NCQAC Strategic Plan: 2023-2025

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A. Bradywood DNP, MPH, RN, NHA, NEA-BC

Agenda

1. Mission
2. Vision
3. Values
4. Strategic Initiatives
5. Short-Term & Long-Term Goals
6. Monitoring & Evaluation
7. Communication Plan
8. Questions/Comments

NCQAC Mission:

To lead nurses to deliver the highest quality care at the top of their licensure and to build systems necessary to enhance health across Washington State.

Vision:

To create an environment that fosters excellence, agility, and innovation in healthcare delivery while optimizing nursing practice. We envision a future where regulatory frameworks empower nurses to work at the top of their scope and to ensure that they have the resources and support they need to deliver safe, effective, equitable, and efficient care.

Values:

Pursue excellence. Inspire innovation. Champion equity.

NCQAC Strategic Initiatives

Strategic Initiative 01

Cultivate an organization that supports diversity, equity, and inclusion

01
DEI

02
Public Safety

Strategic Initiative 02

Improve public safety through collaborative leadership

Strategic Initiative 03

Enhance academic preparation across the nursing profession

03
Academics

04
Regulation

Strategic Initiative 04

Promote best practices and agility in nursing regulation

NCQAC Strategic Initiatives

DEI

Strengthen relationships with diverse external stakeholders

Foster opportunities that advance diversity, equity, and inclusion

Promote an environment fostering creativity, innovation, and leadership

Advance nursing and faculty diversity
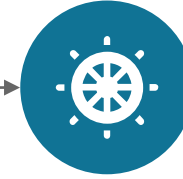
Public Safety

Continue to develop the identity, visibility, and impact of NCQAC

Promote legislative changes to advance safety through exemplary nursing care

Ensure fair, efficient, agile, and effective regulatory processes

Increase enrollment in WHPS

Address nursing issues: mental health, emergency preparedness, telemedicine

Academics

Understand and respond to ongoing nursing workforce trends

Identify best-practices to facilitate nursing program growth across all career paths

Partner to support faculty recruitment, development, growth

Address regulatory factors impacting expansion of academic programs.

Regulation

Conduct and disseminate research that expands evidence for regulation.

Ensure evolving nursing roles align with regulation, work to top of licensure

Enactment of the RN licensure compact model (if passed)

Facilitate safe, effective nursing practice using telehealth and emerging technologies

Reimagine nursing documentation to prioritize care

Strategic Initiative #1: DEI

Cultivate an organization that supports diversity, equity, and inclusion

DEI Short-Term Goals

1.1 Strengthen relationships with external stakeholders

1.2 Foster opportunities that advance diversity, equity, and inclusion

1.3 Promote an environment fostering creativity, innovation, and leadership

1.4 Advance nursing and faculty diversity

Q2 2023

Identify key tribal stakeholders and establish routine meeting dates

Promote new commissioner and staff positions in pushed, quarterly communications

Q3 2023

Include Washington State multinational nursing organizations on website for visibility to partnerships and networking

Expand outreach and recruitment for commissioner and positions to multi-national nursing organizations for all available positions

Q4 2023

Incorporate DEI training in NCQAC staff annual evaluations, on-boarding, annual updates
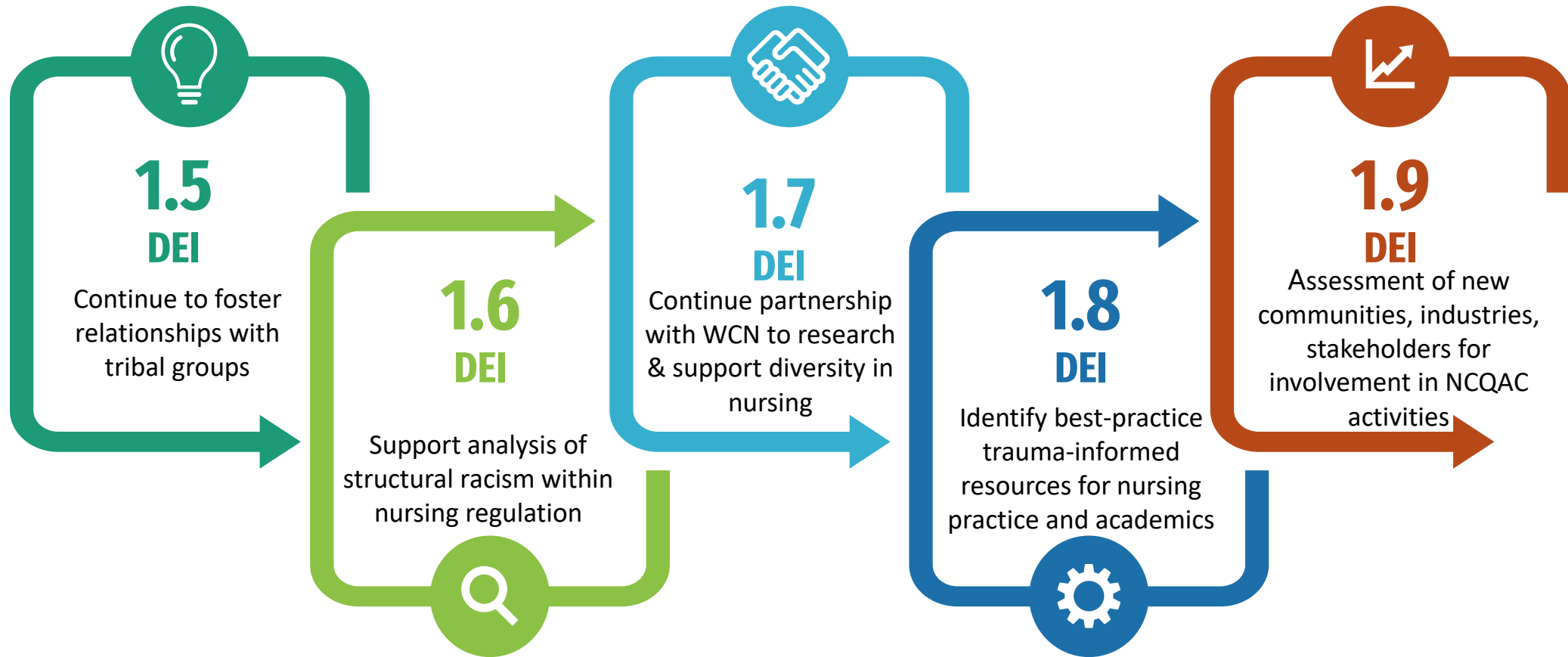
Advertise opportunities to increase nurse and faculty exposure to DEI topics and trauma-informed content

Analysis   Strategy/Tactics   Implementation

Long-Term Goals: DEI

1.5 DEI
Continue to foster relationships with tribal groups

1.6 DEI
Support analysis of structural racism within nursing regulation

1.7 DEI
Continue partnership with WCN to research & support diversity in nursing

1.8 DEI
Identify best-practice trauma-informed resources for nursing practice and academics

1.9 DEI
Assessment of new communities, industries, stakeholders for involvement in NCQAC activities

Public Safety Short-Term Goals

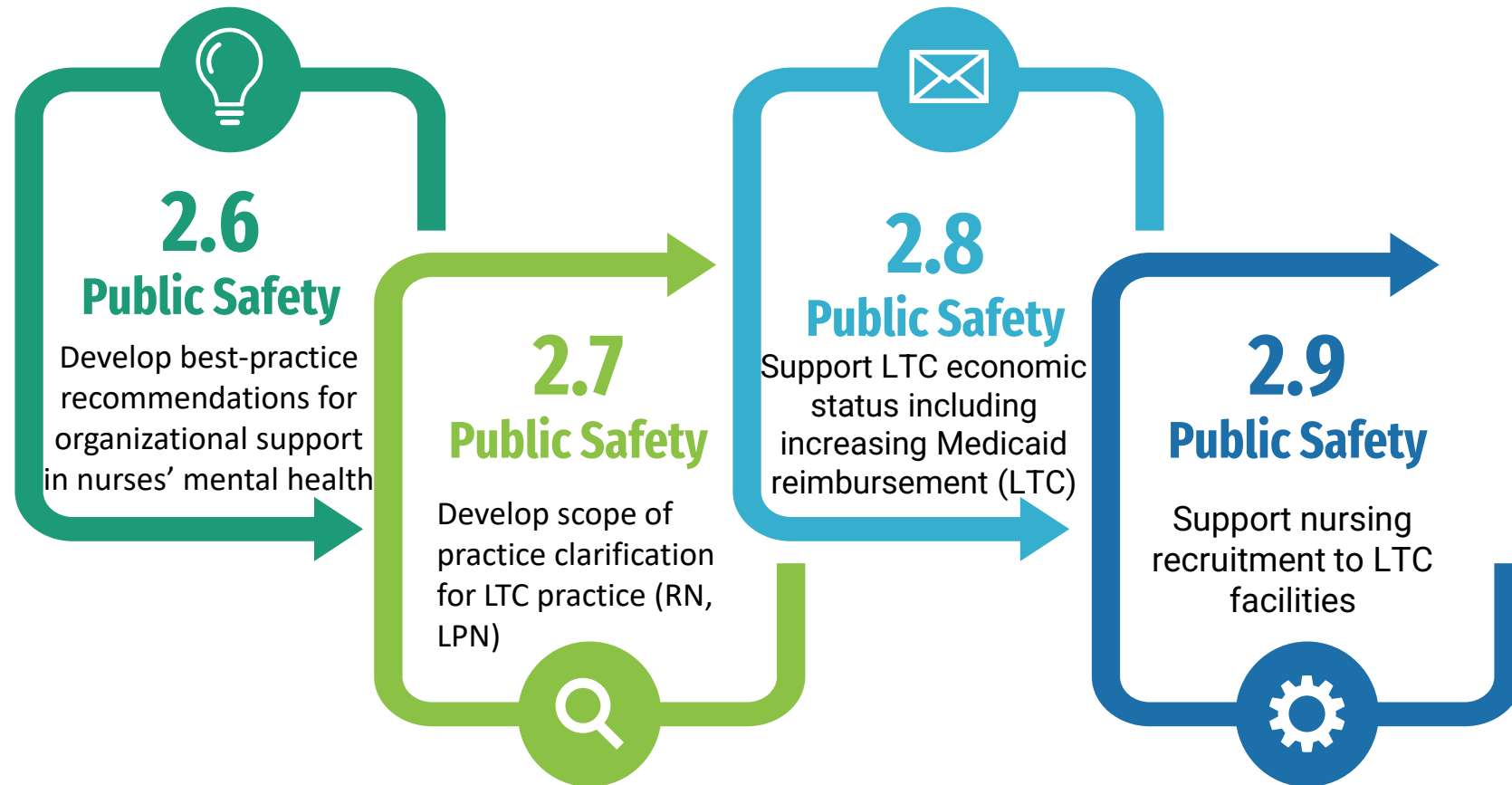|	2.1 Continue to develop the identity, visibility, and impact of NCQAC	2.2 Promote legislative changes to advance safety through exemplary nursing care	2.3 Ensure fair, efficient, agile, and effective regulatory processes	2.4 Increase enrollment in WHPS	2.5 Address nursing issues: mental health, emergency preparedness, telemedicine
Q2 2023	Finalize Mission, Vision, Values statement				
		Implement HELMS for improved licensure and data collection			
Q3 2023		Develop implementation plan for new legislation			
			Outreach to healthcare organizations on WHPS program and benefits		
Q4 2023			Refine website for increased visibility in strategic initiatives, data, and progress		
				Develop scope of practice clarification for LTC practice (RN, LPN)	

Analysis   Strategy/Tactics   Implementation

Long-Term Goals: Public Safety

2.6
Public Safety
Develop best-practice recommendations for organizational support in nurses' mental health

2.7
Public Safety
Develop scope of practice clarification for LTC practice (RN, LPN)

2.8
Public Safety
Support LTC economic status including increasing Medicaid reimbursement (LTC)

2.9
Public Safety
Support nursing recruitment to LTC facilities

Strategic Initiative #3: Academics

Enhance academic preparation across the nursing profession

Academics Short-Term Goals

3.1 Understand and respond to ongoing nursing workforce trends

3.2 Identify best-practices to facilitate nursing program growth across all career paths

3.3 Partner to support faculty recruitment, development, growth

3.4 Address regulatory factors impacting expansion of academic programs.

Q2 2023

Assesses impacts of LPN Pathway Programs & recommend next steps

Continue to research best-practice for clinical experience vs. simulation

Collaborate with SoN Deans on meeting faculty retention needs

Q3 2023

Assesses impacts of Student Nurse Preceptor Grant Program

Continue to streamline NAC testing and certification process
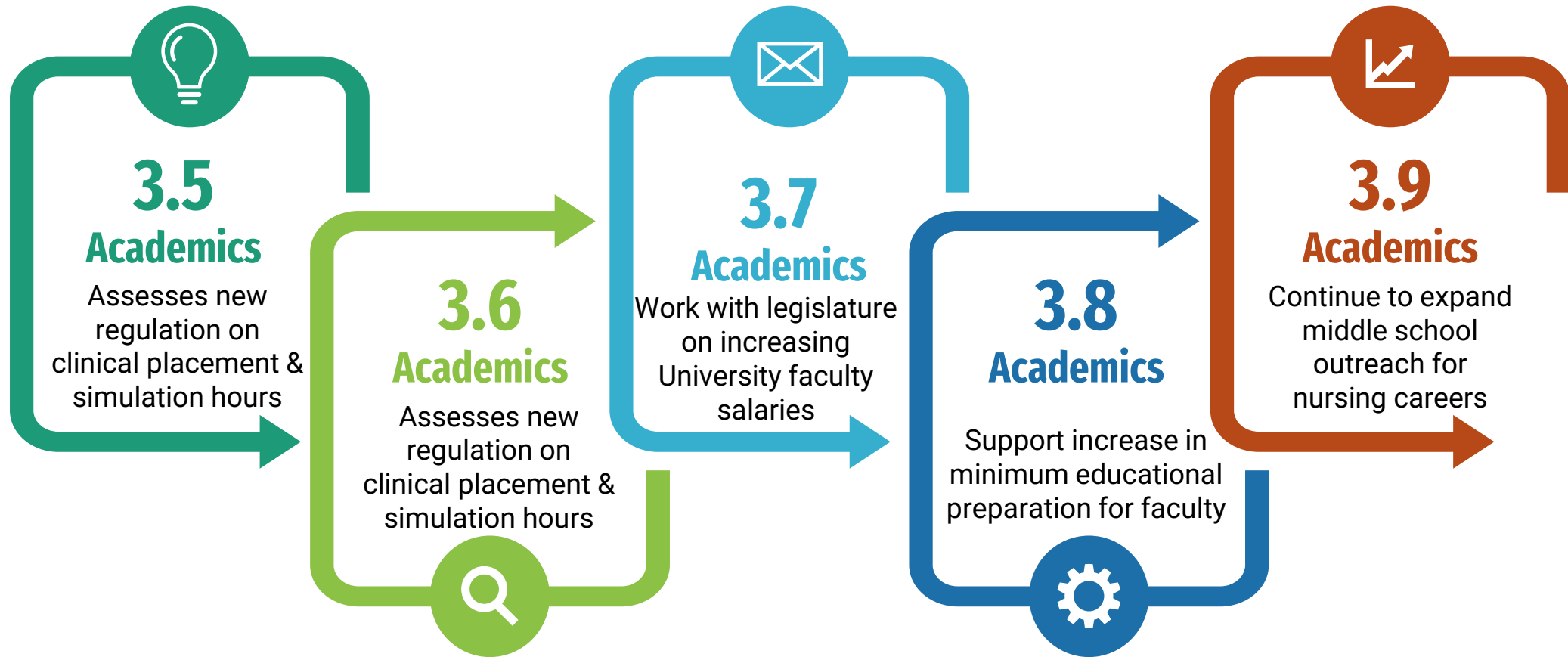
Q4 2023

Evaluate ARNP Residency Pilot program

Analyze 2022-2023 workforce trends and compile best-practice recommendations on models of care

Analysis

Strategy/Tactics

Implementation

Strategic Initiative #4: Regulation

Promote best practices and agility in nursing regulation

Regulation Short-Term Goals

4.1 Conduct and disseminate research that expands evidence for regulation.

4.2 Ensure evolving nursing roles align with regulation, work to top of licensure

4.3 Enactment of the RN licensure compact model (if passed)

4.4 Facilitate safe, effective nursing practice using telehealth and emerging technologies

4.5 Reimagine nursing documentation to prioritize care

Q2 2023 — English Proficiency Exam evaluation including OET

Q3 2023 — Develop implementation plan for RN licensure Compact (if passed)

Partner with DOH on documentation guidelines for nursing practice

Q4 2023 — Partner on research efforts to understand nursing skill/task alignment and scope of practice
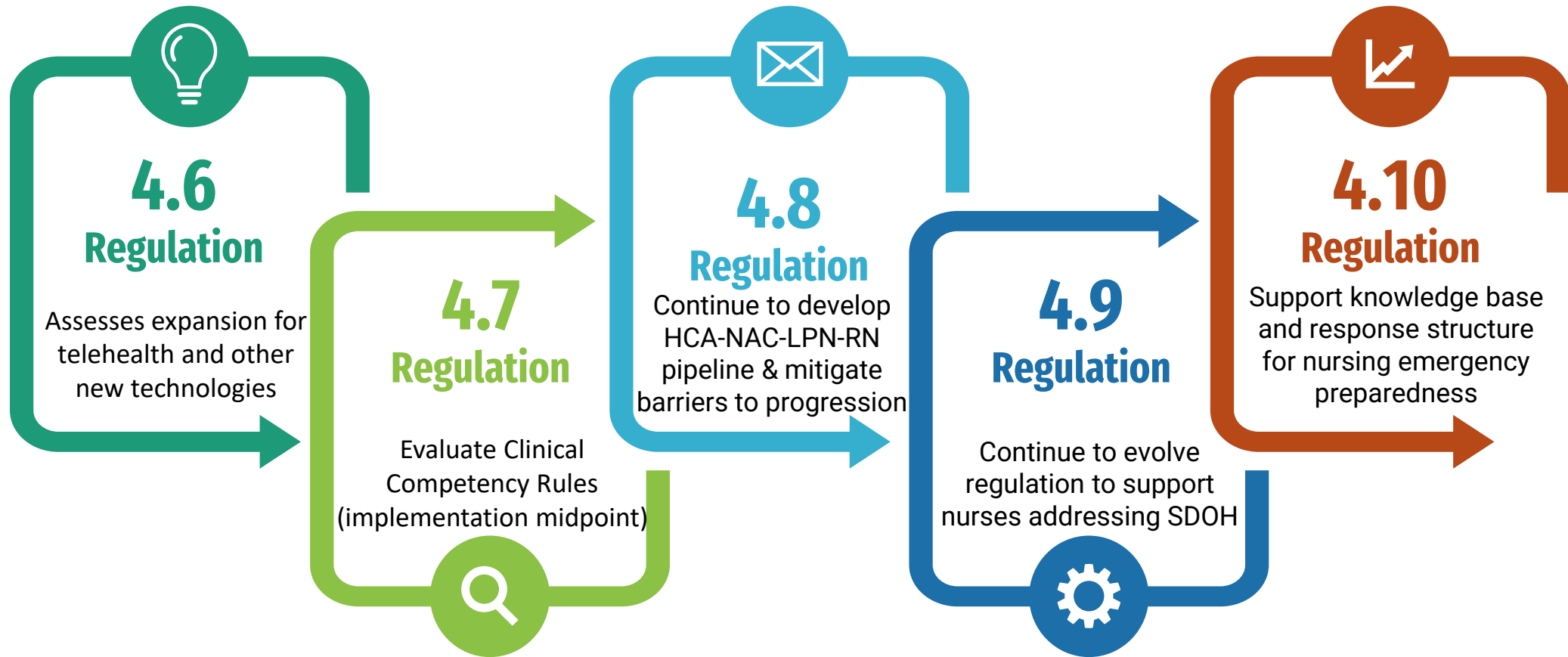
Partner with NCSBN & national stakeholders on documentation guidelines

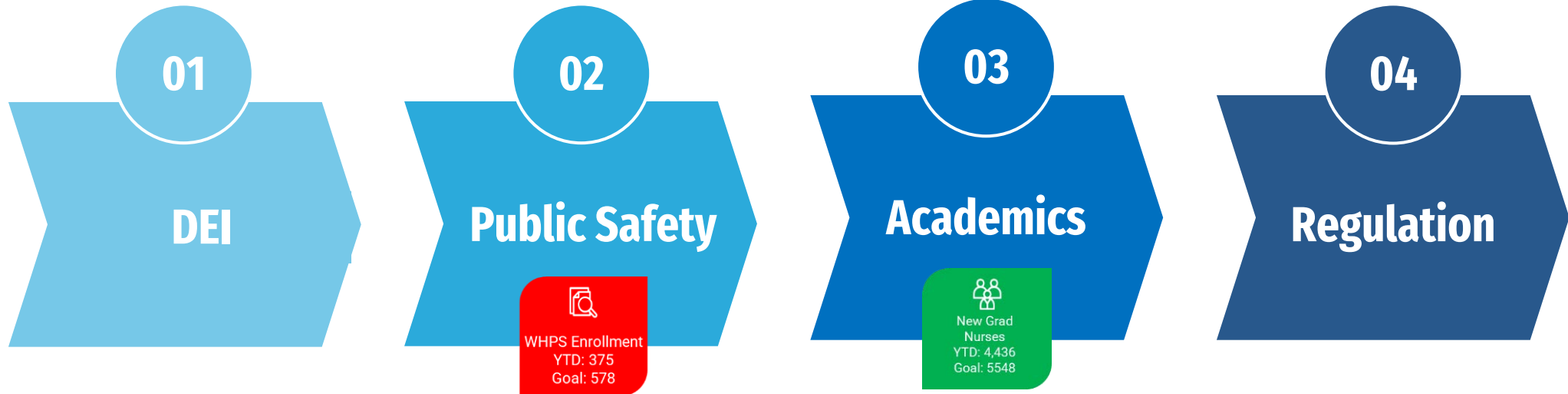Analysis   Strategy/Tactics   Implementation

Long-Term Goals: Regulation

4.6 Regulation
Assesses expansion for telehealth and other new technologies

4.7 Regulation
Evaluate Clinical Competency Rules (implementation midpoint)

4.8 Regulation
Continue to develop HCA-NAC-LPN-RN pipeline & mitigate barriers to progression

4.9 Regulation
Continue to evolve regulation to support nurses addressing SDOH

4.10 Regulation
Support knowledge base and response structure for nursing emergency preparedness

Monitoring & Evaluation

Balanced Scorecard for Strategic Performance

NCQAC 2023-2025

01 DEI

02 Public Safety

WHPS Enrollment
YTD: 375
Goal: 578

03 Academics

New Grad Nurses
YTD: 4,436
Goal: 5548

04 Regulation

Planning

Identify metrics for final strategic plan
Include financial, quality, completion metrics
Outcome, process, implementation metrics

Development

Clear visuals of on/off target
Trend over time (rolling 12mo. trend-line)

Execution

Broad accessibility of data on website for workforce, educational programs

Tracing

Data review with all meetings
Directional adjustments to plan & timeline

Goals and Metrics by 2025

Critical Success Factors	Goals	Metrics	Current Situation
Diversity	• Improve racial concordance with population • Increase partnerships with multinational nursing organizations	• Increase non-white nurses by 5% • Increase commission, staff diversity by 25% • Increase pre-licensure faculty diversity by 10%	• Asian (9%), Black/AA (6%), Hispanic (5%)[1] • NCQAC and staff predominantly white • 80% of pre-licensure faculty white vs. 60% of pre-licensure students[2]
Leading in Public Safety	• Increase WHPS enrollment • Improve visibility of NCQAC work to licensed nurses	• Increase enrollment in WHPS by 25% • Increase outreach to 100% of licensed nurses	• WHPS enrollment 2023: 469 RNs[3] • No current communication pushed to licensed nurses on NCQAC work
Top Academic Performance	• Maximize academic program volume • Ensure competency • Support academic preparation to meet licensure requirements	• Increase new graduate nurses by 25% • Increase clinical placement/simulation opportunities by 25% • Increase permanent faculty recruitment & retention by 15% • Increase NCLEX pass rates by 5% • Increase CNA exam pass rate to 80%	• 4,438 nursing graduates in 2021[4] • 34% nursing faculty are lecturers; >33% applicants turned away from nursing programs[5] • 30% WA schools ranked as "top" schools based on NCLEX pass rate • NAC pass rate for first-time test takers <75%[3]
Agility in Regulation	• Support RN compacted licensure & 2023 legislative changes • Increase use of technology & mobile devices • Improve workforce data	• Implementation timeline of regulatory change to reduce by 10% • Implementation of HELMS to increase on-line access & data collection for licensure • Complete workforce report for 2023	• Current licensure technology with limited data collection & on-line access • Limited access to demographic or licensing data with ILRS system • Workforce projections show 20% of LPNs retiring by 2028, 20% of RNs by 2029[1]

[1] = WCN 2021; [2] = NCQAC Education Program Report 2020-2021; [3] = NCQAC 2022; [4] = DOH Nursing Education Report 2021; [5] = DOH Nursing Education Report 2021

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Leading in Public Safety			o licensed nurses on
Top Academic Performance			33% applicants turned chools based on ers <75%[3]
Agility in Regulation			mited data collection & censing data with ILRS

Implementation timeline of regulatory change to reduce by 20%

Implementation of HELMS to increase on-line access & data collection for licensure

Complete workforce report for 2023

	mobile devices • Improve workforce data	licensure • Complete workforce report for 2023	• Workforce projections show 20% of LPNs retiring by 2028, 20% of RNs by 2029[1]

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Communication Plan

Communication Plan

Visibility, Marketing, Outreach

1. Post Strategic Plan on website

2. Push quarterly communications to all licensed nurses; highlight NCQAC advances

3. Continue BonCast, include LPN, LTC scope of practice

4. Connect CNOs/DONs, & Deans to coordinate academic preparation & practice competencies

5. Routine cadence for outreach to key community stakeholders

6. Address internal communication and organizational process improvement

7. Facilitate bi-directional feedback with stakeholders & nurses

8. Increase data availability on website

Questions/Comments

There is always light.
If only we're brave enough to see it
Brave enough to be it.
-Amanda Gorman