

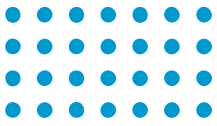
NATIONAL  
**FORUM**  
OF STATE NURSING  
WORKFORCE  
CENTERS



**IMPACT  
REPORT  
2020-2024**







# Message From the President and Director *celebrating our success and moving forward*

As we reflect on the past four years, we are filled with pride and gratitude for the collective achievements of The National Forum of State Nursing Workforce Centers. Your unwavering support and commitment have made it possible for us to continue our mission and drive meaningful impact in the communities we serve.

We have accomplished many milestones that align with our goals and strategic initiatives. This includes expanding the organization to include 47 states and hundreds of Associate subscribers, fostering collaboration between the states, and improving communications with our launch of a website, an e-newsletter, and a social media presence.

Our achievements have directly increased awareness and support of the nation's nursing workforce through our work launching the Online Journal of Nursing Workforce, developing the Value of Nursing Workforce Centers fact sheet, revising the National Nursing Workforce Dashboard, and more.

Looking ahead, we are excited about the opportunities and challenges that await us. Impact, policy, and research and innovation are a few of our strategic priorities for the upcoming year.

With your continued support, we are confident that we will achieve even greater heights and further our mission to lead a network of experts dedicated to ensuring a robust nursing workforce.

We extend thanks to our State and Associate subscribers and partners for their steadfast support and commitment. Your contributions have been instrumental in our success, and we look forward to continuing this journey together.



Rayna Letourneau, PhD, RN  
*President, National Forum of  
State Nursing Workforce Centers  
Executive Director, Florida Center for Nursing  
Associate Professor, University of South Florida  
College of Nursing*

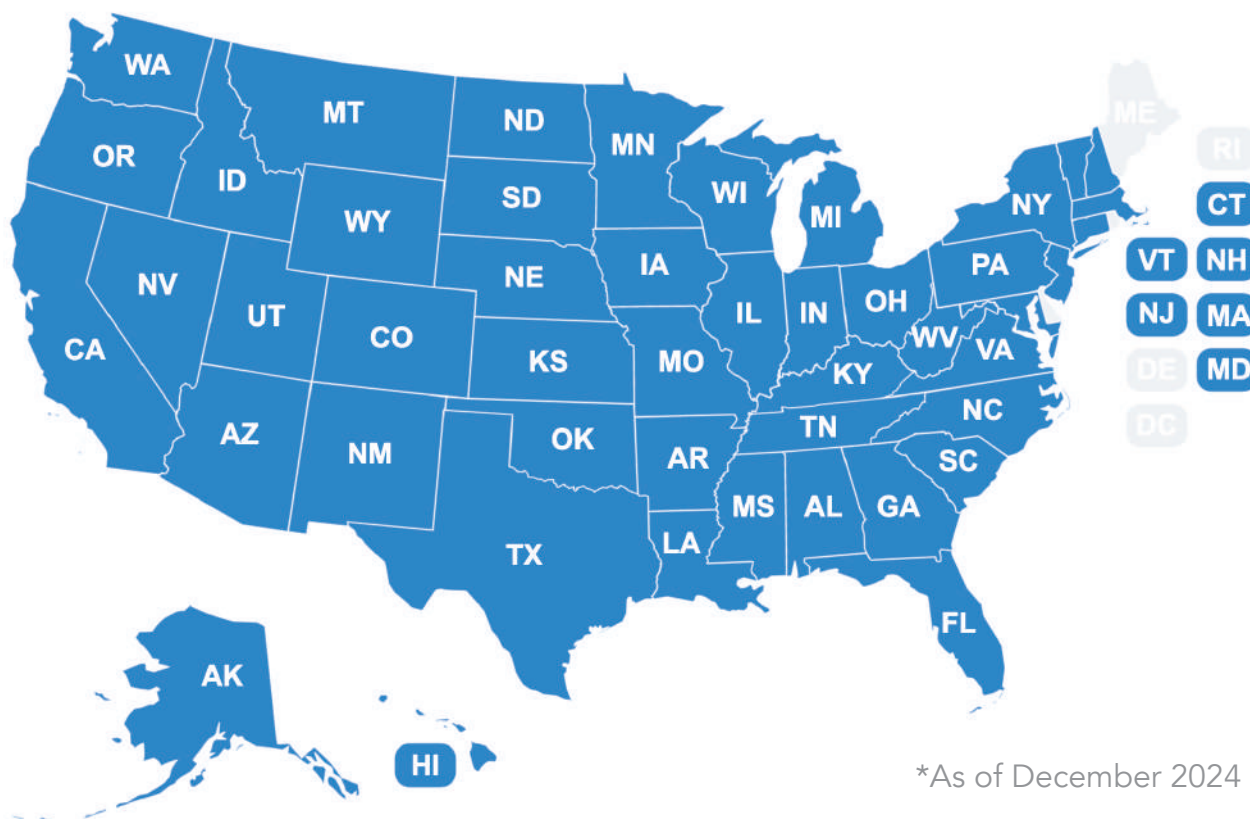


Patricia Moulton Burwell, PhD  
*Director, National Forum of  
State Nursing Workforce Centers*



# Who We Are

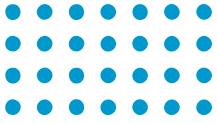
We are a collective of nurse workforce organizations dedicated to strengthening the nursing workforce within our states while contributing to the broader national effort to ensure a sufficient supply of qualified nurses to meet the healthcare needs of the U.S. population. We support the advancement of new and existing nurse workforce initiatives and share best practices in nursing workforce research, planning, development, and policy.



**Vision:** The National Forum of State Nursing Workforce Centers envisions a well-prepared, representative, and responsive nursing workforce by convening expertise, supporting research, and nurse-forward strategy.

**Mission:** The National Forum of State Nursing Workforce Centers leads a network of experts dedicated to ensuring a robust nursing workforce.

**Values:** Collaboration, Inclusivity, Credibility, and Objectivity



# Our History

1996-2003 Colleagues in Caring	Robert Wood Johnson Foundation funded the Regional Collaboratives for Nursing Workforce Development. Development of 12 state nursing workforce centers initiated.
2004 Start of The Forum	The Forum introduced as a virtual entity to continue the connections between nursing workforce centers.
2009 Minimum datasets developed	Minimum datasets for the collection of supply, demand, and education data developed, funded by the newly formed Center to Champion Nursing in America.
2010 Renaming	The Forum renamed The National Forum of State Nursing Workforce Centers. Bylaws created and Board of Directors established.
2014 Incorporation as a 501c3	The National Forum granted 501(c)3 non-profit tax-exempt status. Articles of Incorporation filed in 2014 with the State of Michigan.
2020 Shift in focus to sustainable infrastructure	COVID-19 pandemic and a shift to developing sustainable infrastructure. First part-time director hired.
2022-2024 Focus on growth	Rapid expansion of state subscribers, associate subscribers, and network services.



# Strategic Plan

## 2020-2021 Strategies and Outcomes

### Goal 1: Develop Board and organizational management

- Hired first director
- Moved accounts to new bank, set up post office box
- Set up accounting system
- Set up online document management system
- Developed new logo
- Updated bylaws and policy handbook

### Goal 2: Develop membership connections system

- Initiated quarterly state member calls
- Started online web page with member access
- Created member development committee

### Goal 3: Develop forum collaborations

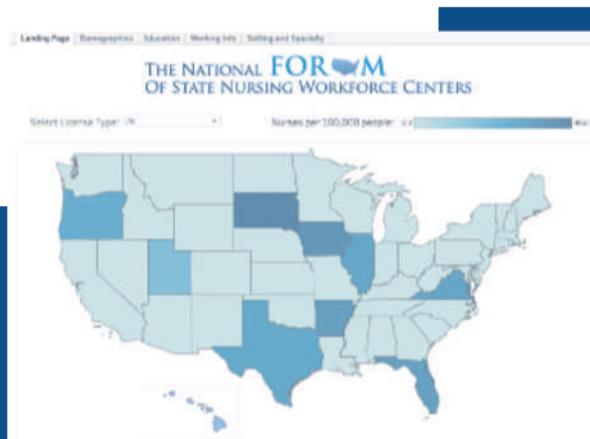
- Developed National Nursing Workforce Data Visualization
- Published collaborative journal article - The Impact of COVID-19 on the Nursing Workforce: A National Overview
- Started sharing sessions
- Increased committee structure

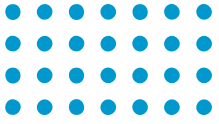
### Goal 4: Develop funding infrastructure

- Started Associate subscriber program
- Began technical assistance as a fee for service funding source
- Submitted four grant applications to NCSBN, National Governors Association and the National Association for Home Care and Hospice

### Goal 5: Develop communications systems

- Launched newsletter
- Set up permanent website, started Facebook and LinkedIn accounts





# Strategic Plan

## 2022-2024 Strategies and Outcomes

Goal 1: Maintain infrastructure and grow organization

- Developed organizational evaluation
- Increased number of State and Associate subscribers
- Established member recognition program
- Launched technical assistance program
- Initiated organizational partnership program

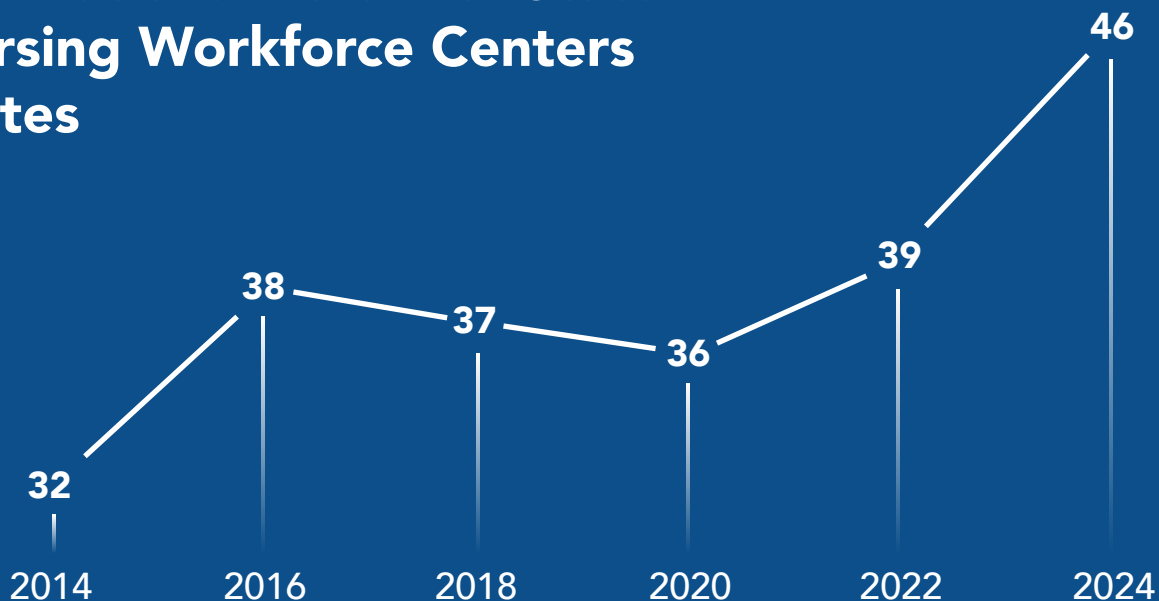
Goal 2: Increase visibility of organization as the expert on nursing workforce

- Advocated for The National Nursing Workforce Center bill
- Developed a Value of Nursing Workforce Centers fact sheet
- Initiated development of Online Journal of Nursing Workforce
- Increased annual conference participation

Goal 3: Increase collaboration between states

- Established JEDI toolkit
- Created data resource catalog and workforce data resources
- Revised National Nursing Workforce Dashboard
- Developed policy brief and state advocacy resources

### The National Forum of State Nursing Workforce Centers States





# National Forum Committees

Over the last four years, The National Forum's committees have carried out the strategic plan through nine committees and 130+ volunteers from across the nation.

## The National Forum Committees

- Governance Committee - 11 members  
Co-chairs: Rayna Letourneau (FL), Craig Donahue (MI)
- Finance Committee - 8 members  
Chair: Yetty Shobo (VA)
- National Nursing Workforce Center Act Committee - 23 members  
Co-Chairs: Jana Bitton (OR), Jaime Brave (ME)
- Subscriber Engagement and Development Committee - 13 members  
Co-chairs: Jeanine Niemoller (WY), Diane Hountz (IN)
- Justice, Equity, Diversity, and Inclusion Committee - 17 members  
Co-Chairs: Fawzi Belal (WA), Deborah Stamps (NY)
- Research Committee - 32 members  
Co-chairs: Carrie Oliveira (HI), Yin Lee (GA)
- Online Journal Development Committee - 10 members  
Co-chairs: Jana Bitton (OR), Yetty Shobo (VA)
- Annual Conference Committee - 23 members  
Co-chairs: Garret Chan (CA), Marcia Proto (CT)
- State Advocacy Committee - 18 members  
Chair: Laura Reichhardt (HI)







# Networking Resources

Developed by our committees, The National Forum resources are shared with subscribers through our online portal.

## Online Resources

- First Steps to Developing or Refreshing a Nursing Workforce Center Video
- Getting Started with Strategic Planning
- Twelve Types of Boards
- Getting Started with Digital Marketing for Workforce Centers
- Examples of Center Bylaws
- Examples of Center Strategic Plans
- Center Brief Template
- The Impact of Nursing Workforce Centers on State Nursing Workforce Strategy
- Securing Funds for Effective Nursing Workforce Strategies
- 6 Steps to Starting a Nurse Advocacy Campaign
- 10 ways to Survive Your State Legislative Session
- National and State Policy Brief Examples
- State Statute Examples
- JEDI Glossary of Definitions
- The Importance of Multilingual and Accessible Websites in a Diverse Digital Age
- Guide to Indigenous Land Acknowledgements
- State JEDI Examples
- Social Identity Group Activity
- Check Your Privilege as a Nurse Leader Activity
- List of Underrepresented Groups Nursing Organizations
- National JEDI Resource Links
- Nursing Workforce Minimum Datasets
- National Forum Data Sources Catalog
- Ask, Analyze, Achieve Slide Deck
- Getting Started with Nursing Data
- introduction to Data Visualization
- Research Report Outline
- National Research Resource Links
- State Education, Supply, and Demand Research Report Examples
- State Workforce Dashboards, Projections, Snapshots, and Other Reports Examples
- National Forum Quick Facts
- National Nursing Workforce Center Act Fact Sheet



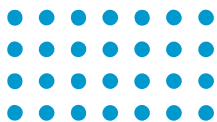
# Online Sharing Sessions

Monthly online sharing sessions offer State and Associate subscribers the opportunity to network and share knowledge.

Each sharing session features several states briefly sharing their work on a featured topic followed by an interactive discussion.

## Monthly Sharing Sessions

- Grant Writing
- Nurse Recognition Programs
- Staffing
- Innovative Staffing Solutions
- Nurse Wellness and Retention
- Nurse Well-Being
- Nurse Retention
- Transition to Practice
- K-12 Pipeline
- State Advocacy and Policy Sessions - Multiple
- JEDI Data
- Holistic Admissions
- Affirmative Action
- State Example of JEDI Work
- NCLEX Research
- Faculty Shortage Research and Programs
- Clinical Placement Programs and Research
- Utilization of the HRSA NSSRN and Data Dashboard at the State Level
- Employer Staffing Surveys
- Labor Market Data
- Newly Licensed Nurses Research
- Utilizing Enotify
- Workplace Violence



# Annual Conference 2022



- Describe lessons learned from the pandemic for recruiting and retaining nurses in a post-COVID world.
- Describe opportunities and challenges in transforming nursing education that emerged from the COVID-19 pandemic.
- Examine the evolving role of nurses in public health emergencies.
- Explore the role of nurses in providing primary, community-based, and preventative services to support the transformation of the current health system.
- Identify effective strategies for fostering a culture of diversity, equity, and inclusion in nursing practice, education, and the workforce.
- Evaluate work environments and cultures that promote nurse well-being and that will lead to a more robust workforce.
- Describe emerging topics or current trends/issues in the nursing workforce.

## Keynote and Plenary Speakers



- Meredith Lapointe
- Peter Beurhaus
- Winifred Quinn
- Jana Bitton
- Laura Reichhardt
- Yetty Shobo
- Rayna Letourneau
- Clark Ruttinger
- Dan Weberg



127 in-person and 14 remote attendees  
5 keynote and plenary presentations  
46 podium and poster presentations  
12 sponsors and exhibitors



# Annual Conference 2023



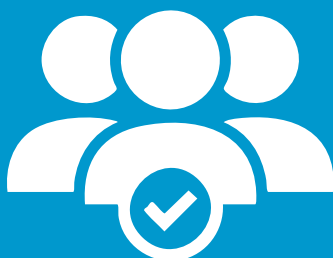
The 2023 National Forum of State Nursing Workforce Centers conference explored strategies, policy, and advocacy related to the nursing workforce, focused on:

- K-12 pipeline
- Prerequisite education, pre-nursing pathways
- Prelicensure education at the RN and APRN levels
- Health and well-being of the nursing workforce
- Upskilling the workforce through academic and/or mentoring programs
- Optimizing the nursing workforce
- Workforce data

## Keynote and Plenary Speakers

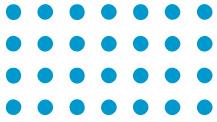


- Rebecca Love, RN, BSN, MSN, FIEL
- Carol Johnson
- Ashley Darcy Mahoney, PhD, NNP-BC, FAAN
- Paul Leon, RN, BSN, PHN
- Brian S. Dawson, MSN, RN, CNOR, CSSM



220 attendees  
42 states/territories and Washington, D.C.  
4 keynote presentations  
83 podium and poster presentations  
11 sponsors and exhibitors





# Annual Conference 2024



The 2024 National Forum of State Nursing Workforce Centers conference explored strategies, policy, and advocacy related to the nursing workforce, focused on:

- K-12 pipeline
- Prerequisite education, pre-nursing pathways
- Prelicensure education at the RN and APRN levels
- Health and well-being of the nursing workforce
- Upskilling the workforce through academic and/or mentoring programs
- Optimizing the nursing workforce
- Workforce data
- State and federal policy

## Keynote and Plenary Speakers



- Brittany Burke, DNP, RN, NEA-BC
- Melissa Kleder, MA
- Jeffrey Connor
- Patricia Benner, RN, PhD, FAAN
- Jennifer Moon
- Leah FitzGerald, PhD, FNP-BC, FAAN



230 attendees  
46 states/territories and Canada  
5 keynote presentations  
100 podium and poster presentations  
22 sponsors and exhibitors





# State Subscriber Retreats

The National Forum restarted their annual in-person State Subscriber retreats in 2023 after COVID-19. These retreats bring together the nation's nursing workforce experts from each state for a unique two days of networking, leadership development, and planning for the future.

2023 Pensacola, Florida - 29 attendees

2024 New Orleans, Louisiana - 48 attendees

## Leadership Development Sessions

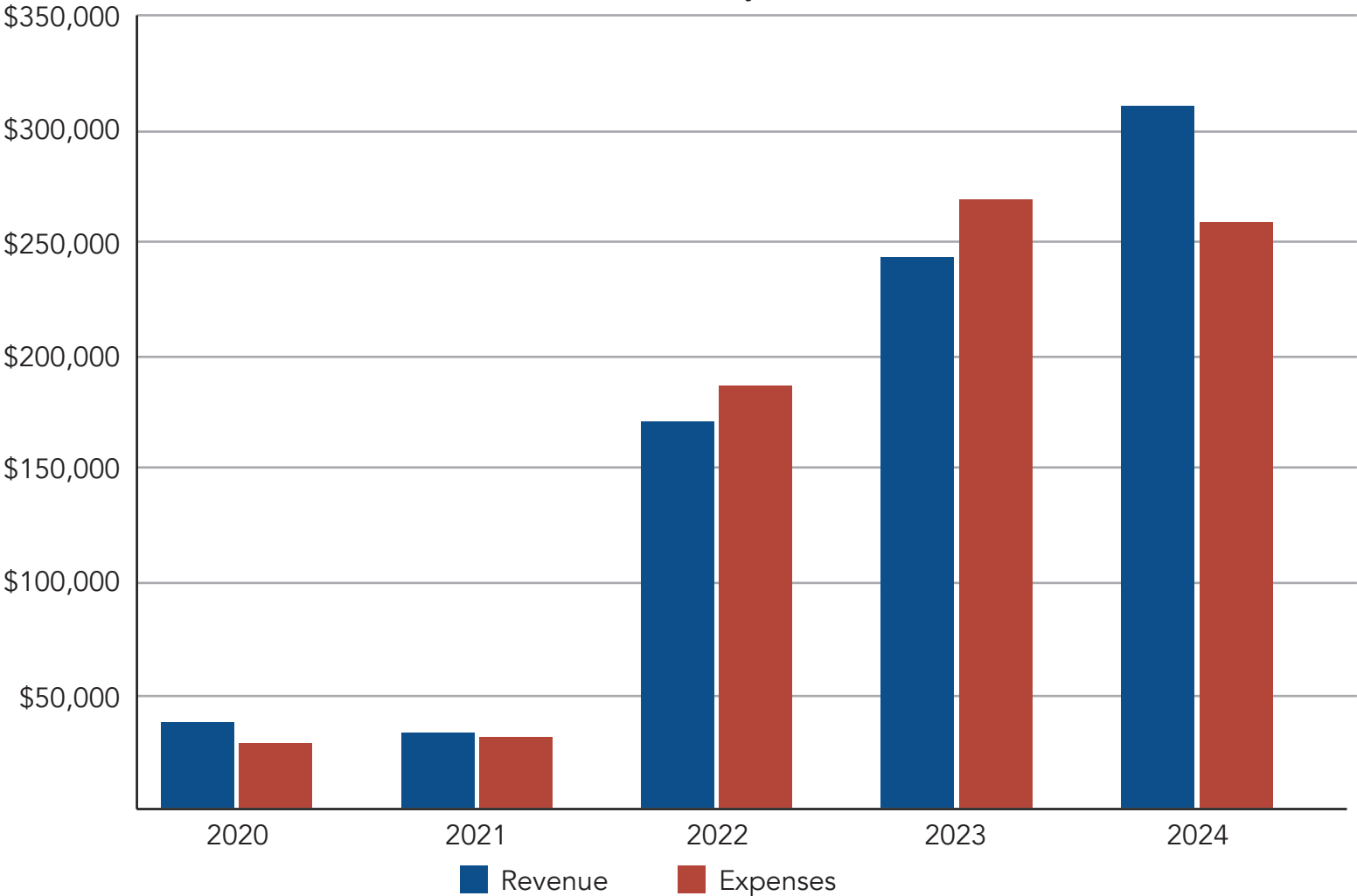
- Infrastructure Building and Problem-Solving
- Research and Program-Sharing
- Board Development and Management
- Social Media and Websites
- Using Data to Address Nursing Workforce Challenges
- Visualizing Nursing Workforce Data
- Strategic Planning for State Nursing Workforce Centers
- Exploring Your Personal and Social Identities
- Developing Your State's Informational Brief



# Financial Summary

The National Forum has seen marked growth in both revenue and expenses throughout the last five years. The transition from the virtual conferences held during the COVID-19 pandemic in 2020 and 2021 to in-person conferences starting in 2022 boosted revenue and expenses. The addition of a director—initially at 25% time and then at 50% time—also increased expenses in the growing organization.

The National Forum of State Nursing Workforce Centers  
Annual Financial Summary 2020-2024





# Board of Directors

The National Forum Board of Directors provides key leadership and oversight to the non-profit organization. The Board represents states across the nation and different types of state organizations. Terms are identified in our bylaws.

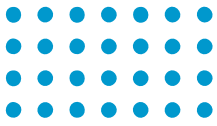
## 2020-2021

- Jana Bitton, President, Oregon Center for Nursing
- Lanelle Weems, President-elect, Mississippi Center for Quality and Workforce
- Deborah Elliott, Secretary, Center for Nursing at the Foundation of New York State Nurses
- Rebecca Wiseman, Treasurer, Maryland Nursing Workforce Center
- Pamela Lauer, Member at Large, Texas Center for Nursing Workforce Studies
- Barbara Nichols, Member at Large, Wisconsin Center for Nursing
- Clark Ruttinger, Past President, Utah Nursing Workforce Information Center

## 2021-2022

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- Lanelle Weems, President-elect, Mississippi Center for Quality and Workforce
- Deborah Elliott, Secretary, Center for Nursing at the Foundation of New York State Nurses
- Rebecca Wiseman, Treasurer, Maryland Nursing Workforce Center
- Barbara Nichols, Member at Large, Wisconsin Center for Nursing
- Ashley Davis, Member at Large, Arkansas Center for Nursing





# Board of Directors

## 2022-2023

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- Rebecca Wiseman, Treasurer, Maryland Nursing Workforce Center
- Ashley Davis, Member at Large, Arkansas Center for Nursing
- Rayna Letourneau, Member at Large, Florida Center for Nursing
- Jana Bitton, Past President, Oregon Center for Nursing

## 2023-2024

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- Rayna Letourneau, President-elect, Florida Center for Nursing
- Deborah Elliott, Secretary, Center for Nursing at the Foundation of New York State Nurses
- Yetty Shobo, Treasurer, Virginia Department of Health Professions, Health Workforce Data Center
- Ashley Davis, Member at Large, Arkansas Center for Nursing
- Laura Reichhardt, Member at Large, Hawaii Center for Nursing

## 2024-2025

- Rayna Letourneau, President, Florida Center for Nursing
- Jennifer D. Eccles, Secretary, Center for Nursing Equity and Excellence, Minnesota
- Yetty Shobo, Treasurer, Virginia Department of Health Professions, Health Workforce Data Center
- Ashley Davis, Member at Large, Arkansas Center for Nursing
- Jay Prosser, Member at Large, Nursing Council on Workforce Sustainability, Massachusetts
- Edward Burns, Member at Large, HealthImpact, California
- Lanelle Weems, Past President, Mississippi Center for Quality and Workforce





# More About Us



[nursingworkforcecenters.org](https://nursingworkforcecenters.org)



[info@nursingworkforcecenters.org](mailto:info@nursingworkforcecenters.org)



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