



COLORADO CENTER
for Nursing Excellence



2015 Annual Report: A Year of Action, Innovation and Community Impact

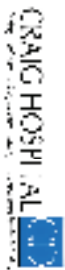




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Thank you to our funding partners

Ongoing support from multiple foundations and health systems has been essential to our ability to serve Colorado. Partner funding has enabled the Center to develop innovative leadership and team training for over 7,500 nurses and healthcare staff, policy and work-force analyses, and bridge building partnerships since 2003.

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The Board and Staff of the Colorado Center for Nursing Excellence would like to extend their deep gratitude to The Colorado Health Foundation, for its support of the staff resources required to develop this 2015 Annual Report.

Cover photo: May 18, 2015. Senate Bill 197 signing ceremony with Governor Hickenlooper.

Adams County Education Consortium
 Avista Adventist Hospital
 Centura Health
 Centura Health at Home
 The Children's Hospital
 Colavira Hospitality
 Colorado Community Health Network
 Craig Hospital
 Denver Health
 Exempla Healthcare
 Good Samaritan Medical Center
 Grand County Colorado
 Home Care Association of Colorado
 Home Care of Grand Valley
 Littleton Adventist Hospital
 Longmont United Hospital
 Lutheran Medical Center
 McKee Medical Center
 The Medical Center of Aurora
 Memorial Health System
 Montrose Memorial Hospital
 National Jewish Health
 Northern Colorado Medical Center
 Parker Adventist Hospital

Thank you to our healthcare partners

The Center is in the partnership business. Thirteen years of working with nurses and nursing leaders has afforded the Center many opportunities to be of service to Colorado healthcare organizations. We thank them all for this honor and privilege, and for their support.

Parkview Medical Center
 Penrose-St. Francis Health Services
 Porter Adventist Hospital
 Rose Medical Center
 SLV Regional Medical Center
 Shalom Cares
 Sky Ridge Medical Center
 St. Anthony Hospital
 St. Joseph Hospital
 St. Mary-Corwin Hospital
 St. Mary's Hospital
 St. Thomas More Hospital
 Swedish Medical Center
 Presbyterian/St. Luke's Medical Center
 University of Colorado Health
 University of Colorado Hospital
 Vail Valley Medical Center
 Visiting Nurse Association
 Vivage Quality Health Partners



FACTS



774

The Center's sixteen highlighted 2015 programs and activities provided training and development to at least 774 individuals.

1.6M

The Center's 2015 budget was \$1.6 million. 33% came from public sector grants, 37% from foundations, 26% from earned revenues and 4% from contributions.

2015: A Year of Action, Innovation and Impact

The Center is the only Colorado organization focusing exclusively on nursing workforce innovation, clinical leadership development and ensuring that Colorado's healthcare organizations throughout the state have access to high-quality and skilled nurses.

Since 2003 the Center has worked to provide a statewide neutral forum for collaborative problem solving, as well as to serve as an innovative and applied nursing and healthcare workforce R&D organization. The Center works today to craft innovative solutions to tomorrow's nursing workforce and healthcare challenges.

In November 2014, the Board of Directors participated in a Strategic Planning Retreat. The outcome was to adopt as the "Big Hairy Audacious Goal" for the next decade the full implementation in Colorado of the eight recommendations of the Institute of Medicine Future of Nursing Report.

Work has been ongoing since the Center was designated the co-lead, with the Colorado Hospital Association, of the Action Coalition in 2011. This work has been strengthened by the board emphasizing the importance of this work.

Since inception, the Center has worked directly with over 7,500 nurses and healthcare staff, 130 health care facilities, 25 schools of nursing and indirectly supported tens of thousands of Colorado nurses and nursing students. 2015 was

a year in which the Center built on its growing strength and experience in four program areas to provide over 500 hours of training and support to over 774 participants:

1. Interprofessional healthcare team development;
2. Growing Colorado's Advanced Practice Registered Nurse (APRN) workforce;
3. Increasing nursing diversity; and
4. Expanding the number and skills of Colorado nursing community and clinical leaders.

Forming an important context for the Center's activities, the health care and demographic trends of the last several years continue to accelerate. As Colorado's population grows by 75,000 per year and the aging of the Baby Boomer cohort rapidly increases the 65+ population, the demand for health care is quickly growing. In 2000, 1,000 Coloradan's turned 65 each month; by 2018 that will increase to 3,000 per month, peaking at 3,300 per month in 2025.

As the nature of health care changes, one clear trend is the move towards interprofessional collaborative practice (IPCP). Since 2010, the Center has been working with Federally Qualified Healthcare Centers (FQHCs) all across Colorado, in close partnership with the Colorado Community Health Network. This high-impact and beneficial partnership has enabled the Center to not only develop new programs and gain significant competence in develop-

1400

Over 35% of Colorado nurses are over 55. Each year 1,400 nurses turn 65. Some retire before 65, some retire after, but unavoidably they will leave the workforce.

3000

For the next 15 years, 3,000 Coloradans will turn 65 each month. In 2000, this number was 1,020. Has our senior healthcare capacity also increased by 300 percent?

30%

Thirty percent (3,950) of Colorado physicians are 61 years or older. Eighteen percent (2,372) are already over 65. Who will fill their shoes?

“ We work today to craft innovative solutions to nursing workforce and health care challenges that will arrive tomorrow. ”

ing IPCP skills in health care professionals, but also to help improve the quality and access to health care for Colorado’s low income and underserved populations.

The Center’s capacity to provide innovative IPCP programs with a measurable impact on staff competencies enabled it to successfully compete nationally for federal IPCP funding in 2013, a program that ends in June 2016.

To help ensure the supply of primary care providers, Senate Bill 197, signed in May 2015, enabled APRN new graduates to overcome significant barriers to practicing and acquiring jobs. This was only the first step in addressing the many “Access to Care” challenges facing rural and underserved Coloradans. Due to the Center’s commitment to Access to Care, the second step was a multi-year, multi-part program established to provide financial aid and other support to new APRN students who have committed to practicing in rural and underserved areas of the state.

These emerging APRNs are “rooted” in their communities and will stay after graduation. This “Grow Your Own” program has received support from The Colorado Health Foundation and the Daniel and Janet Mordecai Foundation.

The Nursing Workforce Diversity (NWD) mentoring program has been very successful. With input from the NWD Advisory Committee, a 2-day Mentor Training Institute (MTI)

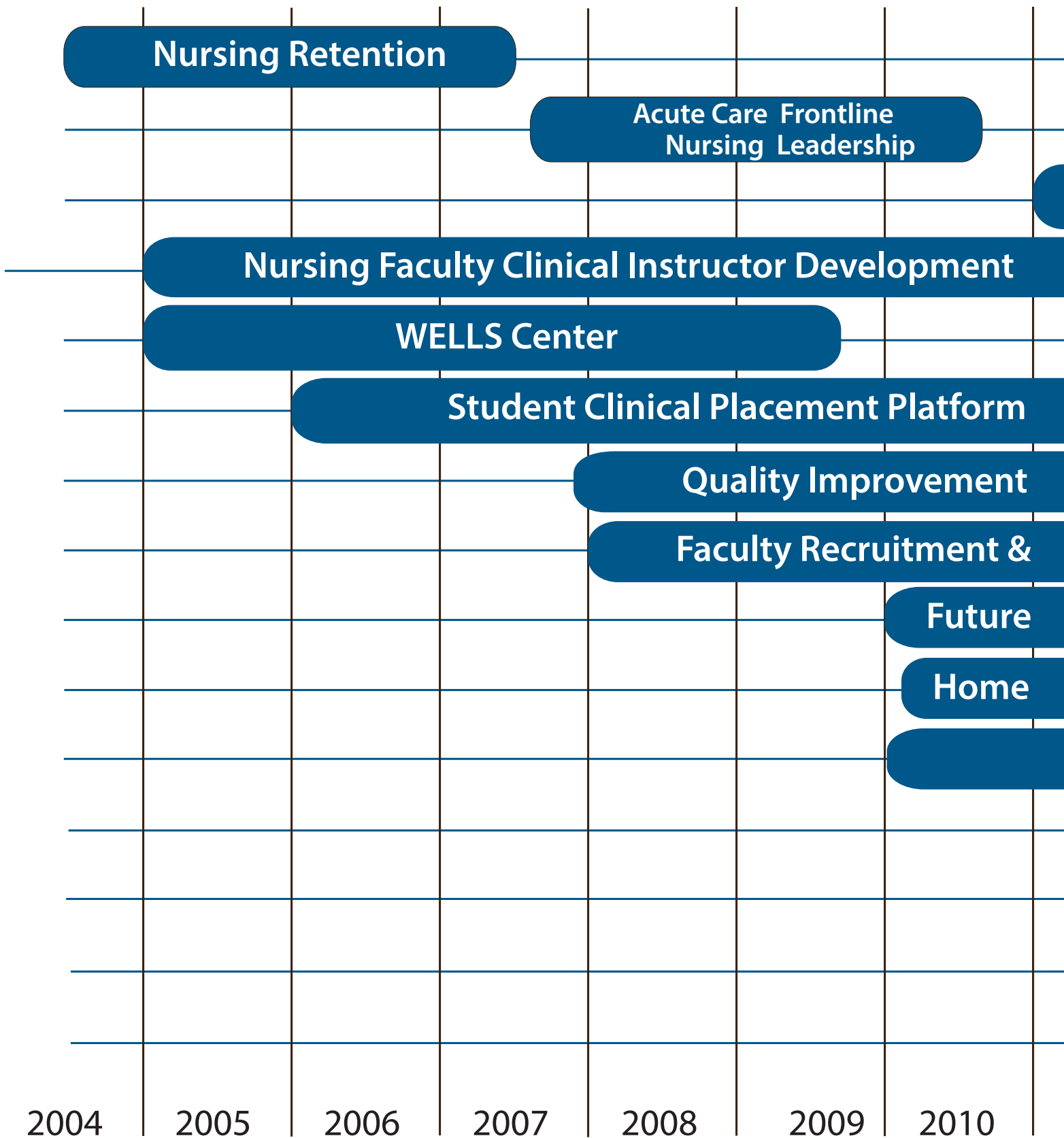
was developed and offered at the end of October 2015. A goal was set to recruit twenty ethnically/racially diverse nurses to participate in this MTI. Thirty diverse nurses were recruited. An additional seven participating mentors from the 2014 pilot mentoring program have returned to mentor another group of students. Five trained coaches from The Center are conducting monthly group coaching conference calls with the mentors to provide guidance and support.

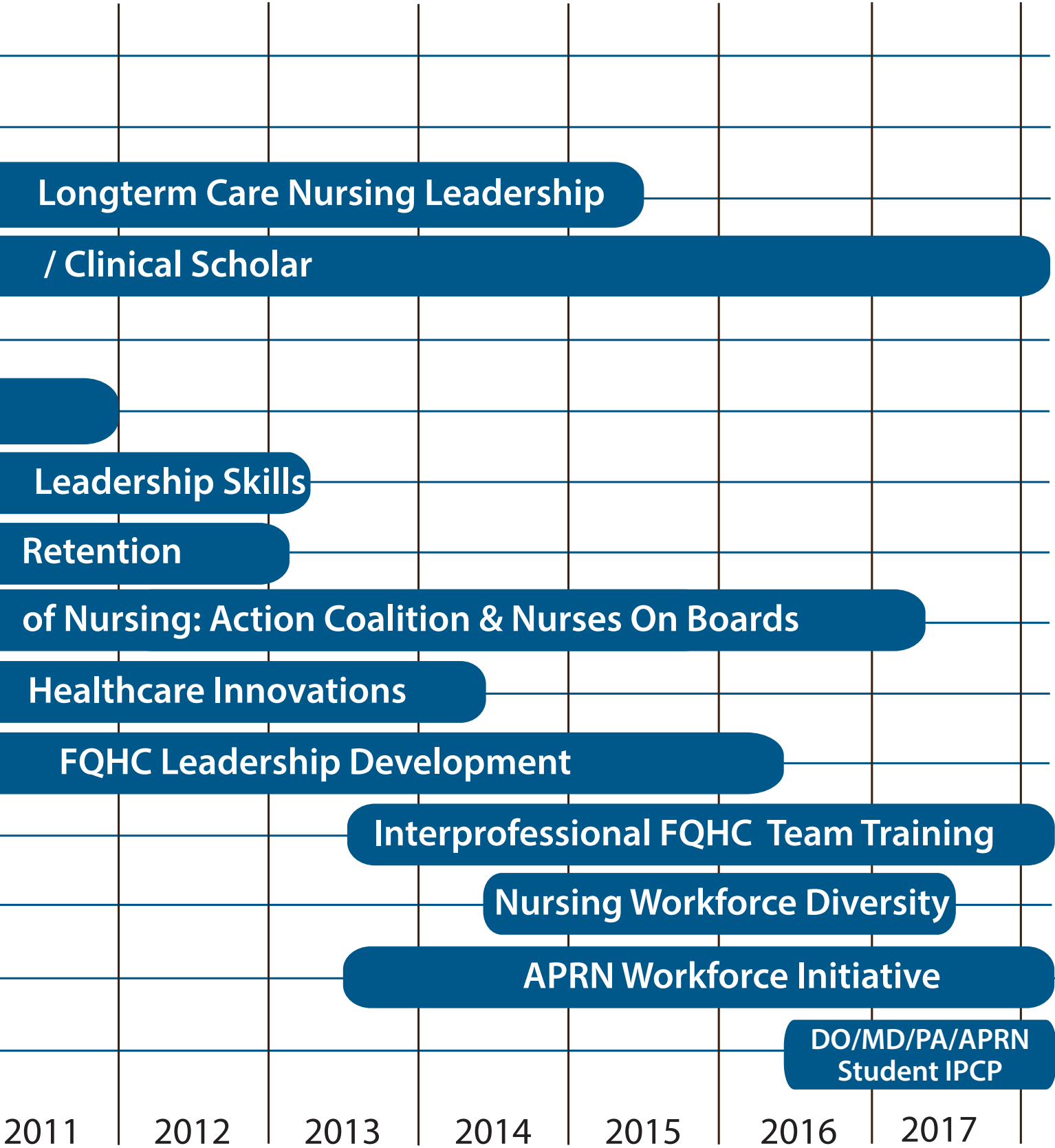
Work on the IOM Future of Nursing initiative continued in 2015. The third Deans and Directors workshop was held with thirteen participants. The Center is partnering with the Organization of Associate Degree Nurses to offer a preconference workshop at their annual conference in November 2016. The 40 Under 40 initiative, created to help develop young nurse leaders, held a kick-off event in May and partnered with the Colorado Nurses Association to co-host an event in conjunction with the CNA annual convention. Seven Nurses on Boards Salons were held with a total of 53 participants. Finally, eleven nurses were appointed by the Governor to state Boards or Commissions in 2015.

2015 was a very active and productive year. We are all looking forward to an even more exciting and impactful 2016!

Kathy Harris, Board Chair
Karren Kowalski, CEO and President

A Summary of Center Activities Since 2004





2015 Program Highlights:

16 Programs and over 774 Participants

Since its creation in 2003, the Center has worked to both understand the challenges facing Colorado's nursing and health care workforce and then to craft innovative responses. The Center's operating principals have been to consistently engage multiple partners and develop collaborative and enduring solutions. Drawing on insights from nursing practice and education leaders, the Center and its partners have designed and delivered a wide range of nursing and healthcare workforce and leadership development programs for over 7,500 health care professionals across Colorado. The following pages provide some detail about sixteen of the Center's 2015 activities and programs, which had at least 774 participants.

Program	Participants	Program	Participants
40 Under 40 Conference & Networking	133	Labor and Delivery Workshop	10
Building Skills for Effective Teams	45	Mentor Training Institute	30
Clinical Scholar Workshops	42	National Forum 2015	201
Deans and Directors Workshop	13	Nurse Leadership Institute	16
Diversity Summit	33	Powerful Presentations	10
Emerging Talent Leadership	58	Preceptor Workshop	25
Home Health Simulation	12	Service & Education Meeting	60
Leadership Development: CCHN/FQHCs	33	Salons	53

Advanced Practice Registered Nurse (APRN) Workforce Initiative

Coloradans are facing increasingly difficult barriers in accessing health care, especially in underserved communities. This situation, in part, served as an impetus for the Center to explore ways to increase the number of APRNs that could provide care in rural and underserved communities.



Responding to this challenge, The Daniel and Janet Mordecai Foundation in April 2015 provided funding to increase APRN supply, impact, and distribution. The funding was built on the concept of "Grow Your Own APRN" (GYO) and was designed to build a nurse driven primary care model for communities where providers are scarce. The chief concern regarding this program was that we would not find an adequate number of applicants to fill the 10 financial aid opportunities. To the contrary, over 60 applicants applied for support. Thus the Center sought additional funding from The Colorado Health Foundation and 30 additional educational opportunities were funded in November 2015.

APRNs follow a different career path than physicians. Ninety percent of APRNs are experienced nurses who go back to graduate school after many years as an RN. Typically they already have a job and often a family, which can create significant barriers that they must overcome to return to school. These issues are even tougher for rural and diverse RNs.

This three-year project recruits nurses from underserved communities to return to school and become APRN providers within their own communities. Financial and non-financial support is provided to at least forty new RN-to-APRN

students who commit to complete school and return to work in these rural and underserved communities.

While this initiative will provide financial assistance of between \$10,000 and \$20,000 per nurse, the GYO program is much more than a funding program. Over the course of their (average) 2.5 years of education, Center staff will work to help obtain support in the form of employer work flexibility, additional community-based matching funds, academic mentoring, coaching, transportation assistance, peer-networking, leadership training, and securing the necessary 650 hours of clinical placements and APRN Preceptors.

Participants will commit to two years of rural/underserved community service for each year of support (maximum of six years). Unlike physicians who often go to rural areas to complete a two year service commitment that forgives a portion of their medical school debt, the nurses grew up in these areas, attended school in the area, married and are raising families in the area and intend to remain in these areas. This brings a continuity of care to the community that stretches over an extended period of time.

Over sixty applications were received to fill the ten available spots in 2015. All applicants have been vetted to help ensure retention within the communities following completion of their contracts. The nurses accepted into the program exhibit a high degree of community involvement. Examples include nurses who sit on local school boards, run independent soup kitchens, volunteer with the school based health clinics and are active members of Rotary. All are invested in building sustainability within their communities and many have children attending schools within those communities.


This project will help create a new primary care provider workforce within areas in need by building from within, with the ultimate goal of improving access to care and care providers for all members of those communities.

Advanced Practice Registered Nurse (APRN) Legislative Initiative

Survey data gathered by the Center in 2014 indicated that as many as 60 percent of new APRN Colorado graduates planned to leave the state upon graduation because of statutory APRN practice barriers related to prescriptive authority. This resulted in newly educated APRNs leaving the state due to Colorado legislative requirements.

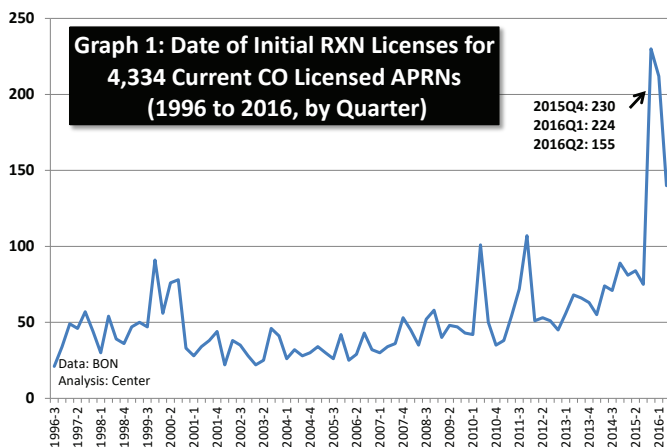
This out-migration of new APRNs was all the more serious due to the health care insurance changes that encouraged residents to obtain health insurance either through Medicaid or the state ACA Exchange. This led to a growing shortage of primary care providers, with rural and underserved areas identified as the most at risk.

Responding to requests from nurse leaders around the state as well as the Department of Healthcare Policy and Financing, the Center convened a broad collaborative partnership to address the provider shortage and assess how APRN practice barriers were intensifying the problem at a time when Colorado needed more providers to fill the shortage gaps.



Together, with the support of The Colorado Health Foundation, the Collaborative built a case that influenced the Nurse Physician Advisory Taskforce for Colorado Healthcare (NPATCH) to recommend changing the statute and decreasing several key transition to practice barriers facing APRNs in Colorado. The Department of Regulatory Agencies (DORA) followed up on the NPATCH recommendations by bringing a bill to the Legislature that decreased practice barriers with the aim of increasing the number of APRNs practicing in Colorado.

Center staff were invited to work with the core team from DORA and the legislative sponsors to provide historical insight as well as ongoing research and data support throughout the legislative process.



Serving in a support role as a DNP student intern to Senator Larry Crowder, Ingrid Johnson, Center Project Director, was invited to team meetings and served as a member of the legislative team, working with DORA and the sponsors in all of the stakeholder meetings aimed at passing this legislation.

Legislation passed unanimously in both houses and was signed into law by Governor Hickenlooper on May 18, 2015. Center staff were invited guests to the bill signing and the Center was awarded one of the signing pens in thanks for the work done in support of the passage of SB15-197.

One insight into the impact of this effort is indicated by Graph 1, which illustrates the number of APRNs that acquired prescriptive (RXN) authority by quarter since 1996. Since the legislative change, there has been a significant increase in the volume of Colorado-licensed APRNs that have prescriptive authority and thus can more effectively provide access to health care in underserved communities.

Profile in Nursing: Ciani Sosa, RN

Ciani Sosa is a nurse at Clinica Family Health in Lafayette. Ciani has participated in several Center workshops, including Building Skills for Effective Teams (BSET) and the Nurse Leader Institute. She served as a BSET team member from Clinica and modeled how nurses as leaders impact outcomes. Most recently Ciani was awarded a Rural and Underserved APRN Fellowship and will begin school at Regis University in August, 2016 where she will be one of fourteen Rural and Underserved Nurse Fellows who have enrolled in the new Rural and Underserved Track. Ciani provides a wonderful example of how to live a mission driven life.



"I am currently working on several exciting projects which include a position at Clinica which requires nurses to work at the top of their license. My family and I have partnered with my church to create and lead a small soup

kitchen that currently serves 50 to 100 men, women and children two times per month. Finally, my mission has expanded outside of the US as over the past three years I have served as a volunteer in Peru."

"I truly love what I do! I am excited to return to school and continue my education to become an APRN so that I can serve and educate on a greater scale. Thank you for consideration as an investment in me will benefit not only my community but Peru and beyond."

Building Skills for Effective Teams (Interprofessional Collaborative Practice)

In June of 2013, the Center and a set of collaborating partners were awarded a three year grant from the federal HHS Health Resources and Services Administration (HRSA) to support Interprofessional Collaborative Practice (IPCP) training for Federally Qualified Health Center (FQHC) staff.

Working in close partnership with the Metro Community Provider Network, the Colorado Community Health Network, and a range of other FQHC clinics, the Center provides an intense, year-long program of IPCP team training to health care teams from Colorado FQHCs. As of the end of 2015, the Center had trained eighty health care staff from fourteen urban and rural Colorado FQHCs.

The primary HRSA IPCP program element is a year-long training program named "Building Skills for Effective Teams" (BSET).

45 participants

In 2015, the BSET program completed the second cohort with teams from across Colorado. A total of forty participants from eight clinics participated. Each team participates in a series of four 2 ½ day face-to-face learning sessions, team coaching, and the completion of a team capstone project focused on improving two quality measures.

The program is built on experiential learning exercises intended to grow individual and team awareness, trust, confidence, and relationships while focusing on specific pro-



BSET Ropes Course Participants

cess improvements and team-building. One example is the "High Ropes" experience that is completed during the first learning session where all participants support each other through a facilitated outward-bound obstacle course. Many have identified this element as being a key turning point for gaining insight around the power of a team and how important trusting relationships are to success.



BSET Program Training Group

One example of a clinic success is Mountain Family Health Centers, which sent multiple teams each year to the program. In October 2015 Scott Owens, Human Resource Director and Ken Davis, Physician Assistant and Medical Officer traveled with Deb Center to present to a multi-state event sponsored by the Northwest Regional Primary Care Association in Seattle, Washington. The focused on how the BSET training has shifted the culture within their clinic and enhanced employee engagement and quality outcomes.

Both leaders shared their story on how the program changed their personal and professional lives and how the elements taken from the program changed internal processes for improving quality outcomes as well as improving clinical and non-clinical teams to increase employee engagement and retention. Changes implemented as a direct result of the BSET program have been instrumental in helping transform the culture at Mountain Family.

Looking beyond 2015, experience gained in this 2013-2016 IPCP project formed the expertise necessary for the Center to apply to HRSA in 2016 for a similar IPCP, team-oriented initiative offered by HRSA's Division of Medicine and Dentistry.

Clinical Scholar Nursing Faculty Development Initiative

In January 2005, the Center was awarded a grant from the Colorado Department of Labor and Employment to develop a response to the nursing clinical faculty shortage which was identified as the bottleneck in providing an adequate number of high quality student nurses experiences that adequately prepare them for practice. With this funding, the Center developed a Clinical Scholar workshop where expert clinical nurses were provided forty hours of didactic training to give them a skill set that would allow them to lead rotations of nursing students

42 participants

“The Clinical Scholar Course made a huge impact on my career, as it gave me the credibility to take on more challenging teaching and precepting opportunities. It also gave me the confidence to apply for an additional teaching position.” KT

in clinical agencies.

As of 2015, over 1,400 Scholars have been trained. The community demand for the Clinical Scholar workshop has grown over the years and the concept of purposefully training new clinical faculty has almost become a community norm.

The workshop transitioned from a fully grant-supported

project to a workshop that is offered for \$1250 for the five day workshop. This financial obligation is often assumed by the employing agency or the school, but may be paid by the individual participant as well. Currently, this workshop is offered twice a year and is fully subscribed at 25 – 30 participants.

Since its inception the workshop has been refined and yet it remains true to its original format. It continues to be taught by some of the most talented educators in our community as well as Center staff, an attribute that is very appealing to participants. Over the years the workshop has incorporated more and more experiential learning that mirrors what should be happening in all of nursing education. The enthusiasm of participants and evaluations from them have always been and continue to be exceedingly positive.

Colorado Community Health Clinic Staff Leadership Development Program

Colorado Community Healthcare Network (CCHN) represents Colorado’s twenty Federally Qualified Health Centers (FQHCs) that form the backbone of Colorado’s health care safety-net clinics. Preparation and support for professional development for leaders in these clinics is an increasingly important focus.



Lessons learned by the Center in other areas in health care led us to believe that enhanced leadership development can have far-reaching positive outcomes on job satisfaction, employee retention, increased quality and patient safety.

The top take-away skills from the CHC Leadership training (based on participant surveys):

- Communication: 100%*
- Conflict Resolution: 70%*
- Emotional Intelligence: 90%*
- Team Building: 70%*
- Active Listening: 70%*
- Powerful Questions: 60%*

Since 2010, the Center has provided professional training programs to hundreds of health care staff employed by FQHCs. This was the first time the Center’s education and support stepped outside of nursing and

Profile in Nursing: Ran Tao, RN

Building on a strong passion for public health nursing, Ran Tao is responsible for developing the agency scholar program for Jefferson County Public Health. She coordinates all students and interns who are completing their public health nursing or public health educational clinical rotation. She previously worked in communicable disease control, immunization and children with special health needs program. Ran introduced herself, “I love working with diverse, vulnerable, and underprivileged populations, am fluent in both English and Mandarin and in my spare time I like hiking with my corgi and making origami.”



Ran has participated in several Center programs, including the APRN Initiative, 40 Under 40, Mentoring, and Clinical Scholar. “I participated in the Mentor Training Institute in 2015. The goal was to increase diversity in the nursing workforce as well as providing support to nursing students.”

“I received a lot of support from the Center in the form of monthly check-in phone calls and a binder full of resources for mentors and mentees. As a result I felt more confident with my mentoring skills over time. I developed a close mentoring relationship with my mentee.”

“I recommend this program because it will enrich your nursing experience, support nursing students to reach their educational and career goals, and give you a sense of accomplishment. Both my mentee and myself feel committed to this program and we have decided to continue the mentorship beyond the one year requirement until she graduates from school.”

included interprofessional frontline leaders from clinics in such areas as administrative support, pharmacy, telephone triage as well as nursing.

Utilizing the template that had been highly successful in prior HRSA-funded leadership projects, a four day leadership workshop was offered with a parallel two-day training for coaches. Following completion of the didactic workshop these leaders and their coaches met and capstone projects were designed, implemented and evaluated over the course of a six-month period.

The participating coaches were supported by the Center's coaching team to expand their skills and competencies for coaching the frontline leaders. In addition, a Frontline communication and leadership skills program was also offered, described as an "Emerging Talent" workshop.

Originally created as a three year project, offering leadership training for 24 participants each year, the schedule was accelerated due to its demand. CCHN viewed the outcomes achieved with this project to be highly successful.

Participants attended from 13 different sites, locations both rural and urban. This project was funded by the Colorado

Community Health Network, with support from The Colorado Health Foundation. A total of 58 individuals participated in these programs in 2015.

Increasing the Diversity of Colorado's Nursing Workforce

Over the last few years, the need for increasing nursing workforce diversity (NWD) in Colorado has become evident. Sixty nine percent of Colorado's population is White, non-Hispanic while 31% is minority. Hispanics are the most rapidly growing and largest minority demographic at 22% of Colorado's population. The Colorado State Demography Office forecasted that by 2035 Hispanics will make up 31% of Colorado's population and the White population will decrease to 58%. Other minority groups are also rising but not nearly at the rate of Hispanics. The total minority population in Colorado will make up 42% of the population by 2035.

Colorado's nursing workforce falls short of matching our state population. Literature reports that patient outcomes are improved when cared for by health care providers of similar ethnic/racial backgrounds. Thus, the Center success-

Profile in Rural Nursing: Doug Miller, MSN, APRN

Doug Miller, MSN, APRN leads the Rocky Ford Family Health Center, the only primary care service clinic in Rocky Ford, CO. Doug has always been a strong supporter of the Center. During the legislative work to lower some of the barriers to full practice and prescriptive authority, he provided expertise on rural challenges and APRN recruitment difficulties. More recently, he provided the following description of the challenges still faced as a rural family nurse practitioner.

"When I started practicing as a Family Nurse Practitioner 18 years ago, I worked for an MD who thought NPs were better suited to care for primary care patients than MDs because of our nursing education and experience. From the first day on the job, she expected me to work at the top level of my training and then develop additional skills so that I could do everything possible to care for patients in the clinic and not have to refer them elsewhere. The additional skills I learned included skin lesion biopsies and removal of sutures and joint injections."

"Thirteen years ago I purchased the Rocky Ford Family Health Center; it is a certified Rural Health Clinic. At that time the federal RHC guidelines required us to have a Medical Director onsite at least once every two weeks. Approximately 18 months ago, Medicare rescinded that requirement. Our Medical Director resides in the Denver area, and is responsible for signing documents in cases where a NP signature is not acceptable."

The change brought about by SB197-15 serves to decrease barriers to practice for providers like Doug to care for more people who need access to healthcare. However, even with the most recent changes and positive improvements, it takes time for health care systems to change as Doug went on to say, "... In spite of the fact that APRNs can work independently in Colorado, we continue to struggle with health care organizations who will only accept a doctor's name in order for us to be associated with them. There are organizations who will not allow NPs to sign orders for their own patients, and insurance payers who will only pay NPs 75% of what they pay physicians."

SB197-15 has vastly improved the landscape for APRNs in the state to practice, but it is important to understand that there is still work to be done in order to ensure all citizens of the state have access to a health care provider. Barriers to practice remain and the Center will continue to work diligently to create a smooth path for practice by new APRNs as they enter the workforce to serve rural and underserved Coloradans.



fully searched for and found funding to address this issue.

With a two year grant awarded in June of 2015 from the federal HHS Health Resources and Services Administration (HRSA), the Center has embarked on a multi-part Nursing Workforce Diversity initiative. At less than 15% of the current nursing workforce and with less than 20% of non-white NCLEX test takers, the diversity of Colorado's current and emerging nursing workforce is far below that of the Colorado population.

The NWD project is working to support Colorado's efforts to recruit, retain, and graduate diverse nursing students by implementing a set of five innovative interventions focused on ADN, ADN-to-BSN, and MSN nursing students:

- (1) Develop a Mentor Training Institute (MTI) that recruits, maintains and educates nursing mentors to be successful at developing nursing students;
- (2) Recruit at least twenty five students annually in a mentorship program that will increase their confidence, academic performance, retention, and graduation rates;
- (3) Create one Transition to Practice program to increase the skillset of diverse new graduates;
- (4) Increase the number of students completing their degrees by creating a program that addresses academic and non-academic barriers and strategies to overcome them, and;
- (5) Provide five diverse MSN students interested in teaching with a scholarship and mentoring.

As of the end of 2015, a total of 37 diverse students were being supported by this project. Thirty three students participated in our mentoring program and four students are receiving support through emerging faculty scholarships. A critical care transition to practice program is in the planning stages. Much was learned from the labor and delivery transition to practice course offered in partnership HealthOne Obstetrical Services in the summer of 2015.

Due to the shortage of ICU nurses, a partnership was formed with St. Anthony's Hospital, Centura System, and Regis University. The TTP ICU course will be taught by Regis and a clinical application will be conducted at St. Anthony's.

In addition to preparing nursing students, a total of 37 diverse clinical RNs were trained to be mentors. A Student Success Resource List was created and disseminated to students to address any of their academic and non-academic challenges and barriers. More than 50 resources are available to the participants.

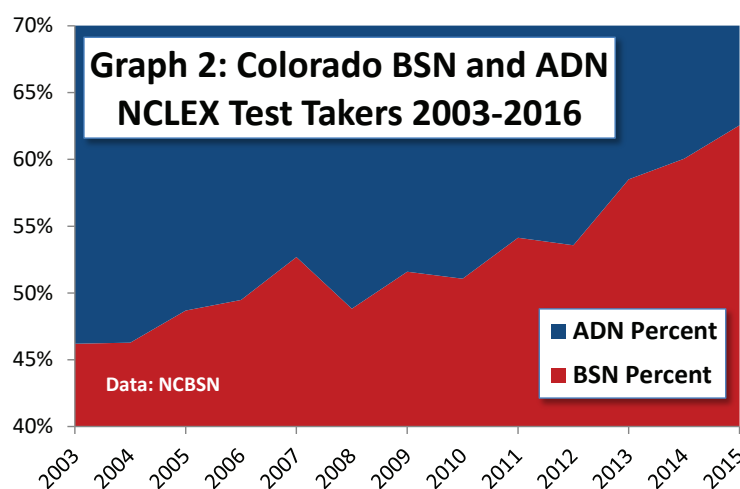
Coaching has effectively complimented the Center's innovative programs. Mentors receive monthly structured support through group coaching calls to help empower them to successfully implement the tools they received in the MTI. Coaching has provided an avenue for mentors to network. MSN education students also receive coaching as a means of support and guidance.

Future of Nursing Action Coalition

Since 2011, the Center has been leading a state-wide effort to implement the recommendations in the Institute of Medicine's report "The Future of Nursing: Leading Change, Advancing Health Nursing." This initiative is funded by the Kaiser Permanente Community Foundation, Colorado Nurses Foundation, and the Robert Wood Johnson Foundation.

When the Center was first designated as a Co-lead of the Colorado Action Coalition along with the Colorado Hospital Association, a meeting was convened to prioritize the Institute of Medicine (IOM) recommendations. Stakeholders from across the state attended to voice their opinions on which recommendations should be a focus for Colorado. The recommendation selected as the number one priority for Colorado was IOM recommendation #4: "Increase the proportion of direct patient care nurses with a baccalaureate degree to 80% by 2020". The second priority was recommendation #7: "Prepare and enable nurses to lead change to advance health". The third priority chosen was IOM recommendation #1: "Remove scope of practice barriers".

In 2015, priority number one, increasing the number of baccalaureate prepared nurses, continued to gain momentum. Dual enrollment agreements between community college associate degree nursing (ADN) programs and baccalaureate nursing (BSN) programs increased the number of ADN registered nurses pursuing their baccalaureate degree. The number of new graduate nurses with a baccalaureate degree testing for the NCLEX exam was greater than 50 percent in 2015. This percentage is on a gradual but steady climb, as indicated by Graph 2.



Another factor leading to the increase in nurses continuing their education is the number of American Nurses Credentialing Center (ANCC) designated "Magnet" hospitals and those hospitals on the Magnet journey in the Front Range area. It is estimated the number of BSN nurses in the metro area was 60 percent in 2015. However, this factor does not

apply to the rural areas of the state where the estimate was only 40 percent.

In support of this IOM recommendation #4 an annual service education meeting was held with 45 participants from both academia and service. The participants developed workgroups with action steps to work on two key areas: increasing the number of clinical student placements and strategies to continue to increase the number of BSN nurses.

The second priority for Colorado is to prepare and enable nurses to lead change to advance health. Due to a spike in turnover rates of deans and directors of nursing schools, a workshop was designed for nurse leaders in academic settings. The Deans and Directors workshop is focused on increasing resiliency and reducing turnover in these positions. In 2012 a four day workshop was established to enhance their leadership skills and provide them with tools and resources to be effective leaders. In 2015, thirteen participants from across Colorado and three other states attended.

Profile in Nursing:

Christy Garbus, RN, BSN, CEN

Christina Garbus is a Regis graduate, RN, BSN, CEN and works in the ED at Swedish Medical Center. Christy has been serving as a clinical scholar for a year and is going to begin pursuing her Masters in Nursing Education at Regis University this August. "I have worked at Swedish my whole career and serve as the medical coordinator for the Commerce City 9 Health Fair each year."



"I attended the Clinical Scholar Workshop. This workshop was empowering and inspiring. Taught by incredible nursing leaders, the course covered how to teach, and inspired me to inspire my students in the process. I left feeling empowered not only in my role as an

educator, but proud of my profession and what it means to be a nurse. I was able to connect with other nurse educators and leaders, learn the art of communication, and reconnect to my purpose as to why I entered nursing. This invaluable experience will help me encourage and inspire the next generation of nurses."

This workshop drew the attention of the Organization of Associate Degree Nurses (OADN), resulting in plans to offer a one day preconference workshop at the OADN National Conference in 2016.

Another element of this priority is developing young emerging nurse leaders. To enhance the skillsets of young nurse leaders the 40 Under 40 Initiative was launched in 2015. A daylong conference attended by 125 young leaders was held in May. Joanne Disch PhD, RN, FAAN speaking on "Leadership in a Paradoxical World" was the keynote. This was followed by a panel of younger nurse leaders sharing the stories of their journeys. In the afternoon a world café exercise solicited the opinions of the nurse leaders on what they would like to see in the future from this initiative and specifically what skill sets and tools they needed to develop their leadership.

The nurse leaders identified an annual conference with skill building sessions and informal networking opportunities as a priority. A networking event was then held in conjunction with the Colorado Nurses Association (CNA) Annual Assembly panel discussion followed by a social gathering.

An additional effort for this priority focuses on the following statement in the IOM report under this recommendation: "Public, private, and governmental health care decision makers at every level should include representation from nursing on boards, on executive management teams, and in other key leadership positions." This initiative is referred to as "Nurses on Boards".

The Center hosted Leadership Salons in 2015 that were developed to bring awareness, educate and recruit nurses to be on boards. Seven Nurses on Boards Salons were held throughout the year with a total of 53 participants. Speakers included Susan Hassmiller, Patricia Givens, Janet Houser, and Romaine Pacheco, the Director of the Governor's Office of Boards and Commissions, as well as Karren Kowalski and Lola Fehr. They spoke on topics ranging from how to obtain board positions, to what the governor looks for in an applicant. Ms. Pacheco will often call for assistance in discovering nurses to serve.

The Center was successful in aiding the appointment of nurses on boards and identified nurses serving on boards. Since February 2015, twenty-six nurses have been appointed or reappointed to boards and commissions in Colorado, excluding professional nursing associations. Nine of these are Governor's appointees. One hospital appointed a nurse to their board, bringing the total to eight hospitals in Colorado that have nurses as board members.

Examples board positions include Anastasia Pemberton, RN, from New Castle, Colorado, who was appointed to the State Emergency Medical and Trauma Services Advisory Council, and Dr. Hollie Caldwell, PhD, RN, who was appointed to the Colorado Board of Veterans Affairs. Presentations by Center nurses focused on strategies for seeking appointments

Profile in Nursing: Wendy McDowell, RN

"For me the nurse leadership course made an enormous difference in my career as a nurse leader. Without this course I would have gone back to being a floor nurse within 6 months of accepting my first leadership position. I had been an ER, OB, pediatric nurse for over 21 years, hands on nursing was clearly my comfort zone. We all know it takes a lot to get ourselves out of a comfort zone, especially one that was 21 years in the making. It took a bad back injury and a neuro surgeon telling me my years as a floor nurse had to come to an end to avoid more surgery."



"I found myself going home after a shift and ask myself why, why are you so unhappy? I was becoming increasingly frustrated at work and it was beginning to affect my performance. I was sure I was having a mid-life crises in which no one appreciated me , or any of my nursing skills. I was literally losing sleep over incompetent patient care. I was beginning to think I was burned out and needed to look at a new career. I was not sure what I was going to do but I knew I needed to do something besides healthcare. I was becoming a very disgruntled nurse and I could hardly recognize myself anymore."

"All of the above factors led me to apply for my first management position, as CNO at my home town hospital. I really didn't think I would get the job but I did. Six months as CNO and I was ready to resign and totally leave the field of nursing all together. Then, my CEO sent me to the Colorado Nursing Center of Excellence and my life changed. When I say "My Life" I truly mean my whole life, not just my career, my entire life. I remember coming back from the first class saying how have I gotten to be 40 years old and not known these things about myself? The information and coaching provided through this course had been invaluable and I cannot even put into words the difference it has made in me as a nurse leader and a person. Thanks to The Colorado Center for Nursing Excellence I didn't throw away a 21 year nursing career. All I can say is THANK YOU THANK YOU!!!! Because of this class I have the tools I need and the knowledge to be a success."

and developing board skills. Updates and reminders about serving on boards were provided by Center staff at all the meetings; nursing functions, conferences, and events they attended.

The third priority, IOM recommendation #1, "Remove scope of practice barriers" is addressed previously in the Advanced Practice Registered Nurse section.

Nursing Leadership Institute

A second element of the HRSA-funded IPCP project is the Nursing Leadership Institute. The second cohort of the Nurse Leadership Institute (NLI) completed their training in November of 2015. The seventeen nurse leaders from FQHCs across the state bonded together for a life-changing experience.



The NLI is a year-long program that combines four-in-class days of experiential learning with individual one-on-one leadership coaching by Center coaches and the completion of an individualized capstone integration project. The program begins with each leader completing a series of assessment tools to establish their baseline goals for the program and to grow their awareness. These tools include: DiSC Behavioural Profile Inventory, Emotional Intelligence Assessment, and the Leadership Practices Inventory (LPI) (a 360 degree multi-rater assessment). At year end, NLI leaders retake the LPI in order to measure areas of growth.

Feedback testimonies from the program have included:

- "This program has changed my life. I have reconnected with my passion for nursing and now have strategies to help me be more productive and effective as a nurse leader."
- "I never realized how important networking with other nurses could be to my growth and resiliency. I am



Nursing Leadership Institute Board Breaking Program Participants

grateful for the connections created through this course and for the amazing expertise shared by all the faculty. My intention is to be a leader that is 100% full on engaged!"

- "Leadership requires more than a set of skills related to relationships and communication. Leadership is about having a vision and intentionally being the best you can be every day. I learned so much in this course that has impacted both my personal and professional life. There is no going back, only forward into a great new future!"

Outcomes from the follow-up LPI assessment revealed significant improvement in leadership knowledge, skills and competencies related to creating a shared vision and engaging the team in quality improvements. Many NLI capstone projects related to personal growth and improved quality processes within the clinic.

During 2015, several NLI participants were promoted into higher leadership roles, actions which they attributed to their learning from this program. One nurse practitioner was elevated to the Medical Director and another promoted to Director of Nursing over several clinics, both positions not previously held by nurses in their clinics.

The 2015 National Forum

As one of the largest state-based nursing workforce centers in the country, the Center has always taken a significant leadership role with the National Forum of State Nursing Workforce Centers. Each year, the Forum holds a national conference, which the Center sponsored in 2008, and we reprised that effort in 2015.

This annual conference is an essential part of building national networks, providing cross-state and national support for nursing initiatives, participation in the "Minimum National Data Set" and supporting networking between smaller and larger nursing workforce programs.



For the first time, the Forum was co-sponsored by the Center for Interdisciplinary Health Workforce Studies, based at that time at Vanderbilt University in Nashville, TN. Dr. Peter Buerhaus, the Center's Director, invited at least 25 noted health care workforce researchers from across the country to join the Forum's membership and presenters. This collaboration yielded significant insight and depth into ongoing and future health care workforce issues.

The Forum was very content-rich and well-reviewed by all of the 201 participants, who came from at least 35 states. The theme of the conference was "State of the Nursing Workforce in an Era of Healthcare Reform: Data, Trends and New Collaborations."

The keynote speakers were: Peter Buerhaus, PhD, RN, FAAN; Shelia Burke, MPA, RN, FAAN; Susan Dentzer; Kavita Patel, MD; Susan Reinhard, RN, PhD, FAAN; and Richard Krugman, MD. The speakers led discussions related to workforce data, nursing leadership, and education of our future health care providers. These were especially timely, in light of all of the changes ahead based on health care reform, faculty shortages and issues critical to planning for our nation's workforce needs.

The 2015 Forum was so successful that the Center will be collaborating with Dr. Buerhaus's Interdisciplinary Center in 2017 to sponsor the National Workforce Forum again here in Denver. The theme for that conference will be "The Nursing Workforce & Health Reform: Trends and Opportunities in a New Political Era".

Making A Critical Difference: The Center's Coaching Programs

Today's healthcare organizations require teams and leaders with knowledge, skills, and competencies to be able to adapt quickly and be resilient during times of change. A significant and growing demand for a new generation of front-line and mid-level leaders is essential. Based on years of experience, the Center has prioritized the inclusion of a robust coaching strategy that is integrated into the majority of our training programs to exponentially enhance knowledge transfer and self-efficacy.

Regardless of the quality of the educational offering, the temptation is strong for program participants to return to the realities of the workplace and "put the notebook up on the shelf." Implementation of new leadership and communication behaviors is often not attempted without ongoing encouragement and support. If the initial attempt is unsuccessful, many individuals will discard the new approach without the support and problem-solving interventions. However, coaching provides an opportunity to break this cycle as the leaders and teams identify and create strategies for implementation based on real-time issues and to work with their coach to set and achieve goals, overcoming barriers and obstacles, taking action, and maintaining motivation in the face of daily responsibilities.

Coaching has been identified as the single most important leadership and team-building strategy in organizations for producing performance improvement and employee engagement. Coaches partner with their coachees in a co-creative process inspiring individuals to maximize their personal and professional potential. The purpose of coaching is to equip leaders with the tools, knowledge, and opportunities they need to develop themselves, become more efficient and productive, and to sustain behavior change focused on long-term success.

The Center's coaching model includes an evidence-based, action-oriented co-creative relationship focused on developing the leader by applying three key steps: (1) Who you are?; (2) Where do you want to go?; and (3) identification of strategies to close the gap. The Center's coaching is grounded in ethics and science and uses a framework based on assessments to challenge and support leader growth in a safe and confidential environment. Our coaches provide leaders, teams and groups with a real-time resource for developing a solution-focused approach, growing their awareness and emotional intelligence and identifying strategies for action.

"Coaching has provided me with a formal time and resource for becoming more strategic as a leader. Taking the time to set my intention and reflect on my actions with my coach has provided me the opportunity to see things in myself I could not see alone. This process has provided me with many tools to help me stay focused on my goals, to inspire my team and to ensure patient care comes first. I feel I have grown my confidence, patience, desire to be focused and have become more prepared and purposeful as a nurse leader." TF, NLI.

Building on years of coaching since 2008 and grounded in adult learning principles, the Center has developed significant staff depth in providing coaching. The Center's coaching team consists of seven trained and masterful coaches that have all completed certified coaching programs from professional coaching schools. Each coach has completed the Center's coaching quality development program and participates monthly in the ongoing coaching performance improvement process to ensure standardization and quality. As a result of this program, the coaches all have experience with a variety of coaching modalities including one-on-one leadership coaching, group coaching, and team coaching via face-to-face, telephonic, or e-coaching.



2015 Highlight: Senator Crowder, Karren Kowalski and Ingrid Johnson at SB197 Bill Signing

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The Center's Mission:

"Building upon a foundation of evidence, the Center advocates for and provides professional education, leadership development, coaching and data analysis to continually strengthen the nursing and healthcare workforce. Our defining strategy is to convene and engage the right people, at the right time, to develop and implement innovative solutions to emerging healthcare challenges."



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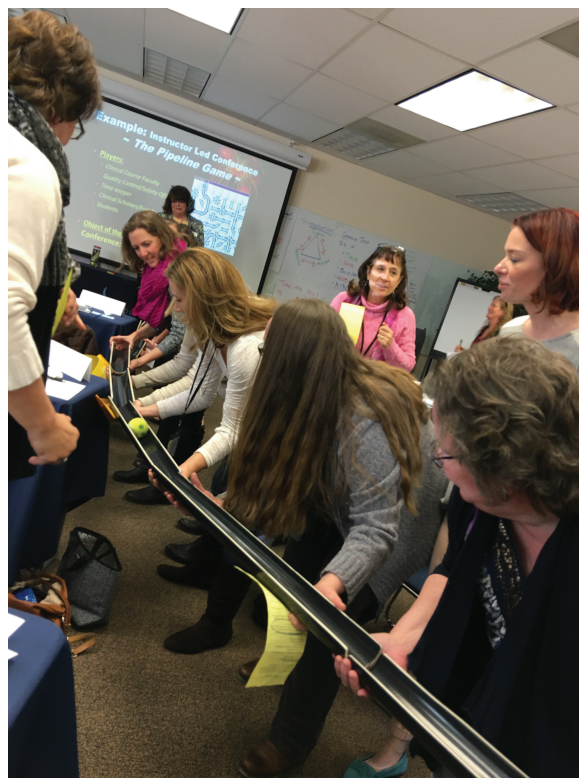
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Clinical Scholar - Pipeline Game

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Thank You to Our Education Partners

The foundation of Colorado's nursing workforce are the many schools of nursing that graduate nearly 2,000 new nurses each year. The Center is honored to have them as ongoing and important partners, and to help them support the nursing workforce of the future. Thanks to all!

Adams State University
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Colorado Northwestern Community College
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University of Northern Colorado
University of Phoenix



Building Skills for Effective Teams Ropes Course, Littleton, CO