IMPACT 2019
an annual report
Transforming Healthcare Through Workforce Innovation
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Building upon a foundation of evidence, the Center advocates for and provides professional education, leadership development, coaching and data analysis to continually strengthen a diverse 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.
CEO Welcome and Highlights . . .

Mission Driven

Four months into my tenure as the new President and CEO, I’m grateful to have the opportunity to lead an exceptionally talented and dedicated team, working together to fulfill the mission of the Colorado Center for Nursing Excellence. Given the impact of our work on the communities we serve throughout the state and across the nation, we continue to attract loyal funding sponsors and passionate program partners that embrace our mission and sustain our efforts. This powerful collaboration propels our continued growth and has made us the largest nursing workforce center in the country.

Ingrid M. Johnson, DNP, MPP, RN
President and CEO

Tremendous Growth

Looking back on 2019, The Center saw tremendous growth adding six new positions to fulfill our mission and meet the needs of both grant funded and independently sustainable programs. This included four new nurses as Project Directors, a social worker as our new Dementia Education Coordinator, and the addition of the team’s fourth Project Coordinator. We also promoted several senior staff in 2019 including Deb Center to Chief Program Officer, Chris Robertson to Chief Business Officer, and Michelle Cheuvront to Senior Project Coordinator. In addition, Liana Camacho has refined her role as the Events and Marketing Specialist, and Brian Kelley now serves as our Director of Grant Development.
New Programs and Funders

United Health Foundation – APRN Behavioral Grant

The United Health Foundation is a great example of the type of funding partners we were able to attract in 2019. Following a Google search that revealed our well-publicized APRN initiative, the United Health Foundation approached the Center seeking much needed guidance to increase behavioral health services/access throughout rural Colorado. Showing their support for our proposed solution (recruiting Nurse Practitioners in rural communities to attain a post-graduate certificate as a Psychiatric Mental Health Nurse Practitioner), UHF funded the program with a 3-year grant, furthering the Center’s mission while expanding our funding base.

HRSA – Geriatric Workforce Enhancement Program

In addition to our work in rural communities, the Center was able to expand urban initiatives as well, reconnecting with STRIDE (Denver Metro FQHC) as partners in a HRSA funded Geriatric Workforce Enhancement Program. This expansive 5-year grant includes working with health centers to become age friendly, training front-line elder-care workforce across Colorado, and educating our community through a virtual dementia training program to teach everyone what it’s like to experience dementia.

Our Leader, Mentor and Friend

The Colorado Center for Nursing Excellence saw growth and transition in 2019, with a series of hails and farewells.

Karren Kowalski
PhD, RN, NEA-BC, ANEF, FAAN
Former President and CEO

Karren Kowalski served as the Center’s president and CEO since 2011, and in 2019 stepped down from her role mid-year. Her leadership over the past several years allowed the Center to thrive during her tenure. The solidity and sustainability of this organization is in large part because of Karren’s dedication to the mission and our work. We miss the twinkle in her eyes when she heard about a new opportunity for the Center. Karren remains a tremendous champion of our work and nursing as a profession. We are grateful for her passion, leadership and continued support.
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, in addition to policy and workforce analyses, and bridge building partnerships since 2003.
Board of Directors

Deborah Zuege, MS, RN
Board Chair

Tom Boyer, BA
Board Treasurer, Audit Committee Chair
President, Princeton Associates

Malia Davis, MSN, RN, ANP-C
Vice President, Chief Nursing Officer, Ambulatory Services
SCL Health

Tamera Dunseth-Rosenbaum, MSNA, RN, NE-BC
Chief Nursing Officer, Grandview Hospital

Patricia Givens, DHA, EdM, RN, NEA-BC
Senior Vice President, Chief Nursing Officer & Dr. Dori Biester Chair in Pediatric Nursing
Children’s Hospital Colorado

Ruby J. Martinez, RXN, CNS, PhD, PMHCNS-BC
Chair-Elect
Private Practice in Psychiatric Nursing

Erica L. Rossitto, MBA/HCM, BSN, RN, NEA-BC
Chief Nursing Executive
Continental Division, HCA-HealthONE

Martina M. Schulte, MD
Primary Care Internist, Denver Health Medical Center

Linda Siderius, JD
Special Counsel, Kaplan & Earnest

Nancy Smith, PhD, APN, BC, FAAN
Retired, Dean and Professor
Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences
University of Colorado at Colorado Springs

Michelle Weinraub, MSN, RN
Director of Health Services
Cherry Creek Schools

Advisory Council Liaison to the Board

Joshua S. Zucker, MS, FNP-BC, GNP-C
Nurse Practitioner & Practice Educator
Complex Care Home Rounding Service
Kaiser Permanente, Colorado Region

Board Member Emeritus

John McWilliams, BA
President, Western Skies Group
Largest Nursing Workforce Center in the Country

The Colorado Center for Nursing Excellence is the largest nursing workforce development and training center in the country and the only nursing-focused workforce organization in the state.

Working alongside 175 clinical and educational partners, we improve Colorado’s nursing workforce through 16 different programs and activities that provide training for more than 800 professionals annually.

The Center has expanded to serve an interdisciplinary and diverse workforce of nurses, nurse practitioners, physicians, pharmacists, dentists and more – throughout Colorado and across the country.

Learn more at www.coloradonursingcenter.org.
The Center Staff

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Project Director

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Chief Business Officer

Mollie Strand
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Project Coordinator
The Center Staff (continued)
The Challenge . . .

- **2,100**
  - **Estimated Nurses Retiring**
  - Over 44% (29,000) of Colorado RNs are over 55. On average, more than 2,100 nurses turn 65 each year.
  - Do we have a pipeline of new nurses?

- **500%**
  - **Increase in Senior Healthcare**
  - Through 2027, Colorado’s over-65 population will grow by 15,000 monthly. This compares to just 3,000 per month in 2000.
  - Do we have the senior healthcare capacity for a 500% increase?

- **36%**
  - **Estimated Physicians Retiring**
  - 36% (5,900) of Colorado physicians are 55 years or older. 25% (4,100) are already over 60.
  - Who will fill their shoes?
The Center’s Impact . . .

15
Training Programs and Events
The Center offered fifteen unique training, coaching and mentoring programs in 2019 that directly targeted areas of need.

800+
Healthcare Professionals Trained
The Center provided hands-on training and development in areas of need to more than 800 health care professionals throughout 2019.

$2.9M
2019 Annual Operating Budget
The Center’s 2019 budget was $2.9 million. 51% came from public sector grants, 34% came from foundations, and 15% came from earned revenues and contributions.
2019 Program Overview
Since its creation in 2003, The Center has worked to identify and understand the challenges facing Colorado’s nursing and healthcare workforce. The core principal of the Center has been to collaborate with nurses, students, healthcare facilities, education leaders and funding partners to provide diverse education programs that support the development of strong nursing professionals. The following pages provide an overview of some of the Center’s 2019 programs.

APRN Rural & Underserved Initiative

Clinical Scholar Workshops

Nursing Workforce Diversity (NWD)
- Mentor Training Institute
- Academic Success Course
- Becoming Culturally Inclusive Workshop
- Workshop and Coaching
- Bias Busters Workshops
- Annual Diversity Summit

Geriatric Workforce Enhancement Program (GWEP)
- Virtual Dementia Tour (VDT)
- Certified Nursing Assistant (CNA) Workshops (geriatric care)
- Age Friendly Health System (AFHS) for Primary Care Clinics and LTC Settings

Health Care Advocate Training

Leadership Development
- Leading Teams Program
- Emerging Talent Program
- Coaching as a Leadership Skill Workshop
- Coaching for Retention Program

Nursing Leadership Connection (NLC)

Networking Events & Conference

National Forum of State Nursing Workforce Centers Conference
2019 Program Overview (continued)

Nurses on Boards Coalition (NOBC)

Primary Care Nursing Collaborative (RN-PC)
• Nurses Leading the Way in Primary Care Workshop
• Cultivating Nurses in Primary Care Workshop (Clinica Summit)
• Academic Success Course
• Preceptor Program

Primary Care and Technical Enhancement (PCTE)
• Interprofessional Collaborative Practice (IPCP)
• Building Skills for Effective Teams (BSET)
• Leadership Development Program (LDP)
• Student Leadership
• Student Team Skills
• Preceptor Program

Service & Education Annual Meeting

Simulation Collaborative

The Colorado Health Foundation (TCHF) Recruitment and Retention Program
• Coaching for Retention
• Sphere Training

United Health Foundation Behavioral Health Grant for Rural APRNs

“I always know I can depend upon The Center to provide me with objective and evidence-based information about workforce to help support my decision making.”

– Healthcare Administrator
Programs and Events 2005 through 2024

- Nurses on Boards Coalition 2009 – ongoing
- Nursing Leadership Connection 2009 – ongoing
- Clinical Scholar 2005 – ongoing

- Colorado Action Coalition Lead 2010 – ongoing
- Service & Education Annual Meeting 2012 – ongoing
- Leadership Development 2013 – 2021
- APRN Rural & Underserved Initiative 2013 – 2021
- Primary Care and Technical Enhancement 2013 – 2021
Programs and Events 2005 through 2024 (continued)

- Nursing Workforce Diversity 2014 – 2021
- Health Care Advocate Training 2017 – 2019
- Primary Care Nursing Collaborative 2018 – 2022
- Recruitment and Retention Program 2018 – 2021
- Geriatric Workforce Enhancement Program 2019 – 2024
- APRN Behavioral Health Grant 2019 – 2022
- Simulation Collaborative 2019 – ongoing
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<th>Healthcare Partners</th>
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<tr>
<td>The Center is in the partnership business. Fifteen 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.</td>
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<td>Avista Adventist Hospital</td>
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<td>Banner Health</td>
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<td>Centura Health</td>
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<td>Children’s Hospital Colorado</td>
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<td>Clinica Family Health</td>
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<td>Colorado Community Health Network</td>
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<td>Craig Hospital</td>
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<td>Columbine Health Systems</td>
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<td>Denver Health Community Health Services</td>
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<td>HCA/HealthONE</td>
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<td>Littleton Adventist Hospital</td>
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<td>Longmont United Hospital</td>
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<td>Lutheran Medical Center</td>
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<td>McKee Medical Center</td>
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<td>The Medical Center of Aurora</td>
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<td>Memorial Health System</td>
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<td>Montrose Memorial Hospital</td>
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<td>Mountain Family Health</td>
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<td>Northern Colorado Medical Center</td>
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<td>Parker Adventist Hospital</td>
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<td>Parkview Medical Center</td>
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<td>Peak Vista Community Health Centers</td>
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<td>Penrose-St. Francis Health Services</td>
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<td>Porter Adventist Hospital</td>
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<td>Presbyterian/St. Luke’s Medical Center</td>
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<td>Pueblo Community Clinic</td>
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<td>Rose Medical Center</td>
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<td>Salud Family Health Centers</td>
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<td>SCL Health</td>
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<td>Sky Ridge Medical Center</td>
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<td>St. Anthony Hospital</td>
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<td>St. Mary-Corwin Hospital</td>
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<td>St. Mary’s Hospital</td>
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<td>Stride Community Health Center (MCPN)</td>
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<td>Summit Community Care Clinics, Inc.</td>
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<td>Sunrise Community Health</td>
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<td>Swedish Medical Center</td>
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<td>University of Colorado Health</td>
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<td>University of Colorado Hospital</td>
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<td>Valley Wide Health Systems, Inc.</td>
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Education Partners
The foundation of Colorado’s nursing workforce are the many schools of nursing that graduate nearly 2,000 new nurses each year. We are honored to have them as ongoing and important partners, and to help them support the nursing workforce of the future.

Adams State University
Adventist University of Health Sciences
Aims Community College
American Sentinel University
Arapahoe Community College
Colorado Christian University
Colorado Mesa University
Colorado Mountain College
Colorado Northwestern Community College
Colorado State University
Colorado Technical University
Community College of Denver
Concorde Career College
Delta-Montrose Technical College
Denver College of Nursing
Emily Griffith Technical College
Frontier Nursing University
Front Range Community College
Grand Canyon University
Lamar Community College
Morgan Community College
Metropolitan State University of Denver
Northeastern Junior College
Otero Junior College
Pickens Technical College
Pikes Peak Community College
Pima Medical Institute
Platt College
Pueblo Community College
Red Rocks Community College
Regis University – Loretto Heights School of Nursing
Rocky Vista University
Simmons University
Southwest Colorado Community College
Technical College of the Rockies
Trinidad State Junior College
University of Alabama
University of Colorado, College of Nursing Denver
University of Colorado - Colorado Springs
Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences
University of Northern Colorado
University of Phoenix
Western Governors University
Colorado Nightingale Award

Congratulations to Ingrid Johnson, DNP, MPP, RN
– 2019 Colorado Nightingale Award Recipient

Dr. Johnson was nominated in the category of innovation as a non-traditional nurse role (administration, educator, or researcher). Dr. Johnson designed an innovative model to ensure rural and underserved citizens of Colorado have access to a provider through the “Grow-Your-Own APRN Fellowship.” The innovative model builds an empowered APRN primary care workforce and pipeline by recruiting and developing nurses who already live, work, and are vested in the success of their community. The model significantly reduces financial and continuity-of-care costs related to recruiting and turnover of providers that have no interest in living long-term in rural areas and often leave after loan-forgiveness obligations are met.

Dr. Johnson received over 4 million dollars through local and federal funding to support the program. The Grow-You-Own model includes a variety of strategies that resulted in 110 new APRNs in some of the most rural and underserved areas of Colorado. The program included: student financial support, one-on-one coaching, and leadership development training and support. Dr. Johnson’s program has received national recognition from her publication in Nursing Administration Quarterly to her presentations at a variety of conferences.

The Nightingale Awards for Excellence in Nursing recognize outstanding Colorado nurses who go above and beyond to provide exceptional patient care. Since 1985, Colorado’s highest nursing honor has been presented annually to twelve recipients from across the state who have demonstrated excellence in the categories of leadership, innovation, and advocacy.
Colorado Nightingale Award (continued)

“I met Ingrid when she came to Cheyenne Wells to talk to me about returning to school. The personalized coaching support from Ingrid and the financial support from the fellowship program was instrumental in my ability to achieve my goal. I am now a provider in Burlington and intend to serve and provide the continuity the people of this community deserve for years to come.”

– Jesse Smith, FNP (from Nightingale nomination letter)
The **Margie Ball-Cook Award** is presented by the Colorado Nurses Association (CNA) to a nurse annually for contributions to advancing equal opportunities in nursing for members of minority groups. Dr. Amanda Quintana received the 2019 Margie Ball-Cook Award on September 20, 2019 at the CNA Annual Meeting for her work on the Nursing Workforce Diversity Program, Mentor Training Institute and her role with the National Hispanic Nurses Association. Amanda is passionate about being a true advocate for advancing diversity and empowering nurses from diverse backgrounds to find their voice, continue education, to ultimately achieve higher patient outcomes within minority populations. Congratulations to Dr. Quintana for her persistent dedication to increasing nursing diversity and inclusion.

Dr. Quintana is the Project Director for The Colorado Center for Nursing Excellence’s Nursing Workforce Diversity (NWD) program which increases opportunities for individuals from disadvantaged backgrounds, including racial and ethnic minorities underrepresented among registered nurses. NWD strengthens and expands the comprehensive use of evidence-based strategies shown to increase the recruitment, enrollment, retention, and graduation of students from disadvantaged backgrounds in schools of nursing.
Margie Ball-Cook Award (continued)
The National Forum of State Nursing Workforce Centers (continued)

The National Forum of State Nursing Workforce Centers is a collaborative network of state workforce entities dedicated to ensuring a robust and a well-prepared nursing workforce. The main objective of the Forum is to develop long range strategic planning and policy initiatives at the state and national level.

Healthcare key decision makers depend on the Forum to provide current data they can use to make informed decisions. Academic and practice partners use the data to lead innovative and practical interventions that strengthen nursing’s contributions to improved health outcomes.

The 2019 theme “The Changing Face of Nursing the Decade Ahead” brought together over 200 nursing, healthcare, and workforce research leaders from across the country to discuss important issues related to the current and future nursing workforce of America.

The National Forum of State Nursing Workforce Centers Annual Conference was held at the Brown Palace Hotel in Denver in June of 2019, co-hosted by the Colorado Center for Nursing Excellence and the Center for Interdisciplinary Health Workforce Studies at Montana State University.
Nursing Leadership Connection (NLC)

The Nursing Leadership Connection enables and prepares nurses for leadership roles through education, skill-building, and networking. With quarterly networking events and an annual full-day conference, NLC is a structured path to develop executive presence, leadership skills, and networking/community enhancement.

Program Impact

- 57% of NLC participants have been promoted or have received added job responsibilities
- 69% of NLC participants attest that NLC contributed to their professional development
- 288% increase in NLC participation since 2016
NLC Networking Events

• **Resiliency in Healthcare: Experiencing Compassion without Fatigue**
  Christine Griffin PhDc, RN-BC, CPN
  Blue Moon Brewery

• **Leading with Emotional Intelligence**
  Mary Ann Littler
  Bonacquisti Wine Bar

• **All Leaders on a Board; Use Your Voice, Claim Your Seat at the Table**
  Callie Anne Bittner MS, RN, Coach-CTI
  The Lobby Restaurant

NLC Annual Full-Day Conference

• **Dynamic Leadership Development**
  Blackstone Country Club

“Every state needs to have a program like NLC!” The innovative and fresh model NLC uses enables and prepares nurses for leadership roles through education, skill building and networking. NLC is a structured path to develop executive presence, leadership skills and networking/community enhancement. Growth in 2019 continued to reflect the exciting momentum NLC has been gaining over the past five years.
Nursing Workforce Diversity (NWD)

The Colorado Center for Nursing Excellence’s Nursing Workforce Diversity (NWD) program increases opportunities for individuals from disadvantaged backgrounds, including racial and ethnic minorities underrepresented among registered nurses.

NWD strengthens and expands the comprehensive use of evidence-based strategies shown to increase recruitment, enrollment, retention, and graduation of students from disadvantaged backgrounds in schools of nursing.

Diversity Program Activities:

• Diversity Summit: The Care Equity Project
• Mentor Training Institute
• Academic Success Course for Mentees
• Holistic Admissions Workshop: Leading w/Courage
• Becoming Culturally Inclusive: IDI Workshop
• HRSA Site Visit

2019 Class of Mentors and Mentees

... included diversity and inclusion of gender, race and ethnicity, sexual orientation, educational preparation, talent, and thought.
Nursing Workforce Diversity (continued)

Since Inception in 2014:

• **194 students** have enrolled in the mentoring program
• **127 clinical nurses** have been trained as mentors

2019 Program Highlights:

• **98 participants** attended 2019 Diversity Summit
• **100% of responding partner schools** viewed Holistic Admissions Initiative as a key factor in their ability to implement Holistic Admissions
• **95% of students** reported a reduced level of stress as a result of working with a Work Life Resource Navigator allowing them to focus on school
• **New workshop launched** – “Becoming Culturally Inclusive” including 55 hours of Intercultural Development Coaching

“It was an amazing experience! Having someone to talk to and encourage me throughout my first year of nursing school was so great. It definitely allowed me to have a safe space and a person that I could talk to about nursing!”

“I am very thankful for this program and hope it will continue to inspire more minorities to join the healthcare industry.”
Geriatric Workforce Enhancement Program (GWEP)

On July 1, in partnership with STRIDE Health, The Center began managing a 5-year, $3.7 million HRSA grant. The GWEP is a multiple partner, interdisciplinary academic-practice collaborative and is expected to have a state-wide impact and ultimately increase the number and capacity of geriatric-trained healthcare professionals in a wide range of healthcare facilities across Colorado.

The goals of the program are to improve the ability of primary, acute and long-term care organizations to provide age friendly healthcare to older Colorado residents and increase the geriatric and Alzheimer’s related knowledge and skills of healthcare providers, healthcare students, caregivers and family members.

2019 Program Highlights:

- 8 GWEP fellows selected (4 APRNs/4 MSWs) representing diversity in the workforce. Fellows are financially supported for their education, receive additional geriatric education and receive monthly one-on-one academic and professional coaching.
- 75 healthcare providers impacted by Virtual Dementia Tour (VDT)
- 4 community members impacted by Virtual Dementia Tour (VDT)

Summary of GWEP Activities:

- GWEP Fellows Interprofessional Training led by the University of Denver and held at the Colorado Center for Nursing Excellence
- GWEP Webinar Session #1 “IPE Team-Based Screening, Assessment and Diagnosing Alzheimer’s Disease and Related Dementias”; led by the University of Denver and hosted by the Colorado Center for Nursing Excellence
- Virtual Dementia Tour Three employees trained as facilitators who are now conducting state-wide tours on multiple dates and at multiple venues
Virtual Dementia Tour (VDT)

As part of the GWEP grant, several Center staff members have been trained to deliver the Virtual Dementia Tour (VDT), an evidence-based product of Second Wind Dreams, free of cost to agencies across Colorado. The Virtual Dementia Tour is a scientifically proven method that builds sensitivity and awareness in individuals caring for those with dementia by temporarily altering participants’ physical and sensory abilities.

The newly launched project is expected to train a minimum of 5000 Coloradans using a virtual dementia training tool.

“Our team loved your virtual dementia tour and learned so much for the experience! We are still talking about it amongst our group. I wish this could be a training requirement for all our contacted assisted living and long-term care facilities.”

Photo courtesy of Second Wind Dreams, Inc.
Simulation Collaborative

The Colorado Center for Nursing Excellence has convened a simulation collaborative for individuals using simulation to educate and enhance the education of nurses and nursing students working in education and service settings. The mission of the collaborative is to bring those working in simulation together to share resources while enhancing the quality and quantity of simulation in healthcare throughout Colorado.

"Being an inaugural member of the Simulation Collaborative, I have had the pleasure to watch the group flourish. I have been amazed at the expansion in such a short period of time. The Colorado Center for Nursing Excellence has been able to cultivate partnerships between clinical agencies and academic organizations to move the knowledge and expertise in the area of Simulation forward. The Collaborative has created a community of learning that is positively impacting the quality of simulation being offered in Colorado, with the goal of safe patient care."

- Fara Bowler, DNP and Senior Director from the Colorado School of Medicine at Anschutz
Simulation Collaborative (continued)

Program Goals:

• Increase the use of simulation in academic and clinical settings
• Improve the quality of simulation used in academic and clinical settings
• Increase the number of Certified Healthcare Simulator Educator (CHSE) instructors in Colorado
• Provide a platform for sharing of resources, communication and support
• Develop measurable outcomes, assessment tools and a method for evaluating a return on investment

Program Highlights:

• The Simulation Collaborative has grown to over 150 members in one year
• Members represent both rural, urban academia and clinical practice
• Academic and clinical institutions engaged in the Simulation Collaborative now reach far beyond the borders of Colorado
• The International Nursing Association for Clinical Simulation and Learning (INACSL) standards are carefully followed in order to reinforce best practices
• The Simulation Collaborative meets virtually once a month to network, share ideas and learn

Summary of Activities:

• August 2019 – The Center partnered with Arapahoe Community College to host educator (CHSE) and operator (CHSOS) workshops to increase the number of simulation certified educators in Colorado
• Monthly, alternating Mondays and Wednesdays – Video (ZOOM) based simulation conference meetings
Clinical Scholar Workshop

In 2005 The Center kicked-off its longest-running program. The Clinical Scholar Workshop is a 5-day workshop (40 hours) designed to ease the shortage of clinical faculty. The Center for Nursing Excellence Clinical Scholars are, by definition, clinical nurses who swap part of their clinical responsibilities to support nursing students. This program is a proven success and continues to be in high demand.

2019 Program Highlights:

• Three workshops were conducted in 2019 with a total of 76 participants.

• Attendees differ in their level of experience and background, and upon completion will enter varying roles including clinical, adjunct faculty (for schools of nursing), didactic faculty and unit-based educators.

• Over 1,200 nurses have completed the program since 2005. These scholars have increased the visibility of the positive impact The Center brings to the Colorado nursing workforce.

“I was so excited to have the opportunity to be here but never did I believe I would be the thing “changed” and ready to go with so many new ideas!”
Clinical Scholar Workshop (continued)

Top Talent Identifier . . .

The Clinical Scholar program has highlighted the potential of the nurses and many scholars have been quickly promoted within their organizations. Many scholars indicate that the skills learned in the program continue to support them in their new roles.

“This workshop exceeded every expectation I had and more. Such an inspiring, educating, moving experience. I will be forever grateful to The Center for their hard work and compassion shown through training quality educators and providing an amazing foundation for educating.”
Interprofessional Collaborative Practice (IPCP) – Team Training

Desired health outcomes for patients are often reliant upon strong and successful interprofessional care teams. The Center has successfully taught 45 interprofessional teams with over 230 participants since 2013. Trainings span the life of the workforce, beginning with students through Chief Medical Officers and are designed to create cohesive, highly functioning partnerships among health care professionals. Consistently, the programs have shown marked improvements in patient outcomes as identified through federal UDS measures.

Primary Care Training and Enhancement (PCTE)
The programs listed here are HRSA funded under the PTCE Grant which aims to strengthen the primary care workforce by supporting enhanced training for future primary care clinicians, educators and researchers, as well as promoting primary care practice in rural and underserved areas. In fact, The Colorado Center for Nursing Excellence is the very first nursing organization to be funded by the HRSA Division of Medicine and Dentistry to teach team leadership development.

Building Skills for Effective Teams (BSET)
This HRSA funded program was designed specifically for the Federally Qualified Health Centers (FQHCs). It is a year-long program in which interprofessional teams from FQHCs across the state work to build improvements within their own health centers through team-based care initiatives.

Leadership Development Program (LDP)
The LDP is a condensed version of the BSET program helping organizations build leaders from within to support patient centered care initiatives from a team perspective.

Student Leadership Development
This program brings together APRN, MD, DO, Physical Therapy, Dental and Pharmacy students where they learn how to lead from within a team in order to positively impact patient outcomes.

Student Team Skills
This program brings together several professional modalities including APRN, MD, DO, Physical Therapy, Dental and Pharmacy students. Over a weekend they participate in several team building activities including a high ropes course where they gain a better understanding of the role of other members of their team. The program also teaches how to build trust within a team.

Preceptor Training
The interprofessional preceptor training programs focus on teaching professionals how to successfully precept students from a variety of healthcare professions, building the next generation of healthcare providers.
Program Impact:

- 100% statistically significant growth on all six domains of the Interprofessional Collaborative Competency Assessment Survey (ICCAS)
- 100% increase awareness of different roles and responsibilities in team
- 100% tools for building trust and relationships
- 100% expanded awareness of other disciplines
- 98% increased confidence as a leader
- 85% improved communication strategies
- 80% improvement in UDS quality and patient satisfaction measures

Participant Feedback:

- “One of the best interprofessional classes.”
- “Everyone should be required to take this class.”
- “I had no idea that we are really more alike than different. I learned so much about other disciplines and I now feel ready to begin in my profession.”
Leading Teams Program
Today’s healthcare environment requires leaders be proficient in team-based care and leading effective teams. This is a year-long leadership development program that includes three-day face-to-face intensive experiential learning, a series of individual and group assessments, a leadership capstone integration project focused on quality improvement, and eight individualized leadership coaching sessions focused on improving team performance.

Emerging Talent – Leadership Development Program
Healthcare leaders are often promoted or considered for promotion to leadership positions because of their knowledge and clinical expertise; they may struggle because of limited training on leadership development. To support frontline and novice leadership development, the Emerging Talent Program focuses on providing foundational leadership knowledge, skills and competencies. The program includes a three-day in-person experiential reality-based training followed by three months of group coaching for skill integration and reflection.

Coaching as a Leadership Skill Workshop
Coaching has been identified as the number one skill needed by leaders in today’s ever-changing healthcare environment. Unfortunately, many leaders have had no training or education on coaching. The Coaching as a Leadership Skill Workshop is designed to provide a foundation on what coaching is and is not to effectively begin using coaching as a leadership skill. During the session, participants practice a series of coaching skills and apply several tools to create a foundation for beginning coaching. This program can be customized as either a four-hour, eight-hour, or two-day leadership development event. To ensure the integration of the coaching skills, the class may be followed by either individual or group (collaborative learning) coaching sessions focused on skill development.
Coaching for Retention Program
Turnover and employee disengagement is costly in organizations and can negatively impact performance, quality, and outcomes. This is a six-month leadership program focused on developing coaching skills to create a healthy organizational culture and to enhance employee engagement and retention. The program includes a two-day in-person experiential learning session, individual assessments, and six months of formal group (peer) coaching for skill integration.

Using Tools: Enhancing Awareness, Team-Building, and Leader Growth
The Center is dedicated to helping grow individuals and improve team performance. We can customize the use of the assessment tools with either individualized coaching or a group learning opportunity to enhance organizational outcomes. Each tool is administered and debriefed by a qualified leadership coach.

The Center’s Favorite Tools Include:
- DiSC Workplace Inventory
- Five Behaviors of a Cohesive Team™
- Strength Finder/Clifton Strengths – Gallup Assessment
- Emotional Intelligence – Emotional Quotient Inventory – EQ-i 2.0, EQ 360, and TESI Assessments
- Leadership Practices Inventory (LPI)
- Intercultural Development Inventory (IDI)
- Spherit Recruitment & Retention Tool
The Center’s Focus On Rural Colorado

Given the unique healthcare challenges of rural Colorado communities, The Center, in collaboration with partners and funders, has developed several unique programs that specifically address access to care. The next several pages share an overview of the following rural programs . . .

• APRN Rural and Underserved Initiative

• Rural APRN Behavioral Health Fellowship Grant

• Registered Nurses in Primary Care (Nurses Leading the Way)

• Recruitment and Retention for Rural Primary Care Providers
Rural and Underserved APRN Initiative

Rural Access to Care Challenge:
Survey data gathered by the Center in 2014 indicated that as many as 60% of new APRNs in Colorado planned to leave the state upon graduation because of statutory APRN practice barriers. Medicaid expansion had passed in Colorado in addition to a push for all uninsured citizens 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.

A Grow Your Own Approach:
Following a legislative victory that removed practice barriers for APRNS, The Center decided that there may be an opportunity to create a new model for building a rural and underserved provider pipeline. With the immediate support of the Daniel and Janet Mordecai Foundation, soon to be followed up by support from The Colorado Health Foundation, as well as federal funding from the Health Resources and Services Administration (HRSA), The Center designed a “Grow Your Own” APRN initiative, designed to recruit local nurses in provider shortage areas to return to school and become APRNs in their own communities.

How the Program Works:
Each participant is contractually required to stay and work in a rural community for two years for each year they received funding and seek one dollar in community matching funds for every four dollars paid in stipends. Forty nurses applied for the first 10 spots in only a few weeks. The incredible response indicated that there are many nurses who would be willing to take on the challenge of becoming APRNs in their communities if assistance was provided.
Results to Date:
The Rural and Underserved APRN initiative was launched in 2015. Since that time, over 400 nurses around Colorado have applied for 102 spots to become “Grow Your Own” APRNs in their communities. All primary care APRN spots have been filled and 76 participants had graduated by December of 2019. Most of the graduates have been successful in finding employment as an APRN in their own community. The remaining students are expected to graduate by 2022.
United Health Foundation Behavioral Health Fellowship Grant for Rural APRNs

In partnership with the United Health Foundation, we were awarded a three year, $1.5 million grant that will support nurse practitioners (NPs) in rural areas of Colorado to obtain a Psychiatric Mental Health Certificate.

UHF Fellows receive financial stipends (~$20,000) to support the educational process at their school of choice, as well as monthly one-on-one academic and professional coaching by a trained coach, assistance in securing clinical hours, telehealth training, and a support panel of experienced MSN/DNP-degreed PMHNPs to consult with on the integration of behavioral health into their practice. The planned increased access to rural behavioral health services in rural Colorado will be up to 25%.

“As thousands of rural Coloradans struggle with mental health, these types of partnerships between nonprofits like the Colorado Center for Nursing Excellence and companies like UnitedHealth Group will be critical to expanding access to much needed behavioral health care services,” said Colorado Lt. Governor Dianne Primavera. “I am thankful for United Health Foundation’s generous partnership to help train local nurses who are on the ground and delivering critical care to those who need it most. This is an exciting day for Colorado and a great opportunity to keep improving the health of our most vulnerable neighbors.”
United Health Foundation Behavioral Health Fellowship Grant for Rural APRNs (continued)

The Goal of the Fellowship Program

• The United Health Foundation grant will help the Center recruit and support 39 currently-employed rural Advanced Practice Registered Nurse (APRN) Behavioral Health Fellows return to graduate school and earn a Psychiatric Mental Health Nurse Practitioner certificate. Fellows will receive application assistance, a financial stipend and support in securing their required 600 hours of behavioral health clinical practice.

• Once they are certified, the 39 PMHNPs will commit to a minimum of two years of integrated behavioral health rural practice and provide behavioral health care services to an estimated 12,000 rural Colorado patients annually – increasing the behavioral health capacity of rural clinics by approximately 25%.

“APRNs are essential for providing primary and behavioral health care in rural and underserved communities, and there is a pressing need for expanded behavioral health services in rural Colorado,” said Brian Thompson, chief executive officer, United Healthcare Government Programs. “This partnership with the Colorado Center for Nursing Excellence will help rural Colorado residents lead healthier lives by training APRNs to provide the right care in the right place at the right time.”
Recruitment and Retention for Rural Primary Care Providers

With the generous funding from The Colorado Health Foundation, the Rural Primary Care Collaboration work is designed to explore innovative strategies to improve recruitment and retention efforts for providers in rural Colorado. The Center is excited to be working with two Federally Qualified Health Centers to test multiple coaching and recruitment / retention tools.

Program Highlights:

• 20 Recruitment Sphere tools have been used to screen potential provider candidates for Valley Wide Family Health Centers which promoting the awareness of living and working in a rural community during the recruitment process.

• 35 Retention Sphere tools were completed by providers at Valley Wide and were used in annual coaching and evaluation sessions in an effort to retain providers.

• Provider recruitment and retention data remained stable during 2019 through the use of these tools and heightened awareness of provider concerns.

• 35 provider coaching sessions were conducted using the Retention sphere tool, Emotional Intelligence and DiSC assessments to drive conversations around working and living in rural community.

• 14 FQHC leaders were trained in Coaching for Retention and applied concepts from workshop when coaching providers for retention in a rural community.
Program Results:

Recruitment data shows a consistent level for provider turnover. Sphere tool has proven useful in identifying and coaching to leadership and provider concerns working in Rural communities.

- Based on Sphere responses, providers are overall happy with living and working in a rural community
- The use of the Recruitment and Retention Sphere tools have been operationalized in the Valley Wide Family Health Care system
- A second FQHC partnership was secured and using lessons learned from the first implementation, Coaching for Retention and professional coaching will be provided for this team.

Summary of Activities:

- **Coaching for Retention Workshop** held in Alamosa with 14 leaders who were trained on coaching for retention. DiSC behavior assessment tools were also used as a part of this leadership training program.

- **Leadership and Provider Coaching** focused on retention incorporating both DiSC and EQI behavior assessment tools.

- **Signed Memorandum of Understanding (MOU)** with River Valley Family Health Center for Phase II of program.

- **Sphere Tool Training for Recruitment** completed with River Valley Family Health Center recruitment leaders.

"The coaching has been immensely helpful. I notice more self-reflection and commitment to their areas of work."

– Stacey Robben, DDS, Chief Dental Officer

Valley Wide Health Systems
Registered Nurses in Primary Care

To address the recommendations in the Macy report and in response to a notice of funding opportunity the Center formed a collaboration with two Federally Qualified Health Centers and three schools of nursing to apply for grant funding through the Health Resources and Services Administration (HRSA). A four-year grant was awarded to grant lead Valley Wide Health Systems. The HRSA funded RN-PC project, “Achieving Systemic Impact: A Statewide Primary Care Nursing Collaborative” is underway with four main components

Program Components:

• Professional Development for Nurses Working in Primary Care
• Enhancing Didactic Curricula to Integrate Primary Care
• Primary Care Clinical Placements, Coaching and Financial Support for Nursing Students Interested in Primary Care
• Transforming Primary Care Delivery Care Models

The Center is proud to lead this work focused on nurses in primary care and is beholden to the crucial partnerships that form the RN-Primary Care collaborative partners. Valley Wide Heath Services, Clinica Family Health, The Denver College of Nursing, Platt College and Adams State University. Thank you for believing in this project and committing to this important work.
Program Highlights:

- **31** pre-licensure nursing students exposed to primary care nursing.
- **2,400** hours of clinicals in primary care settings for pre-licensure nursing students.
- **$96,000** in stipends awarded to pre-licensure nursing students.
- **16** Nursing students attended an Academic Success course to learn tools, resources and strategies to be successful in nursing school.
- **104** hours of 1:1 coaching provided to nursing students and primary care nurses.
- **22** hours of group coaching provided to primary care teams.
- **14%** increase in the number of hours current primary care content is provided across partner nursing schools curriculum.
- **22** Primary care nurses attended “Nurses Leading the Way in Primary Care” workshop to learn leadership skills and elevating nurses to work to their full scope of practice.
- **77** participants attended Cultivating Nurses in Primary Care workshops to gain knowledge in team-based care models in primary care.
- **11** states represented by workshop participants.
- **10** web-based learning sessions were offered as additional education to workshop participants.