

Solicitation name: Future of Nursing: State Implementation Program 2015 Request for Proposals

Proposal ID: 35537 Full Proposal

Applicant: Oregon Center for Nursing

Title: Oregon Nurses on Strategic Healthcare Boards

Status: Submitted

Submitted on: Jun 24, 2015 12:29 PM ET

Submitted by: Jana Bitton

Future of Nursing: State Implementation Program 2015 Request for Proposals

Eligibility Criteria *

* Indicates required

Invited Action Coalitions that are SIP 2 Grantees have two options to apply for continuation:

Option 1: Continue to build upon the work outlined in their initial SIP proposal by substantially advancing the previously identified recommendations.

Option 2: If objectives from the initial SIP grant have been fully met or are not feasible for further advancement, grantees may select a new IOM recommendation to address.

Invited Action Coalitions that have never received funding through APIN or SIP 2 must describe the process coalition members used to reach consensus on the priority recommendation(s) selected for implementation. Action Coalitions must also describe how they will implement their chosen recommendation(s); and the level of commitment and involvement of key stakeholders, including other funders and those outside of the nursing profession.

1. Applicant organizations must be a current leading member of a Future of Nursing: Campaign for Action Action Coalition. Each Action Coalition may only have one designated organization serving as the grantee. Applicants must submit letters of support indicating that they have been designated to represent their Action Coalition. Does the applicant organization meet this requirement? *

Yes

No

2. Applicant organizations must be either a public entity or nonprofit organization that is tax-exempt under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation under Section 509(a) of the Code or a Type III non-functionally integrated supporting organization under Section 509(a)(3). Does the applicant organization meet this requirement? *

Yes

No

3. Applicant organizations must have a history of effectively engaging and collaborating with other entities such as consumer groups, government officials, payers, policy-makers, providers, education institutions and other relevant organizations. Does the applicant organization meet this requirement? *

Yes

No

4. Applicant organizations must secure matching funds of no less than \$50,000, which will be matched at two dollars for every one dollar (up to \$75,000). Letters of commitment from funders demonstrating commitment for matching funds must be submitted with the proposal, or by August 14, 2015. Will the applicant organization meet this requirement? By checking yes, the applicant agrees to satisfy this requirement by August 14, 2015. *

Yes

No

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Applicant Organization and Tax Verification *

* Indicates required

Provide the following information about the applicant organization. **Include the formal legal name of the organization that, if awarded, will receive grant funds.**

Note: If the Applicant Organization is a college or university, include the appropriate School, Department or Unit.

You may use the "Select organization information" link below to facilitate the entry of data required below. If the information already exists in the GuideStar Exchange or from prior activity with RWJF, the fields below will become prepopulated with the required data. If that occurs, please be sure to proofread the prepopulated information to ensure that it is accurate and current. Feel free to edit as needed. [Use this link](#) to learn more about this feature. If, instead, you prefer to manually enter all the required information below, you may do so.

Applicant Organization *	<input type="text" value="Oregon Center for Nursing"/>
School/Department/Unit	<input type="text"/>
Address *	<input type="text" value="5000 N. Willamette Blvd. MS 192"/>
Address (line 2)	<input type="text"/>
City *	<input type="text" value="Portland"/>
Country	<input type="text" value="United States"/>
State / Territory *	<input type="text" value="Oregon"/>
Zip Code + 4-digit extension *	<input type="text" value="97203"/>
Phone Number *	<input type="text" value="5033424047"/>
Fax Number	<input type="text"/>
Website	<input type="text" value="www.oregoncenterfornursing.org"/>

Tax Verification

1. Applicant Organization Tax ID (Employer ID Number)
2. Is the applicant organization tax-exempt under section 501(c)(3) of the Internal Revenue Code, or a state university, or a governmental entity? *
 Yes No
3. Is the applicant organization a private foundation, or a Type III supporting organization? *
 Yes No

Future of Nursing: State Implementation Program 2015 Request for Proposals

Key Contacts *

* Indicates required

- To save your partially completed page, scroll to the bottom of this page and select "Save, continue editing" or "Save, return home."
- Use the "Copy feature" to copy completed organizational and address information to a new contact. Choose a role from the drop-down menu and select the "Copy" button.
- If the Key Contact Organization is a college or university, include the appropriate School, Department, or Unit.

You may use the "Select contact information" link below to facilitate the entry of data required below. If the information already exists in the GuideStar Exchange or from prior activity with RWJF, the fields below will become prepopulated with the required data. If that occurs, please be sure to proofread the prepopulated information to ensure that it is accurate and current. Feel free to edit as needed. [Use this link](#) to learn more about this feature. If, instead, you prefer to manually enter all the required information below, you may do so.

Project Director/Principal Investigator *

This is the person with the responsibility for overseeing the project. This person will be the primary recipient of all key Foundation correspondence: copy of award notice, post-award financial and monitoring, and grant closure. Additionally, after the application is submitted, this person will be asked to provide feedback to an independent survey firm on the application process and applicant characteristics in a brief, online survey. RWJF will share this person's contact information, including email address, with the survey firm for the sole purpose of soliciting feedback.

Email *	<input type="text" value="bitton@up.edu"/>
Confirm Email *	<input type="text" value="bitton@up.edu"/>
Prefix *	<input type="text" value="Ms."/>
First Name *	<input type="text" value="Jana"/>
Middle Name	<input type="text" value="R."/>
Last Name *	<input type="text" value="Bitton"/>
Suffix	<input type="text"/>
Degree(s)	<input type="text"/>
Organization *	<input type="text" value="Oregon Center for Nursing"/>
Position *	<input type="text" value="Executive Director"/>
School/Department/Unit	<input type="text"/>
Address *	<input type="text" value="5000 N. Willamette Blvd. MS 192"/>
Address (line 2)	<input type="text"/>
City *	<input type="text" value="Portland"/>
Country	<input type="text" value="United States"/>
State / Territory *	<input type="text" value="Oregon"/>

Zip or Postal Code * 98683

Office Phone Number * 503-342-4047

Phone Extn

Cell Phone Number 360-609-0221

Fax Number

Project Co-Director/Co-Principal Investigator

If applicable, provide the following information for the project co-director/co-principal investigator who will share responsibility for this project. This person will also receive all key Foundation correspondence as described above.

Email * leslie-ray@comcast.net

Confirm Email * leslie-ray@comcast.net

Prefix * Mrs

First Name * Leslie

Middle Name

Last Name * Ray

Suffix

Degree(s)

Organization * Independent

Position * Retired

School/Department/Unit

Address * 3480 SW 123rd Avenue

Address (line 2)

City * Beaverton

Country United States

State / Territory * Oregon

Zip or Postal Code * 97005

Office Phone Number * 503-481-2411

Phone Extn

Cell Phone Number

Fax Number

Financial Officer *

This is the person who will receive all payments for this award.

Email *	<input type="text" value="ilic@up.edu"/>	
Confirm Email *	<input type="text" value="ilic@up.edu"/>	
Prefix *	<input type="text" value="Ms."/>	
First Name *	<input type="text" value="Kelley"/>	
Middle Name	<input type="text"/>	
Last Name *	<input type="text" value="Ilic"/>	
Suffix	<input type="text"/>	
Degree(s)	<input type="text"/>	
Organization *	<input type="text" value="Oregon Center for Nursing"/>	
Position *	<input type="text" value="Operations Director"/>	
School/Department/Unit	<input type="text"/>	
Address *	<input type="text" value="5000 N. Willamette Blvd. MS 192"/>	
Address (line 2)	<input type="text"/>	
City *	<input type="text" value="Portland"/>	
Country	<input type="text" value="United States"/>	
State / Territory *	<input type="text" value="Oregon"/>	
Zip or Postal Code *	<input type="text" value="97203"/>	
Office Phone Number *	<input type="text" value="503-342-4047"/>	Phone Extn <input type="text"/>
Cell Phone Number	<input type="text"/>	
Fax Number	<input type="text"/>	

Authorized Official *

This is the person who receives the Letter of Agreement for a project and whom the applicant organization has designated as being authorized to sign contracts on behalf of the organization. This person will receive a copy of the award notice.

Email *	<input type="text" value="bitton@up.edu"/>	
Confirm Email *	<input type="text" value="bitton@up.edu"/>	
Prefix *	<input type="text" value="Ms."/>	
First Name *	<input type="text" value="Jana"/>	

Middle Name	<input type="text" value="R."/>	
Last Name *	<input type="text" value="Bitton"/>	
Suffix	<input type="text"/>	
Degree(s)	<input type="text"/>	
Organization *	<input type="text" value="Oregon Center for Nursing"/>	
Position *	<input type="text" value="Executive Director"/>	
School/Department/Unit	<input type="text"/>	
Address *	<input type="text" value="5000 N. Willamette Blvd. MS 192"/>	
Address (line 2)	<input type="text"/>	
City *	<input type="text" value="Portland"/>	
Country	<input type="text" value="United States"/>	
State / Territory *	<input type="text" value="Oregon"/>	
Zip or Postal Code *	<input type="text" value="97203"/>	
Office Phone Number *	<input type="text" value="503-342-4047"/>	Phone Extn <input type="text"/>
Cell Phone Number	<input type="text" value="360-609-0221"/>	
Fax Number	<input type="text"/>	

Highest Ranking Official *

This person is generally the highest ranking individual of the applicant organization (e.g., CEO, president, chancellor or similar officer). The award notice is addressed to this person.

Email *	<input type="text" value="bitton@up.edu"/>
Confirm Email *	<input type="text" value="bitton@up.edu"/>
Prefix *	<input type="text" value="Ms."/>
First Name *	<input type="text" value="Jana"/>
Middle Name	<input type="text" value="R."/>
Last Name *	<input type="text" value="Bitton"/>
Suffix	<input type="text"/>
Degree(s)	<input type="text"/>
Organization *	<input type="text" value="Oregon Center for Nursing"/>

Position *

School/Department/Unit

Address *

Address (line 2)

City *

Country

State / Territory *

Zip or Postal Code *

Office Phone Number *

Phone Extn

Cell Phone Number

Fax Number

Future of Nursing: State Implementation Program 2015 Request for Proposals

Funding Partners Contact Information *

* Indicates required

Contact information is required for at least one Funding Partner below, but contact information is provided for up to four (4) additional Funding Partners. If you have more than five (5) Funding Partners, that information may be provided in the Proposal Narrative.

Letters of commitment from funders must be submitted in the Additional Documents section (see link on left navigation bar) for each funder listed below.

- To save your partially completed page, scroll to the bottom of this page and select "Save, continue editing" or "Save, return home".
- Use the "Copy feature" to copy completed organizational and address information to a new contact. Choose a role from the drop-down menu and select the "Copy" button.
- If the Key Contact Organization is a college or university, include the appropriate School, Department or Unit.

You may use the "Select contact information" link below to facilitate the entry of data required below. If the information already exists in the GuideStar Exchange or from prior activity with RWJF, the fields below will become prepopulated with the required data. If that occurs, please be sure to proofread the prepopulated information to ensure that it is accurate and current. Feel free to edit as needed. [Use this link](#) to learn more about this feature. If, instead, you prefer to manually enter all the required information below, you may do so.

Funding Partner #1 *

E-mail *	<input type="text" value="bitton@up.edu"/>
Confirm E-mail *	<input type="text" value="bitton@up.edu"/>
Prefix	<input type="text" value="Ms."/>
First Name *	<input type="text" value="Jana"/>
Middle Name	<input type="text" value="R."/>
Last Name *	<input type="text" value="Bitton"/>
Position	<input type="text" value="Executive Director"/>
Funding Amount *	<input type="text" value="\$5000"/>
Date Funds Expected *	<input type="text" value="December 2015"/>
Funding Partner Org. Name *	<input type="text" value="Oregon Center for Nursing"/>
Address *	<input type="text" value="5000 N. Willamette Blvd. MS 192"/>
Address (line 2)	<input type="text"/>
City *	<input type="text" value="Portland"/>
Country	<input type="text" value="United States"/>
State / Territory *	<input type="text" value="Oregon"/>

Zip or Postal Code *

Office Phone Number *

Funding Partner #2

E-mail *

Confirm E-mail *

Prefix

First Name *

Middle Name

Last Name *

Position

Funding Amount *

Date Funds Expected *

Funding Partner Org. Name *

Address *

Address (line 2)

City *

Country

State / Territory *

Zip or Postal Code *

Office Phone Number *

Funding Partner #3

E-mail *

Confirm E-mail *

Prefix

First Name *

Middle Name

Last Name *

Position	<input type="text"/>
Funding Amount *	<input type="text"/>
Date Funds Expected *	<input type="text"/>
Funding Partner Org. Name *	<input type="text"/>
Address *	<input type="text"/>
Address (line 2)	<input type="text"/>
City *	<input type="text"/>
Country	<input type="text" value="United States"/>
State / Territory *	<input type="text"/>
Zip or Postal Code *	<input type="text"/>
Office Phone Number *	<input type="text"/>

Funding Partner #4

E-mail *	<input type="text"/>
Confirm E-mail *	<input type="text"/>
Prefix	<input type="text"/>
First Name *	<input type="text"/>
Middle Name	<input type="text"/>
Last Name *	<input type="text"/>
Position	<input type="text"/>
Funding Amount *	<input type="text"/>
Date Funds Expected *	<input type="text"/>
Funding Partner Org. Name *	<input type="text"/>
Address *	<input type="text"/>
Address (line 2)	<input type="text"/>
City *	<input type="text"/>
Country	<input type="text" value="United States"/>

State / Territory *

Zip or Postal Code *

Office Phone Number *

Funding Partner #5

E-mail *

Confirm E-mail *

Prefix

First Name *

Middle Name

Last Name *

Position

Funding Amount *

Date Funds Expected *

Funding Partner Org. Name *

Address *

Address (line 2)

City *

Country

State / Territory *

Zip or Postal Code *

Office Phone Number *

Future of Nursing: State Implementation Program 2015 Request for Proposals

Project Title and Summary *

* Indicates required

Provide the following information specific to the proposed project.

- Project Title
- Requested Amount (Up to \$150,000 over a two year period will be awarded to eligible Action Coalitions.)
- Project Summary (maximum 2,000 characters including spaces)

Project Title *

Requested Amount \$ *

Start Date

End Date

Project Summary

Please identify a maximum of two priority recommendations from the Institute of Medicine (IOM) report *The Future of Nursing: Leading Change, Advancing Health*. Although interprofessional collaboration was not a specific recommendation in the report, it is an emphasis of the Campaign for Action and may count as one of the focus areas for implementation.

Maximum of 2,000 characters (including spaces).

The objective of the Nurses on Oregon Boards program is to increase the number of nurses serving as public, private, and governmental health care decision makers on boards, on executive management teams, and in other key leadership positions.

Nurses make up the largest portion of the health care workforce in Oregon and throughout the nation. However, nurses' voices are conspicuously absent from major hospital and governing boards. For instance, Oregon has implemented a coordinated care organization (CCO) model, a community-based organization covering a specific geographic area and governed by a partnership. CCO's coordinate benefits and services, and manage costs in a local community for those covered by Medicaid. Although CCO's are required to have care providers included in their partnerships, many CCO's have not included nurses on their boards. The value of nurses as trustees is invaluable as the state reforms health care, because nurses will be on the front line of providing care to an increased number of covered individuals.

This proposal falls in line with the recommendations made by the Institute of Medicine in the 2010 report *The Future of Nursing: Leading Change, Advancing Health* to prepare and enable nurses to lead change to advance health. Over the course of two years, the Oregon Action Coalition proposes to increase the number of nurses who serve as decision makers on boards, executive management teams and in other key leadership positions.

Oregon hopes to increase nurses on boards by analyzing the landscape of nurses currently on boards and identifying potential board service opportunities for nurses in Oregon, increase the number of nurses prepared and ready for board work, and increasing awareness among nurses, other health professionals, and board members of the value of nurse board service. The Oregon Action Coalition will actively seek opportunities to include nurses from diverse backgrounds when considering these objectives.

Future of Nursing: State Implementation Program 2015 Request for Proposals

Project Information Questions *

* Indicates required

1. Please select your applicant type *

Based on your response, you will be required to answer question two below.

- Existing SIP 2 Grantee applying under Option 1 (Applicants that will continue to build upon the work outlined in their initial SIP proposal, making no changes to the selected IOM recommendation they wish to address.)
- Existing SIP 2 Grantee applying under Option 2 (Applicants that will change one or more of the identified IOM recommendation(s) that was identified in their initial SIP proposal.)
- New applicant that has never received SIP 2 or APIN Funding**

2. Please indicate the changes you are proposing and identify the new IOM recommendation(s) you wish to advance. *

3. Matching Funds *

Below, enter the total amount of matching funds secured to date.

Letters of Commitment from funders are required. Please include in this proposal (see Additional Documents link on left navigation bar), or submit by August 14, 2015 to sip@aarpp.org

\$

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Full Proposal Narrative *

* Indicates required

To Begin

Download the template shown below. Follow the instructions included on the template.

To Upload

Upload the completed template by selecting the "Upload document" button in the "Uploaded Documents" column. For assistance with uploading, refer to the "Upload Documents" section of the "Applicant Guide," located in the Reference box to the left.

Description	Templates	Uploaded Documents
Full Proposal Narrative * Download the template in the "Templates" column to the right, and follow the instructions carefully.	Full Proposal Narrative	Oregon SIP 2015 Full_P... Date added: 06/24/2015 By: Jana Bitton

Future of Nursing: State Implementation Program 2015 Request for Proposals

Budget Worksheet *

* Indicates required

An important component of your proposal is the preparation of a budget. Complete every field on this page using your best judgment when projecting expenses.

Budgets must include funds for one national or annual meeting each year for up to two team members.

Details regarding the required matching funds of up to \$75,000 must be provided in the Budget Narrative Document (see link on left).

The worksheet below will accommodate two 12-month budget periods. Select the "Add" link on the right side of the budget worksheet as needed to add the additional budget period.

Refer to the *Glossary & Instructions* section of the *Budget Preparation Guidelines* for complete instructions on the following categories:

- Personnel—salary and fringe costs.
 - Amount – enter the RWJF requested amount.
 - FTE – this column does not calculate.
 - Total – this column will replicate the “Amount” column.
- Other Direct Costs—office operations, communications/marketing, travel, meeting expenses and project space.
- Purchased Services—consultant and/or contract costs.
- Indirect Costs—administrative expenses related to overall operations. The Foundation’s approved rate for Indirect Costs is 12 percent of Personnel, Other Direct Costs and Purchased Services. When Purchased Services total more than 33 percent of the RWJF portion of a budget, the Foundation limits indirect costs on the Purchased Services category to 4 percent.

For additional information, refer to the "Budget Preparation Guidelines" link shown on the left.

The information below is populated from your responses entered in the Proposal Summary section.

Start Date 11/01/2015 **End Date** 01/31/2017 **Project Total** \$150,000

Budget Worksheet

	Period 1	Period 2	Total
Personnel	33,800	33,800	67,600
Other Direct Costs	36,500	48,900	85,400
Purchased Services	25,000	15,000	40,000
Indirect Costs	13,500	13,500	27,000
Total	108,800	111,200	220,000

Future of Nursing: State Implementation Program 2015 Request for Proposals

Budget Narrative *

* Indicates required

Please include your matching funds in your budget narrative.

Download the template shown below. Follow the instructions included on the template. Upload the completed template by selecting the "Upload document" button in the Uploaded Documents column.

To maintain the original formatting, **you must convert your document(s) to a PDF file prior to uploading.** For additional information, refer to "Troubleshooting Tips," located in the Reference box to the left.

Description	Templates	Uploaded Documents
Budget Narrative * For additional information, review the "Budget Preparation Guidelines" in the Reference box found in the left-hand column.	Budget Narrative	Oregon SIP 2015 Budget... Date added: 06/24/2015 By: Jana Bitton

Future of Nursing: State Implementation Program 2015 Request for Proposals

Additional Documents *

* Indicates required

All documents must be converted to a PDF file prior to uploading, in order to preserve your original document formatting. For additional information regarding converting your document to PDF, refer to the "Applicant Guide" (see link on the left), "Upload a Document" section.

To prepare, upload and submit these documents:

- Be sure to carefully read and follow the instructions.
- Complete the "Identifying Information" section, if requested.
- Convert each document to a PDF.
- Follow the instructions in the "Upload Documents" section of the "Applicant Guide" (link on left side of screen).

When you have completed this page, select the "Save, section finished" button at the bottom of the page. Once all sections of your application are complete, you may "Submit" from the Home Page. All uploaded documents may be updated and replaced until you submit your application.

Description	Templates	Uploaded Documents
<p>CV/Resume(s) *</p> <p>CV/Resume(s) should include information on education, professional experience, years in nursing, publications and funded and unfunded research.</p> <p>You may upload a separate CV/Resume for the project director and staff (if applicable).</p> <p>There is no template for CVs.</p>		<p>Curriculum Vitae_Crevi...</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p> <p>Biosketch - Ray 6-15.pdf</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p> <p>Jana Bitton CV 062015.pdf</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p>
<p>Letters of Commitment from AC co-leads *</p> <p>In this area you will upload:</p> <ul style="list-style-type: none"> • Letters of Commitment (LOC) from state Action Coalition co-leads demonstrating their support for the strategic plan proposed. Complete instructions are included in the template (see link to the right). 	<p>Letter of Commitment</p>	<p>Oregon SIP 2015 Letter...</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p>
<p>Letters of Support from Other Partners</p> <ul style="list-style-type: none"> • For current SIP 2 grantees who seek to continue work on <i>previously identified</i> recommendations, this section may be limited to identification of any changes in key stakeholder groups. • For current SIP 2 grantees and new applicants who seek to address <i>newly identified</i> recommendations, any new stakeholders must be addressed as described. 	<p>Letters of Support</p>	
<p>Letter of Commitment from Funders *</p> <p>Letters of Commitment (LOC) from Funders demonstrating their funding commitment are required.</p> <p>There is no template for LOCs.</p>		<p>Oregon SIP 2015 Letter...</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p>
<p>Fiscal Sponsor Letter</p> <p>If the applicant organization is a/the fiscal sponsor for this proposal, you are required to submit the "Fiscal Sponsor" letter. This letter serves to certify that an organization has adopted your project as part of its own activities and actually exercises oversight and control over the Project, including board approval, control and direct involvement and financial oversight and records.</p>	<p>Fiscal Sponsor Letter</p>	<p>OAC SIP 2015 Fiscal_Sp...</p> <p>Date added: 06/24/2015</p> <p>By: Jana Bitton</p>
<p>Collaborating Partners Organization Chart *</p>		<p>Oregon SIP Organizatio...</p>

<p>Provide an organizational graphic or chart that illustrates all of the collaborating organizations and their relationships to one another. Please submit—in no more than one page—a listing of key positions or an organizational chart. Be sure to indicate the number of full-time equivalent staff for the entire organization. Also, specifically identify the number of financial staff.</p> <p>There is no template for the Collaborating Partners Organization Chart. However, examples can be found here.</p>		<p>Date added: 06/24/2015 By: Jana Bitton</p>
<p>Statement of In-kind Support *</p> <p>Provide a statement of "in-kind" support being provided by Action Coalition members.</p> <p>There is no template for the Statement of In-kind Support.</p>		<p>OAC SIP 2015 Letter of... Date added: 06/24/2015 By: Jana Bitton</p>
<p>Workplan Template *</p> <p>Using the required template in the column to the right, provide a detailed Workplan for this project.</p> <p>A sample workplan is available here.</p> <p>Maximum length is four pages.</p>	<p>Workplan Template</p>	<p>Oregon SIP 2015 Workpl... Date added: 06/24/2015 By: Jana Bitton</p>
<p>Appendices or Additional Information</p> <p>Use this area to upload additional information.</p> <p>There is no template for Appendices or Additional Information. You may upload up to five individual documents.</p>		

Future of Nursing: State Implementation Program 2015 Request for Proposals

Polls and Surveys *

* Indicates required

Please respond to the question below to let us know if there are to be any polls or surveys conducted as a part of this proposed project, or as part of any projects for which you will use Foundation funds, including any subcontract agreements.

Note: RWJF-funded surveys must conform to the [Code of Professional Ethics and Practices](#) of the American Association for Public Opinion Research (AAPOR).

All grantees and subcontractors conducting a survey will be expected to fill out two survey forms, describing their [Survey Design](#) and [Survey Results](#). If awarded a grant, links to both survey forms will be emailed to the project director 30 days after the award date. Please note it is the responsibility of the project director to acquire this information from all subcontractors and send to the Foundation.

A survey is defined as any quantitative study of human populations that has the following characteristics:

1. The population to be studied is defined.
2. A sample is selected from this population.
3. Characteristics of this sample are measured.
4. Sample statistics are calculated.
5. Inferences are made from the sample statistics to the population parameters of interest.

The following types of research do **not** constitute survey research: focus groups, specialized interviewing, additional analysis of a previously fielded survey, laboratory or other experiments.

For additional information and FAQs, please read the [RWJF Guidelines for Funding and Releasing Polls and Surveys](#).

1. Will any polls or surveys be conducted as part of this proposed project? *

If you are unsure if your proposed project will contain a poll or survey, please select "Yes" at this time.

Yes No

Future of Nursing: State Implementation Program Full Proposal Narrative

Identifying Information

Project Title: Oregon Nurses on Strategic Healthcare Boards

Application I.D.: 35537

Applicant Name: Jana R. Bitton, MPA, Executive Director

Legal Name of Applicant Organization: Oregon Center for Nursing

For the fourth and final round of State Implementation Program (SIP) funding from the Robert Wood Johnson Foundation, the Oregon Action Coalition (OAC) proposes a project to focus on Recommendation 7, *Prepare and enable nurses to lead change to advance health*. The Oregon Action Coalition proposes to increase the number of nurses who serve as decision makers on Coordinated Care Organization (CCO) governing boards, health system boards, and Federally Qualified Health Center (FQHC) boards.

BACKGROUND:

The delivery of health care is changing in Oregon, as it is in the rest of the United States. The Affordable Care Act (ACA) has made health care available to thousands of Oregonians previously without healthcare coverage. In fact, because of the ACA, more than 95 percent of Oregonians now have health insurance.

In response to the ACA, Oregon created Coordinating Care Organizations (CCO). A CCO coordinates benefits and services, and manages costs in local communities for those covered by Medicaid. They are charged with designing new models of care to accomplish the Triple Aim.¹ While most CCO governance boards do not have nurse representation, the policies created and enforced by these community boards have a direct impact on Oregonians who receive care from Medicaid providers. Because nurses have the education and science background, a unique perspective across the continuum of care and a deep operational understanding of the care experience, it is essential to increase the number of nurses serving in leadership positions on healthcare boards.

As the largest portion of the healthcare workforce in Oregon, nurses are at the forefront in providing care to this previously underserved Medicaid population. Oregon nurses outnumber physicians (4:1), medical assistants (5:1), physical therapists (14:1) and dentists (16:1).² Nurses are key leaders in fostering the culture of health necessary to

¹ The term "Triple Aim" refers to the simultaneous pursuit of improving the patient experience of care, improving the health of populations, and reducing the per capita cost of health care. See also <http://www.ihl.org/engage/initiatives/TripleAim/Pages/default.aspx>

² http://oregoncenterfornursing.org/wp-content/uploads/2014/09/OR_Nurse_Big_Picture_1200.jpg

achieving the Triple Aim. They are often the first line of response when someone needs care; they “...provide the majority of patient assessments, evaluations, and care in hospitals, nursing homes, clinics, schools, workplaces, and ambulatory settings” (IOM, 2011). Nurses have the knowledge and skills to design, prioritize and implement policies. The absence of nursing’s voice at the policy table can result in changes and initiatives that could unintentionally harm the most vulnerable populations.

An informal scan in 2013 revealed only four of the 220 board members across the 16 CCO boards in Oregon were nurses. Nurse membership is currently at six, but still remains significantly below the number of physician members. Interestingly, only two of the nurse members are identified as nurses on the state’s CCO governing board list.³ While exact numbers are difficult to come by, nurses are on the boards of some of the larger hospitals in Oregon, but absent from website rosters of boards of smaller and rural hospitals.

OREGON ACTION COALITION

The OAC Steering Committee is made up of 20 community partners from nursing and non-nursing organizations. The co-leads are the Oregon Center for Nursing (OCN) and the Oregon Public Health Association. The committee is comprised of ethnically diverse male and female members representing a mix of graduate and undergraduate students, rural and public health nurses, nurses in both education and in practice, and non-nursing stakeholders. Formed in 2012, this group has always fostered a culture of fairness and inclusiveness as part of the decision-making process.

In November 2014, the OAC participated in a strategic planning process involving all steering committee members. A key principle of the initial strategic planning session was inclusiveness – of ethnicity, gender, discipline, and thought. Using a facilitated Nominal Group Process, all proposed action statements were considered equally. All members then ranked the top 10 priority action statements, reaching a shared agreement on the top items for action.

From this strategy session, the group identified increasing the number of nurses prepared for and engaged in pursuing strategic board positions as a priority. Specifically, the group recommended to “work toward having nurse(s) on every policy making board, e.g. community, CCO, and hospital boards, create and maintain a leadership database from which recommendations can be made for strategic appointments.” The Oregon Nurses on Strategic Healthcare Boards proposal is a direct outcome of the process the OAC used to identify priority work.

Carrying out this initiative will require the commitment of many leaders in Oregon’s nursing community. Many of these leaders already actively participate in the OAC Steering Committee. Key stakeholders and partners on the Oregon Nurses on Strategic Healthcare Boards proposal include:

³ <http://www.oregon.gov/oha/OHPB/Pages/health-reform/certification/CCO-Governing-Boards.aspx>

- **The Oregon Center for Nursing:** The Oregon Center for Nursing is the state nursing workforce center with a mission to ensure Oregon has a superior, well-prepared, and diverse nursing workforce to serve the health and wellness needs of our communities. The OCN will serve as the fiscal sponsor and applicant for this proposal.
- **The Oregon Patient Safety Commission:** The Oregon Patient safety Commission is a semi-independent state agency charged by the Oregon Legislature with reducing the risk of serious adverse events occurring in Oregon's healthcare system and encouraging a culture of patient safety.
- **The Oregon Public Health Association:** The Oregon Public Health Association (OPHA) is an affiliate of the American Public Health Association. The OPHA focuses on ensuring that all Oregonians have quality public health services and creating policies that protect, promote and preserve the public's health. The OPHA has a large public health nursing section.
- **AARP:** a nonprofit, nonpartisan organization that helps people 50 and older improve the quality of their lives.
- **Oregon Health & Science University:** Oregon Health & Science University is the state's only academic health center. From humble beginnings in 1887, OHSU has grown into a world-class teaching hospital and research center that draws in students, scientists and patients from across the country and around the globe.
- **National Association of Hispanic Nurses, Oregon Chapter:** NAHN Oregon is a professional organization committed to advancing the education and professional development of nurses, advocating for Latino communities and campaigning for health and social justice in underserved communities across Oregon.
- **Oregon Nurses Association:** The Oregon Nurses Association is a professional association and labor union representing registered nurses. ONA's mission is to advocate for nursing and quality health care.

PROPOSAL NARRATIVE

Because, nurses' voices remain conspicuously absent from strategic boards where healthcare redesign decisions are being made, the Oregon Nurses on Strategic Healthcare Boards project goal is to increase the number of nurses serving as public, private, and governmental healthcare decision makers on strategic, key healthcare boards. To accomplish this goal, this project will target CCO and other strategic healthcare boards to appoint appropriate nurse leaders, develop nurses to take on leadership roles on these boards, and successfully make the case to these boards to recruit nurse members.

This proposal utilizes a logic model that addresses three essential objectives: 1) Identify strategic key decision-making and influential boards for transforming healthcare; 2) Increase the number of nurses prepared for leadership roles in healthcare policy and decision making; 3) Expand awareness of nursing's essential contribution in healthcare policy and governance to strategic healthcare boards, other health professionals, and Oregon registered nurses.

Objective #1: Identify strategic key decision-making and influential healthcare boards for transforming healthcare.

1. Generate a list of healthcare boards in Oregon and current nurse membership, including:
 - Nursing boards (e.g., Oregon Nurses Association, Oregon Center for Nursing, Oregon State Board of Nursing)
 - Community Care Organization (CCO) boards (Cascade Health Alliance, Eastern Oregon, Trillium Community, etc.)
 - Acute care hospital/health system boards (Legacy Health System, Grand Ronde Hospital, Sky Lakes Medical Center, etc.)
 - Federally Qualified Health Centers (e.g., Umpqua Health Center)
2. Analyze Oregon healthcare boards and determine the most influential healthcare decision making boards in Oregon - areas of greatest need for new models of care (e.g. rural regions) or boards with great influence on emerging models of care (CCOs)
3. Coordinate information gathered with Nurses On Boards Coalition
4. Create a contact list for targeted boards (CCOs, FQHC, etc.)

Objective #2: Increase the number of nurses prepared for leadership roles in healthcare policy, design, and decision-making on healthcare boards.

1. Develop roster of nurses available for/interested in board service
 - Set criteria for identifying potential nurses board members (such as participation in board training program offered in 2014)
 - Utilize Steering Committee members and identified nurse trustees to identify potential board candidates
 - Set categories for readiness and needed preparation
2. Create a set of resource materials (toolkit), including currently existing resources, for nurses to further their move to board and policy positions
 - Potential toolkit contents:
 - Video
 - Brochures
 - Readiness assessments

- Mentor roster
 - List of boards with brief descriptions
 - Links to CCOs, state policy boards and applications
3. Create new or identify established board training and/or mentorship programs to implement locally
 - Identify local and other training programs for governance board members
 - Identify potential nurse mentors through focus groups and personal connections
 4. Promote and conduct board training programs to identified Oregon nurses
 5. Convene a group of nurse and other healthcare trustees to identify strategies for board appointments

Objective #3: Increase awareness among nurses, other health professionals, and key healthcare decision-makers of the value of nurse board service

1. Develop relationships with leaders of identified strategic boards, decision-making organizations, and influential positions to engage them in the IOM recommendations and the value nursing's contribution to their decision-making process.
2. Utilize the national Nurses on Boards Coalition through the Campaign for Action and the Oregon Action Coalition Communications Workgroup to develop or modify materials to share with board leaders.
 - Create talking points document on nursing's value to healthcare boards
3. Raise awareness of the importance of nurses on boards through social media, blogs, and OCN's Oregon NurseCast podcast
4. Seek out and engage other health professionals in Oregon Nurses on Strategic Healthcare Boards project to support a multidisciplinary approach to healthcare.
5. Share information through presentations across the state about the need to diversify hospital/health system/health policy boards.
6. Hold a summit on nursing leadership on healthcare boards to achieve the Triple Aim and move a culture of health.
7. Hire staff at the Oregon Center for Nursing to build the infrastructure needed to support the OAC and accomplish the objectives of the Oregon Nurses on Strategic Healthcare Boards project.

DIVERSITY AND INCLUSION

The OAC recognizes the need to foster diversity and inclusion in every step, and actively seeks opportunities to address diversity issues while furthering the objectives outlined in this proposal. A membership committee goal is the recruitment of members who approach the IOM recommendations from diverse vantage points and different mental models.

This includes the following internal activities:

- Maintain a diverse Steering Committee comprised of nursing and non-nursing stakeholders from a variety of backgrounds with diverse skillsets
- Explicitly consider each potential Steering Committee member's stakeholder perspective, diversity, and contribution to the work prior to appointment.
- Recruit volunteers and members that help broaden the perspective of Oregon Action Coalition's activities e.g., inclusion of all genders, ethnicities, ages, professions, education (e.g., Jonas Scholars), trustees, non-trustees, age, profession and those from underrepresented populations.

Oregon's population is primarily white (88%⁴), and nine out of 10 nurses are female.⁵ Oregon Nurses on Strategic Healthcare Boards will leverage key partnerships in engaging non-white and male nurses, while also engaging nurses from various geographic areas across Oregon. The Oregon Nurses on Strategic Healthcare Boards project will focus on the following areas to increase diversity:

- Presentations at local and national interprofessional conferences where the likelihood to reach diverse audiences is high (e.g., IHI, OPHA)
- Work with leaders in rural communities who can help spread the messages of Oregon Nurses on Strategic Healthcare Boards project.
- Conducting speaking engagements in rural communities, where travel to Portland may be a barrier to participation
- Support from non-nursing organizations and individuals (e.g., PSU, students)
- Consultation with CCNA diversity consultant Nefertari Carver for additional guidance

INFRASTRUCTURE

Oregon has several nursing organizations and leaders in place to provide solid infrastructure for this program. The main sponsor of this work, the Oregon Center for Nursing, has been in place since 2002 providing support to the nursing community through research, creating collaborative partnerships to advance nursing, and advocating for nurses in all settings. As an established 501(c)3 nonprofit organization,

⁴ <http://quickfacts.census.gov/qfd/states/41000.html>

⁵ http://oregoncenterfornursing.org/wp-content/uploads/2014/09/OR_Nurse_Big_Picture_1200.jpg

OCN has the foundational infrastructure necessary to support the Oregon Nurses on Strategic Healthcare Boards program.

Funding for this proposal will allow for a part-time professional staff position to manage activities, facilitate groups, and support efforts for timely identification of conferences, enhancing communications, and development of resource materials.

In addition, staff support would allow more participation in rural areas of the state and increase the number of outreach activities indicated in Objective #3. Broadening coalition constituency into rural areas, in turn, will increase the diversity of voice in the OAC.

This program can also draw from other resources in Oregon including RWJF Jonas Scholars Tamara Rose and Jennifer Feeney, and Breakthrough Leader in Nursing recipient Jake Creviston, RN, DNP. All three have been major architects and advisors to the development of this proposal, and will be involved in the project should it be funded.

Most importantly, the Oregon Nurses on Strategic Healthcare Boards program will collaborate with organizations that board training, such as the Oregon Nurses Association, the Nonprofit Association of Oregon, the NW Organization of Nurse Executives and others, to effectively and efficiently prepare nurses for board service.

SUSTAINABILITY PLAN

The initial investment of SIP funds will create a strong foundation for the long term sustainability of the Oregon Nurses on Strategic Healthcare Boards project. The materials created and the relationships formed in the first two years of the project will greatly lower the cost for future work. For instance, the creation of a resource toolkit to prepare nurses to serve in board roles will be used in an ongoing capacity, and will not need to be recreated in future years.

The OAC has identified a number of additional funding strategies to leverage this work for long-term sustainability. These strategies include developing a funding coalition of various local foundations and others who care about Oregon's healthcare future, fundraising events, marketing the Oregon Nurses on Strategic Healthcare Boards toolkit to interested groups, and charging nurses to participate in training cohorts.

BARRIERS

The primary challenge to increasing nursing's presence on healthcare governing boards and, to a lesser extent, policy boards is the tacit assumption of nurses' primary role in direct care, but unrecognized role in other aspects of healthcare delivery such as policy design. This barrier is addressed by both Objective #2 and #3. It will be addressed through the mentorship and training identified in Objective #2 which is aimed at increasing nurses sense of competence and ability to succeed as a leader at the board and policy development levels. It is also addressed through Objective #3, which is a

marketing campaign to demonstrate to nurses and others of the importance of nurses' presence on boards.

A more immediate challenge to overcome advancing recommendation #7 is identifying those nurses who want to pursue board positions. A recent study conducted by the Oregon Health & Sciences University and the Oregon Center for Nursing found that while most nurses identify themselves as being prepared to lead, many do not have a desire to do so. The key to success will be to adequately identify those nurses who do desire to lead, and help cultivate them into effective board leaders. Objective #2 includes a strategy for identification through an existing network of nurse leaders and nurse trustees.

An additional barrier is making the convincing case to the strategic boards for nurse membership on strategic healthcare boards that will drive them to recruit nurses as well as making and sustaining the necessary relationships with boards to catalyze nurse trustee memberships. Both Objective #1 and #3 speak to this barrier through first, identification of strategic boards and second, intentional contact with key persons to initiate and nurture a relationship that promotes their engagement with nurses.

BUILD AND EVALUATE A PLAN BASED ON EXISTING STATE LEVEL DATA

Oregon has long had a culture of evaluation, and currently collects data in line with the Minimum Data Set (MDS). However, the MDS does not collect information about nurses who serve on boards. The Oregon Nurses on Strategic Healthcare Boards project will initially identify nurses who have experience on boards, who are willing to mentor others, and who have a desire to serve on boards. There is a clear need for tracking and documentation of success requires development of some stable tracking plan. The Oregon State Board of Nursing has indicated an interest in adding questions regarding nurses in board positions to its biannual licensure questionnaire. The specifics are still to be worked out and will be incorporated into our proposed project. State level data collected by the Nurses on Boards Coalition may also be helpful in tracking board nurses' board service.

CONCLUSION

Increasing the number of nurses who serve on policy boards requires a multi-faceted, interdisciplinary approach. The Oregon Nurses on Strategic Healthcare Boards program not only identifies potential nurse leaders and develops those using new and existing training programs, but it also encourages healthcare board leadership to value the voice of nursing and seek out nurses to fill vacant policy seats.

**Future of Nursing: State Implementation Program
Budget Narrative Template**

Identifying Information

Project Title: Oregon Nurses on Strategic Healthcare Boards

Proposal I.D.: 35537

Applicant Name: Jana R. Bitton, MPA, Executive Director

Legal Name of Applicant Organization: Oregon Center for Nursing

Category	Narrative												
<p>Personnel Note: You <i>must</i> include base annual salary and full time equivalent (FTE) information for each person/role where funds are being requested in this category. We recommend you insert a table with this information. See Personnel section of Budget Preparation Guidelines for complete instructions.</p>													
<p>Project Director</p>	<table border="1" data-bbox="521 646 1430 856"> <thead> <tr> <th></th> <th>Period 1</th> <th>Period 2</th> </tr> </thead> <tbody> <tr> <td>.5 Program Manager</td> <td>\$26,000</td> <td>\$26,000</td> </tr> <tr> <td>Taxes and Benefits</td> <td>\$10,400</td> <td>\$10,400</td> </tr> <tr> <td>TOTAL STAFF</td> <td>\$36,400</td> <td>\$36,400</td> </tr> </tbody> </table> <p>A Project Director will be hired to accomplish the coordination of the Oregon Nurses on Strategic Boards (ONSHB) project. This person will be responsible for compiling and updating the roster of healthcare boards in Oregon and nurses who are interested in board services. The Program Manager will also facilitate the ONSHB board training meetings, staff the ONSHB planning team for the leadership summit, and serve as liaison for the project work with the ONSHB Project Director, OAC Project Coordinator, and leads for each of the goals. They will need skills in event planning, social media, marketing, public relations, and public speaking expertise. The budget reflects .5 FTE throughout the project.</p>		Period 1	Period 2	.5 Program Manager	\$26,000	\$26,000	Taxes and Benefits	\$10,400	\$10,400	TOTAL STAFF	\$36,400	\$36,400
	Period 1	Period 2											
.5 Program Manager	\$26,000	\$26,000											
Taxes and Benefits	\$10,400	\$10,400											
TOTAL STAFF	\$36,400	\$36,400											
<p>Other Direct Costs</p>													
<p>Office Operations</p>	<p>Total request: \$4,000 Office operations will cover conference calls, online meeting fees, telephone, printer paper, printer toner, and miscellaneous office supplies.</p>												
<p>Communications/ Marketing</p>	<p>Total request: \$33,000 Communications/Marketing will cover graphic design for Nurses on Strategic Healthcare Boards toolkit contents including flyers, brochures, and folders. This will also include video production, website design and maintenance, and advertising costs.</p>												
<p>Travel</p>	<p>Total request: \$18,200 Travel will include the cost of two individuals traveling to one two-night/two-day RWJF conference per funding period. Travel</p>												

Category	Narrative
	will also include mileage and hotel costs for Project Director and OAC team leads as needed to conduct board trainings throughout Oregon.
Meeting Expenses	<p>Total request: \$28,000</p> <p>Meeting expenses will include the costs for a leadership summit such as facility rentals, catering, audio/visual needs, and speaker fees. This category will also include funding for four individual nurses on boards training and/or mentoring sessions over two funding periods.</p> <p><i>Administrative Meetings: \$4,000</i></p> <p><i>Summit cost: \$10,000</i></p> <p><i>Board training and/or mentoring sessions: \$14,000</i></p>
Equipment	<p>Total request: \$2,000</p> <p>Equipment funds will be used to purchase a computer and printer for the Project Director.</p>
Purchased Services	
Consultants	<p>Total request: \$40,000</p> <p>Consultants will be utilized for board training preparation, marketing and communication strategies, and graphic design.</p> <p><i>Board Development Consultant: \$20,000</i></p> <p><i>Marketing Consultant: \$10,000</i></p> <p><i>Graphic Design Consultant: \$10,000</i></p>
Contracts*	
Indirect Costs	
Indirect Costs	<p>Total request: \$27,000</p> <p>The Oregon Center for Nursing will charge 12% to cover indirect costs including shared operations, executive oversight, administrative support, and accounting.</p>
In-kind Support	
Matching Funds	
	<p>Matching funds will be used to cover the cost of Consultants (\$40,000), Summit (event) costs (\$10,000), Board training and/or mentoring sessions (\$14,000), and local travel costs (\$11,000) over a two year period of time for a total of \$75,000.</p>

Jake Creviston, DNP, RN, PMHNP-bc

568 N Buffalo St. Portland, OR. 97217 | Cell: (503) 545-5986 | Email: jcrevistonRN@gmail.com

EDUCATION

- 2012-2015** DNP **Oregon Health & Science University** (Portland, Oregon)
Psychiatry, Mental Health and Leadership Focus
- 2012-2014** MN **Oregon Health & Science University** (Portland, Oregon)
Psychiatric Mental Health Nurse Practitioner Program
- 2005-2008** BSN **Linfield Good Samaritan School of Nursing (SON)** (Portland, Oregon)

EMPLOYMENT

- 2014-Present** **Amenda Clinic** (Portland, Or.): Psychiatric Mental Health Nurse Practitioner
Assessment, diagnosis, psychotherapy and psychopharmacological complimentary collaborative care in a Tier-3 integrative Patient-Centered Primary Care Home.
- 2013-2015** **Portland Veterans Affairs Medical Center** (Portland, Or.): PMHNP-DNP Resident
Assessment, diagnosis, psychotherapy and psychopharmacological treatment of veterans in:
- Mental Health Intensive Case Management (Portland, Or.): Assertive care of severely mentally ill
- Emergency Care Unit (Portland, Or.): Emergent care of moderate to severely mentally ill
- Community Based Outpatient Clinic (West Linn, Or.): Integrated physical and mental primary care
- 2012-2013** **Portland State University Student Health & Counseling** (Portland, Or.): Staff RN
Acute triage and primary care assessment and treatment of university students.
- 2011-2012** **Linfield Good Samaritan School of Nursing** (Portland, Or.): Clinical Adjunct Faculty
Clinical and didactic instruction in 5 courses: Acute Care, Community Health, Leadership & Management, Senior Practicum, and Nursing Skills.
- 2011** **Oregon Center for Nursing (OCN)** (Portland, Or.): Executive Assistant
Assistant to the Executive Director. Day-to-day administration and function of the non-profit: accounts payable/receivable, payroll, scheduling, event planning, public outreach, etc.
- 2008-2012** **Legacy Emanuel Medical/Cardiac Intensive Care Unit** (Portland, Or.): Charge RN
Intensive nursing of patients with critical medical and cardiac illness. Unit and staff supervision, leadership and management. Student preceptor and new hire mentor. Rapid Response and Code Team leader.
- 2007-2008** **Portland Veterans Affairs Medical Center** (Portland, Or.): Valor Nurse Intern
Triage and treatment of US Veterans in the Emergency Care Unit. Full RN practice abilities up to scope of competence as determined by RN preceptor.

LICENSURE & CERTIFICATION

2014-2019	Psychiatric Mental Health Nurse Practitioner-Board Certified: Oregon
2014-2017	Drug Enforcement Agency Licensure
2008-2016	Registered Nurse: Oregon
2005-Present	Basic Life Support
2005-2008	Certified Nursing Assistant: Oregon
1999-2003	U.S. Coast Guard Boatswain's Mate/Search and Rescue Boat Captain

INTERNATIONAL SERVICE

2008-2011	Sustainable Health Abroad, Co-Founder and Trip Leader (Uganda and Mexico): <ul style="list-style-type: none">- Ugandan Lord's Resistance Army refugee assessment, treatment, and community support.- Oaxacan orphanage evaluation for collaboration with Friends of Pimpollo (Portland NGO).- Non-governmental organization administrative and leadership functions.
2007	Linfield SON and Women, Environment & Health, Trip Member (Cameroon): <ul style="list-style-type: none">- Assessment, treatment and evaluation of sufferers and orphans of AIDS and associated illnesses.
2006	Clínica Politécnica, Student Nurse Volunteer (Guatemala): <ul style="list-style-type: none">- Physical assistance to both patients and practitioners in Spanish-speaking outpatient setting.

HONORS & AWARDS

2014	National <i>Future of Nursing: Campaign for Action: Breakthrough Leader in Nursing</i>
2014	Oregon Health & Science University <ul style="list-style-type: none">- 4.0 GPA Masters Graduate- Jean E. Boyle Memorial Award- 2013/2014 Project ACCESS Primary Care Stipend- 2012/2013 Advanced Education Nursing Traineeship Grant- 2012 Carol A. Lindeman Scholarship
2008	Linfield Good Samaritan School of Nursing <ul style="list-style-type: none">- Cum Laude Bachelors Graduate- Senior Honors in Nursing (one of four annual recipients)- Academic Excellence in the Natural Sciences Award- Holistic Health Interest Group Leadership Award- Campus and Community Contributions, Certificate of Appreciation- Most Community Involved, Certificate of Appreciation- Most Likely to Invent a Nursing Tool and Become a Millionaire
2008	Oregon Student Nurses Association, Certificate of Appreciation
2006	Virginia Garcia Health Center, Migrant Outreach Service Award
2003	United States Coast Guard, Commandant's Letter of Commendation
1996	Sons of the American Revolution, Junior ROTC Leadership Award

PROFESSIONAL ORGANIZATIONS

- ◆ American Psychiatric Nurses Association, Active Member
- ◆ Oregon Nurses Association, Active Student Affiliate Member
- ◆ Nurse Practitioners of Oregon, Active Member
- ◆ National Student Nurses Association, Active Member
- ◆ Oregon Student Nurses Association, Active Member
- ◆ Sigma Theta Tau International Honor Society, Active Member

PROFESSIONAL SERVICE ACTIVITIES

- 2014-Present Future of Nursing: *10kNurses* National PR/Communications Committee Member
- 2014-Present Oregon State Board of Nursing APRN Scope of Practice Subcommittee Member
- 2012-Present IOM Future of Nursing, Oregon Action Coalition:
 - Current: Leadership Workgroup Member (2013 Chair); Nurses on Boards Committee Chair
 - 2015 Portland Veterans Affairs Medical Center (VAMC) Nurses Week Fair Spokesperson
 - 2014 Campaign for Action National Summit Oregon Representative (Phoenix, Az.)
 - 2014 Portland Veterans Affairs Medical Center (VAMC) Nurses Week Fair Spokesperson
 - 2013 Campaign for Action National Summit Oregon Representative (Wash. D.C.)
 - 2013 Multnomah County Nurse Appreciation Day Presenter: *Future of Nursing Action Coalitions and Advance Practice Registered Nurse Consensus Model*
 - 2012-2015 Steering Committee Member
- 2015 Oregon Public Health Association Conference Presenter: *The Most Trusted as a Trustee: The Quest to Get More Nurses on Boards*
- 2015 Linfield Good Samaritan School of Nursing Founder’s Day Keynote Speaker
- 2015 Oregon Center for Nursing Annual Conference presenter: *Leading in an Interprofessional World*
- 2014-2015 OHSU All-Campus Curriculum Committee Member
- 2013-2015 PSU & OHSU Institute for Healthcare Improvement (IHI) Open School Member:
 - 2015 Western Interprofessional Conference Presenter: *Get on Board: Diversifying Healthcare Boards to Increase Quality*
 - 2014 OHSU Nursing Program Representative
 - 2014 Inaugural Interprofessional Quality Drive Co-Lead
 - 2013 *Escape Fire* Healthcare Reform Event Panelist
- 2014 Oregon Center for Nursing 6th Annual Fundraiser Breakfast: Testimonial Speaker
- 2014 OHSU Doctor of Nursing Practice Program Director Search: Student Interviewer
- 2014 (June & Aug) Portland VAMC Nurse Practitioner Presentation: *Cannabis: Myths, Facts, & Future*
- 2014 Merlo Alternative High School Health Fair Presentation: *Coping/Self Esteem*
- 2013-2014 OHSU Graduate Nursing Student Ambassador
- 2012-2014 OHSU Men in Nursing Student Group Leader
- 2009, 10, 13 & 14 Linfield Nursing Leadership & Management Course: RN Presenter/Panelist
- 2013 OHSU Nursing Student Graduation Awards Committee Member
- 2012 & 13 OHSU School of Nursing Dean Search: Student Interviewer
- 2012 OHSU Visiting Japanese Nursing Student Panelist

2011	Linfield Lloydena Grimes Nursing Leadership Award Committee Member
2011	Legacy Emanuel Medical/Cardiac ICU Leadership Committee Vice President
2011	Wilson High School Professional Nursing Speaker
2011	Tuality Health System Alternative High School Professional Nursing Panelist
2008-2010	Sigma Theta Tau International Xi Mu Chapter President
2009	Sigma Theta Tau International Media Award Judge
2009	Jefferson High School Professional Nursing Demonstrator and Panelist
2008	Linfield Nursing Curriculum Revision Student Participant
2008	Linfield College Graduation School of Nursing Student Speaker
2007-2008	Linfield Associated Students of Linfield College – Portland Campus President
2007-2008	Linfield Portland Campus Student/Teacher Relationships Inspiring Valuable Experiences (STRIVE) Committee Co-Chair
2007-2008	Linfield Portland Campus Readily Enabled United Students for Environmental Restoration (REUSER) Group Founder and President
2005-2008	Linfield Portland Campus Holistic Health Interest Group (HHIG) Member
2006-2007	Linfield Associated Students of Linfield College – Portland Campus Class Senator

CONTINUING EDUCATION / TRAININGS

2015	Center for Creative Leadership: 5-day <i>Leadership Development Program</i>
2015	Center to Champion Nursing in America: Volunteer Engagement Training
2015	<i>Cognitive Behavioral Therapy for Psychosis</i> 1-day Workshop (Ron Unger)
2014	<i>Introduction to Motivational Interviewing</i> 2-day Workshop (Michael Fulop)
2014	NW Organization of Nurse Executives: <i>Best on Board™</i> training (Connie Curran)
2014	Institute for Healthcare Improvement: <i>Fundamentals of Improvement</i>
2011	Oregon Center for Nursing (OCN) Leadership Breakfasts: Various Topics
2010	Legacy Health System (LHS): Versant Preceptor Training Course
2010	LHS: <i>Advanced EKG Interpretation: Ischemia, Injury and Infarct</i>
2009	LHS: <i>Basic EKG Interpretation</i>
2008	LHS: <i>Diabetes, Wounds, Pain, Psychiatric, Assessment and Signs of Failure</i>
2007 & 2008	Oregon Community Critical Care Consortium

CONFERENCES ATTENDED

2015	OCN Annual Conference: <i>Improving the Interprofessional Work Environment</i>
2014	Northwest Organization of Nurse Executives Spring Program: <i>Nurses on Boards</i>
2014	Portland VA Medical Center Annual Neurology Conference
2014	OCN Leadership Conference: <i>Transformational Leadership</i>
2014	Oregon Psychiatric Association Conference: <i>Enchantment: Natural and Unnatural</i>
2014	We Can Do Better 6 th Annual Conference
2013	Oregon Psychiatric Association Conference: <i>The Desire to Tame</i>
2012	We Can Do Better 4 th Annual Conference

VOLUNTEER & COMMUNITY SERVICE

- 2014 We Can Do Better 6th Annual Conference Volunteer
- 2012, 2013 Jennings Lodge Elementary School International Day Volunteer
- 2004-2006 Legacy Good Samaritan Emergency Department Volunteer
- 1999 US Coast Guard Mexican Orphanage and Domestic Violence Shelter Volunteer

THANK YOU FOR THE CONSIDERATION | REFERENCES UPON REQUEST

Leslie N. Ray RN, Ph.D.

Biosketch

Current Position:

2005 – 2014

Patient Safety Consultant, Oregon Patient Safety Commission

Responsible for adverse event reporting program for acute care hospitals and retail pharmacies: review reported adverse events submitted to the Commission; identify trends and opportunities for improvement; distribute information regarding best practices; provide consultation regarding investigation of specific events; and develop and coordinate of reporting program advisory committees and ad hoc working groups

Recent Professional Experience:

2015 Member, OAC Steering Committee; Chair, Oregon Nurses On Strategic Healthcare Boards

2013-2014 Co-Lead, Oregon Action Coalition

2012, 2013 Reviewer, Academy of Management Conference presentations

2006-2008 Reviewer, CSSI Project Applications, CareOregon, Portland, OR

1991-2005 Assistant Professor, School of Nursing, Oregon Health & Science University, Portland, OR.

Provided consultation to nursing and interdisciplinary groups in the collection and analysis of organizational policy, quality initiatives, and patient safety data; developed and implemented graduate program in management and leadership; revised existing coursework to competency model, utilized distance technologies, including web-based learning for graduate and undergraduate courses

2001-2003 Co-Investigator, The Effect of Healthcare Working Conditions on Patient Safety, David Hickam, Principal Investigator DHHS Agency for Healthcare Research and Quality Contract 290-97-0018, task order no. 10

2001-2004 Co-Investigator, Oregon Patient Safety Evaluation Center, David Hickam, Principal Investigator, Agency for Healthcare Research and Quality #1-P20-HS11550-01

2001-2004 Co-Director, MPH Online Training Program, HRSA Grant, Cecelia Capuzzi, Director, \$800,000 "Expanding PHN Leadership: An MPH/PHN Online Program" Agency and Grant Number: Health Resources & Services Administration (HRSA), Department of Health and Human Services (DHHS), Bureau of Health Professions; 1-D09-HP00170-01\$838,748 Dates of Entire Project Period: 07-01-2001 through 06/30/2006

Academic Preparation

1992 The Anderson Graduate School of Management, UCLA, Los Angeles, California, Ph.D. in Management

1977 University of Washington, Seattle, Washington, MA Major: Family Nurse Practitioner

1972 University of California, San Francisco, California, BS, Nursing

Selected Publications:

Ray, L.N. (2009). "A Ticket to Ride" protects patients off the unit. *Nursing* 2009 39(5):57=58

Lasater K., Ray L., Driever MJ., Rosenfeld A., & Bradley KJ. (2008). Creating international conference submission and review guidelines to facilitate transnational dialogue. *Journal of Continuing Education in Nursing*. 39(10):473-9.

Ray, L.N. (2003). Organizational Factors. in D.H. Hickman, S. Severance, A. Feldstein, L. Ray, P. Gorman, S. Schuldheis, W.R. Hersh, K. P. Krages, & Helfand, M. *The effect of healthcare working conditions on patient safety. Evidence Report/Technology Assessment No. 74*. AHRQ Publication No. 03-E031 Rockville, MD: Agency for Healthcare Research and Quality. April 2003

Reinhardt, A. & Ray L.N. (2003). *Differentiating quality improvement from research*. *Applied Nursing Research* 16 (1), 2-8

Ray, L.N., Goodstein, J., & Garland, M. (1999) *Linking professional and economic values in health care organizations*. *Journal of Clinical Ethics* 10 (3), 233-240

Other Professional Experience:

1987-1990 Independent Consultant, Management Systems Consulting Corporation, Los Angeles, CA

1982-1983 Nurse Practitioner, Occupational Health Clinic, San Francisco General Hospital, and Coordinator, Occupational Health Nursing Specialists Programs, UCSF School of Nursing, San Francisco, CA

1979-1982 Assistant Professor, Occupational Health Nursing Specialist Programs, UCSF, San Francisco, CA

1977-1979 Adult Health Nurse Practitioner, Permanente Medical Group, South San Francisco, CA

1972-1973 Occupational Health Nurse, Goodwill Industries of San Francisco, CA

Jana Rochelle Bitton

19023 SE 11th Way • Vancouver, WA 98683 • 360-609-0221 • jana.bitton@gmail.com • www.linkedin.com/in/jana.bitton/

SUMMARY OF QUALIFICATIONS

I am a professional nonprofit manager with more than 15 years of experience who can combine the nonprofit world with entrepreneurial and technology concepts to provide exceptional organizational strategies for success. I have superior public speaking and facilitation skills. My current work focuses on advancing the nursing workforce through data analysis, engaging in collaborative partnerships, and advocating for nursing in all settings.

RELATED EXPERIENCE

EXECUTIVE DIRECTOR, OREGON CENTER FOR NURSING, PORTLAND OREGON

January 2015 to Present

June 2014 to January 2015: Interim

www.oregoncenterfornursing.org

The Oregon Center for Nursing is the state's nursing workforce center with a mission of ensuring Oregon has a superior, well-educated and diverse nursing workforce to serve the needs of the community. To do this, OCN focuses on data collection and research, collaborating with other nursing organizations, and raising awareness of important nursing workforce issues. Since assuming leadership of OCN in June 2014, I have:

- **BRAND DEVELOPMENT:** Launched a new logo and new brand to communicate key messages about OCN;
- **FINANCIAL SUSTAINABILITY:** Successfully lobbied the Oregon state legislature to add a surcharge to nursing license fees generating approximately \$250,000 annually for the Center, and raised more than \$70,000 through individual and corporate donations at an annual fundraiser;
- **BOARD DEVELOPMENT:** Worked with the Board to create a new mission and vision; recruited five new board members;
- **RESEARCH:** Engaged the organization in three new research projects including a study of clinical placement capacity throughout the state, a review of the nurse faculty workforce, and a partnership with Oregon Health and Science University to study how nurse's personal health, work environment, and leadership attitudes impact health outcomes.

CO-LEAD, OREGON ACTION COALITION, PORTLAND OREGON

June 2014 to Present

www.oregonactioncoalition.org

The Oregon Action Coalition is a volunteer-led group dedicated to implementing the Institute of Medicine (IOM) recommendations to advance nursing in Oregon. This effort is part of a national movement sponsored by the Robert Wood Johnson Foundation and the American Association of Retired Persons. Since becoming the co-lead, I have:

- **COMMUNICATIONS:** Engaged the group in a strategic communications plan including logo design, a website in collaboration with OCN, table events at trade shows, and building a speaker's bureau;
- **FUND DEVELOPMENT:** Consulted with the volunteer group on strategies to obtain long-term funding;
- **COLLABORATION:** Worked and networked with strategic individuals to advance the work of the Oregon Action Coalition, and also connected the local work with the national efforts around implementing IOM recommendations.

DEVELOPMENT DIRECTOR, OREGON CENTER FOR NURSING, PORTLAND OREGON

September 2013 to June 2014

As the StudentMAX® project ended, I moved into a role to provide nonprofit management and fund development support to the board of directors and staff. In this role, I have:

- **STRATEGIC PLANNING:** Created and led board development activities concerning board roles and financial obligations;

- **FUND DEVELOPMENT:** Created a fund development strategy for the organization. Participated in planning, organizing and working at an annual fundraising event. Coached individual board members on fund raising concepts;
- **CHANGE MANAGEMENT:** Collaborated with staff and board members to develop plans for navigating executive leadership.

PROGRAM DIRECTOR, OREGON CENTER FOR NURSING, PORTLAND OREGON

December 2010 to September 2013

I managed the overall operations of the StudentMAX® Clinical Placement System, a web-based program used nation-wide to help nurse faculty work with hospitals and other clinical sites to arrange student clinical placements or internships.

This experience has been an exciting way to apply a social enterprise/entrepreneurial strategy to support a nonprofit business model. My main duties included:

- **BUSINESS STRATEGY:** Created and executed a business plan with three to five-year revenue goals, budgets and projections, and asked current and prospective users via survey to provide a vision for the program direction and the leadership toward those goals;
- **PROGRAM MANAGEMENT:** Provided leadership for a comprehensive program overhaul, worked with contractors to rebuild and re-launch the software, and tracked goals and accomplishments, and provided evaluations to OCN leadership;
- **MARKETING:** Used market research tools including focus groups and software analytics to create a strategic marketing plan; worked with consultants to create printed marketing materials, websites, and social media outlets; conducted SEO analysis on the website and made appropriate corrections; and presented demonstrations in person and virtually;
- **CUSTOMER SERVICE:** Directed and managed staff to provide customer service to StudentMAX® users; provided technical support to resolve user issues in a timely manner; and created a system for tracking and addressing user issues;
- **TRAINING:** Wrote content for training manuals, websites, blogs, and other training materials, and conducted in person and virtual trainings on software usage.

PROGRAM MANAGER, OREGON CENTER FOR NURSING, PORTLAND OREGON

December 2009 – March 2011

I was hired to work on the Nurturing Cultural Competence in Nursing (NCCN) program, an initiative to provide small grant funding for hospitals, nursing schools and government entities. This program was meant to help nurses improve their cultural competence with the patients they serve and with each other as the diversity of the nursing workforce increases. In this role, my duties were as

- **PROGRAM MANAGEMENT:** Tracked program progress and outcomes. Conducted in-person interviews and survey to measure the effectiveness of the program. Created and submit evaluation reports to funders on a regular basis. Create and monitor program budgets, making adjustments throughout the year as necessary to stay in budget. Provided technical assistance to all grantees as needed.
- **EVENT PLANNING:** In an effort to build a “community of experts” around cultural competence in nursing, organized and facilitated two networking meetings for grantees. Organized a culmination event for all grantees to share their work with the public and each other. Also organized a writing retreat for grantees to gather their lessons learned for publication.
- **COMMUNICATIONS:** Created a video and a printed report to showcase the work of the grantees. Updated a resources page on the OCN website with links to healthcare-related topics around cultural competence.

RESEARCH ASSISTANT, CENTER FOR PUBLIC SERVICE, PORTLAND STATE UNIVERSITY, PORTLAND OREGON

December 2008 – December 2009

<http://www.pdx.edu/cps/Center-for-Public-Service>

I studied the effects of a four-day work week on county employees. This comprehensive study included effects of employees, consideration of union status, environmental impacts and fiscal savings. Participated in focus groups, conducted online and paper surveys. Analyzed results using SPSS and wrote up results for presentation. The report is available at <http://bit.ly/1dKmhsA>.

I presented “The 4-day Work Week: Can it Really Do More with Less?” workshop at the Washington Public Employer Labor Relations Association Fall conference in November 2009. The 90-minute presentation discussed the four-day work week and offered ideas to union leaders on how this work schedule could be implemented.

PROGRAM/FUND DEVELOPMENT ASSISTANT, THE COMMUNITY FOUNDATION FOR SOUTHWEST WASHINGTON, VANCOUVER

January to May 2009; September to December 2009

www.cfsww.org

This position began as the capstone project for my graduate program. While at the Community Foundation, I worked on program development, marketing materials, event planning, and business expansion strategy, as well as provided support to create the Cowlitz County Community Fund and the Youth in Philanthropy project. I researched social media possibilities, and offered business expansion strategic ideas. After graduation, I returned to provide temporary administrative support. In this capacity, I assisted with grant writing and with managing the Principal's Checkbook grant program.

RESOURCE DEVELOPMENT OFFICER, UNITED WAY OF GREATER LOS ANGELES, PALMDALE CALIFORNIA

June 2001 – June 2004

www.unitedwayla.org

I was part of a team responsible for raising \$1.3 million to support United Way activities in the Antelope Valley Region. Conducted individual and corporate giving campaigns through group presentations, direct asks, and events. Coordinated annual telethon and Day of Caring, an event matching company employees with nonprofits for a day of service projects. Provided staff support for the Council of Executives, a group of executive directors from United Way supported nonprofits. Worked closely with Board of Directors and volunteers to run successful campaigns.

EDUCATION

Masters of Public Administration, Portland State University; Portland, Oregon

I chose Nonprofit Management to build on my work experience in nonprofits. My projects as part of the program focused on nonprofits with a mission devoted to poverty alleviation. I also graduated second in my class with academic honors.

Microfinance and Women's Development Study Abroad, Portland State University, Portland, Oregon

As part of my graduate program, I participated in a six-week program to study NGOs focused on microfinance agencies in India.

Bachelor of Arts, Journalism, California State University, Northridge; Northridge, California

My studies focused on public relations, and I also worked as a copy editor for the student newspaper.

PUBLICATIONS

Portland State University. (2009). Clackamas County Alternate Work Week Pilot Project. Portland, OR: Portland State University.

Oregon Center for Nursing. (2015). Oregon's Nurse Faculty Workforce: 2014 Update. Portland, OR: Oregon Center for Nursing.

**Future of Nursing: State Implementation Program
Letters of Commitment from State Action Coalition co-leads**

Identifying Information

Project Title: Oregon Nurses on Strategic Healthcare Boards

Proposal I.D.: 35537

Applicant Name: Jana R. Bitton, MPA, Executive Director

Legal Name of Applicant Organization: Oregon Center for Nursing

Authors and Institutions of Appended Letters of Commitment:

Letter from Oregon Action Coalition Co-Lead Tom Engle

Letter from Oregon Action Coalition Co-Lead Jana Bitton



Oregon Public
Health Association

818 SW Third Avenue, #1201, Portland, OR 97204

www.oregonpublichealth.org 503-719-5600

June 23, 2015

Jennifer Peed & Tara Murphy
RWJF Future of Nursing: State Implementation Program
National Program Office
P.O. Box 2316
Princeton, NJ 08543-2316

Dear Jennifer and Tara:

As a co-lead of the Oregon Public Health Association, I offer my support to the Oregon Action Coalition's proposal, Oregon Nurses on Strategic Boards. I have been a member of the Oregon Action Coalition since 2012, and am a long time supporter of their work.

The Oregon Public Health Association also supports the OAC, as it has an active nursing membership. About a quarter of OPHA members are nurses. The 2015 OPHA nursing conference recently featured Jake Creviston from the OAC as a speaker, and the Oregon Center for Nursing sponsored a table and shared information on the OAC. I include the OPHA nurses in mailings to my list of those interested in the OAC, and because of that the OPHA nurse section chair attended an OAC promoted leadership training.

I am prepared to work with the OAC Steering Committee and the Nurses on Boards Sub-Committee to make this project a success.

Sincerely,

Tom Engle
Oregon Public Health Association
tsengle@frontier.com



June 23, 2015

RWJF Future of Nursing: State Implementation Program
National Program Office
P.O. Box 2316
Princeton, NJ 08543-2316

Project Title: Oregon Nurses on Strategic Healthcare Boards
Application I.D.: 35537

As the Co-Lead for the Oregon Action Coalition as well as the principal investigator for the Oregon Nurses on Strategic Healthcare Boards project, I offer my full commitment to this project. I am prepared to collaborate with the OAC Steering Committee to move this work forward, as well as manage the Project Director who will be hired to coordinate, manage, and direct this project.

The Oregon Center for Nursing is also committed to this project and will serve as a Fiscal Sponsor for this work.

Thank you for this opportunity. If you need additional information or have questions, please feel free to contact me directly.

Best Regards,

A handwritten signature in black ink that reads "Jana Bitton". The signature is fluid and cursive, with a long horizontal flourish at the end.

Jana R. Bitton, MPA
Executive Director
Oregon Center for Nursing



Project Title: Oregon Nurses on Strategic Healthcare Boards
Application I.D.: 35537
Applicant Name: Jana R. Bitton, MPA
Legal Name of Applicant Organization: Oregon Center for Nursing

Letter of Financial Support

The Oregon Center for Nursing will commit \$5000 to the Oregon Nurses on Boards project. A formal letter will be submitted by August 14, 2015.

The Oregon Action Coalition is still working on identifying additional funding partners for this project. We understand the letters must be submitted by August 14, 2015.

FISCAL SPONSOR CERTIFICATION STATEMENT

If the following statements are correct, please acknowledge and confirm them by having a duly authorized officer of the fiscal sponsor sign at the end of this statement. We require that your organization certify that it has adopted this Project as part of its own activities and actually exercises oversight and control over the Project, including all of the following.

1. **Your Board's Approval.** Your organization regularly makes grants to other nonprofit organizations and undertakes specific projects for charitable, scientific, and/or educational purposes. Your organization's board of directors reviewed and approved the Project, accepted legal and financial responsibility for the Project, as well as management and control of the Project.

2. **Your Control and Direct Involvement.** The Project is an integral part of your organization's programs and furthers your organization's exempt purposes. As such, your organization restricts the Project's activities to activities that are allowable under section 501(c)(3) of the Internal Revenue Code. Your organization is directly involved with the Project and provides general management and supervision of the Project as well as other support as needed. Your organization will select and oversee any staffing for the Project (employees or independent contractors). If your organization terminates its control over or direct involvement with the Project at any time for any reason, your organization shall immediately notify RWJF. Your organization understands and acknowledges that, in any event, your organization, as an RWJF grantee, shall remain bound by the terms of the RWJF Letter of Agreement and responsible for the proper use of all RWJF grant funds.

3. **Your Financial Oversight and Records.** RWJF grant funds for the Project will be paid to your organization. Your organization will control and oversee the finances of the Project and will maintain a separate account and financial records for the Project. You will report the Project's revenues and expenses on your annual financial statements and on your IRS Form 990 or Form 990-EZ.

If you have any questions about this certification or if any of the statements above are not correct, please let us know.

Sincerely,

**I, Jana R. Bitton, being a duly authorized officer of the Oregon Center for Nursing.
confirm and acknowledge all of the statements above as true and correct.**

Executive Director
Title

June 23, 2015
Date



Oregon Action Coalition
ADVANCING HEALTH IN OREGON

Oregon Action Coalition Steering Committee

Leadership Workgroup

Focus on advocacy for advanced practice nurses, and advancing the position of nurses in policy roles and on boards

Education Workgroup

Identify ways to encourage nurses to pursue higher education, including BSN and PhD/DNP programs

Communications Workgroup

Raise awareness of the IOM recommendations, promote work done by OAC, and encourage partnerships

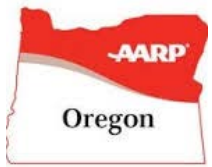
Membership Workgroup

Ensure the Steering Committee has the right representation of nursing leaders and interprofessional allies in moving forward the work of the Campaign for Action

Steering Committee Partner Organizations



Oregon Council of Associate Degree and Practical Nursing Programs





Project Title: Oregon Nurses on Strategic Healthcare Boards

Application I.D.: 35537

Applicant Name: Jana R. Bitton, MPA

Legal Name of Applicant Organization: Oregon Center for Nursing

Letter of In-Kind Support

Several members of the Leadership Workgroup have formed the Oregon Nurses on Strategic Healthcare Boards Sub-Committee to provide in-kind support to this project. This sub-committee will provide advisory services, be a liaison between this project and the OAC Steering Committee, and have responsibility for specific pieces of the work. See the Workplan for specific assignments. Members of this group include:

- Iris Boston, PMHNP-BC
- Jake Creviston, RN, PMHNP-BC [Breakthrough Leader of Nursing Recipient, Co-Chair of Oregon Nurses on Strategic Healthcare Boards Subcommittee]
- Tom Engle, MPH, RN [OAC Co-Lead]
- Jennifer Feeney, BSN [Jonas Scholar]
- Renee Menkens, MN, RN
- Leslie Ray, PhD, RN [Co-Chair of Oregon Nurses on Strategic Healthcare Boards Subcommittee]
- Tamara Rose, BSN , Interim Campus Associate Dean [Jonas Scholar]
- Cindy Warburton, DNP

Other group members who will provide in-kind support through donation of time for the Oregon Nurses on Strategic Healthcare Boards:

- Jana Bitton, MPA, Executive Director, Oregon Center for Nursing [OAC Co-Lead]
- Dana Bjarnason, PhD, RN, MA, CAN, Chief Nursing Officer, Oregon Health and Sciences University [Communications Workgroup Chair]

Oregon SIP Workplan:
Project Title: Oregon Nurses on Strategic Healthcare Boards
Project Director: TBD

Area of Focus: IOM Recommendation #7 - Prepare and enable nurses to lead change to advance health

Project Goal: Increase the number of nurses serving as public, private, and governmental healthcare decision makers on strategic, key healthcare boards.

Objectives	Action Steps	Target Date	Responsible Person	Deliverables	
				18-Month	24-Month
1. Identify strategic positions, key decision-making and influential healthcare boards for transforming healthcare	Generate a list of healthcare boards in Oregon and current nurse membership, including: <ul style="list-style-type: none"> • Nursing boards • Community Care Organization (CCO) boards • Acute care hospital/health system boards • Federally Qualified Health Centers 	3/1/16	Project Director OAC Volunteer: Tom Engle	Updated list	Updated list
	Analyze Oregon healthcare boards and determine the most influential healthcare decision making boards in Oregon - areas of greatest need for new models of care (e.g. rural regions) or boards with great influence on emerging models of care (CCOs)	4/15/16	Project Director OAC Volunteer: Leslie Ray	Prioritized listing of influential boards	Re-evaluated as needed, on-going
	Coordinate information gathered with Nurses On Boards Coalition	4/1/16 and on-going	Project Director OACV: Jake Creviston		
	Create contact list for targeted boards.	5/1/16/	Project Director	Updated List	Updated list

Objectives	Action Steps	Target Date	Responsible Person	Deliverables	
				18-Month	24-Month
2. Increase the number of nurses prepared for leadership roles in healthcare policy, design, and decision-making on healthcare boards.	Develop roster of nurses available for/interested in board service Set criteria for identification; Utilize Steering Committee members and identified nurse trustees to identify potential board candidates Set categories for recruitment based on diversity, readiness, board interest, and preparation need and level	2/1/16 3/13/16 4/1/16	Project Director OACV: Leslie Ray and Jana Bitton	Updated roster based on recruitment efforts	Updated roster
	Create a set of resource materials (toolkit), including currently existing resources, for nurses to further their move to board and policy positions, e.g.: <ul style="list-style-type: none"> • Mentor roster • Brochures • Quick facts guide to board service w/links • Podcasts through the OCN NurseCast series • Readiness assessment 	7/1/16	Project Director OACV: Renee Menkens	Value brochure created “How To” for state agencies Readiness assessment Dedicated web page/s for board service tools and resources	Video guide Planning Your Path to the Boardroom Podcasts
	Identify existing board/mentor training programs (or create new) to implement locally	3/13/16	Project Director OACV:	Two existing programs	Local training developed

Objectives	Action Steps	Target Date	Responsible Person	Deliverables	
				18-Month	24-Month
			Renee Menkens, Jake Creviston, Iris Boston	identified	by OAC and partners
	Convene a group of nurse and other healthcare trustees to identify strategies for board appointments	3/1/16	Project Director OACV: Jana Bitton, Leslie Ray	Strategies incorporated into resource materials	
	Promote board training programs to Oregon nurses	4/1/16	Project Director OACV: Renee Menkens, Jake Creviston, Leslie Ray	10 nurses have participated in board training	25 nurses have participated in board training
3. Increase awareness among nurses, other health professionals, and key healthcare decision-makers of the value of	Develop relationships with leaders of identified strategic boards, decision-making organizations, and influential positions to engage them in the IOM recommendations and the value nursing's contribution to their decision-making process.	3/1/16	Jake Creviston and Renee Menkens	Establish 6 strategic relationships	Establish 12 strategic relationships
	Utilize the national Nurses on Boards campaign through the Campaign for Action and the Oregon Action Coalition Communications Workgroup to develop or	12/1/15 and on-going	Jake Creviston, Jennifer Feeney &	Materials identified and into resources	

Objectives	Action Steps	Target Date	Responsible Person	Deliverables	
				18-Month	24-Month
nurse board service	modify materials to share with board leaders.		Tamara Rose		
	Raise awareness of the importance of nurses on boards through social media, blogs, and OCN's Oregon NurseCast podcast	12/1/15 and on-going	Project Director OACV: Jake Creviston & Jana Bitton	3 podcasts created for marketing & education (see Project Goal #2 above)	6 podcasts
	Share information through presentations across the state about the need to diversify hospital/health system/health policy boards	6/1/16	Project Director, Jake Creviston, Iris Boston	2 presentations given	6 presentations given
	Seek out and engage other health professionals in attempt to develop nursing's multidisciplinary approach to healthcare and board service	12/1/15 and on-going	Project Director, Jake Creviston	All health profession organizations in Oregon contacted	
	Hold a summit on nursing leadership on healthcare boards to achieve the Triple Aim and move a culture of health	4/1/17	Project Director, ONSHB Team	Summit Held	
	Hire staff at the Oregon Center for Nursing to build the infrastructure needed to support the OAC and accomplish the objectives of the Nurses on Strategic Health/Healthcare Boards project.	1/1/16	Jana Bitton		