the WV Legislature in 2001 in order to recruit and retain nurses in West Virginia. The Center was restructured by the Legislature in 2014 to focus on nursing scholarships and nursing workforce data. Since the restructuring, the Center has been housed within the West Virginia Higher Education Policy Commission.

## **Planning Process**

The West Virginia Center for Nursing engaged in a strategic planning process on June 29<sup>th</sup>, 2020 with Center staff, Board of Directors' members, and advisory committee members.

## **Participants**

Dr. Pamela Alderman, Dr. Cynthia Persily, Ronald Moore, Gerald Bragg, Jordyn Reed

## **Key Definitions**

### **Mission**

The West Virginia Center for Nursing improves the health and healthcare of all West Virginian's through strategic nursing workforce planning and development.

### **Vision**

The West Virginia Center for Nursing will be a national leader in the development and implementation of strategies to support the education, recruitment, and retention of qualified nurse professionals for and in the State of West Virginia.

### **Center**

The West Virginia Center for Nursing

### **Commission**

The West Virginia Higher Education Policy Commission

---

## **Strategic Priorities**

(as outlined in W.Va. §30-7B)

Establish a statewide strategic plan to address the nursing shortage in West Virginia.

Collect, evaluate, and disseminate data regarding nurse availability and shortage areas.

Establish and maintain a website to disseminate data about the Center and its mission, and educational opportunities and financial aid available in West Virginia.

Evaluate capacity for expansion of nursing programs, including the availability of faculty, clinical laboratories, computers and software, library holdings, and supplies.

Consult with and advise the Commission regarding the Commission's administration of the nursing scholarship program designed to benefit nurses who practice in hospitals and other health care institutions or teach in state nursing programs.

Maintain an active Board of Directors of the West Virginia Center for Nursing.

Report to LOCHHRA, LOCEA, and other committees upon request regarding the progress of statewide strategic plan to address the nursing shortage in West Virginia and other issues relevant to the practice of nursing by December 1, 2014 and every other year thereafter (2016, 2018, 2020, etc.).

## **Strategic Priority 1**

Establish a statewide strategic plan to address the nursing shortage in West Virginia.

**Outcome 1** – Collaborate with other stakeholders to create a multi-organization statewide strategic plan to address the nursing shortage in West Virginia, consistent with H.B. 4188, will be completed by May 2021.

- **Strategy 1** – Hold an initial strategic planning meeting June 29, 2020 to establish a plan going forward for crafting the strategic plan. Planning includes identifying stakeholder groups, a general plan for crafting and refining ideas, and establishing a broad timeline for the work.
- **Strategy 2** – Craft broad outline of the strategic plan for which nursing stakeholder groups will offer suggestions to be presented and approved at the July 2020 WV Center for Nursing Board of Director's meeting.
- **Strategy 3** – Gather strategic plan ideas from West Virginia statewide nursing advocacy and leadership organizations to present at the September 2020 WV Center for Nursing Board of Director's meeting.
  - West Virginia statewide nursing advocacy and leadership organizations will include, but are not limited to:
    - Future of Nursing West Virginia
    - West Virginia Nurses Association
    - West Virginia Organization of Nurse Executives
    - West Virginia Association of Nurse Anesthetists
    - West Virginia's chapter of the American Association of Nurse Practitioners
    - West Virginia's affiliate group of the American College of Nurse Mid-Wives
- **Strategy 4** – Gather strategic plan ideas from West Virginia nursing employer groups to present at November 2020 WV Center for Nursing Board of Director's meeting.
  - West Virginia nursing employer groups will include, but are not limited to:
    - West Virginia Healthcare Association
    - West Virginia Hospital Association
    - West Virginia Primary Care Association
    - West Virginia Rural Health Association
    - West Virginia Public Health Association
- **Strategy 5** – Gather strategic plan ideas from West Virginia nursing education groups to present at January 2020 WV Center for Nursing Board of Director's meeting. At the January 2020 meeting, board members will vote on accepting the strategic plan as constructed to be released for a 30-day public comment period.
  - West Virginia Nursing Education groups will include, but are not limited to:
    - West Virginia Association of Deans & Directors of Nursing Education
    - West Virginia League for Nursing
    - West Virginia Student Nurses Association
  - Utilize the annual faculty shortage and capacity for expansion survey data to identify additional ways to address the nursing shortage in West Virginia.
- **Strategy 6** – At the conclusion of the 30-day public comment period, the West Virginia Center for Nursing staff and board members will consult with the Future of Nursing West Virginia workgroups to incorporate public comments into the strategic plan.
  - The existing organized workgroups that may be utilized are:
    - Practice
    - Education
    - Leadership
    - Culture of Health Projects
    - Shared Data
- **Strategy 7** – The West Virginia Center for Nursing Board of Directors will vote to approve the strategic plan at the May 2021 WV Center for Nursing Board of Director's meeting. The strategic plan will be released to all stakeholders via a press release and the WV Center for Nursing Website and social media after all the nursing partners' and organizations' input is integrated into the plan.

**Outcome 2** – The statewide strategic plan to address the nursing shortage in West Virginia will be reviewed on an annual basis and revised once every five years.

- **Strategy 1** – The West Virginia Center for Nursing Board of Directors will consult and receive feedback on the strategic plan in anticipation of its annual review.

- The Center will provide a feedback survey on the Center's website where stakeholders may provide feedback at anytime on the different aspects of the plan. All feedback received will be compiled and reviewed when the Center does its annual review.
- Strategy 2 – The West Virginia Center for Nursing Board of Directors will provide updates on progress on the strategic plan in consultation with nursing educators, nursing employers, and nursing advocacy groups biennially starting in October 2023.
  - Starting in June, prior to the biennial October meeting, the Center will develop a survey to collect progress on the statewide strategic plan from nursing stakeholder groups who participated in the plan's development. All progress on the plan will be reported to the Center's Board of Directors at the October meeting. Phone calls and in-person meetings to discuss progress will be held as needed.
- Strategy 3 – The West Virginia Center for Nursing will begin the planning process for revisions to the strategic plan in May 2025 to be completed by May 2026 and will continue on the same schedule to allow the plan to be revised once every five years.

## **Strategic Priority 2**

Collect, evaluate, and disseminate data regarding nurse availability and shortage areas.

Outcome 1 – A consistent database of the supply of nurses across West Virginia using data provided by the West Virginia RN and LPN Boards.

- Strategy 1 – Collaborate with the West Virginia RN and LPN Boards to verify that data available for analysis matches the National Forum on State Workforce Center's minimum data set for supply data.
- Strategy 2 – Collect data from the nursing boards by January 30<sup>th</sup> of each year.
- Strategy 3 – Integrate nursing supply data into a Tableau dashboard for use by the public and nursing stakeholders by March of each year.
- Strategy 4 – Promote the database through social media, press releases, and the Center's website.

Outcome 2 – A consistent database of nursing education data for all schools of nursing across West Virginia.

- Strategy 1 – Collaborate with West Virginia schools of nursing and the West Virginia Higher Education Policy Commission to identify the types of data that could be provided in an annual survey, and when a good time of year would be to collect this information.
- Strategy 2 – Create an annual survey for West Virginia schools of nursing to provide nursing education data once a plan has been developed with nursing education partners.
- Strategy 3 – Integrate nursing education data into a Tableau dashboard for use by the public and nursing stakeholders annually.
- Strategy 4 – Promote the data base through social media, press releases, and the Center's website.

Outcome 3 – Develop new ways to collect nursing demand data from nursing employers in West Virginia.

- Strategy 1 – Explore and reach out to nursing partners inside and outside of West Virginia to learn what other states are doing to collect nursing demand data.
- Strategy 2 – Create a repository on the Center's website of the different ways that other states are collecting nursing demand data.
- Strategy 3 – Consult and collaborate with nursing employer organizations to better understand which approaches will best meet the needs of healthcare facilities.
- Strategy 4 – Evaluate the possible approaches to the collection of nursing demand data to determine how to best collect this data in West Virginia.

Outcome 4 – Develop annual survey of nurses in West Virginia to be used to identify specific nursing workforce issues each year.

- Strategy 1 – Explore and reach out to see what other states are doing in conducting surveys of nurses in practice and nursing students.
- Strategy 2 – Create a repository of the different ways other states are collecting surveys of nurses and nursing students.

- Strategy 3 – Evaluate the identified approaches to the collection of information from nurses and nursing students to determine if similar approaches could be utilized in West Virginia.
- Strategy 4 – Explore different avenues for survey dissemination in consultation with nursing partner organizations. Such avenues could include the nursing boards, healthcare and nursing advocacy organizations, Facebook promotion, etc.

---

### **Strategic Priority 3**

Establish and maintain a website to disseminate information about the Center, its mission and educational opportunities, and financial aid available in West Virginia.

Outcome 1 – On a quarterly basis, evaluate the information on the Center’s website to ensure all information is up to date.

- Strategy 1 – March, June, September, and December will be the months in which a day will be set aside to evaluate the resources on the website and ensure they are up to date.
- Strategy 2 – Ensure all materials supplied by the Center are up to date and available for use.

Outcome 2 – Continuously add new content to the website to ensure it remains a valuable resource to nursing students, nurses in practice, and other stakeholders.

- Strategy 1 – Identify and collaborate with nursing partners to create a nurse mental health webpage that contains guidance and resources for nursing students and nurses in practice.
- Strategy 2 – Identify and collaborate with nursing partners to create a webpage that contains resources for continuing education for nurses in practice.
- Strategy 3 – Evaluate and explore creating a nursing jobs center for nurses seeking employment in WV.
- Strategy 4 – Evaluate and explore creating a monthly blog for a nurse in practice to post about nursing issues.
- Strategy 5 – Evaluate and explore creating a repository of nursing research from nursing students in West Virginia.

Outcome 3 – Expand the reach of the Center’s website by continuing to promote the Center on social media.

- Strategy 1 – Make posts and share posts on the Center’s Facebook page regularly.
- Strategy 2 – Create Facebook ads to expand the Center’s reach on both Facebook and the webpage.
- Strategy 3 – Integrate the Center’s social media accounts into the website to help further promote outreach.

Outcome 4 – Continue to maintain a directory of financial aid opportunities for nurses seeking scholarships and loan repayment opportunities.

- Strategy 1 – Collaborate with schools of nursing and the Commission’s financial aid division to identify, update financial aid opportunities for nursing students.
- Strategy 2 – Update the financial aid opportunities webpage on the Center’s website.

Outcome 5 – Collaborate with the West Virginia Higher Education Policy Commission and schools of nursing to identify ways to link pipeline students to nursing programs.

- Strategy 1 – Meet with the Student Affairs Division of the Commission to identify what pipeline programs they work with and explore ways that potential nursing students might be targeted for enhanced outreach.
- Strategy 2 – Conduct a brief survey of West Virginia schools of nursing to identify what if any nursing specific pipeline programming they are or have engaged in.
- Strategy 3 – Explore what other states are doing to attract students to nursing programs and identify scholarly research on the subject.

- Strategy 4 - Develop a plan for linking pipeline students interested in nursing or healthcare into more targeted outreach specific to nursing.
- 

#### **Strategic Priority 4**

Evaluate capacity for expansion of nursing programs including the availability of faculty, clinical laboratories, computers and software, library holdings, and supplies

Outcome 1 – Continue to survey nursing educators to evaluate nursing faculty vacancies and nursing program expansion.

- Strategy 1 – Administer the faculty vacancy and program expansion survey every July by sending the survey to all nursing program directors, to be completed by August.
- Strategy 2 – Compile and analyze the results of the survey.
- Strategy 3 – Publish the survey results in a white paper. Release the white paper onto the Center’s website and in a news release.

Outcome 2 – Expand the clinical scheduling program to ease the burden of clinical scheduling on both healthcare facilities and nursing programs and recognize and use underutilized clinical sites.

- Strategy 1 – Collect testimonials of existing users to use to promote expansion of the tool.
- Strategy 2 – Create a map in Tableau of the existing user’s reach to better evaluate central points for expansion.
- Strategy 3 – Promote the use of the clinical scheduling tool on social media and the Center’s website.
- Strategy 4 – Record a webinar of the tool showing how the tool works so that users can better understand its functionality.
- Strategy 5 – Review and identify underutilized clinical sites to discuss at clinical scheduling overlap meetings with schools of nursing.

Outcome 3 – Maintain existing users of the clinical scheduling program.

- Strategy 1 – Collaborate with both nursing school users and facility users to ensure tools are up to date and accurate.
  - Strategy 2 – Hold at least two meetings per year in April and October to resolve overlaps in the tools.
  - Strategy 3 – Collaborate with WVNET to ensure all technical issues are resolved as they occur.
  - Strategy 4 – Promptly respond to users’ when issues arise.
  - Strategy 5 – Record user videos for both schools and facilities to train them on how to better use the tool.
- 

#### **Strategic Priority 5**

Consult with and advise the Commission regarding the Commission’s administration of the nursing scholarship program designed to benefit nurses who practice in hospitals and health care institutions or teach in state nursing programs.

Outcome 1 – Collaborate with the Commission to continuously improve the WV Nursing Scholarship Program.

- Strategy 1 – Review the program’s application, process, and awards after each application cycle to seek improvement areas.
- Strategy 2 – Seek assistance from the Commission or the Legislature if improvements are needed.

Outcome 2 – Advise in the selection criteria for nursing scholarships based in areas of nurse and faculty shortages.

- Strategy 1 – Analyze available nursing data to inform any needed revision of selection criteria.
- Strategy 2 – Convene the Center’s Recruitment and Retention Committee each July to select the eligible GPA and award levels for the coming award cycle.

- Strategy 3 – Deploy selected strategy.

Outcome 3 – Develop an improved system for better tracking the service obligation fulfillment of participants.

- Strategy 1 – Collaborate with the Commission to identify new ways to track service obligations.
- Strategy 2 – Evaluate systems for tracking and select the best system for the scholarship.
- Strategy 3 – Deploy new system.

Outcome 4 – Develop improved communication about the scholarship requirements and processes.

- Strategy 1 – Develop an FAQ for applicants, those in school, and those who have graduated to be placed on the website.
- Strategy 2 – Develop a post-graduation guidance document for all recent graduates so that they better understand requirements for compliance with the scholarship terms.
- Strategy 3 – Deploy new FAQ and post-graduation guidance documents on both the Center’s website and in communication with participants.

Outcome 5 – Explore opportunities to better promote the nursing scholarship to prospective applicants

- Strategy 1 – Deploy recorded videos that explain the requirements by scholarship type to be used on social media and the Center’s website.
- Strategy 2 – Reach out to West Virginia schools of nursing to discuss the scholarship and the requirements to students via webinar or in-person meeting.
- Strategy 3 – Develop an informational flyer to be used by individual schools that contains both scholarship information and program information so that students can understand what is required and when they will be eligible for award.

Outcome 6 – Explore opportunities to better showcase and honor recipients of the scholarship

- Strategy 1 – Explore how other scholarship programs of the Commission and in other states honor recipients by reaching out to the programs.
- Strategy 2 – Evaluate the feasibility of the different approaches to determine which approach will work best for the nursing scholarship.
- Strategy 3 – Deploy the selected approach.

Outcome 7 – Maintain a directory of other nursing scholarships that recipients of the West Virginia Nursing Scholarship might be qualified for.

- Strategy 1 – On an annual basis, search for new nursing scholarships that nursing students might employ to pay for nursing programs.
- Strategy 2 – Explore including guidance on how to apply for financial aid. Collaborate with the Financial Aid Division of the Commission to identify guidance for applying for financial aid and provide this information on the Center’s website.

---

## **Strategic Priority 6**

Maintain an active Board of Directors of the West Virginia Center for Nursing.

Outcome 1 – Engage in vacancy membership recruitment and retention to submit recommendations to the governor.

- Strategy 1 – Seek volunteer or nominations as vacancies occur on the Board of Directors.
- Strategy 2 – Submit list of qualified persons for vacant board seats to the Governor’s Office.

Outcome 2 – Review and revise the policies for Center operations by November of each year.

- Strategy 1 – Create a central policy and procedures manual for use of the Center that contains all operating policies for the Center in a single manual. Policies will include, but are not limited to, the following:
  - WV Nursing Scholarship Policies and Procedures
  - Spending authority
  - By-laws
  - Processes for spending, grants, and scholarship disbursements
  - Website and social media
  - Data requests
  - Sub-committees
- Strategy 2 – Present and approve the policy and procedures manual at the November Board of Director’s meeting each year.

Outcome 3 – Identify and communicate needed resources to the Commission

- Strategy 1 – Empower the Center’s Administrator to discuss any needs to Commission leadership.
- Strategy 2 – Encourage and empower the Board Chair to seek assistance from Commission leadership when needed.

---

### **Strategic Priority 7**

Report to LOCHHRA, LOCEA, and other committees upon request on progress of statewide strategic plan to address the nursing shortage in West Virginia and other issues relevant to the practice of nursing by December 1, 2014 and every other year thereafter (2016, 2018, 2020, etc.).

Outcome 1 – Prepare report of Center activities pursuant to W.Va. Code biennially for presentation at the September Board of Director’s meeting.

- Strategy 1 – Prior to the September meeting, circulate a draft of the report among Board members to solicit feedback and edits.
- Strategy 2 – Present and approve report at the September Board of Director’s meeting.
- Strategy 3 – Submit report to LOCHHRA and LOCEA committees before December 1<sup>st</sup> biennially.
- Strategy 4 – Make report submitted to the Legislature publicly available on the Center’s website.

---

### **Strategic Priority 8**

Continue other initiatives to promote the recruitment and retention of nurses in West Virginia.

Outcome 1 – Maintain and continue to lead the West Virginia Junior and Senior Nursing Academy model for pipeline programming.

- Strategy 1 – Annually provide small grants to assist healthcare facilities and schools of nursing in providing Junior and Senior nursing academies at their facilities. Release the Request for Proposals (RFP) annually in January.
- Strategy 2 – Prior to the release of the RFP, review and revise programmatic materials in consultation with prior grantees.
- Strategy 3 – Evaluate the possibility of holding an annual meeting of academy grantees to allow each academy to learn from one another.

Outcome 2 – Update and revise the Center’s Nursing Residency Model.



- Strategy 1 – Review the Center’s nursing residency model and compare strategies and resources to what other states and in-state providers might be providing.
- Strategy 2 – Update program materials to be more current and relevant today. Establish a timeframe for regular update of the materials.
- Strategy 3 – Deploy the updated model on the Center’s website.
- Strategy 4 – Promote the use of the model on the Center’s website, social media, and through press releases.

Outcome 3 – Collaborate with the Nursing Career Pathways taskforce with K-12 and higher education stakeholders.

- Strategy 1 – Collaborate with k-12 and higher education stakeholders in developing a career pathway to address the unmet need for nursing assistants, licensed practical nurses, registered nurses, and registered nurses with a bachelor’s degree in nursing.
- Strategy 2 – Offer assistance and resources to the taskforce to accomplish all established goals.

