



April 17, 2008

United States Department of Labor
 Employment and Training Administration
 Business Relations Group
 Washington, DC

Dear Nursing Education Capacity Summit Selection Committee:

Team Illinois is pleased to submit our application for participation in the upcoming Nursing Education Capacity Summit, and we thank you for the opportunity. Building a thriving nursing workforce to ensure access to care for the citizens of Illinois is a key priority for government, the healthcare field, educators and community stakeholders in all of our communities.

The challenges of meeting nursing workforce shortages in Illinois are as diverse as the State itself. Illinois hospitals and healthcare providers serve patients in urban and rural communities; in academic medical centers, community hospitals and critical access hospitals; in long-term care settings and ambulatory and community health settings. Because Illinois enjoys tremendous diversity across its geography and its people, one size does not fit all of our communities in strategizing to solve nursing shortage issues. Our approach to this issue is to recognize and embrace our diversity and our similarities as we develop and implement solutions in each region of the State that are both unique and replicable, where appropriate.

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Depth of Partnerships: Team Illinois represents strong Illinois regional collaborative partnerships, committed to building the nursing workforce for all of the communities we serve. Team participants represent Southern, Central, Northwest and Northeast Illinois, including the City of Chicago. Each team member's role on Team Illinois has grown out of the role played by that individual in ongoing regional and State nursing workforce initiatives. Thus, each team member brings to the table a complete understanding of and commitment to the partnership.

<u>Team Member</u>	<u>Organization</u>	<u>Strategic Role</u>
Michele Bromberg Nursing Coordinator	Illinois Center for Nursing (ICN), Illinois Dept. of Financial and Professional Regulation	Provides regulatory and policy insight. Strategic leadership and voice of the Illinois Center for Nursing
Susan Campbell Chief Nurse Executive	St. Francis Medical Center, Peoria, IL Member: Illinois Center for Nursing Advisory Board	Representing a medical center with a school of nursing located in Central Illinois, will provide employer/nursing expertise and strategic direction. Also provides the perspective of the Illinois Center for Nursing.
Julio Rodriguez	Illinois Department of Commerce and Economic Opportunity	Representing the Economic and Workforce Development State Agency overseeing WIA funds, provides valuable insight and knowledge of initiatives across the State, serving as DCEO's project manager for all state healthcare investments.
Mary Anne Kelly Vice President	Metropolitan Chicago Healthcare Council (membership association of 97	Provides hospital association/employer perspective. Also co-chairs the healthcare

	acute care hospitals in northeast Illinois)	committee of Chicago Leads, the City's economic/workforce development initiative focused on expanding nursing capacity in the City of Chicago and serves on the Chicago Workforce Board. Currently developing a foundation to create a public/private fund for nursing school expansion.
Ada Mary Gugenheim Senior Program Officer	Chicago Community Trust	Representing the Chicago Community Trust and the Donors' Forum of Chicagoland, this foundation partner will provide insight on funding related to health, workforce development and education.
Patricia Anen Vice President, Nursing and Operations	Edward Hospital Co-Chair, Northeast Region Steering Committee on Nursing Shortage	Serves as Co-Chair of the Northeast Regional Workforce Initiative and co-chairs the Educational Capacity Committee. Chairs the DuPage Area Healthcare Leadership Council. Ms. Anen's organization is a model employer for shared faculty models and collaborative efforts.
Kathy Lively	Connect SI	Connect SI has partnered with the State of Illinois to serve as project manager of Nursing workforce initiatives in Southern Illinois. Provides perspective on rural workforce challenges in Southern Illinois
Donna Meyer	Lewis and Clark Community College Illinois Organization for Associate Degree Nursing	Provides perspective of a rural community college. As leader of the Illinois Organization for Associate Degree Nursing, is the leading advocate for associate degree nursing education and practice and provides the perspective of and insight on the challenges and opportunities of the community colleges across the State of Illinois.
Bridget Lusk	Northern Illinois University	As a recipient of an Illinois Board of Higher Education expansion grant, provides valuable experience on program expansion. Northern Illinois University is also an active participant in Northeast and Northern State Line Economic regions of the State to expand nursing capacity.
Brenda Jeffers Professor and Director of Graduate Programs and Research	Partners in Nursing for Central Illinois at Illinois State University Mennonite College of Nursing Illinois State University	Recipient of the RWJF Partners Investing in Nursing grant to increase doctorate-prepared nursing faculty, provides valuable experience on grow-your-own faculty programs and strategies for rural communities.

Nature of Current and Projected Shortages: Since 2003, all economic development regions in Illinois have created collaborative efforts to expand the nursing and healthcare workforce under the Illinois Critical Skills Shortage Initiative. Building on that work, in 2007, Governor Rod Blagojevich created the Governor's Sub-Cabinet on Economic Development, bringing together 14 State agencies to collaborate on economic and workforce development in Illinois. The Sub-Cabinet's goal is to align State resources across agencies, to invest these aligned resources in solutions that have demonstrated, definable outcome measures, and to leverage these investments with private funds through a public/private partnership framework. Recognizing the critical importance of a vibrant nursing workforce, the Sub-Cabinet identified nursing shortage as their first priority. The Sub-Cabinet's initial efforts are focused on Northeast Illinois (metropolitan Chicago, in partnership with the Metropolitan Chicago Healthcare Council) and Southern Illinois (rural communities, in partnership with Connect SI). Each region has assembled a coalition of government agencies, employers, nursing educators, K-12 educators and community partners to implement a four-step work plan to study the nursing workforce pipeline and:

1. Estimate the regional nursing shortages
2. Analyze baseline performance at each phase of the pipeline
3. Identify root causes and potential solutions (Develop a regional framework)
4. Develop final regional plans--goals, strategies and action plans

Working in concert with the Subcabinet initiatives, Partners in Nursing in Central Illinois has assembled a collaborative initiative to address the issues and solutions specific to their region. In addition, the City of Chicago has launched Chicago LEADS+, an economic development enterprise focusing on healthcare (specifically nursing) as one of four sector-based initiatives. Chicago LEADS is closely aligned with the Northeast Regional initiative to provide win/win solutions for the city and the greater metropolitan area. Our application will focus on nursing capacity initiatives of

Northeast, Central and Southern Illinois. Our goal is to create solutions that are both unique to each region and replicable in other areas facing similar pipeline issues.

In estimating our regional nursing shortages, the Sub-Cabinet and regional teams have created a formula that estimates regional demand and supply for nurses each year through 2014. Recognizing the differences in supply and demand across the State, this formula has been applied regionally, with the following results for Northeast and Southern Illinois. It will be applied to regions across the State as we move forward.

Data Points	Northeast Region	Southern Region
Current RN Employment in Healthcare Settings	71,664	3,442
Annual Projected Occupational Growth . New RN Positions	1,865 (2.6%)	60 (1.7%)
Annual Projected Replacement Rate . Demographic Changes, Retirements, Changes in Industry/Occupation	3,125 (4.0%)	125 (3.4%)
Estimated Regional Demand for Nurses Per Year (calculated by considering annual occupational growth rate, annual replacement rate and estimated in-migration to the region)	4,300 – 4,500	185
Total Adjusted Annual Supply (based on 10 years of completer data, licensure data)	1,900	172
Adjustment for Leakage (RNs leaving the State, the industry and/or the workforce)	-500	-57
Regional Supply of Registered Nurses	1,500	115
Estimated Shortage of RNs per year through 2014	2,800 – 3,000	70

Identifying the Challenges and Solutions: Regional stakeholders and State agency leaders have developed frameworks that defined the nature of our shortages, the barriers and challenges and the recommended regional solutions. Regional initiatives and solutions focus on four transition points in the pipeline:

1. Develop a Diverse Qualified Applicant Pool.
2. Program Capacity, Progress, and Completion
3. Transition of Nursing Program Completers to Healthcare Employment
4. Retention of Experienced Nurses in Healthcare Employment

If selected to participate in the Summit, Team Illinois will strategize on enhancing and expanding proposed and implemented solutions around #2, Program Capacity and Expansion. Each regional partnership has developed a framework identifying challenges and solutions, as set forth below.

Northeast Region and Chicago LEADS Challenges: The Northeast region is comprised of the 10-county Metropolitan Chicago area. Recognizing the importance of regional solutions, the Governor’s Sub-Cabinet and Chicago LEADS initiatives are collaborating to address the challenges of the greater Metropolitan Chicago area. The region needs to build greater capacity to meet both short-term and long-term needs. There are also some opportunities to get short-term supply increases by improving completion and licensure rates in some programs. Performance measures show that students in some programs are not making progress or completing nursing programs at an adequate rate in the region. And, nursing program completers in some programs are not passing the NCLEX-RN for licensure.

Root Causes	Goals and Objectives/Solutions 1,500 new RN entrants per year by 2014
<ol style="list-style-type: none"> 1. Faculty--Lack of competitive salaries to recruit and retain faculty 2. Faculty---Not Making connections to MSNs who may want to teach 3. Faculty--Not providing opportunities to nurses who get MSNs to pursue teaching. 4. Faculty--Not leveraging potential public-private partnerships to leverage MSNs in healthcare organizations to teach 5. Non-Faculty Program Costs--Not sufficient resources for equipment and labs and other non- 	<ol style="list-style-type: none"> 1. Launch public-private initiative to expand capacity <ol style="list-style-type: none"> a) Develop a toolkit for meeting with universities and colleges to raise awareness of need to expand nursing programs b) Establish a foundation to create a public-private fund to support the expansion of nursing programs 2. Expand number of MSNs available to teach in cooperation with the Illinois Center for Nursing <ol style="list-style-type: none"> a) Pilot the Missouri MSN Clinical Faculty Academy in two areas of the region for replication across the region and State. b) Establish a teaching opportunities website c) Conduct outreach campaign through Nursing Center to recruit MSNs

faculty costs 6. Clinical Opportunities-- Need expansion and better utilization of clinical opportunities 7. Student Completion--Students need tutoring and support to complete pre-clinical coursework. 8. Students need financial support including support services to complete programs.	into teaching and promote public-private partnerships with employers d) Expand and promote opportunities (e.g., scholarship programs) for nurses to get MSN if they agree to teach at universities and colleges. 3. Develop regional clinical scheduler to expand and coordinate the use of regional clinical opportunities 4. Provide tutoring and mentoring services and financial support services to students to improve completion rates.
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Central Illinois Challenges: The State of Illinois Critical Skills Shortage Initiative identified key challenges for Central Illinois as retention in the region of graduates from regional nursing schools; increasing PhD prepared nursing faculty at regional colleges of nursing, and creating interest among regional nursing graduates in caring for aging adults.

Central Illinois Goals and Objectives/Solutions: The Illinois Prairie Community Foundation and Mennonite College of Nursing at Illinois State University (MCN), lead organizations in a Robert Wood Johnson Foundation (RWJF) Partners Investing in Nursing (PIN) grant, have taken steps toward finding solutions to the nursing shortage through the *Partners in Nursing of Central Illinois* (PIN of CI) project. In particular, two programs have already been successful in supporting the first two goals and serve as models for addressing nursing education capacity. The first program provides regional support for accelerated BSN students who comprise a demographic statistically shown to be more likely to remain in the area upon graduation. The accelerated program adds capacity while producing registered nurses in half the time of the traditional program.

A second PIN of CI initiative encourages regional nurses to pursue a doctoral degree and serve as a nurse educator through an innovative use of Workforce Investment Act (WIA) funds. These WIA funds benefit the student and his/her employer while addressing our regional shortage of PhD prepared faculty. Incumbent Worker Grant funds will be used to cover up to 100% of tuition and fees for central Illinois students accepted into the doctoral program at MCN. A team for each accepted student, including his/her employer, the regional WIA, and MCN will be coordinated by PIN of CI to determine the specifics of support, how matching funds will be applied, and specifics of the subsequent employment as a nurse educator. This program is replicable for any geographical area or graduate program in nursing, and is sustainable based on continued WIA funding from the Department of Labor.

Southern Region Challenges: The Southern Region's challenges are representative of rural healthcare in Illinois. Retention of faculty and RNs to the region are key. There is a need to build greater capacity to meet both short-term and long-term needs. Opportunities exist to get short-term supply increases by improving completion and licensure rates in some programs. Long term solutions are desperately needed in the region to ensure there are adequate numbers of faculty. The region needs to increase opportunity and access to BSN and MSN programs in the region. Performance measures show that students in some programs are not making progress or completing nursing programs at an adequate rate in the region. ADN, nursing program completers in some programs are not passing the NCLEX-RN for licensure.

Southern Illinois Root Causes	Southern Illinois Goals and Objectives/Solutions 60 new RN entrants per year
1. Lack of qualified faculty 2. Faculty--Lack of competitive salaries to recruit and retain faculty and limitations on universities/colleges on what they can pay. 3. Lack of online RN programs 4. Lack of financial resources & support for students 5. Nursing program resource needs at all institutions of higher learning are not captured (e.g., child care & counseling). 6. Need for academic remediation and mentoring needs 7. Nursing program resource needs at all institutions of higher learning are not captured (e.g., tutoring and/or mentoring).	1. Increase salaries for nursing faculty through public-private approaches that supplement regular university/college salaries. Suggested a public-private faculty matching fund to supplement faculty salaries 2. Provide scholarships to increase the availability of nursing faculty in the region. These nurse educator students will teach at the community colleges for two years upon graduation. During their education they will be required to assist the community college nursing programs 5-10 hours per week. 3. Increase the use of hospital MSN staff for faculty through leasing agreements. 4. Create a marketing strategy to recruit retired MSNs from urban areas to rural areas for teaching in retirement 5. Implement a centralized clinical rotation system based on the MCHC On-line Clinical Rotation Scheduling tool. 6. Increase capacity in the RN program by establishing blended online RN programs that could be delivered onsite at local healthcare providers to upgrade their current staff 7. Employer scholarships

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| | <ol style="list-style-type: none"> 8. Tuition assistance and support services (Pilot-tested through WIA funding) 9. Financial assistance for workers who must reduce hours to part time and must cover lost wages and increased insurance costs 10. Institutional student support services 11. provided at campus sites for nursing students 12. Improved re-entry process for nursing students who have dropped out 13. Tutoring and mentoring support for traditional students as well as online students (Pilot-tested in CSSI Southern Region) |
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Level of Activity and Depth of Partnerships

Team Illinois is representative of Nursing Workforce Leadership regional teams that have been working on capacity issues stemming from the 2003 Illinois Critical Skills Shortage Initiative. These teams have demonstrated an increasing depth and commitment to action. In the Northeast Region, for example, over 100 Chief Nursing Officers, Chief Human Resource Officers, Deans and Nursing Program Directors, Workforce Board representatives, State Agency Leaders and foundation representatives participate in the region's nursing initiatives. The enterprise is lead by a Steering Committee, overseeing the work of five committees: Educational Capacity, Diversity, Transition and Retention, Data and P-20 Programs of Study. Chicago LEADS volunteers serve on each committee to ensure coordination of activities across the region. The initiatives and solutions assigned to each team have measurable goals translating to increasing the number of nurses in the region. The Educational Capacity team has as its collective goal an additional 1,500 nurses annually who are working in the region one year after entering the workforce by the year 2014. Similar partnership models are in place in major regions across the State.

Team Illinois Future Goals and Objectives and Action Plan

Each of our regions faces unique challenges and requires solutions that are unique in some cases and replicable in others. Participation in the Nursing Education Capacity Summit will provide us with the opportunity to align regional strategies and solutions outlined above, strengthen commitment and partnerships across regions and determine the best route to success in replicating solutions in rural and urban settings. Using supply and demand data to set goals for nursing entrants to the workforce provides the blueprint for expanding educational capacity.

Team Illinois is committed to continuing the work of the Nursing Education Capacity Summit by:

- a. Delivering the action plans developed at the summit to our ~~home~~ teams, our regional teams across the state.
- b. Integrating these action plans into the regional frameworks that are currently in place;
- c. Creating and/or enhancing public/private funding initiatives to promote continued expansion of nursing programs.
- d. Developing a timeline for ongoing state-wide communications, webinars and meetings to leverage solutions implemented in the regions.
- e. Being an active participant in future communications between the Summit sponsors and state teams.

Thank you for the opportunity to apply for this exciting opportunity. If we can provide any additional information, or if you have any questions, please contact me.

Sincerely,



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 Nursing Coordinator
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 Illinois Center for Nursing
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April 18, 2008

United States Department of Labor
Education and Training Division
Business Relations Unit

Re: Team Illinois - DOL Nursing Education Capacity Summit

Dear Selection Committee:

On behalf of the leadership and members of the Metropolitan Chicago Healthcare Council (MCHC), it is my pleasure to heartily support the application of Team Illinois for participation in the June, 2008 Nursing Education Capacity Summit.

MCHC is a membership and service association dedicated to helping more than 140 members care for their communities through access to health care and improved delivery of services. Building a thriving nursing workforce for the communities our members serve is critical to this mission, and is a strategic priority for MCHC.

The Governor's Subcabinet on Economic Development, the Illinois Center for Nursing, the Department of Commerce and opportunity and over a dozen state agencies have joined together in a unique collaboration with private sector partners to align and leverage state resources to build nursing capacity across regions in Illinois. MCHC has partnered with the State to achieve these goals, and serves as project director for the Northeast Economic Region. MCHC also serves as project director for the Healthcare Committee of Chicago LEADS. A key focus of our regional work is building nursing education capacity. MCHC has convened private sector partners across the region to work on these public/private solutions. Over 100 Nursing and Human Resource leaders from our hospital membership, Deans and Program Directors of our Schools of Nursing, foundation leaders, community leaders and public agency leaders have joined forces to implement change.

Similar work is going on across our state and across the country. Team Illinois' participation in the Summit would provide the opportunity for stakeholders from all settings, urban and rural, to share strategies and weave the work of our regions into a blueprint for the State. On behalf of all of the stakeholders participating in the Northeast Regional initiatives, we strongly support Team Illinois' application, and we hope to have the opportunity to join our colleagues in Washington DC. Thank you for the opportunity to apply.

Sincerely,

Vice President and Chief Human Resource Officer

Illinois Wesleyan University

School of Nursing

Department of Labor
Education and Training Administration
Business Relations Unit
Washington, DC

Re: Nursing Capacity Summit . June 26 and 27, 2008

Dear Selection Committee Members:

Partners in Nursing of Central Illinois (PIN of CI) is pleased to support the application of Team Illinois to participate in the upcoming Nursing Education Capacity Summit sponsored by the Department of Labor, the Robert Wood Johnson Foundation, the Center to Champion Nursing in America and the Department of Health and Human Services..

PIN of CI is part of the Robert Wood Johnson foundation's *Partners Investing in Nursing's Future* program which encourages local foundations to act as catalysts in developing grassroots strategies to address the nursing shortage. PIN of CI collaboration includes dozens of diverse partners from Bloomington-Normal, Decatur, Champaign, Peoria, Pontiac, and Springfield who have provided input and resources toward project goals. With support from the PIN grant and regional partnerships, PIN of CI is addressing three goals based on findings from the 2004 Critical Skills Shortage Initiative (CSSI) for the North Central Economic Development Region: 1) increase regional retention of nursing graduates from colleges of nursing in central Illinois, 2) increase PhD prepared nursing faculty at regional colleges of nursing, and 3) create interest among regional nursing graduates in caring for aging adults.

The Illinois Governor's Subcabinet on Economic Development, the Department of Commerce and Economic Opportunity and the Illinois Center for Nursing were leaders in creating collaboration across the many and diverse regions of our state to address nursing workforce issues and in particular nursing education capacity issues. If accepted to participate in the Summit, Team Illinois will have the opportunity to bring together regional and state leaders to identify potential solutions and to strategize on replicating successful regional initiatives for all of the communities, rural and urban, across Illinois.

We enthusiastically support this application and look forward to participating on the team. We look forward to the opportunity to demonstrate that Central Illinois programs are replicable, sustainable, and provide models which our state team for the national Nursing Education Capacity Summit could share as best practices and innovative strategies. We also look forward to applying the best practices and solutions of regions across the State. Thank you for your consideration.

Very truly yours,

Donna L. Hartweg

Donna Hartweg, PhD, RN
Director, School of Nursing
Caroline F. Rupert Professor of Nursing
Illinois Wesleyan University, member of PIN of CI
Member, Illinois Center for Nursing Advisory Committee
BroMenn Healthcare Hospitals Board of Directors, Chairperson
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April 17, 2008

United States Department of Labor
Employment and Training Administration
Business Relations Group
Washington, DC

Dear Summit Conveners:

Please accept this letter in support of the Team Illinois application to the Department of Labor for participation in the Nursing Education Capacity Summit. Connect SI is a collaborative of the twenty southernmost counties in Illinois. It is an economic and community development initiative to increase economic opportunity with broadband deployment and improved health care as the backbones of our efforts. As the Executive Director of Connect SI, I understand the importance of participation in the summit to the achievement of our goals related to the critical nursing shortage in Illinois. Building upon the Illinois Critical Skill Shortages Initiative, we have established productive relationships with our health care providers and educators in the region. Our Connect SI goals related to health care are reliant on collaboration with regional and state partners. Although we share some of the same challenges as our friends in the northern part of our state, as a rural area we are not afforded some of the solutions that may be available in more densely populated areas. As we move ahead with unique solutions for our rural region, it would be most helpful to be part of a summit with other rural regions from throughout the country.

Illinois is proving that it is willing to invest time, talent, and treasure in the solutions to our critical nursing shortage. With the assistance of the Department of Labor, we will be able to take advantage of time with others crafting solutions across the nation. We are very grateful for the opportunity to be Illinois' rural pilot site. In addition, we would welcome this opportunity to attend the Nursing Education Capacity Summit as part of Team Illinois. Connect SI fully endorses this application and is grateful for your consideration.

Sincerely,

Kathy Lively
Executive Director, Connect SI

