



# *STRATEGIC PLAN AND BUDGET*

*November  
2011*

*Future of Nursing – NYS Action Coalition*

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***Future of Nursing – New York State  
Action Coalition  
Strategic Plan and Budget***

**Background/Origin:** New York State has been designated in October 2010 as one of five initial pilot Action Coalitions to advance the *Future of Nursing: Campaign for Action*, a collaboration created by the Robert Wood Johnson Foundation (RWJF) and the American Association of Retired Persons (AARP) Foundation. As of November 2011 36 states have designated Action Coalitions. The *Future of Nursing – NYS Action Coalition*, a nonpartisan entity, is part of a broad national effort to implement the recommendations set forth in the Institute of Medicine’s (IOM) Report *The Future of Nursing: Leading Change, Advancing Health*. The primary responsibilities of the *Future of Nursing – NYS Action Coalition* are to:

- Engage a diverse group of stakeholders from a variety of sectors;
- Fashion a state-prioritized list of recommendations;
- Gain media exposure and build visibility/awareness;
- Inform policymakers and decision-makers on key issues;
- Outreach to philanthropies, businesses and other entities for on-going support.

**Evidence of Need:**

**Vision Statement:** To address and promote for all New Yorkers the three primary outcomes targeted by health care reform – quality, access, and value.

**Mission Statement:** The mission of the *Future of Nursing – NYS Action Coalition* is to facilitate and provide leadership for the implementation of the eight recommendations set forth in the IOM Report *The Future of Nursing: Leading Change, Advancing Health* within New York State.

**Structure:** The structure of the *Future of Nursing-NYS Action Coalition* is composed of state, regional and local levels of integration across NYS with communication channels that flow both vertically and horizontally. An organizational chart of the *Future of Nursing-NYS* is outlined in **Appendix A**. In addition, an organizational table that identifies each group’s charge, meeting frequency and lines of communication is provided in **Appendix B**. For the purpose of garnering regional support and fostering activity, New York State has been divided into seven regions, similar to the organizational structure of the Healthcare Association of NYS (HANYS) and the New York Organization of Nurse Executives (NYONE).

1. The Steering Committee is composed of the original RWJF designees, nurse and non-nurse co-leads for the IOM Recommendation Sub-committees and additional representatives from throughout New York State. The overall purpose of the composition of the Steering Committee is to facilitate diverse representation (e.g., geographic, ethnic, expertise, background). See **Appendix C** for a list of current Steering Committee members.

2. IOM Recommendation Sub-committees will initially be formed to address the four priority recommendations identified by the Steering Committee. Steering Committee members will be designated as co-leads for these four sub-committees. Additional sub-committees will be established to address the remaining four IOM recommendations as interest and feasibility evolves.
3. Each of the seven regions within New York State (see **Appendix D**) will identify Regional Champions (nurse and non-nurse co-leads) in conjunction with the Steering Committee. The Regional Champions will:
  - a. Convene regional meetings to seek confirmation on Priorities
  - b. Act as a conduit for information from the Steering Committee to local *Action Coalition* members and other interested groups
  - c. Assess barriers and facilitators to implementation of the IOM Recommendations in their region
  - d. Establish Action Teams to work on action plans

**Initial Priority Recommendations:**

1. Remove scope of practice barriers
2. Increase proportion of nurses with a baccalaureate degree to 80% by 2020
3. Double the number of nurses with a doctorate by 2020
4. Build infrastructure for the collection and analysis of interprofessional health workforce data

**Timeline:** The initial timeline is for 3 years with first year emphasis on establishing state-wide and sub-state structure, developing specific coordinated action agendas, securing resources, etc. During Year III an evaluation of the status of the *Future of Nursing – NYS Action Coalition* will take place to assess progress and identify continuing or new goals, objectives and timelines.

**Overall *Future of Nursing – NYS Action Coalition* Goals:**

1. Educate and engage the nursing profession, public, partners and stakeholders, and public policy decision makers in implementation of the IOM Recommendations on the *Future of Nursing: Leading Change, Advancing Health* at the state, regional and local levels
2. Establish and coordinate a statewide information, communication and implementation infrastructure
3. Secure financial support and resources for implementation of the IOM Recommendations
4. Evaluate ongoing implementation efforts and refine strategies and activities if indicated
5. Facilitate collection or identification of data necessary to carry out the IOM Recommendations
6. Ensure diversity throughout the NYS AC by means of diverse representation on committees as well as specific attention to diversity in setting priority goals and action plans.

**Steering Committee Objectives/Activities:** A table with objectives, activities and a timeline for Years I-III is found on the next several pages:

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Develop an organizational structure for the <i>Future of Nursing – NYS Action Coalition</i></b>	Establish and convene Steering Committee with attention to diversity (e.g., geographic, ethnic, expertise, background)												
	Identify Steering Committee co-leads												
	Establish statewide, regional and local organizational structure												
	Build initial staffing structure												
	Conduct regularly scheduled Steering Committee teleconference calls												
	Convene quarterly in-person meetings of the Steering Committee to ensure depth of deliberation												
	Enhance staffing structure												
	Establish process to select regional champions for each region												
	Select regional champions for each region												
	Assist each region with establishing a structure that would accommodate its needs (e.g., geographic distance, resources) and identified priorities												
	Track activities of Action Teams from each region												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Establish priorities based on IOM Recommendations</b>	Prioritize IOM Recommendations for action												
	Designate nurse co-leads of the priority IOM Recommendations Sub-committees												
	Establish process to select co-leads for the remaining IOM Recommendations												
<b>Obtain ongoing financial support</b>	Secure financial resources for start-up and infrastructure costs												
	Develop and refine strategic plan and budget to include: <ul style="list-style-type: none"> <li>Steering Committee activities and infrastructure</li> <li>IOM Recommendation Sub-Committees activities</li> </ul>												
	Develop fund raising plan												
	Maintain list of in-kind donations and support on the website												
	Initiate and promote fund raising efforts												
<b>Develop a communications infrastructure for the Future of Nursing – NYS Action Coalition</b>	Establish a statewide media/communications sub-committee with designated media liaisons in each region												
	Develop and implement an overall media/communications strategic plan												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Develop, launch and maintain a designated website for the <i>Future of Nursing – NYS Action Coalition</i>												
	Purchase survey and e-mail blast product												
	Purchase map making software												
	Identify media liaisons from each region (see <b>Appendix E</b> for role description)												
	Determine best use of social media options for website (e.g., Facebook, Twitter, RSS feed, blog)												
<b>Coordinate efforts to gain support from both nurses and non-nurses</b>	Develop mechanism to collect contact information from interested volunteers												
	Identify membership liaisons for each region (see <b>Appendix E</b> for role description)												
	Track membership enrollment via the website												
	Broaden membership recruitment levels												
	Identify partner/stakeholder liaisons for each region												
	Identify and establish communication with potential partners and stakeholders at state, regional and local levels												
	Highlight partners/stakeholders on the website												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Collect testimonials from partners/stakeholders and place on website												
	Document successes/failures and lessons learned in membership recruitment efforts												
	Convene regional meetings in each of the 7 identified regions												
<b>Educate the public, partners stakeholders, public policy decision makers, and all sectors of the nursing profession about the IOM Report and the <i>Future of Nursing</i> – NYS Action Coalition efforts</b>	Host national speakers at two major events (Albany, NYC)												
	Organize an annual statewide summit												
	Participate in informational meetings hosted & organized by other entities (e.g., nursing organizations, healthcare facilities)												
	Develop a documentation system to track date, location, audience and feedback re: presentations throughout the state												
	Develop a statewide educational plan in conjunction with the Public Speakers Bureau (see <b>Appendix E</b> for role description)												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Implement educational activities to reach all levels of nursing, including nursing students												
	Provide leadership opportunities, including internships, for student involvement in the <i>Future of Nursing – NYS Action Coalition</i> efforts												
	Target educational efforts for partners and stakeholders												
	Target educational efforts for lay public												
	Develop public displays for use at conferences												
	Develop online educational products												
<b>Evaluate the <i>Future of Nursing – NYS Action Coalition</i> efforts</b>	Invite individuals who have indicated an interest to be part of an Evaluation Team (see <b>Appendix E</b> for role description)												
	Identify co-leads for the Evaluation Team												
	Develop an overall evaluation plan based on the Steering Committee and IOM Recommendation Sub-Committee strategic plans												
	Determine measureable targets/outcomes to evaluate												
	Establish a process to measure each target/outcome												
	Conduct an implementation evaluation												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Conduct a Year II outcome evaluation												
	Reassess progress thus far and prioritize future efforts												
	Project a time frame for Phase II												
	Publish an Annual Report based on evaluations												
<b>Disseminate data analyzed and lessons learned through the activities of the <i>Future of Nursing – NYS Action Coalition</i></b>	Set up data collection system to use for evaluation and analysis of each phase (e.g., website stats, presentation log, membership tracking, legislative initiatives/changes, regional activity reports, agendas/minutes for all meetings, costs for implementation)												
	Conduct literature searches on pertinent topics (e.g., coalition building, barriers to and facilitators for implementation of recommendations, best practices)												
	Form a publication work group to develop an overall dissemination plan in coordination with the media/communications sub-committee												
	Feature “Best Practices in NYS” on the website												
	Feature newsletter columns on outcomes from the <i>Future of Nursing – NYS Action Coalition</i>												

Objectives	Activities	Year I				Year II				Year III			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Coordinate with Sub-Committees and Regions to assist with dissemination of outcomes from their activities												
	Publish, at a minimum, 2 articles per year in a peer reviewed professional journal												
	Submit, at a minimum, 4 abstracts per year to a national conference												

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**Scope of Practice IOM Recommendation Sub-committee.** Nurse Co-Lead, Bobbie Berkowitz, PhD, RN, FAAN, Dean and Mary O’Neil Mundinger Professor, Columbia University School of Nursing. Non-nurse Co-Lead, Emme Deland, Sr. Vice President of Strategy, NY Presbyterian Hospital. **Strategic Plan with Objectives/Activities/Timeline:**

**Double the Number of Doctorates Sub-committee.** Nurse Co-Lead, Darlene Curley, MS, RN, Executive Director, The Jonas Center for Nursing Excellence. Non-nurse Co-Lead, Jo Wiederhorn, President & CEO Associated Medical Schools of New York. **Strategic Plan with Objectives/Activities/Timeline:**

**Increase BSN 80/20 Sub-committee.** Nurse Co-Lead, Barbara Zittel, RN, PhD, International Nursing Consultant, Immediate Past Executive Secretary NY State Boards for Nursing. Non-nurse Co-Lead, William Ebenstein, PhD, University Dean for Health and Human Services & Director, JFK, Jr. Institute for Worker Education, City University of New York. **Strategic Plan with Objectives/Activities/Timeline:**

**Healthcare Workforce Data Sub-committee.** Nurse Co-Lead, Carol Brewer, PhD, RN, FAAN, Professor, UB School of Nursing, Director of Nursing, New York State AHEC Statewide Office. No Non-nurse Co-Lead has been identified to date. **Strategic Plan with Objectives/Activities/Timeline:**

**Communications/Media Plan:** Education of the general public, stakeholders and public policy decision-makers via a communication strategy cross-cuts all the Priority Recommendations. Nurse Co-Lead, Diana Mason, PhD, RN, FAAN, Rudin Professor, Co-Director of the Hunter College Center for Health, Media, and Policy, Hunter-Bellevue School of Nursing. Non-nurse Co-Lead, Andrew Martin, Communications Director, NY Academy of Medicine.

**Web site:** A designated website for the *Future of Nursing – NYS Action Coalition* was established in March 2011. The link is <http://www.futureofnursing-nys.org>. The website has been crucial in establishing a venue for communication to a broad audience. Interested individuals who wish to participate in the activities of the *Future of Nursing – NYS Action Coalition* are able to sign up and indicate their areas of interest. NYSNA has provided in-kind assistance to date.

**Appendix A**  
**Organizational Chart for the Future of**  
**Nursing – NYS Action Coalition**

# Future of Nursing - NYS Steering Committee

## Leadership Council

(Co-Leaders from Future of Nursing – NYS Steering Committee, IOM Recommendation Sub-Committees and Regional Champions)

## Media & Communications

### Priority Recommendations

### Additional Recommendations

#### Statewide Level

IOM Recommendation Subcommittees

Scope of Practice

Increase BSN

Increase Doctorate

Workforce Data

Nurse Residency

Lifelong Learning

Leading Healthcare Change

Collaborative Improvement Efforts

#### Regional Level

Regional Champions

Central NY

Northern Metropolitan

Western NY

Finger Lakes

Northeastern NY

Greater NY

Long Island

TBD

#### Local Level

Action Teams for Implementation Efforts on State Action Plans

**Appendix B**  
**Organizational Table for the Future of**  
**Nursing – NYS Action Coalition with**  
**description of each entity’s charge, meeting**  
**frequency and lines of communication**

**Organizational Structure for the Future of Nursing – NYS\***

<b>Group</b>	<b>Charge</b>	<b>Meeting Frequency</b>	<b>Lines of Communication</b>
<p><b>Future of Nursing-NYS Steering Committee</b>  (RJWF designees, non-nurse co-lead, and additional representatives)</p>	<p>Responsible for the overall implementation of the recommendations in New York State.</p> <ul style="list-style-type: none"> <li>• Prioritizes recommendations for New York</li> <li>• Designates nurse co-leads of priority IOM Recommendation Sub-committees</li> <li>• Designates an Executive Committee of the Steering Committee</li> <li>• Develops Action Plan and guides project initiatives, communications, financial support, business/corporate and government relations</li> <li>• Acts as liaison to national efforts</li> <li>• Functions as official spokesperson or representative for Future of Nursing-NYS</li> <li>• Provides input for Leadership Council meetings</li> </ul>	<p>Every 3-4 weeks 1 ½ hours</p>	<p>RWJF, AARP, CCNA, Sub-committees, Partners and Stakeholders, Regional Champions, Media</p>
<p><b>IOM Recommendation Sub-Committees</b>  (Co-leads for each of the 4 Priority Recommendations and 4 Additional Recommendations, members invited by co-leads)</p>	<p>Each IOM Recommendation Sub-committee focuses on one specific recommendation and is responsible for statewide coordinating efforts around that recommendation</p> <ul style="list-style-type: none"> <li>• Defines scope of recommendation work and applicability to New York</li> <li>• Identifies work already underway at the NY state and national level</li> <li>• Develops strategies and action steps, including potential activities by Regional Champions and Action Teams, needed for successful implementation</li> <li>• Implements action plans</li> <li>• Evaluates implementation plan and revises as needed</li> <li>• Engages additional ad hoc members as needed</li> <li>• Reports on progress to Leadership Council</li> <li>• Coordinates efforts with the Media/Communication Sub-Committee</li> </ul>	<p>Sets own schedule to accomplish planning/ implementation. Co-leads serve on Leadership Council and attend its meetings.</p>	<p>Future of Nursing-NYS Steering Committee, Leadership Council, IOM Recommendation Sub-Committee members, Media-Communication Sub-committee</p>
<p><b>Leadership Council</b>  (Co-leads of the Future of Nursing-NYS Steering Committee, Co-leads of the Media-Communication Sub-committee, IOM Recommendation Sub-committees, and the Regional Champions)</p>	<p>Provide input to implementation and contribute to dissemination</p> <ul style="list-style-type: none"> <li>• Develops and implements strategies to support completion of the Action Plan</li> <li>• Identifies and develops relationships with partners and stakeholders</li> <li>• Reviews and provides feedback to the Steering Committee on progress with the Action Plan and timelines</li> <li>• Coordinates activities between the IOM Recommendation Sub-committees and Regional Champions</li> <li>• Provides linkages with other statewide efforts addressing health care reform or other related efforts related to the <i>Future of Nursing: Campaign for Action</i></li> <li>• Disseminates information about statewide and regional activities to IOM Recommendation Sub-committee and Regional Champion members</li> <li>• Assists in seeking funding for the work of the Future of Nursing-NYS</li> </ul>	<p>To be determined; Agenda includes reports from Action Teams.</p>	<p>Future of Nursing-NYS Steering Committee, Partners and Stakeholders, Regional Champions, IOM Recommendation Sub-committees</p>

Group	Charge	Meeting Frequency	Lines of Communication
<p><b>Regional Champions</b></p> <p>(Co-leads designated by the Steering Committee for each of the 7 NYS regions, members self-select by region)</p>	<p>Be a conduit of information to and from Regions about the work of the Future of Nursing - NYS</p> <ul style="list-style-type: none"> <li>• Hosts regional Future of Nursing-NYS meetings</li> <li>• Determines specific Action Teams to address IOM Recommendation Sub-committees' plans/goals for the Region</li> <li>• Sets up regional structure to provide input to the RAC Leadership Council</li> <li>• Identifies regional partners/stakeholders, both nurses and non-nurses, to participate in Action Teams</li> <li>• Provides ongoing guidance, monitoring and evaluation of regional activities</li> <li>• Reports on progress to Leadership Council</li> <li>• Coordinates efforts with the Media-Communication Sub-Committee</li> </ul>	<p>Sets own schedule to accomplish planning/implementation. Co-leads serve on Leadership Council and attend meetings</p>	<p>Future of Nursing-NYS Steering Committee, Leadership Council, Regional Champion members, Media-Communication Sub-committee</p>
<p><b>Action Teams</b></p> <p>(Regional partners/stakeholders, both nurses and non-nurses)</p>	<p>Each team focuses on implementation of a specific action plan/goal of the region (may focus on recommendations, fund raising, communication, membership, and/or other related activities)</p> <ul style="list-style-type: none"> <li>• Develops strategies and action steps for specified areas of the Team's responsibility</li> <li>• Coordinates the implementation effort</li> <li>• Collects regional level data</li> <li>• Maintains communication with other Action Teams</li> <li>• Reports progress to Regional Champions</li> </ul>	<p>Sets own schedule to accomplish planning/Implementation.</p>	<p>Regional Champion members, other Action Team members</p>
<p><b>Information Partners</b></p> <p>(Individuals, both nurses and non-nurses, who would like to keep abreast of news and events related to the Future of Nursing-NYS and other national efforts)</p>	<p>Provide input and support for the activities of Future of Nursing-NYS</p> <ul style="list-style-type: none"> <li>• Reviews Future of Nursing-NYS website</li> <li>• Receives regular communication from Future of Nursing-NYS through various channels (e.g., e-mail, phone, mail, and other social networking venues)</li> <li>• Provides feedback and input to Action Plan and progress</li> <li>• May join regional Action Teams as member</li> </ul>	<p>Attend informational sessions, webinars, read updates, receive RSS feeds from Future of Nursing-NYS website</p>	<p>Open access to the Future of Nursing-NYS website and Future of Nursing – NYS participants identified in communications</p>

\* Adapted in part from the "Proposed Organizational Structure for the California RAC"

**Appendix C**  
**Steering Committee Roster**

**Future of Nursing - NYS Regional Action Coalition  
Steering Committee – as of 8 November 2011**

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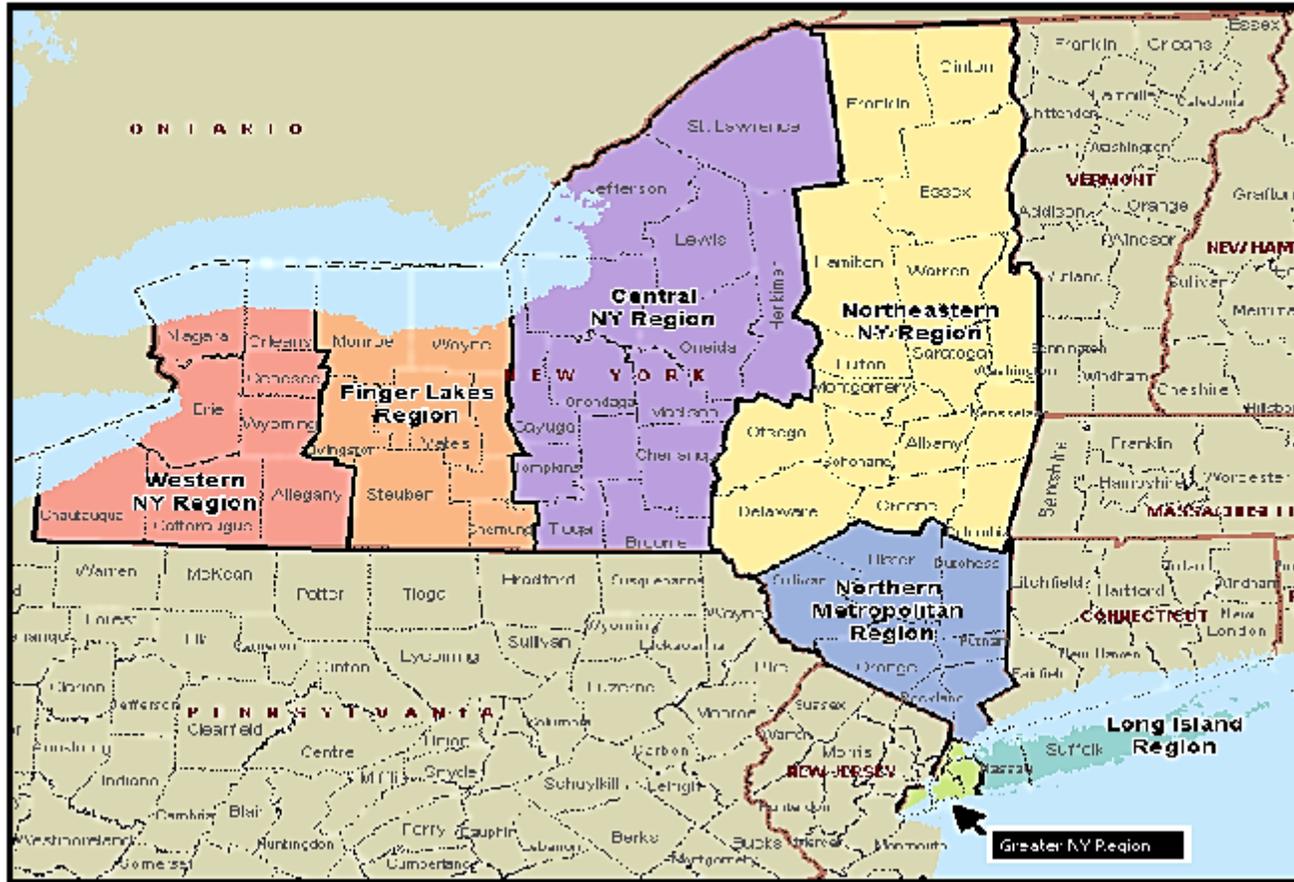
**Former Steering Committee Member\***

**Terry Fulmer, PhD, RN, FAAN\***

The Erline Perkins McGriff Professor &  
Former Dean, College of Nursing  
New York University  
Current Dean, Bouve College of Health Sciences at Northeastern University  
Boston, MA

**Appendix D**  
**Map of the Seven Designated NYS Regions &**  
**Table of NYS Counties by Region**

# Future of Nursing – NYS Regions



**Future of Nursing-NYS Regions by County**

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<b>County</b>	<b>IFNRAC-NY Regions</b>
Bronx	Greater NY
Queens	Greater NY
Kings	Greater NY
New York	Greater NY
Richmond	Greater NY
Nassau	Long Island
Suffolk	Long Island
Broome	Central NY
Cayuga	Central NY
Chenango	Central NY
Cortland	Central NY
Herkimer	Central NY
Jefferson	Central NY
Lewis	Central NY
Madison	Central NY
Oneida	Central NY
Onondaga	Central NY
Oswego	Central NY
St. Lawrence	Central NY
Tioga	Central NY
Tompkins	Central NY
Albany	Northeastern NY
Clinton	Northeastern NY
Columbia	Northeastern NY
Delaware	Northeastern NY
Essex	Northeastern NY
Franklin	Northeastern NY
Fulton	Northeastern NY
Montgomery	Northeastern NY
Otsego	Northeastern NY
Rensselaer	Northeastern NY
Saratoga	Northeastern NY
Schenectady	Northeastern NY
Schoharie	Northeastern NY
Warren	Northeastern NY
Washington	Northeastern NY
Greene	Northeastern NY
Hamilton	Northeastern NY
Dutchess	Northern Metropolitan

AFT

Orange	Northern Metropolitan
Putnam	Northern Metropolitan
Rockland	Northern Metropolitan
Sullivan	Northern Metropolitan
Ulster	Northern Metropolitan
Westchester	Northern Metropolitan
Chemung	Finger Lakes
Livingston	Finger Lakes
Monroe	Finger Lakes
Ontario	Finger Lakes
Schuyler	Finger Lakes
Steuben	Finger Lakes
Wayne	Finger Lakes
Yates	Finger Lakes
Seneca	Finger Lakes
Allegany	Western NY
Cattaraugus	Western NY
Chautauqua	Western NY
Erie	Western NY
Genesee	Western NY
Niagara	Western NY
Orleans	Western NY
Wyoming	Western NY

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