

## **Organization Description**

Northern California Technical College (NCTC) provides Neednurses County residents with an affordable and high quality education through associate degree programs, certificate programs, and non-credit courses. Individuals can attend NCTC to acquire the skills needed to enter or advance in challenging and rewarding careers or prepare for transfer to a four-year college or university. NCTC emphasizes its commitment to meeting community needs through our partnerships with local business, education, government, and community-based organizations.

NCTC ranks as California's 5th largest technical college, yet is challenged by the smallest state appropriations. Changing demographics, accelerating technology, and dwindling state support for higher education are just some of the issues the college must address. In 2004, the college reevaluated its mission, strengths, weaknesses, opportunities, threats, and future. The resulting strategic plan embraces the core values of educational excellence, diversity, student success, service, and community partnering to meet these challenges.

The Northern California Technical College Foundation (NCTCF) was created to promote and support all educational activities at NCTC. The foundation's mission is to financially support the college's strategic objectives that enhance the economic vitality of the region through educational opportunities.

### **Community Connections**

Technical colleges are truly of and for the people of California. Ninety-five percent of California's technical college graduates find jobs or continue their education, and 96% of employed graduates are working in California. Here in Neednurses County, 96% of NCTC students are Neednurses County residents. We are a community education resource, and the skills we provide flow back into the communities we serve.

Like so many Neednurses County residents, our students struggle to make ends meet. More than 75% of NCTC students receive financial aid. Most hold jobs while attending college. Others have recently been displaced through company downsizing or facility closings.

As in so many impoverished communities, Neednurses County has high – and increasing – numbers of uninsured and underinsured residents who receive less than adequate health care. Despite the highest population growth among California's 38 counties, Neednurses County provides only limited access to health care providers.<sup>1</sup>

### **Current Capacity and Resources**

NCTC and NCTCF are committed to the success of a nursing program in Neednurses County. To ensure this success, both organizations have been building capacity and allocating resources to the program over the past two years. In the past year, NCTC has invested \$76,444 through the hire of a full-time Program Development Coordinator. The college currently covers and will continue to cover all administrative costs for the program, including office and classroom space, utilities, and all non-clinical equipment necessary to run the nursing program. We estimate this will cost more than \$20,000 each year.

NCTCF is also committed to locating resources outside the college to support the nursing program. In the fall of 2002, NCTCF began a \$10+ million capital campaign. Funds raised will be used for scholarships, technology, and equipment; the nursing program will also benefit from the community's generous campaign contributions. In addition, NCTCF is partnering with hospitals, foundations, and individuals to

bring in funds that will cover program start-up costs. We have received a commitment from the California Healthcare Foundation for \$64,000 and from Giving Hospital for \$50,000. Southern California Medical Center has donated over \$43,000 of lab equipment. Several other medical facilities, such as the Wet River Health System, have enthusiastically welcomed the new program and are considering the level of their support. Combining these supports with nursing education funding at the federal and state level, NCTCF intends to build a truly collaborative system of economic support for the college's nursing program. With this system in place, the nursing program will be self-sustaining in just a few years.

Over 300 people are already on the inquiry list for applying to the A.D.N. program; they have completed or at least begun work on many of the supporting liberal arts, humanities, and science courses necessary for official acceptance into the A.D.N. program.

## **Project Description**

### **Needs Statement**

All Neednurses County residents need access to high quality, comprehensive, and effective healthcare. Yet we, like all of California and most of the country, have a shortage of qualified nurses to work in our community's health care facilities. Because of this, our need goes unfulfilled.

Nurses are the eyes and ears of every health care facility, so quality nursing is invaluable to the success of those facilities. Nurses act as quality assurance as well as an "early warning system" for when complications develop. The American Medical Association estimates that nurses intercept 86% of all medication errors made by physicians, pharmacists, and others prior to the provision of those medications to patients.<sup>2</sup>

The New England Journal of Medicine reported in 2002 that nursing shortages in hospitals are associated with a higher risk of complications and death.<sup>3</sup> Patients in hospitals with fewer registered nurses were more likely to suffer from complications such as urinary infections and pneumonia, to stay in the hospital longer, and to die from treatable conditions like shock and gastrointestinal bleeding.<sup>4</sup>

According to the California Hospital Association, 68% of hospitals report the workforce shortage in the nursing field has affected access to quality health care.<sup>5</sup> As evidence of this, the report points to an increase in waiting time for patients seeking elective services and overcrowding at hospital emergency rooms. Some hospitals reported that a shortage of available nurses caused them to divert patients to other facilities for care.

In addition, nurses can only provide and maintain quality health care if they have time to spend with their patients. A report in the Journal of the American Medical Association showed that 20,000 patient deaths at health care facilities each year could be prevented with sufficient staff to balance workloads.<sup>6</sup> The report also showed that for each additional patient assigned to an RN, the likelihood of a death among that nurse's patients within 30 days increased by 7 percent. Four additional patients increased the risk of death by 31%.<sup>7</sup>

The health care community has indicated a clear need to boost the qualified nursing workforce in Neednurses County; it is our obligation, as a community resource, to help meet this need.

### **California's Nursing Shortage Crisis**

Three hundred and fifty six nursing students in California passed the NCLEX examination for registered nurses in 2001-2002. While this sounds like great news for California's health care climate, this number

still leaves our state short of the number of registered nurses needed to provide quality health care to every California resident.

For the years from 2000 to 2010, California's Department of Labor projected that 272 nurses will need to be replaced each year due to retirement or turnover; and 246 new nurses will be needed.<sup>8</sup> This means that California needs an average of 518 new nurses each year – 162 more than the number who passed the NCLEX exam in 2001-2002.

In addition to the shortage of new nurses, California's healthcare workforce is aging. In California, 95% of nurses in hospitals or continuing care agencies are age 45 or older, and 25% of nurses are age 55-62.<sup>9</sup> Many of these older nurses will soon consider either retiring or reducing the number of hours they work.<sup>9</sup> This will leave many of California's healthcare facilities even shorter of adequate staffing levels. We are already seeing some of this effect; since September 2000, the number of unfilled registered nurse positions in California hospitals has increased by more than 40%. With fewer nurses to provide care, California's health care system could see a significant drop in the quality of health care in many locations.

California's percentage of residents age 65 and over (already 14th highest in the nation<sup>10</sup>) is growing. Currently, patients over age 65 account for 45% of hospital inpatient services. As baby boomers begin to reach this age, they will likely require more frequent and complex care – which means increased demand for nursing services.

A report assessing the healthcare situation in the state, *California's Health Care Worker Shortage*, reported not just a shortage of nurses but also a dearth of nursing education capacity.<sup>11</sup> A 2001 report by Jane Educator, D.N.S., R.N., Dean of the College of Health Professions and Nursing at the University of Southwestern California, showed that of 1,958 applicants to Associate Degree programs for nursing, 789 were offered admission and 99 were put on the "wait list." Educator's report showed that almost all on the wait list were placed there due to insufficient space in existing programs.<sup>12</sup> Southern California Technical college's nursing program had more than 200 applicants for 40 places in its Associate Degree Nursing program in 2003; of those 200 applicants, 12 were placed on the wait list. Most of the other technical colleges report similar capacity challenges in nursing and other health programs.<sup>13</sup>

## **Work Plan & Evaluation**

### Timeline

<b>Item</b>	<b>Date</b>
Presentation to California Board of Nursing (BON)	_____
Supporting Documents to California BON	_____
Second Presentation to California BON	_____
Appointment of Nursing Department Chair	_____
Advertisement for Nursing Faculty	_____
Establish/Set up Nursing Learning Lab	_____
Purchase of Generousry Resources/Multimedia	_____
Appointment of Nursing Faculty	_____
Third presentation to California BON	_____
Admission Deadline First Class	_____
First Meeting of Nursing Advisory Council	_____
Classes Begin	_____

## Greater Educational Opportunity

By being committed to life-long learning, the College's Associate of Science in Nursing Degree program allows for admission as a generic learner (no previous nursing education) as well as an Advanced Placement option for individuals who are currently licensed practicing nurses. Articulations with Bachelor of Science nursing programs will allow A.D.N. graduates from NCTC to continue on with their nursing education to the Bachelor of Science degree.

This program is designed to prepare graduates for safe, entry-level registered nurse positions with an associate of science degree. Terminal program outcomes include:

- successful program completion and grades in nursing core coursework of 75 or above.
- a first time successful pass on the NCLEX-RN.

Upon successful completion graduates will be qualified to apply for registered nurse licensure to a state board of nursing. NCTC intends to have an overall annual pass rate of 90% on the NCLEX-RN.

The A.D.N. program prepares a graduate who is a provider of care, coordinator of care and member of a profession; to this end, the program seeks the following outcomes as applicable to these areas:

- 1) development of a helping-trusting authentic caring relationship with patients, within the health care community, and within the profession of nursing.
- 2) development of sensitivity to one's self and to others (i.e., cultural care competency).
- 3) ethical and legal accountability knowledge base.
- 4) systematic use of nursing process and creative problem-solving caring procedures.
- 5) understanding and use of an evidenced-base practice.
- 6) effective verbal and non-verbal communication style; promotion and acceptance of the expression of positive and negative feelings.
- 7) ability to engage in a multi-disciplinary and collaborative approach to health care.
- 8) transpersonal teaching-learning processes.
- 9) integration and application of the behavior and physical sciences and humanities to patient care.
- 10) ability to function as beginning practitioner utilizing a caring and holistic, life span approach to assist individuals, families, and communities in health promotion, disease prevention and adaptation.
- 11) caring psychomotor competency.
- 12) understanding and management of varied health care resources.
- 13) commitment to self-care, life-long learning principles and professional involvement.

The curriculum is designed to develop both the skills necessary for contemporary nursing practice and to provide a broad-based education that includes the physical and behavioral sciences and humanities.

As referenced above, for the next five years California's Department of Labor projected that 272 nurses will need to be replaced each year due to retirement or turnover; and 246 new nurses will be needed.<sup>14</sup> This means that California needs an average of 518 new nurses each year – 162 more than the number who passed the NCLEX exam in 2001-2002. NCTC will open the nursing program to at least 24 candidates in the fall of 2005, and 32 students will enter the program in the second year. With an average

first-time pass rate of 84.96 % for the NCLEX test, approximately 20 new nurses from NCTC will enter the profession in the spring of 2004 and approximately 37 will enter the profession in the spring of 2005. NCTC will start by narrowing the gap between available nurses and the need for them. Ultimately, we intend to eliminate it.

With a growing student body, stable faculty under leadership of the department chair, and strong collaborations with our community partners, NCTC will make a difference for residents in Neednurses County. The care that nurses provide is an essential part of our health care system; with the help of the Generous Foundation, NCTC will do its part to ensure we are able to sustain an adequate nursing workforce in the future.

## **Evaluation**

The NCTC Department of Nursing has selected key concepts that will be integrated and evaluated throughout the curriculum: caring, communication, critical thinking, community, evidence-based practice, and end-of-life care. The National League for Nursing Accrediting Commission (NLNAC) and California Board of Nursing accreditation criteria are also incorporated into the overall evaluation plan. Data will be collected from each component of the community served by the NCTC Department of Nursing: students, alumni, faculty, and regional health care agencies. The chairperson of the Department of Nursing will be accountable for all aspects of the evaluation plan.

The Program Development Coordinator has developed a comprehensive theory-driven evaluation plan (CEP) that encompasses an outcomes-oriented review process. This systematic process of formative and summative evaluation will assure continuing congruence of the nursing curriculum with the college's and the department's mission and goals. The CEP will provide objective, outcome-based data to show that the nursing program at NCTC produces graduates who have the necessary skills, knowledge, and values to function effectively in a technologically driven health care system.

Upon completion of the first semester, the NCTC Nursing Department Chair will submit a progress report to the college president. At the close of the second semester and the college academic year, the Chair will draft a final report, which will include a critique on the coursework, student services, learning resources, and the demonstrated ability (via grades) of the students to comprehend course materials. NCTC will disseminate the evaluation reports to all funding partners as well as professional associations and other interested organizations. By putting our evaluation results in the hands of current and potential partners, we will build the relationships that will help us sustain and grow our nursing program to meet California's increasing needs.

Informing the public about opportunities in the nursing profession will be one of our top priorities. To that end, we will:

- join organizations based in California that are engaged in outreach to build awareness of nursing education and career opportunities.
- select events on a quarterly basis of each calendar year whereby we can present to the public or an organization's membership about nursing careers.
- proactively work with industry leaders and key stakeholders in promoting The Nurse Reinvestment Act, nursing agenda, etc.

## **Collaboration and Integration**

Healthcare providers in Neednurses County have a vested interest in a high-quality nursing program at NCTC. Highly qualified nurses are always in demand, and that means hospitals and medical facilities will want to support the nursing program going forward. We have commitments from two Neednurses County hospitals for funding to start our nursing program. This partnership will also lead to more employment opportunities for NCTC nursing graduates.

A program advisory committee has been established and includes representatives from Central California Technical College, Giving Hospital, the University of Southern California, and Little Hospital. Additional industry experts will also be added. The advisory committee will meet a minimum of two times per year in the fall and spring. The committee will be self-directing, which is aligned with the department and curriculum values. The committee will establish its own goals, such as support and guidance of the faculty in the nursing department, maintenance of clinical studies that are relevant to actual practice in the surrounding community, fundraising, and networking.

On a national level, lack of clinical training sites is the second most frequently cited barrier to increasing nursing program enrollments. We are in a fortunate and unique position in Neednurses County. There are three hospitals in California and one in New Hampshire that have agreed to partner with us as acute care clinical sites. Several long-term care, rehabilitation and assisted living facilities have contacted us for the purpose of serving as sites of learning. In addition, we have access to primary care clinics, offices, visiting nurse agencies, hospice, correctional facilities, and elementary and high school settings. The following clinical sites have had formal discussions with NCTC for the purpose of establishing a clinical site affiliation agreement:

Everthere Rehabilitation  
Bluemountain Health Resources  
Giving Hospital  
Backbay Home

Southern California Medical Center  
Little Hospital  
Spring Hope Hospital  
Galliant Hill

The experience of our Program Development Coordinator has led to a nursing curriculum that integrates well into the educational landscape for nursing graduates. Current NCTC articulation agreements provide A.D.N. graduates with the opportunity to continue their educational pursuit toward a Bachelor or Master's degree in a smooth and seamless process. The Advanced Placement option written into the NCTC nursing curriculum serves the needs of the LPN seeking career advancement and mobility.

NLNAC is recognized by the U.S. Department of Education as the national accrediting body for all types of nursing education programs. Northern California Technical College is working with NLNAC to ensure integration of its standards and criteria in our Nursing Program, which will result in national accreditation.

## **Staffing**

Our Program Development Coordinator, Pamela Brown, is a highly qualified and committed family nurse practitioner and educator. Ms. Brown holds a B.S.N. in Nursing from the University of New England and an M.S. in Nursing from Minnesota University as well as 33 years as a nurse, ten years at the highest level of nursing. Most recently, she has been a Professor of Nursing and the Community Health Coordinator at New Haven Community Technical College, and a family nurse practitioner with CORE Physicians Services of Boston, MA. She has also work for Planned Parenthood of San Francisco, Family-Health in Los Angeles, and Worcester Medical Center in Massachusetts. In February, Ms. Brown left the

college to pursue other opportunities. She is responsible for creating the nursing program curriculum and all of the planning to meet the Board of Nursing requirements. We are eager to move forward and hire a department chair with qualifications similar to Ms. Brown's.

## **Fiscal Sustainability**

Our long-term plan to ensure financial stability and sustainability to grow the nursing program includes:

- cultivating effective partnerships with key stakeholders in the county to assist in starting and sustaining the program, which will lead to
  - greater opportunity for students to work within the health care field while pursuing their chosen program of study
  - improved integration of employer and higher education roles
  - mentoring, training, and professional development opportunities.
- proactively and aggressively seeking federal and state grants as well as funding for annual/general operating expenses and specific projects through private foundations and individual donors.
- establishing a nursing endowment. Funds from the endowment will be managed by the NCTC Foundation and will fuel scholarships or the addition of more specialized curriculum.
- benefiting from NCTC's capital campaign, begun in fall 2004.
- expanding the nursing program to offer education in the allied health professions in the second semester of the program, which will increase revenue through tuition and fees.

Our plan for sustainability includes a reasonable reliance on grants and fundraising. We have hired a grants coordinator to facilitate the proposal process. We are seeking funds from several private, corporate, and family foundations, including WK Kellogg, Hyundai, and the Caring Foundation. We were also pleased to receive an invitation to submit an ad-hoc proposal to the California Healthcare Foundation about which we anticipate a response in March. We will apply for significant federal support from HRSA and the Department of Labor later this year. As our capital campaign gets underway, some funds raised will be used to support the nursing program's needs.

## **Project Budget Narrative**

We are requesting \$84,700 from the Generous Foundation to cover our final costs to start this program. Your support will cover the costs of equipping the nursing lab and offices. Setting up our lab is a required step we must complete to meet the deadlines set by the California Board of Nursing (MBN). In addition, with your partnership we will also hire three full-time faculty—as required by the MBN – and one part-time administrative assistant to support the department. Without the lab and faculty, we will not be able to implement the nursing program as planned. *Your support is critical and could make or break this program.*

The development and implementation of NCTC's nursing program will require a total of about \$367,000 for the first year. This amount includes personnel to meet the required student-to-teacher ratio for this program, equipment for the nursing lab on campus, and the necessary Generousry and learning resources.

The annual budget presented here does not include the \$37,493 already paid by the college to our Nursing Program Development Coordinator in fiscal year 2002-03. The budget also does not include the office and classroom space the college will use for this program. We estimate the cost of the physical space will be approximately \$20,000 in the first year, and will increase in year two with the addition of new faculty. Those expenses will be covered entirely by the college.

A significant portion of our revenue will come from tuition and fees. As our program expands to include education for the allied health professions—with less stringent student-to-faculty ratio requirements—this revenue source will also increase.

We are pleased to report a financial commitment of \$64,000 from the California Healthcare Foundation to hire our Department Chair. We have also received a generous commitment of \$50,000 from Giving Hospital. In addition, there has been a verbal commitment from Giving Hospital for a similar donation for year two of the program. Southern California Medical Center (SCMC) has generously donated \$23,000 worth of equipment for use in our nursing lab. SCMC has also told us they will provide a similar donation in year two.

Thank you in advance for your consideration. We need your support to make this project a success. Our resources are limited, our visions are wide, and we believe our hopes have been placed in the right hands.

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<sup>1</sup> “Federal and Foundation Grants Bring Needed Health Care to Neednurses County.” Neednurses County Shelter Programs, Inc. press release. June 2004

<sup>2</sup> Journal of the American Medical Association. 1995

<sup>3</sup> New England Journal of Medicine, 2002

<sup>4</sup> Ibid.

<sup>5</sup> California’s Healthcare Workforce: A Special Report Examining The Implications of a Growing Labor Shortage On to Hospital Care. California Hospital Association September 2001.

<sup>6</sup> Journal of the American Medical Association. 2002

<sup>7</sup> Journal of the American Medical Association. October 22, 2002

<sup>8</sup> Kitten, D. “California Employment Outlook 2000 to 2010: Industrial and Occupational Employment Projections.” *California Department of Labor*. June 2003.

<sup>9</sup> California Hospital Association, California’s Healthcare Workforce: A Special Report Examining The Implications of a Growing Labor Shortage On Access to Hospital Care.

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

<sup>12</sup> Educator, J. “Fall 2002 Survey of California Nursing Education Programs.” *University of Southern California*. 2003

<sup>13</sup> Ibid.

<sup>14</sup> Evans, D. “California Employment Outlook 2000 to 2010: Industrial and Occupational Employment Projections.” *California Department of Labor*. June 2003.