



California Institute for Nursing & Health Care
Optimizing the Health of Californians through Nursing Excellence

A Compendium of Innovative
Practices and Partnership:
Expanding Educational Capacity
in California Schools of Nursing

First Edition

March 2005

A Compendium of Innovative Practices and Partnerships: Expanding Educational Capacity in California Schools of Nursing

Compiled by Susan Odegaard Turner, R.N., Ph.D.

Introduction

Expanding education capacity in California schools of nursing is perhaps the state's most urgent need for addressing the nurse shortage and should be an essential element in a strategic nursing workforce master plan. The California Institute for Nursing & Health Care (CINHC) has embarked upon the development of that strategic plan, which will be built upon successful programs already underway. With that in mind we have identified successful practices that merit replication throughout the state.

Many excellent innovations and programs have been created through public/private partnerships to respond to the difficulties facing nursing education today. These efforts include partnerships between schools of nursing, hospitals, health systems, and foundations. This Compendium has been prepared in an attempt to catalog these successful innovative practices and the partnerships that support them.

To create this Compendium, numerous deans and directors of nursing programs, and healthcare nursing service administrators shared their successful innovative approaches with us. They completed an information form describing the practice, the partnerships supporting the practice, and the outcomes. This Compendium reflects the material as submitted by participants. We know that this first edition does not reflect all the innovations or partnerships in place, and so we see this as a work in progress. We anticipate that the next edition will include even more innovative approaches and partnerships. If you know of a successful nursing school capacity expansion program that is not listed, please contact Susan Odegaard Turner through the CINHC office to assure that the information is included in the next edition of the Compendium.

CINHC wishes to thank the deans, directors, and nursing administrators who provided information. A special acknowledgement goes out to the hospitals, health systems, and foundations, whose contributions are documented in this Compendium, and that have so graciously stepped forward to support their local colleges and universities in their efforts to expand nursing school capacity and strengthen California's nursing workforce.

Deloras Jones, R.N., M.S., Executive Director
California Institute for Nursing & Health Care

Note: The California Institute for Nursing & Health Care embraces successful and innovative strategies for expanding nursing school capacity, but cannot endorse or guarantee the success of any strategy implemented from the compendium.

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**RN Entry
Associate Degree
in Nursing Programs**

Allan Hancock Community College

Successful/Innovative Practice: Allan Hancock Community College- Santa Maria, in partnership with Marian Medical Center, Lompoc District Hospital and Sierra Medical Center Santa Maria.

Marian Medical Center provides funding, supplies and space for Allan Hancock Community College

Measurements/Outcomes:

Allan Hancock College has been able to double their graduating nurses to 50 per year through this partnership.

Costs/Funding:

Marian Medical Center provides \$190,000 annually to the school. Other funding not reported.

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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American River College

Successful/Innovative Practice: American River College-Sacramento, in partnership with the Healthy Community Forum in Sacramento.

American River College is partnering with the Healthy Community Forum (HCF), a non profit group of CEOs representing four major health systems in Sacramento: UC Davis, Kaiser Permanente, Sutter Health and Catholic Healthcare West. HCF's mission is to improve the healthcare of the greater Sacramento area. The partnership was formed to increase RN graduates. Students were selected from qualified employees within each health system. When possible, students from unselected applicant pool were added to the student groups. The HCF partners provide clinical adjunct faculty and access to clinical sites.

Measurements/outcomes:

40 students per year in each cohort. Additional outcomes include developing interest in the nurse educator role among bedside nurses, increased receptivity among staff for student/clinical faculty roles, doubled nursing school capacity and better communication between education and service.

Costs/Funding:

The state's SETA NWI grant funded two years and HCF committed to fund two years, so funding overlaps for one year. Funding covers the cost of faculty through work release time and tuition of students. Small amount of counseling, administrative and equipment costs are also covered.

Challenges/Issues/Advice/Tips:

Major challenge has been the school's adaptation to an understanding of hospitals service issues. Service is perceived to be able to do more specialized things e.g. background checks and selective screening, as these activities are restricted in education. There is better appreciation of service and educational issues.

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Antelope Valley College

Successful/Innovative Practice: Antelope Valley College-Lancaster, in partnership with Antelope Valley Hospital and Lancaster Community Hospital (part of Universal Health Services, Inc).

Antelope Valley College ADN program has been able to admit 10 additional students to the first nursing course each semester because of financial support from the two local hospitals. Each hospital contributes 50% of the salary and benefits for an instructor. The agreement is on a year-to-year basis, reflecting the possibility of changing needs for RNs in the area.

Measurements/Outcomes:

Graduation numbers have increased since the partnership was formed. For example, in spring 2002, there were 20 graduates from the registered nursing program. In spring 2004, the first graduating class to benefit by the increased funding, there were 53 graduates. Note that we also had funding from the Enrollment Grant for Nursing through the Chancellor's Office during this period. Enrollment was increased in the first nursing course from 45 to 59 due to this funding. However, the additional faculty person was a bonus that allowed us to increase enrollments from 59 to 70 during the same time period. We anticipate 51 graduates in December 2004, compared to 26 graduates in December 2002.

Costs/Funding:

The cost to each hospital has been approximately \$40,000 per year.

Challenges/Issues/Advice on adaptability of practice to other settings

Not every hospital is financially able to participate in such a program due to budgetary constraints.

An issue has been the possibility that one of the agencies might not be able to continue funding the position due to community pressure to maintain a balanced budget. It would be best to obtain a multi-year commitment (at least two years) to sustain the funding and assure the students that the additional instructor would be available to continue high enrollments.

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Cedars-Sinai Institute for Professional Nursing Development

Successful/Innovative Practice: Cedars-Sinai Institute for Professional Nursing Development-Los Angeles.

In May 2002 Cedars-Sinai Medical Center created the Institute for Professional Nursing Development with the endowment of a major foundation grant. The aims of the Institute are to:

- Develop educational programs in collaboration with nursing schools to increase the supply of baccalaureate prepared nurses, advanced practice nurses and specialty prepared nurses.
- Expand leadership development and recognition programs for nurses.
- Expand opportunities for research and innovation to improve clinical outcomes.
- Create outreach programs to inform middle school and high school students about careers in nursing and health care.
- Develop a core of nurse volunteers to support community education and outreach program.

The Institute, in partnership with Santa Monica Community College, Los Angeles Technology College and Los Angeles Valley Community College prepared 72 additional LVN and RNs funded by a two year California Governors' WIA grant that increased the number of students obtaining didactic instruction in existing classrooms and paid for clinical instructors.

Cedars-Sinai also has two partnerships with California State University, LA (CSULA) for collaborative education programs of Baccalaureate Degree Nursing students (BSN).

The first program funds thirty BSN students to attend CSULA and pays faculty salary. The second program expands capacity by three cohorts of 12 students attending first year of clinical at a community college and then completing third and fourth years at CSULA. Cedars-Sinai augmented student clinical time with a student assist program for 50 of the students of up to 48 hours per month. Cedars-Sinai also provides clinical adjunct faculty and all clinical sites. Each student was assigned a Cedars-Sinai nurse mentor.

Additionally, Cedars-Sinai has on-site baccalaureate and masters degree programs in collaboration with CSULA and collaborates with the local Fairfax High School and 100 students who participate in a Youth Education Development work study program at the Medical Center. This program introduces youth to a variety of nursing and health care careers.

Measurements/Outcomes:

Outcome measures include the number of student enrolled in the programs and completing programs, number of students seeking employment at Cedars-Sinai after obtaining licensure and cost benefit analysis by various program types.

- CSULA and Cedars-Sinai program one (Cedars-Sinai paid didactic and clinical faculty salaries for 3 year program) 20 BSN students graduated Aug 2004.

- CSULA and Cedars-Sinai program two (Cedars-Sinai paid didactic and clinical faculty salaries for 3-year program; first year at community college (Santa Monica); third and fourth year at CSULA program) started fall 2004 and will graduate ten BSN students in June 2007.
- Governor's WIA grant funded: 21 AD RN students that will complete the program in May 2005.
- LA Technology program had 15 LVN students in a 15-month program which began in September 2003. Eleven graduated in December 2004.
- LA Valley Community College program had twelve LVN and RN students start in January 2004, who are expected to graduate in April 2006.
- Santa Monica College program had 24 LVN to RN students start in September 2004, who are expected to graduate in August 2006.
- 50 students participate in the nursing student assist program, which is a work and mentoring program open to nursing students who completed at least the first semester of nursing fundamentals. Participants can work up to 24 hours per two-week period for approximately \$15 per hour.

Of the RN's who graduated in June 2004; 12 accepted positions at Cedars-Sinai. Of the 5 who graduated in December 2004, 4 accepted positions at Cedars-Sinai.

Costs/Funding:

Institute funding is through a \$2,500,000 foundation grant. Governors' WIA grant was for \$800,000 over two years for 72 students. CSULA funding is for \$60,000 a year for 3 cohorts of ten BSN students. The collaborative cohort of students starting at the community college is \$35,000 per year. The student assist program is funded at \$135,000 per year for 50 students.

Challenges/Issues/Advice Tips:

- Community students may require additional financial support to augment cost of living, childcare and transportation cost - the amount of these funds was underestimated in the Governors WIA grant.
- Attrition rates of WIA program students were high (33%).
- Include cost for NCLEX review courses in program cost.
- Contract negotiation and billing process are time-consuming.
- Obtaining clinical faculty at the facility that are available to teach.
- Clinical co-ordination role is crucial between academic programs.
- Students are drawn from a very wide geographical area for academic programs and may not choose employment at sponsoring hospital.

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Chabot College

Successful/Innovative Practice: Chabot College District-Livermore, in partnership with ValleyCare Health System.

ValleyCare has partnered with Chabot/Las Positas College District to open the “Chabot College Associate Degree Nursing Program - Extended Campus at ValleyCare “

Currently there are 20 students in the ValleyCare Extended campus- 10 first year students and 10-second year students. ValleyCare has provided the following:

- Supplied a building on the Livermore campus for the extension program consisting of two teleconferencing- equipped smart classrooms, a completely equipped three bed Skills Lab, a computer lab/library and a student lounge.
- Provides financial support for 2 additional clinical instructors, a skills lab instructor and additional hours for the Chabot College Nursing Director and additional administrative assistant hours.
- Provided start-up monies for Las Positas College to equip a Microbiology Laboratory so that Microbiology could be offered on that campus as a pre-requisite for nursing.
- Funding for instructors and supplies for additional sections of Chemistry, Biology, Anatomy and Physiology.
- Scholarship monies for students enrolled in the extended campus, through funding raised by The ValleyCare Foundation.

A Steering committee comprised of four Chabot Las Positas College District members and four ValleyCare members oversees the partnership. The Chabot Nursing Director and the ValleyCare Director of Education work closely to assure that the program flows smoothly.

Measurement/Outcomes:

10 students will graduate in May 2005 and we hope that they will all work as Registered Nurses at ValleyCare for at least 2 or more years. These are students who have done their clinical rotations almost exclusively at ValleyCare so they are familiar with our system, staff and physicians. Our hope is that this will make the transition of new graduate nurses easier for them and for their preceptors.

Costs/Funding:

Start up approximately \$300,000. Annual budget of \$350,000 funded by ValleyCare.

Challenges/Issues/Advice on adaptability of practice to other settings

None listed.

Resource/ Contact Information

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Chaffey Community College

Successful/Innovative Practice: Chaffey Community College- Rancho Cucamonga in partnership with San Antonio Community Hospital and Kaiser Permanente, are working together to expand capacity in the school of nursing.

Measurements/Outcomes:

20 additional students per year

Costs/Funding:

5 year faculty funding

San Antonio Community Hospital - \$ unknown

Kaiser Permanente - \$25,000

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

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City College of San Francisco

Define Successful/Innovative Practice: City College of San Francisco-San Francisco, in partnership with California Pacific Medical Center and St. Luke's Medical Center.

Through a grant from the Gordon & Betty Moore Foundation, City College of San Francisco (CCSF) and California Pacific Medical Center (CPMC) will offer an evening/ weekend RN program with emphasis on problem and competency-based learning that promotes critical thinking and leadership capacity in its graduates. This model program is based on a solid public-private partnership between CPMC, St. Luke's and CCSF, will address changes in the NCLEX as well as utilize the hospital experience of new ADN graduates to develop an enhanced curriculum and practicum that better meets the demands of the changing practice environment. CCSF will be accepting the first class starting fall 2005.

CPMC/St. Luke's will provide assistance finding qualified clinical faculty from their staff as well as providing clinical placements. CPMC will partially fund five students from each cohort to engage in a work/study retention component that will assist economically disadvantaged students. These students will work at CPMC/St. Luke's as benefited employees for 20 hours per week but will be paid for 32 hours. Finally, CPMC will build upon its current preceptor programs to incorporate CCSF ADN students. These preceptorship opportunities will allow the ADN student access to a broader clinical experience with an introduction to leadership competencies and clinical specialization.

To launch the program, CCSF is working with Mara Hook, Vice President of Development, CPMC Foundation; Diana Karner, Vice President of Nursing Services and Linda Joy Hummel, CPMC Coordinator for the Moore Grant. The College is in the process of selecting a coordinator to work directly with Linda Joy Hummel. Linda Squires Grohe, Dean of the School of Health & PE, along with Cis Dawydiak, Registered Nursing Chair, work with the CPMC contingent.

Additionally, there is an oversight management committee, called the Collaboration Council and a Finance Committee. The Collaboration Council is responsible for administrative oversight of the project, monitoring the project budget, sharing information and approving recommendations for change of the project structure and scope. The Council provides direction on the design of procedures for enrolment of students and placement into clinical sites. In addition, the Council provides input to CCSF faculty and staff on planning and delivery of curriculum, in accordance with the requirements of the CCSF and the Board of Registered Nurses. The Council coordinates operational issues related to: student recruitment, student selection, student notification, faculty recruitment, faculty professional development, faculty assignment, facility coordination and clinical rotation for students. Dr. Philip R. Day, Jr., the Chancellor for CCSF and Dr. Brotman, CEO of CPMC co-chair the Collaboration Council. The aforementioned staff from each institution serves on this council.

The function of the Finance Committee is to oversee and monitor the budget for this project. The Committee will track current expenditures, forecast future expenditures, recommend adjustments and develop administrative processes for payment. The Committee will produce quarterly and interim reports as needed to the Collaboration

Council. The chief financial officer of the CPMC Foundation, the CPMC project coordinator, the CCSF chief financial officer or his designee and the CCSF project coordinator serve on this Committee. There are monthly meetings of both the Council and the Committee to monitor the progress of the grant.

Measurement/Outcomes:

Each fall, CCSF will admit 32 students into the evening/weekend program. Over the course of three years, it is projected that CCSF will graduate an additional 80 RN students. These students will be better prepared to meet the demands of employment in the hospital setting, as exhibited by NCLEX pass rates averaging 90 percent and a rating of 80 percent or better by program alumni and employers as related to preparation for and satisfaction with the workplace.

Costs/Funding:

The Gordon and Betty Moore Foundation have given CCSF and CPMC/St. Luke's Hospital a grant of \$4.2 Million to establish the evening/weekend RN program.

Challenges/Issues/Advice on adaptability of practice to other settings:

Challenges include finding qualified full and part-time instructors to teach in an evening/weekend program; possible culture clashes between an educational facility and a health care organization; securing sufficient clinical placements for influx of new students; potential for students to leave the Bay Area once the program is completed; and, sustainability, absent funding from the Gordon and Betty Moore Foundation.

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College of the Canyons

Successful/Innovative Practice: College of the Canyons-Valencia (COC) in partnership with Henry Mayo Newhall Memorial Hospital (HMNMH).

A partnership has been formed by HMNMH and COC. HMNMH supplied faculty and space. COC obtained grants for equipment and skills lab supplies/equipment.

Measurements/outcomes:

The result is increased enrollment by 12-24 students, with a graduating class of 64 students from COC. The plan is to graduate 80-110 students by December 2006.

Costs/Funding:

HMNMH funds \$79,000-\$93,000 per year for faculty. Grants obtained for \$160,000 for equipment, skills lab coordinator.

Challenges/Issues/Advice/Tips:

None listed

Resource/ Contact Information:

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College of the Desert

Successful/Innovative Practice: College of the Desert-Palm Desert, in partnership with Eisenhower Medical Center, JFK Memorial Hospitals and Desert Regional Medical Center, to fund faculty positions.

Measurements/Outcomes:

Adds 120 nurses over a two year funding period, 2005-2007.

Costs/Funding:

\$38,000 per year each facility

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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College of Marin

Successful/Innovative Practice: College of Marin-Kentfield in partnership with Kaiser Permanente.

Measurements/outcomes:

Increase size of entering classes by 10 students each year.

Costs/Funding:

\$47,000 annually funded by Kaiser Permanente

Challenges/Issues/Advice/Tips:

None listed

Resource/ Contact Information:

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College of the Sequoias

Successful/Innovative Practice: College of the Sequoias-Visalia, in partnership with regional hospitals.

Four hospitals are supporting College of the Sequoias (COS) ADN program with guaranteed 3 year funding. The money is paid over three years between March 2003 and April 2006.

Measurement/Outcomes:

Adds an additional 50 nurses per year.

Costs/Funding:

The breakdown by hospital:

Adventist Health (Central Valley General Hospital & Hanford Community Hospital)
\$170,383

Corcoran District Hospital - \$6,553

Kaweah Delta Health Care District - \$399,746

Tulare Local Health Care District - \$78,639

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

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Compton Community College

Successful/Innovative Practice: Compton Community College-Compton, in partnership with UCLA Medical Center, funding nursing faculty positions.

Measurement/Outcomes:

None listed

Costs/Funding:

\$200,000

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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El Camino College

Successful/Innovative Practice: El Camino College-Manhattan Beach, in partnership with Little Company of Mary Health Services (LCMHS).

LCMHS is partnering with El Camino College ADN program to add 24 new nursing students annually via an extension program offered on the hospital campus. Most classes are at the hospital site, but lab courses are at the school campus.

Measurements/Outcomes:

Additional 24 students per year for 4 years

Costs/Funding:

\$950,000 over 5 years provided by LCMHS for the development of contemporary simulation laboratories, classroom space, instructor, career counselor and administrative staff.

Challenges/Issues/Advice on adaptability of practice to other settings:

Program has no long term sustaining funding.

Resource/ Contact Information

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Golden West College

Successful/Innovative Practice: Golden West College-Huntington Beach, in partnership with Hoag Memorial Hospital Presbyterian and Fountain Valley Regional Hospital.

Hoag Memorial Hospital Presbyterian has donated three professorships since Spring 2003. Fountain Valley Regional Hospital has donated one professorship since Fall 2003

Two year funding for full time temporary faculty professorship increases enrollment in Golden West College Associate Degree Program by 12 students per faculty member hired.

Measurements/Outcomes:

The first graduating class benefiting from these partnerships will have 12 more graduates completing this December. The last expanded class will graduate in Dec 2006. The total anticipated outcome will be 48 more graduates.

Costs/Funding:

- Hoag
 - 1st professorship - \$170,000
 - 2nd professorship - 180,000
 - 3rd professorship - 180,000
 - Total \$530,000
- Fountain Valley
 - 1 professorship- \$170,000

Challenges/Issues/Advice on adaptability of practice to other settings:

Have funding directed to the college foundation as a donation.

Calculating salary and benefits for faculty.

Challenge is attracting qualified faculty who will work for \$25,000 less per year than one of our new graduates make in practice.

Resource/ Contact Information

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Los Angeles City College

Successful/Innovative Practice: Los Angeles City College-Los Angeles, in partnership with Children's LA; Kaiser Permanente; Queen of Angels.

LACC and partnering hospitals created a collaborative to reopen the nursing program at LACC.

Measurements/outcomes:

New program-no estimates

Costs/Funding:

\$133,000, per partner per year

Challenges/Issues/Advice/Tips on Adaptability of practice to other settings:

None listed

Resource/ Contact Information

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Los Angeles Harbor College

Successful/Innovative Practice: Los Angeles Harbor College-Manhattan Beach, in partnership with Little Company of Mary; Kaiser Permanente.

Measurements/outcomes:

Costs/Funding:

\$5,000 for Peri-operative Elective Rotation

\$35,000 annually

Challenges/Issues/Advice/Tips on Adaptability of practice to other settings:

No sustainable funding

Resource/ Contact Information

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Los Mendanos College

Successful/Innovative Practice: Los Mendanos College-Pittsburg, in partnership with John Muir/Mt. Diablo Medical Center; Sutter Delta Los Mendanos Hospital.

Los Mendanos College has created a partnership with two hospitals to increase student enrollment. The second year RN class, in the ADN program, has been increased by one clinical group through funding from John Muir/Mt. Diablo Medical Center and Sutter Delta Los Mendanos Hospital. The first year RN class increased by 1 clinical group through short term funding via Chancellor's grants. Hospitals provided funding for two part time clinical faculty and partial funding for the nursing department secretary.

Measurements/outcomes:

Increase of 20 students/year. Increased enrollment by 20%.

Costs/Funding:

There is funding for two faculty members to cover an extra clinical group (11 students) over the two years of our nursing program. The two clinical instructors (one in first year and one in second year) are part-time instructors. Part-time instructors' hourly salary range is from \$45-\$60/hr. at approximately \$30,000 per year per instructor. The program also received a grant funding for a clinical instructor for one year at \$30,000.

Challenges/Issues/Advice/Tips:

The biggest challenge was securing clinical placements for the additional students.

Resource/ Contact Information:

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Monterey Peninsula College

Successful/Innovative Practice: Monterey Peninsula College-Monterey, in partnership with Community Hospital of the Monterey Peninsula.

The two institutions share in the success and operational costs for the School. Major projects, such as design and construction of the Learning Resource Center and Computer Lab have been funded primarily from the Hospital. Faculty members of the school are all employees of the Hospital. Employment policies have been specially designed to maximize the satisfaction of the faculty as well as enhance the quality of the School. For example, faculty is paid on the Hospital salary schedule (comparable to nurse educators) but work according to the workload and calendar of the College faculty. The Hospital supports all aspects of the School, for example, providing faculty with summer employment if they wish and offering students generous scholarships and work-study opportunities.

Measurements/Outcomes:

There is a full, stable nursing faculty who are adequately compensated and supported in their work. No faculty turnover has occurred for four years and all faculty but one have been at the School for over 10 years. Many hospital nurses are interested in working as part time faculty periodically to vary their work experience and participate in the educational process. They simply “charge out their hours” to the School and don’t lose salary and benefits.

Costs/Funding:

Basic operating costs of the School are shared between the College and the Hospital. Extra costs (remodeling, equipment, computers, etc.) are generally covered by the Hospital but have been paid for by the College’s instructional equipment funds or through other means.

Challenges/Issues/Advice on adaptability of practice to other settings:

This partnership has been in place for over 20 years, thus, have worked out issues worked out. Problems might be encountered if the Hospital decided they wanted to try to control the curriculum, or other issues that are better left to experienced educators. The School functions as a division of the College and there is no attempt by the Hospital to control educational issues, although they are involved in providing input as is appropriate for any hospital who works closely with nursing programs. Also, good working relationships with bargaining units, if they exist, would be imperative for a similar partnership.

Resource/ Contact Information

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Moorpark College Partners in Caring Program

Successful/Innovative Practice: Moorpark College Partners in Caring Program-Oxnard, in partnership with St. John's Pleasant Valley Hospital; St. John's Regional Medical Center.

A partnership has been formed between St. John's Regional Medical Center, Oxnard; St. John's Pleasant Valley Hospital, Camarillo; and Moorpark Community College, Moorpark to offer ADN program on site for hospital employees. Student/employee tuition and instructor costs are paid by hospitals. Classes take place on site whenever possible. Lab classes are held at the college. Students use Moorpark's skills lab.

Measurements/outcomes:

Successful completion of the Associate Degree program. Program was initiated May 2004 and prepares an additional eleven students per year.

Costs/Funding:

Approximately \$25,000 per student; includes tuition, all faculty and lab fees. Costs are paid by St. John's Regional Medical Center and St. Johns' Pleasant Valley Hospital. Funding commitments are determined with each cohort.

Challenges/Issues/Advice/Tips:

Challenges included the following:

- Contract negotiations were cumbersome and time consuming.
- Billing process had to be created.
- Finding clinical faculty at the facility that are willing and able to teach.
- Definition of "joint practice" and agreement of the facility to release employees for responsibilities of weekend work schedule, when clinical experiences are on weekends.
- Attrition rate once students are accepted into the program.

Resource/ Contact Information:

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Mount St. Mary's College

Successful/Innovative Practice: Mount St. Mary's College-Los Angeles, in partnership with Torrance Memorial Medical Center.

Through the Mount St. Mary' College (MSMC) and Torrance Memorial Medical Center (TMMC) Faculty Collaborative, MSMC has increased student enrollment in both the A.D.N. and B.S.N. programs by 30% from 2003 to 2005. A challenge inherent in program enlargement for MSMC, as well as for all colleges, is finding qualified adjunct faculty to provide clinical instruction. TMMC approached local colleges in the Los Angeles area and offered to support program growth by allowing a select group of their nurses to function as adjunct faculty. These nurses were provided paid release time while functioning as adjunct faculty in their facility.

TMMC is also in the process of developing a clinical skills lab for use by students and faculty in clinical rotations at the medical center. Completion of the lab is anticipated for late Spring 2005.

As TMMC has partnerships with five local schools of nursing, they have created a new full time position titled "School Coordinator". This position is responsible for coordinating all of the above-mentioned pieces of the partnership collaborative between TMMC and the schools of nursing.

Measurements/Outcomes:

This faculty collaborative project has provided relief to MSMC and other participating colleges in supplying an additional resource of adjunct faculty. While colleges maintain their own pool of adjunct faculty, this pool is frequently insufficient to meet the demand for instructors who are eligible for approval by the Board of Registered Nursing and who have current clinical experience at the hospital they are assigned to teach. The advantage in having adjunct faculty employed by the same facility where the practicum occurs is tremendous. Clinical faculty who are familiar with the agency's policies, procedures, infrastructure and employee relations provide students the benefit of learning within a collegial and professional working environment.

Costs/Funding:

College administrators appreciate this collaborative partnership since TMMC is subsidizing payment for adjunct faculty. Without such support, student enrollment growth may not be possible for many colleges in light of state and local budgetary cutbacks. MSMC contribution to this collaborative project was the provision of an 8-hour course to TMMC nurses on "What Do I Really Need to Know When Teaching Nursing Students in the Practicum Setting?" The nurses were awarded continuing education units for this course and received instruction on being an instructor from expert MSMC faculty. TMMC is also paying for the full time school coordinator and funding the building of the clinical skills lab. Equipment for the lab will be obtained via donors. Students in nursing school also have the opportunity to apply for the hospital loan (forgiveness) program whereby they can receive \$3000.00 (ADN) or \$6000.00 (BSN or higher).

Challenges/Issues/Advice/Tips:

"What Do I Really Need to Know When Teaching Nursing Students in the Practicum Setting?" is usually a two-day course that has been designed for adjunct faculty orientation. On day 2, the content includes the Roy Adaptation Nursing Model, correcting nursing care plans, curriculum strands and core values from CCNE. Because the class for this project was targeted to service the local colleges in addition to MSMC, day 2 was omitted since it was college-specific. Certainly, it would be advantageous for adjunct faculty to have day 2 content presented to gain knowledge of the college's curriculum and outcome goals particular to the assigned student group. This is an area for further development and day 2 of this course could be adapted to the specific goals and objectives of the college that the adjunct faculty member is teaching for that semester.

The school coordinator role is crucial to the coordination of this multi-faceted program to increase the capacity in schools of nursing. Finding the right person for this job is challenging.

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Paradigm Program

Successful/Innovative Practice: Paradigm Program, Fresno City College-Fresno, in partnership with regional hospitals.

Community Medical Centers, Madera Community Hospital, Saint Agnes Medical Center and Kaiser Permanente-Fresno, pay for 24 slots in Fresno City College that were created for additional nursing students. The hospitals select qualified individuals from among their own employees to fill these student slots. If the hospitals don't have enough qualified employees, the school is allowed to fill the open slots from their waiting list. This program runs for a continuous 18-month period with no summer break. Clinical instructors are from the hospitals. In January 1999, the first Paradigm 2000 class was admitted. An LVN to RN upgrade program has also been added to the program. The LVN to RN upgrade program was started with 24 students. Each LVN sponsored by a hospital was asked to sign a letter agreeing to work at least 18 months upon graduating for the agency, which had supported them. The LVN students joined the Paradigm 2000 students in the 2nd year of the new nursing program.

Measurement/Outcomes:

42 additional nurses graduate each year from the Fresno City College ADN nursing program. The new graduates in the 18-month Paradigm 2000 Program were as successful at passing the Boards as the graduates of the traditional 24-month nursing program. In addition, the new graduates in the Paradigm Program adapted better to their new role as an RN once they had completed their new graduate orientation. Graduates of the Paradigm Program commit to working for their sponsoring hospital for a minimum of 18-24 months.

Costs/Funding:

The cost for the 18-month program is approximately \$5200 per employee. A nursing grant from former Governor Davis for approximately \$683,000 added an additional 65 nurses to the program over a 3-year period. The amount that hospitals pay depends on various factors: number of students enrolled (the more students, the less per employee), any grant monies obtained, etc. One hospital decided to provide an endowed faculty position, so that hospital no longer pays per individual student.

Challenges/Issues/Advice on adaptability of practice to other settings:

This program can be successfully replicated throughout the state.

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Rio Hondo Community College

Successful/Innovative Practice: Rio Hondo Community College-Whittier, in partnership with Presbyterian Intercommunity Hospital, to support the School of Nursing.

Measurements/Outcomes:

None listed

Costs/Funding:

\$100,000 per year from Presbyterian Intercommunity Hospital

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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Sacramento City College

Successful/Innovative Practice: Sacramento City College-Sacramento, in partnership with Sutter Health Sacramento-Sierra Region.

In response to the nursing shortage reaching crisis proportion in the greater Sacramento area, the Sutter Health Sacramento Sierra Region (SHSSR) Board of Directors agreed to give a financial gift of \$16.7 million to the Los Rios Community College District (LRCCD) to expand Sacramento City College's (SCC) Associate Degree of Nursing program at the Sutter Center for Health Professions (SCHP). The program is accelerated with 16-week semesters held year-round rather than a traditional model of 18 weeks semesters with summer months off, with the goal of educating 456 RN's by December 2010. At the program's start in August 2003, there was a track for students who had successfully completed pre-requisites and were ready to enter the nursing program, a track for students to complete pre-requisite courses and if successful, enter the nursing program and an upper mobility track for Licensed Vocational Nurses to become RN's. The gift financed the renovation of a 27,000 square foot office building into classrooms, clinical/computer labs, faculty and administrative offices comprising the SCHP, pays the student enrollment fees and supports the provision of faculty from the Bachelor and Masters' prepared nurses employed within the SHSSR. Appropriate settings in Sutter facilities throughout the SHSSR are being fully utilized for clinical placements without displacing students in established rotations from surrounding nursing programs. Graduates of the program are not obliged to work for Sutter Health.

The SHSSR and the LRCCD entered into an irrevocable, restricted grant agreement in March 2003 and continue to develop the SCHP program according to the terms of the agreement through the projected end date of December 31, 2010. In addition to SCC's Associate Degree of Nursing program, American River and Cosumnes River Colleges also of the LRCCD, are participating by providing science laboratories for the pre-requisite students. Nursing faculty from California State University Sacramento are participating as guest lecturers.

Measurement/Outcomes:

Currently, there are 259 graduates annually from the 5 nursing programs in the greater Sacramento region. This program will add 47 more graduates to that total in 2005 and 80 more each year through 2010, in hopes of helping address a current market demand of 1,000 RN openings throughout the Sacramento region and projected to be 4,000 by 2006.

Because no state apportionment dollars are collected by the college in educating the students, an open competitive process with selection criteria (based on results of the Pre-Requisite Validation Study) vs. the GPA-based random selection process (lottery) are used to identify the applicants with the highest probability of succeeding in a rigorous nursing program. Selection of students into the first two cohorts was based mainly on GPA ranking and attrition rates at the end of the first semester were 35% and 28% respectively. This compares to students in the third cohort being admitted based on full application of the criteria having a 16% attrition rate at the end of the first semester.

The program has dispelled the myth that throughout the greater Sacramento Region, there is minimal interest in a career in nursing. This is evidenced by spring 2003 when one press release occurred and a program pamphlet providing an 800 number to call for information was created:

1. 6,275 information calls
2. 2,525 people have attended information sessions
3. 885 have attended an academic counseling session with one of the LRCCD counselors
4. 375 students have enrolled since fall 2003

All surrounding nursing programs continue to experience full enrollment with waiting lists. The program will continue to successfully recruit Bachelor and Masters' prepared RN's in the SHSSR to be clinical and/or theory faculty as evidenced by 41 being in the database and 28 having obtained Board of Registered Nursing approval.

Costs/Funding:

Total gift amount from SHSSR to the LRCCD is \$16.7 million. In addition, SHSSR budgets \$1.2 million in operating expenses.

Challenges/Issues/Advice on adaptability of practice to other settings:

ADVICE:

1. Be prepared for a large volume of students who have successfully completed their pre-requisite courses and waiting to get into a program, or very close to completing pre-requisite courses.
2. The average attrition rate for Associate Degree Nursing programs California is 33%. When setting the goal for the number of graduates, have admission class sizes large enough to account for a 33% or less attrition rate.
3. Because clinical placement capacity is a critical consideration when deciding the number of students to admit, thoroughly evaluate/re-evaluate sites for clinical placements that meet the nursing program's educational objectives appropriately to determine if current settings are reaching true capacity, or identify areas not used in the past.
4. Specific resources are needed and must be budgeted for to transition a staff RN into a theory and/or clinical faculty.

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Saddleback College

Successful/Innovative Practice: Saddleback College-Mission Viejo, in partnership with Hoag Memorial Hospital Presbyterian, Mission Hospital. Saddleback College and regional hospitals are funding nursing faculty for additional students.

Measurements/Outcomes:

Adds an additional 22 students per year over a three-year funding period.

Costs/Funding:

None listed

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

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San Bernardino Valley College

Successful/Innovative Practice: San Bernardino Valley College-San Bernardino. San Bernardino College expanded the nursing program with NWI funds.

Measurements/Outcomes:

None listed

Costs/Funding:

\$103,000 from Nurse Workforce Initiative

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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Santa Ana College

Successful/Innovative Practice: Santa Ana College- Santa Ana, Collaborative Extended Campus Program in partnership with St. Joseph Hospital.

St. Joseph Hospital in Orange agreed to partner with Santa Ana College to co-sponsor an offsite nursing program for forty-eight (48) students. This project has allowed the Santa Ana College Nursing Program to expand from admitting 36 to 60 students every fall semester, representing a total program enrollment growth of 33 percent. An extended 21-week semester weekend/evening format (rather than the typical 16 week semester) is being used for these additional students. Nursing pre-requisite coursework is offered online and at Santa Ana College. All nursing courses and the majority of clinical courses are offered at St. Joseph's Hospital. Students who graduate from the offsite program receive their A.D.N. degree from Santa Ana College. Priority admission to this program is given to the St. Joseph Hospital employee thus allowing the working student an opportunity to pursue nursing as a career. St. Joseph Hospital constructed a mini skills lab and computer lab while using existing classroom and clinical facilities for the extended campus program.

Measurement/Outcomes:

Additional 24 students per year enrolled. Comparison of student demographics for the traditional and extended campus program reveal that the St. Joseph Hospital student more typically reports previous experience in occupations considered as career ladder approaches to a nursing degree (EMT, CNA, NA, LVN) and works more hours per week than the traditional program student. The first class from this program graduated June 2004 and all students who have completed NCLEX testing to date have been successful.

Costs/Funding:

St. Joseph's Hospital has provided yearly support in the amount of \$117,464 to fund faculty, administrative clerk and Skills Lab faculty costs. The California Community College Chancellor's Office Enrollment Growth Grant supported faculty funding in the amount of \$73,651 in 2001-02 and 2002-03, \$49,882 in 2003-04 and \$58,823 in 2004-05. Santa Ana College provides \$156,000 funding support yearly for the balance of faculty instructional costs. St Joseph Hospital is also funding one nursing faculty and Skills Lab position as well as a 19-hour per week administrative clerk position. Santa Ana College is supplying nursing faculty and Assistant Director support, funding of two nursing faculty positions and instructional supplies, videos and computer programs. UniHealth also provided a 2-year grant of \$166,000.

Challenges/Issues/Advice on adaptability of practice to other settings

This project can serve as a model to other institutions in developing similar offsite nursing programs. Both Santa Ana College and St. Joseph Hospital had support from the administration at their respective institutions to implement this program as quickly as possible. Organizational support and space (classroom, skills lab and clinical) are important variables that allowed this program to be implemented but could be barriers to implementation in other settings if offsite space is not available.

Resource/ Contact Information

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Santa Barbara City College

Successful/Innovative Practice: Santa Barbara City College-Santa Barbara in partnership with regional hospitals.

Non-traditional, self-paced mastery ADN RN program has short courses that allow student-scheduling flexibility so they can work and take care of other responsibilities at the same time. The expansion is funded by three local hospitals to fund four tenure track RN faculty positions. In 1999, three hospitals approached the college to expand the nursing program: Cottage Health Systems, Goleta Valley and St. Francis Medical Center. The hospitals funded four full-time, tenure track positions as required to add another 50 students. It has taken us over four years to find and keep four faculty.

Measurements/outcomes:

Doubled program size to 150 students. This program allows students time needed to learn and master material due to the scheduling flexibility. Allows students to be successful who may not have been otherwise.

Costs/Funding:

\$10 million committed over 10 years by three local hospitals. New faculty orientation costs are paid by the college. Three small groups enter the program each semester. Multiple entries allow program to maintain stable enrollment numbers.

Challenges/Issues/Advice/Tips:

The program is a challenge for hospital staff as students are at all program levels, at all times.

Resource/ Contact Information:

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Sierra College

Successful/Innovative Practice: Sierra College-Rocklin, in partnership with Barton Healthcare, Lake Tahoe.

Barton Healthcare in South Lake Tahoe and Sierra College in Rocklin partnered in 2003 to implement the first on-line AA Nursing degree program in the State of California. Sierra instructors have converted their lectures to an on-line format (Blackboard), which can be accessed remotely from any internet-capable computer by the 10 nursing students that are currently enrolled. South Lake Tahoe functions as an extended campus of the Sierra Program and allows for the students to complete 75% of their clinical rotations locally then travel to Sacramento for the remaining 25% of the time. Barton Healthcare is an extended campus of Sierra College. All of the administrative oversight, support service and theory instructors are provided by Sierra College. Barton provides the clinical instructors for the rotations that occur in South Lake Tahoe.

Measurements/Outcomes:

The goal is to graduate 10 RN Board eligible nurses every other year. This will have a significant impact on staffing at the hospital and hospital-owned physician practices.

Costs/Funding:

\$116,000 per year. Please see attached ongoing budget.

Challenges/Issues/Advice on adaptability of practice to other settings:

Maggie White, Associate Dean, has faced challenges with her instructors in requesting they alter the teaching methods that some of them have used for years. Some of the instructors have had to learn the blackboard conversion process and other very technical skills that have at times been stressful. Ms. White was able to obtain grant monies for technical assistance. As a result, a computer studies graduate student was hired to provide the technical support to the teachers. This has been an invaluable resource. Instructors also voiced concerns about not having the face-to-face contact with students since the program mostly relies on e-mail communication. This has been overcome by the Sierra College instructors going to Lake Tahoe approximately every 6 weeks so that they can reconnect with the students. The instructors are also onsite for the student's orientation that helped them all to feel more comfortable.

This program could most definitely be utilized throughout the United States, particularly in rural areas that can meet extended campus criteria. The success of this program depends on the collaborative relationship that Sierra College and Barton Memorial Hospital have. Both institutions have pledged to support the program at the above stated levels until at least 2010.

ONGOING BUDGETARY PROVISIONS
Barton Hospital/Sierra College

EXPENSES:

Program Director	\$26,000 (Currently paid by Sierra College)
Assistant Director	\$26,000 (Currently paid by Barton Memorial Hospital)
Course Instructors	\$22,400 (\$35/hr x 10 hr/week x 64 weeks- currently paid by Sierra College)
Clinical Instructors	\$35,840 (\$35/hr x 16 hr x 64 weeks- Barton to cover \$30,840; Sierra College to cover \$5,000 for Sacramento site instructors)
Administrative Assistant.....	\$4,800 (\$15/hr x 5 hr/week x 64 weeks- currently being paid by Sierra College)
Mileage.....	\$500 (Barton to cover)
Membership in Assoc. of ADN Dir.....	\$500 (Barton to cover)
Repairs.....	\$300 (Barton to cover)
Student Malpractice Insurance	\$300 (Barton to cover)
Total Expenses.....	\$116,640 (\$58,440 to be covered by Barton; \$58,200 to be covered by Sierra College)

REVENUE:

Tuition for 10 students.....	\$4,730 (\$473/student x 10 students)
Malpractice Payment by Students.....	\$150 (\$15/year x 10 students)
Total Revenue	\$ 4,880

(To be collected by Sierra College)

Resource/ Contact Information

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Southern California Regional Collaborative

Successful/Innovative Practice: Southern California Regional Collaborative- Santa Clarita. College of Canyons (COC), LA Valley College, LA Pierce College, Ventura College and Glendale City College are partnering with seven hospitals-Providence Holy Cross, Providence St. Joseph's, Glendale Adventist, Community Memorial Ventura, Henry Mayo Newhall, Sherman Oaks Hospital and Northridge Hospital in a regional collaborative designed to expand educational capacity. The first year of the nursing program, all schools share a common curriculum. Students are then absorbed as transfer students into the second year at one of the participating schools. Classes will be held via live interactive video teleconferencing in the hospitals and skills labs will be in participating hospitals. All schools contribute 20 students from waiting list for a total of 100 additional students entering each year.

Measurements/outcomes:

100 additional students each year for region.

Glendale, Ventura and COC will hire 1 full time tenure track instructor per school. After 4 semesters, the schools will assume cost of instructor. Schools will continue funding for a total of 7 adjunct faculty. Providence Holy Cross, Providence St. Joseph's and Community Memorial will house video teleconferencing facilities. Providence Holy Cross, Glendale Adventist and Community Memorial will house skills labs

Costs/Funding:

All hospitals contributed \$100,000. HMNMH contributed \$10,000 because they are funding an additional partnership with COC. Additional funding received from Weingart Foundation (\$400,000); Annenberg Foundation (\$500,000), Foundation of the NSNA through Johnson and Johnson (\$122,151) and 18 beds from Hill Rom Corporation.

Challenges/Issues/Advice/Tips:

Work with local hospitals already using facilities for clinical placements. Work as a team and build consensus. It was easiest to use a curriculum model already in use to facilitate approval.

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Ventura Community College

Successful/Innovative Practice: Ventura Community College-Ventura

Ventura College has received HASC Coalition funds to expand the school of nursing capacity and participate in the Southern California Regional Collaborative.

Measurements/Outcomes:

None listed

Costs/Funding:

\$70,000

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information

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**RN Entry
Bachelors of Science in Nursing
Degree Programs**

Cedars-Sinai Institute for Professional Nursing Development

Successful/Innovative Practice: Cedars-Sinai Institute for Professional Nursing Development-Los Angeles.

In May 2002 Cedars-Sinai Medical Center created the Institute for Professional Nursing Development with the endowment of a major foundation grant. The aims of the Institute are to:

- Develop educational programs in collaboration with nursing schools to increase the supply of baccalaureate prepared nurses, advanced practice nurses and specialty prepared nurses.
- Expand leadership development and recognition programs for nurses.
- Expand opportunities for research and innovation to improve clinical outcomes.
- Create outreach programs to inform middle school and high school students about careers in nursing and health care.
- Develop a core of nurse volunteers to support community education and outreach program.

The Institute, in partnership with Santa Monica Community College, Los Angeles Technology College and Los Angeles Valley Community College prepared 72 additional LVN and RNs funded by a two year California Governors' WIA grant that increased the number of students obtaining didactic instruction in existing classrooms and paid for clinical instructors.

Cedars-Sinai also has two partnerships with California State University, LA (CSULA) for collaborative education programs of Baccalaureate Degree Nursing students (BSN).

The first program funds thirty BSN students to attend CSULA and pays faculty salary. The second program expands capacity by three cohorts of 12 students attending first year of clinical at a community college and then completing third and fourth years at CSULA. Cedars-Sinai augmented student clinical time with a student assist program for 50 of the students of up to 48 hours per month. Cedars-Sinai also provides clinical adjunct faculty and all clinical sites. Each student was assigned a Cedars-Sinai nurse mentor.

Additionally, Cedars-Sinai has on-site baccalaureate and masters degree programs in collaboration with CSULA, and collaborates with the local Fairfax High School and 100 students who participate in a Youth Education Development work study program at the Medical Center. This program introduces youth to a variety of nursing and health care careers.

Measurements/Outcomes:

Outcome measures include the number of student enrolled in the programs and completing programs, number of students seeking employment at Cedars-Sinai after obtaining licensure and cost benefit analysis by various program types.

- CSULA and Cedars-Sinai program one (Cedars-Sinai paid didactic and clinical faculty salaries for 3 year program) 20 BSN students graduated Aug 2004.

- CSULA and Cedars-Sinai program two (Cedars-Sinai paid didactic and clinical faculty salaries for 3-year program; first year at community college (Santa Monica); third and fourth year at CSULA program) started fall 2004 and will graduate ten BSN students in June 2007.
- Governor's WIA grant funded: 21 AD RN students that will complete the program in May 2005.
- LA Technology program had 15 LVN students in a 15-month program which began in September 2003. Eleven graduated in December 2004.
- LA Valley Community College program had twelve LVN and RN students start in January 2004, who are expected to graduate in April 2006.
- Santa Monica College program had 24 LVN to RN students start in September 2004, who are expected to graduate in August 2006.
- 50 students participate in the nursing student assist program, which is a work and mentoring program open to nursing students who completed at least the first semester of nursing fundamentals. Participants can work up to 24 hours per two-week period for approximately \$15 per hour.

Of the RN's who graduated in June 2004; 12 accepted positions at Cedars-Sinai. Of the 5 who graduated in December 2004, 4 accepted positions at Cedars-Sinai.

Costs/Funding:

Institute funding is through a \$2,500,000 foundation grant. Governors' WIA grant was for \$800,000 over two years for 72 students. CSULA funding is for \$60,000 a year for 3 cohorts of ten BSN students. The collaborative cohort of students starting at the community college is \$35,000 per year. The student assist program is funded at \$135,000 per year for 50 students.

Challenges/Issues/Advice Tips:

- Community students may require additional financial support to augment cost of living, childcare and transportation cost - the amount of these funds was underestimated in the Governors WIA grant.
- Attrition rates of WIA program students were high (33%).
- Include cost for NCLEX review courses in program cost.
- Contract negotiation and billing process are time-consuming.
- Obtaining clinical faculty at the facility that are available to teach.
- Clinical co-ordination role is crucial between academic programs.
- Students are drawn from a very wide geographical area for academic programs and may not choose employment at sponsoring hospital.

Resource/ Contact Information

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California State University, Long Beach

Successful/Innovative Practice Program: California State University - Long Beach (CSULB), in partnership with Long Beach Memorial Medical Center/Miller-Children's Hospital, Long Beach Veterans Administration Medical Center, and Hoag Memorial Hospital Presbyterian, has initiated four innovative educational programs that will triple CSULB's basic (generic) BSN enrollment from 72 per year to 202 per year. Three programs have been implemented; the fourth will start Fall 2005. Additionally, beginning Spring 2006 semester, another 36 basic BSN students will be added for a total of 238 student admissions per year.

1. Trimester BSN Program: The first program is a partnership program between CSULB Department of Nursing and Long Beach Memorial Medical Center/Miller-Children's Hospital (LBMMC) for a total of \$15 million dollars over a 5-year period. Ten million dollars, both as funds and in-kind contribution, is provided by LBMMC. CSULB contributes \$5 million dollars, all as in-kind contribution. This partnership enables the CSULB Department of Nursing to double its basic BSN program from 36 student admissions per semester to 72 students per semester.

These 36 new basic BSN students are on a trimester schedule, that provides for year round instruction. That is, students are in the same classes as the regular basic BSN students during the Fall and Spring Semesters. But, they then attend the two summer sessions to complete an entire semester's work. These Trimester BSN students are scheduled to complete the entire BSN education in two calendar years, once they are admitted into the CSULB Nursing Program. CSULB Department of Nursing admits students at the sophomore level. In their freshman year, students complete their pre-requisite and few of their general education courses.

LBMMC built a \$2.3 million dollars state-of-the-art simulated laboratory on the hospital campus. This simulation laboratory belongs to LBMMC, and is part of their \$10 million dollar in-kind contribution. LBMMC also contributes Masters Degree prepared clinical faculty to supervise the Trimester students in the LBMMC hospitals, as clinical facilities, as another component of their in-kind contribution towards their \$10 million dollar partnership with CSULB. CSULB's \$5 million dollar in-kind contribution takes the form of nursing faculty doubling their teaching load from 36 to 72 students in each of the theory classes.

This is a five-year plan. The first two years have been guaranteed. The first group of 36 Trimester students will graduate in December 2005. Beginning in the third year, we will evaluate the program and likely renegotiate the terms of the contract. It is expected that, beginning the third year, 36 Trimester students will be admitted three times a year.

Additionally, LBMMC is willing to pay the student's tuition, books and fees for the entire duration of their program, if the student signs a contract with LBMMC to work for two years at LBMMC upon graduation.

2. Accelerated BSN Program: The second program is a partnership with Long Beach Veterans Administration Medical Center (LBVAMC) for a total of \$1.3 million dollars. This program is designed for students who already have a baccalaureate degree in

another field. In addition to funding, LBVMC also provides one classroom in the hospital, where most of the theory classes take place.

This Accelerated BSN program is a 64-week long program, where students carry between 18 to 22 units per semester, including the summer sessions. The courses are offered in 4 to 8 week modules. It is a very intensive program. LBVAMC also provides forgivable loans to students to pay for their tuition, books and fees, if the students are willing to work for two years at LBVAMC upon graduation. There are 36 students enrolled in this class. They were admitted in the Fall 2004, and will graduate December 2005. This program is being used as a model for other 166 VA Medical Centers in USA. This is the only program of its kind within the VA system.

3. Faculty Funding: The third program is sponsored by Hoag Memorial Hospital Presbyterian. The hospital donated \$100,000 to CSULB Department of Nursing for one full time equivalent faculty position. This was at a time when state funding for CSULB Department of Nursing was being cut. The Nursing CEO, Mr. Rick Martin of Hoag Hospital, was asked if they would be willing to provide this amount for three consecutive years, if 12 more basic BSN students could be added as a one-time “bolus” group of nursing students. With this additional funding from Hoag Hospital, 12 more basic nursing students were admitted into the program in the Spring 2003 semester. These students will graduate in December 2005.

4. Seamless BSN Program: The fourth proposed innovative BSN program is a partnership program between four community colleges in the Long Beach area and CSULB Department of Nursing, where each community college will be accepting 3 additional nursing students in their nursing program. These special Seamless BSN nursing students will complete their first year nursing courses and all their pre-requisite courses at the community college, then transfer seamlessly to CSULB Department of Nursing and be admitted at the junior level. This will be a “bolus” group of 12 students. CSULB is still seeking funding for this program. \$100,000 per year for two years is needed to support this program.

Measurements/Outcomes

These innovative programs have tripled CSULB’s BSN program, from 72 to 202 students a year.

When the state cut the CSU budget, CSULB Department of Nursing was not spared from the cuts in spite of the severe nursing shortage in California and in the nation. CSULB was cut three times - 12%, 5%, and the last time, \$100,000 in 2003-2004 academic year. Without the partnerships from local hospitals CSULB was going to reduce admissions to the nursing program by 33% to 24 students per semester, instead of the usual 36 students. These partnership programs not only saved CSULB Department of Nursing from additional cuts and decreasing enrollment, but allowed enrollment to be tripled! This is what is so creative about these programs!

Costs/Funding:

See item 2 above for details.

\$15 million partnership between LBMMC and CSULB. \$10 million from LBMMC as both in-kind contribution and funds, and \$5 million from CSULB in support of the Trimester BSN program.

\$1.3 million dollars from Long Beach VA Med. Center in support of the Accelerated BSN program for second-degree students.

\$100,000/year for three years from Hoag Memorial Hospital Presbyterian to add 12 more BSN students

Seeking a donor to fund the Seamless BSN program for \$200,000 over a two-year period to admit 12 additional students.

Challenges/Issues/Advice on Adaptability of Practice to other Settings

Prevent burnout in CSULB Nursing Faculty.

Ensure the agency partners keep their side of the contract.

Lack of classroom space. CSULB Department of Nursing is in desperate need for classroom space. The Department of Nursing has nearly 900 under graduate and graduate nursing students, but only 4 classrooms, the largest of which holds only 36 students. Nursing students go all over the university to find large classrooms. The state needs to build a new Nursing building on the CSULB Campus.

The CSULB Department of Nursing is grateful to the partnering institutions for allocating classroom spaces in their facilities. However, CSULB students are guests in the hospitals. On several occasions, students have had to give up classroom space they were using to hospital priorities.

Resource/Contact Information

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California State University-Los Angeles

Successful/Innovative Practice: California State University-Los Angeles, in partnership with regional community colleges.

California State University, Los Angeles (CSULA), admits one cohort of 60 to 70 students to the generic baccalaureate program in the fall quarter. These students are selected from a pool of approximately 200 pre-nursing students who are either at CSULA or at a community college, are in the process of completing their prerequisite courses and are eligible for admission to the nursing major. Collaboration exists between three community colleges and the School of Nursing. At the present, the proposed community colleges involved in this project are Glendale, Mt. San Antonio and Los Angeles Trade Technical Community Colleges. An additional thirty students yearly will be able to complete the BSN while utilizing the resources of both community colleges and CSULA.

Measurement/Outcomes:

30 additional students per year.

With funding support from nursing service agencies to pay faculty salaries, CSULA was able to admit another cohort of 40 students to the Spring Quarter, 2002.

Challenges/Issues/Advice on adaptability of practice to other settings:

The advantages of the proposed collaborative track articulation model are that it:

1. Utilizes the faculty of both the community colleges and the state university to teach in cost- intensive lower division nursing laboratory courses.
2. Incurs no increase in lecture units at the community colleges, as ten to twelve additional cohort students can be absorbed in the existing lecture courses.
3. Encourages collaboration among community college and state university faculty.
4. Increases the number of BSN nurses without reducing the number of ADN graduates.
5. Creates an alternative pathway for BSN education.
6. Decreases time to graduation for traditional ADN to BSN students.

Costs/funding:

Cost for one cohort (10 students) for one year: \$35,300

Resource/ Contact Information

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Mount St. Mary's College

Successful/Innovative Practice: Mount St. Mary's College-Los Angeles, in partnership with Torrance Memorial Medical Center.

Through the Mount St. Mary' College (MSMC) and Torrance Memorial Medical Center (TMMC) Faculty Collaborative, MSMC has increased student enrollment in both the A.D.N. and B.S.N. programs by 30% from 2003 to 2005. A challenge inherent in program enlargement for MSMC, as well as for all colleges, is finding qualified adjunct faculty to provide clinical instruction. TMMC approached local colleges in the Los Angeles area and offered to support program growth by allowing a select group of their nurses to function as adjunct faculty. These nurses were provided paid release time while functioning as adjunct faculty in their facility.

TMMC is also in the process of developing a clinical skills lab for use by students and faculty in clinical rotations at the medical center. Completion of the lab is anticipated for late Spring 2005.

As TMMC has partnerships with five local schools of nursing, they have created a new full time position titled "School Coordinator". This position is responsible for coordinating all of the above-mentioned pieces of the partnership collaborative between TMMC and the schools of nursing.

Measurements/Outcomes:

This faculty collaborative project has provided relief to MSMC and other participating colleges in supplying an additional resource of adjunct faculty. While colleges maintain their own pool of adjunct faculty, this pool is frequently insufficient to meet the demand for instructors who are eligible for approval by the Board of Registered Nursing and who have current clinical experience at the hospital they are assigned to teach. The advantage in having adjunct faculty employed by the same facility where the practicum occurs is tremendous. Clinical faculty who are familiar with the agency's policies, procedures, infrastructure and employee relations provide students the benefit of learning within a collegial and professional working environment.

Costs/Funding:

College administrators appreciate this collaborative partnership since TMMC is subsidizing payment for adjunct faculty. Without such support, student enrollment growth may not be possible for many colleges in light of state and local budgetary cutbacks. MSMC contribution to this collaborative project was the provision of an 8-hour course to TMMC nurses on "What Do I Really Need to Know When Teaching Nursing Students in the Practicum Setting?" The nurses were awarded continuing education units for this course and received instruction on being an instructor from expert MSMC faculty. TMMC is also paying for the full time school coordinator and funding the building of the clinical skills lab. Equipment for the lab will be obtained via donors. Students in nursing school also have the opportunity to apply for the hospital loan (forgiveness) program whereby they can receive \$3000.00 (ADN) or \$6000.00 (BSN or higher).

Challenges/Issues/Advice/Tips:

"What Do I Really Need to Know When Teaching Nursing Students in the Practicum Setting?" is usually a two-day course that has been designed for adjunct faculty orientation. On day 2, the content includes the Roy Adaptation Nursing Model, correcting nursing care plans, curriculum strands and core values from CCNE. Because the class for this project was targeted to service the local colleges in addition to MSMC, day 2 was omitted since it was college-specific. Certainly, it would be advantageous for adjunct faculty to have day 2 content presented to gain knowledge of the college's curriculum and outcome goals particular to the assigned student group. This is an area for further development and day 2 of this course could be adapted to the specific goals and objectives of the college that the adjunct faculty member is teaching for that semester.

The school coordinator role is crucial to the coordination of this multi-faceted program to increase the capacity in schools of nursing. Finding the right person for this job is challenging.

Resource/ Contact Information

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Samuel Merritt College

Successful/Innovative Practice: Samuel Merritt College in partnership with Kaiser Permanente, Oakland

A partnership between Kaiser Permanente and Samuel Merritt College funded the planning phase for 12 month accelerated BSN program at Samuel Merritt College, with plans to graduate approximately 48 new baccalaureate prepared nurses by May 2006. Kaiser Permanente provided \$110,000 initial funding for the planning phase currently underway. A forgivable loan program is offered to 25 students accepted to this program, with a 3-year work commitment upon graduation. Kaiser Permanente will work with Samuel Merritt to provide clinical placements and clinical faculty for a significant portion of the clinical coursework.

Measurements/ Outcomes:

This program will graduate approximately 50 new BSNs into the workforce annually. It is anticipated that these developing nurse leaders will contribute to the delivery of high quality nursing care during their careers.

Costs/Funding:

- \$110,000 for planning phase.
- Up to \$800,000 in forgivable loans annually.
- \$144,000 recharge annually for Kaiser Permanente nurses serving as clinical faculty. (Approx \$8,000/ Kaiser Permanente nurse released to serve as clinical faculty 24 hrs/wk for a 5 week clinical course. Anticipate 3 Kaiser Permanente nurses for each of 6 clinical courses over the 12-month curriculum.)

Challenges/Issues/Advice on adaptability of practice to other settings:

Primary challenges with this model are as follows:

- Faculty recruitment. Anticipate need for 6 additional full time faculty at the College to execute this program.
- Clinical placements in the fairly saturated, highly competitive SF Bay Area. Clinical rotations during the traditional academic year (Sept -May) will be scheduled on weekends.

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San Francisco State University

Successful/Innovative Practice: San Francisco State University-San Francisco, in partnership with Sequoia Hospital and Healthcare District.

San Francisco State University in partnership with Sequoia Hospital and Healthcare District have created a satellite accelerated 15 month BSN program at Cañada College in partnership with Sequoia Hospital and Healthcare District, San Francisco.

Measurements/outcomes:

Increased admission capacity by 40 BSN students per year.

Costs/Funding:

Sequoia Hospitals and Healthcare District has pledged \$10 million over ten years to increase capacity by 300-400 BSNs to be employed in the district.

Challenges/Issues/Advice/Tips:

This project has been a win/win experience. Sequoia Hospital and Healthcare District provides \$25,000 per student. This includes \$250/unit tuition through extended learning and up front funding for \$650,000 to provide skills lab, BRN compliance, applicant review and construction/renovation of space. Cañada College provides space.

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San Jose State University

Successful/Innovative Practice: San Jose State University-San Jose, in partnership with regional hospitals.

San Jose State University (SJSU) is partnering with El Camino Hospital, Kaiser Permanente and Santa Clara Valley Medical Center to offer both an accelerated BSN for Honors Students and an accelerated Masters in Nursing Education. These are both 18-month programs. Both curricula integrate a teacher scholar model of monthly seminars with faculty exemplars.

Measurements/Outcomes:

The BSN program plans to have three cohorts of 30 students, yielding 90 new BSN prepared nurses for the Santa Clara Valley. The MSN program has 36 new MSN prepared faculty and nine post Masters certificate faculty for the five Bay Area counties. Agreement with students in the MSN program is three years of teaching full time in a school of nursing; 1 year of teaching in a school of nursing for the certificated students.

Costs/Funding:

The hospital partners are funding grants to the BSN students. All other fees for both programs are funded by the Gordon and Betty Moore Foundation.

- BSN = \$2,303,000 Moore Foundation funding over 5 years.
- MSN=\$3,242,000 Moore Foundation funding over 5 years.

Challenges/Issues/Advice on adaptability of practice to other settings:

- Hiring well educated faculty to teach the additional students
- Faculty willingness to teach year-round
- Need financial resources to replicate the programs.

Resource/ Contact Information

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RN Entry Level Masters Programs

Sonoma State University

Successful/Innovative Practice: Sonoma State University-Santa Rosa in partnership with regional hospitals,

Direct Entry Master of Science in Nursing Clinical Nurse Leader (AACN) is a 15-month intensive program for individuals with BA/BS in area other than nursing. The didactic portion is online, preceptored clinical education throughout program, through complete collaboration with practice partners. Partners include Kaiser Permanente Santa Rosa; Sutter Medical Center, Santa Rosa and Queen of the Valley Hospital, Napa.

Measurements/outcomes:

Increased access for second career and displaced workers to efficiently and effectively access nursing education, localized control of education and production of nurses in geographic area, and maximizes efficient use of scarce doctoral and masters prepared faculty resources.

Costs/Funding:

Students pay \$32,000 for entire program. Kaiser Permanente, Sutter and Queen of the Valley have donated \$50,000 each to develop curriculum and teach first cohort of 16 in January 2005.

Challenges/Issues/Advice/Tips:

Funding for faculty time to work on curriculum and online strategies has been a problem. Hospital funding solved that issue. Also, current nurses' resistance to innovative model; lots of naysayers including other educators have been problematic. BRN and Sonoma State University faculty are supportive. The methodology is adaptable with online education expertise and funding.

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UCSF Masters Level Entry Program

Successful/Innovative Practice: UCSF School of Nursing, San Francisco, with regional hospitals.

The UCSF School of Nursing Masters Entry Program in Nursing (MEPN) has been working in partnership with several Departments of Nursing in three Medical Center/Hospitals to achieve mutual benefits, quality student learning experiences and retention/development for staff nurses. Departments of Nursing at UCSF Medical Center, Kaiser Permanente San Francisco and Sequoia Hospital have provided in-patient clinical learning experiences for students MEPN. Beyond provision of clinical placements they have also allowed experienced staff nurses, recognized as experts, to serve in Clinical Instructors roles. Without direct patient care responsibilities and while sustaining salary/benefit compensation by the Medical Center, as Clinical Instructors they are responsible for supervising, teaching and evaluating MEPN students during clinical learning experiences. Each staff nurse is mentored by UCSF School of Nursing faculty who support and guide them through this formal clinical teaching experience.

Measurements/Outcomes:

These arrangements have allowed MEPN to expand to a current capacity of 76 students. Nurses who have served in these clinical instructor roles have consistently favorably reviewed this clinical teaching experience and many have returned to school to further their education.

Costs/Funding:

Direct costs include both the human resource and the salary/benefits of each staff RN serving as clinical instructors.

Challenges/Issues/Advice on adaptability of practice to other settings:

The greatest challenge is in articulating the mutual benefits to Departments of Nursing at the onset. Fulfilling stated commitments has secured the sustainability of these arrangements to date.

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BSN Completion Programs

California State University, Fullerton

Successful/Innovative Practice: California State University, Fullerton-Orange County, in partnership with regional hospitals, Orange County

The California State University (CSU), Fullerton Department of Nursing is partnering with the following entities to expand the baccalaureate and masters of science in nursing program:

RN to BSN: Kaiser Permanente is a partner for the distance statewide nursing program. A large number of hospitals and one community college partners with CSU, Fullerton for a regional distance-nursing program.

MSN: In partnership, Kaiser Permanente School of Anesthesia, offers a Nurse Anesthetist Concentration in the MSN Program.

UCI College of Medicine, Family Practice Division has a contractual partnership for the MSN from CSU, Fullerton for the Family Nurse Practitioner Concentration.

Measurements/Outcomes:

Increased program size, student accessibility to the programs.

UCI provides the school with the faculty expertise and Kaiser Permanente supplies us with classroom sites and technology for the statewide program. The UCI Program provides us with currently practicing FNP's, PNP's and other specialty nurse practitioners to conduct clinical and related seminar courses on the UCI campus.

Estimates of increased numbers of students from partnerships: Programs grew from 50 students to almost 500 students in five years. At the current time, the RN-BSN distance program (statewide and regional) has about 120 students, the UCI FNP program has 27 students and the Kaiser Permanente Nurse Anesthetist program has 71 students. We have had a significant increase in graduates over the past five years that is not included in the currently registered numbers above.

Costs/Funding:

Most of CSU, Fullerton's partnerships do not involve receiving monies. The school receives resources such as faculty, classroom space, or technology access.

The Distance RN-BSN program and the UCI FNP programs are subsidized by the CSU, Fullerton campus for up to \$1 million. The school pays for all faculty and infrastructure to run this program with state monies. In addition, for the regional distance program (outside of the Kaiser Permanente system), the school receives about \$9,000- 11,000/year from each hospital that is connected to the distance learning program offering the RN-BSN completion program. This helps fund connections and infrastructure only, since the school does not receive additional resources as they do with Kaiser Permanente on the technology side. Some additional student fees are collected to help pay for distance faculty salaries and the cost of connections.

For the NP program, the school pays most of the faculty salaries from state monies. Some additional student advanced practice fees help pay for accreditation costs, clinical exams and other costs associated with that program

The Kaiser Permanente Nurse Anesthetist program pays for their entire five full-time salaried faculty and three to four staff who teach/or do clerical work for the nurse anesthetist specialty and clinical courses. Kaiser Permanente allocates about \$1 million/year to pay them directly.

Challenges/Issues/Advice on adaptability of practice to other settings

Know your budgets. Design contracts carefully.

Resource/ Contact Information

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Mailing address: none listed

California State University, Sacramento

Successful/Innovative Practice: California State University, Sacramento in partnership with Sacramento City College.

Sacramento City College ADN program and California State University Sacramento are working together to form a seamless transition from a community college ADN nursing program to a baccalaureate-nursing program. Students complete 3 semesters in the ADN program and 2 semesters in the BS program. They can graduate with both the ADN and BS degrees.

Measurements/Outcomes:

Students are able to complete the BS in one additional semester. Otherwise, when they return to complete the BS degree as a returning RN, they take a minimum of 3 additional semesters and usually 4. This program has increased the number of BS graduates. The same students would have been AD RN's, instead they are BS RN's. Ten additional BSN students are in each cohort.

Costs/Funding:

Students pay community college fees for 3 semesters and then pay CSU fees for 2 semesters. There is a significant difference in the cost and the student must plan ahead. Financial aid is available to cover the higher fees.

Challenges/Issues/Advice on adaptability of practice to other settings

There are differences in the curricula that need to be addressed. The leadership and management focus for the AD program is essentially additional medical-surgical nursing, where the BS course is professional role development, case management, health policy, etc. This model can work between any two institutions. It awards a degree commensurate with the time the student spends in school.

Resource/ Contact Information

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Pacific Union College

Successful/Innovative Practice: Pacific Union College-St. Helena, in partnership with North Bay Healthcare.

North Bay Healthcare and Pacific Union College are partnering to provide ADN to BSN program on site at Fairfield Hospital.

Measurements/Outcomes:

Pacific Union College will offer North Bay Healthcare and military nurses preferential placement in the BSN program. This is expected to motivate staff to continue their professional education.

Costs/Funding:

North Bay Healthcare is providing classroom and storage space.

Challenges/Issues/Advice on adaptability of practice to other settings:

Meeting the need of staff nurses who wanted to attend a BSN program, but stay close to home and use the practice settings they are familiar with.

Resource/ Contact Information

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Graduate Programs

California State University, Chico

Successful/Innovative Practice: California State University, Chico (CSU, Chico), in partnership with Evergreen College.

An online masters program for preparing nurse educators has been created at CSU Chico. This is a part time program and can be completed without quitting a service or junior faculty work position. Evergreen College in San Jose is providing precepting for students in a teaching practicum. Other regional campuses also provide faculty mentoring.

Measurements/outcomes:

The reach of the program is increased as more RNs can fit school into their work schedule. Tripled size of program admissions from 5 to 17.

Costs/Funding:

Cost of online curriculum development. Additional students beyond a cohort of 20 would require additional faculty funding. Students pay \$6145 for the program. No hospital funding is involved.

Challenges/Issues/Advice/Tips:

This program would adapt well to other specialty masters programs for hard to hire faculty, using regional collaboratives. OB, Peds and Mental Health prep would work well.

Resource/ Contact Information:

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California State University, Fullerton

Successful/Innovative Practice: California State University, Fullerton-Orange County, in partnership with regional hospitals, Orange County

The California State University (CSU), Fullerton Department of Nursing is partnering with the following entities to expand the baccalaureate and masters of science in nursing program:

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UCI College of Medicine, Family Practice Division has a contractual partnership for the MSN from CSU, Fullerton for the Family Nurse Practitioner Concentration.

Measurements/Outcomes:

Increased program size, student accessibility to the programs.

UCI provides the school with the faculty expertise and Kaiser Permanente supplies us with classroom sites and technology for the statewide program. The UCI Program provides us with currently practicing FNP's, PNP's and other specialty nurse practitioners to conduct clinical and related seminar courses on the UCI campus.

Estimates of increased numbers of students from partnerships: Programs grew from 50 students to almost 500 students in five years. At the current time, the RN-BSN distance program (statewide and regional) has about 120 students, the UCI FNP program has 27 students and the Kaiser Permanente Nurse Anesthetist program has 71 students. We have had a significant increase in graduates over the past five years that is not included in the currently registered numbers above.

Costs/Funding:

Most of CSU, Fullerton's partnerships do not involve receiving monies. The school receives resources such as faculty, classroom space, or technology access.

The Distance RN-BSN program and the UCI FNP programs are subsidized by the CSU, Fullerton campus for up to \$1 million. The school pays for all faculty and infrastructure to run this program with state monies. In addition, for the regional distance program (outside of the Kaiser Permanente system), the school receives about \$9,000- 11,000/year from each hospital that is connected to the distance learning program offering the RN-BSN completion program. This helps fund connections and infrastructure only, since the school does not receive additional resources as they do with Kaiser Permanente on the technology side. Some additional student fees are collected to help pay for distance faculty salaries and the cost of connections.

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Challenges/Issues/Advice on adaptability of practice to other settings

Know your budgets. Design contracts carefully.

Resource/ Contact Information

Name: Chris Latham

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Mailing address: none listed

San Jose State University

Successful/Innovative Practice: San Jose State University-San Jose, in partnership with regional hospitals.

San Jose State University (SJSU) is partnering with El Camino Hospital, Kaiser Permanente and Santa Clara Valley Medical Center to offer both an accelerated BSN for Honors Students and an accelerated Masters in Nursing Education. These are both 18-month programs. Both curricula integrate a teacher scholar model of monthly seminars with faculty exemplars.

Measurements/Outcomes:

The BSN program plans to have three cohorts of 30 students, yielding 90 new BSN prepared nurses for the Santa Clara Valley. The MSN program has 36 new MSN prepared faculty and nine post Masters certificate faculty for the five Bay Area counties. Agreement with students in the MSN program is three years of teaching full time in a school of nursing; 1 year of teaching in a school of nursing for the certificated students.

Costs/Funding:

The hospital partners are funding grants to the BSN students. All other fees for both programs are funded by the Gordon and Betty Moore Foundation.

- BSN = \$2,303,000 Moore Foundation funding over 5 years.
- MSN=\$3,242,000 Moore Foundation funding over 5 years.

Challenges/Issues/Advice on adaptability of practice to other settings:

- Hiring well educated faculty to teach the additional students
- Faculty willingness to teach year-round
- Need financial resources to replicate the programs.

Resource/ Contact Information

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Mailing address: 1 Washington Square, San Jose, CA 95019-0057 UCSF Doctoral Program for Nurse Educators

UCLA School of Nursing

Successful/Innovative Practice or Program: UCLA School of Nursing in partnership with UCLA Medical Center.

Measurements/Outcomes:

UCLA Medical Center provided faculty funding.

Costs/Funding:

\$200,000

Challenges/Issues/Advice on adaptability of practice to other settings:

None listed

Resource/ Contact Information:

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UCSF School of Nursing-Doctoral Program

Successful/Innovative Practice: UCSF School of Nursing-Doctoral Program-San Francisco in partnership with the Gordon and Betty Moore Foundation.

The UCSF School of Nursing has received a \$9.7 million grant from the Gordon and Betty Moore Foundation to establish the Betty Irene Moore Accelerated Doctoral Program in Nursing. In the initial phase of the program, Betty Irene Moore Doctoral Fellowships of \$60,000 per year will be granted for three years to each of ten nursing graduate students. This support will allow students to pursue their studies on a full-time, year-round basis, without needing to secure employment. In return, graduates agree to teach in a school of nursing in one of the 5 selected Bay Area counties for at least 3 years upon graduation. Candidates will be selected based on their superior academic performance, as well as an expressed desire to pursue careers in nursing education in the San Francisco Bay Area (Alameda, Marin, Santa Clara, San Francisco and San Mateo Counties). Three cohorts are currently planned. The first cohort of 10 students began their studies in Fall, 2004. A second cohort of 12 students will begin in Fall, 2005 and a third cohort in Fall, 2006. The Moore Foundation is our grant partner and the schools of nursing in the 5 Bay Area Counties are our partners in the hiring of the doctoral graduates.

Measurements/Outcomes:

This project will increase the supply of doctorally prepared faculty in the Bay Area Schools of Nursing by at least 30 faculty. It will showcase the need for faculty with the extent of the funding provided by the Moore Foundation and hopefully will encourage more nurses to seek careers in teaching. An important outcome is to increase the capacity of schools of nursing to accept more qualified students by providing expert faculty. The ultimate goal will be to increase the supply of nurses in California.

Costs/Funding:

\$9.7 million ten-year grant from the Gordon and Betty Moore Foundation, to establish the Betty Irene Moore Accelerated Doctoral Program in Nursing and provide \$600,000 student scholarships.

Challenges/Issues/Advice on adaptability of practice to other settings:

As a model for a private foundation to support nursing education, this project could stimulate other foundations to support nursing education.

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Online/Distance Learning Programs

California State University, Chico

Successful/Innovative Practice: California State University, Chico (CSU, Chico), in partnership with Evergreen College.

An online masters program for preparing nurse educators has been created at CSU Chico. This is a part time program and can be completed without quitting a service or junior faculty work position. Evergreen College in San Jose is providing precepting for students in a teaching practicum. Other regional campuses also provide faculty mentoring.

Measurements/outcomes:

The reach of the program is increased as more RNs can fit school into their work schedule. Tripled size of program admissions from 5 to 17.

Costs/Funding:

Cost of online curriculum development. Additional students beyond a cohort of 20 would require additional faculty funding. Students pay \$6145 for the program. No hospital funding is involved.

Challenges/Issues/Advice/Tips:

This program would adapt well to other specialty masters programs for hard to hire faculty, using regional collaboratives. OB, Peds and Mental Health prep would work well.

Resource/ Contact Information:

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Sierra College

Successful/Innovative Practice: Sierra College-Rocklin, in partnership with Barton Healthcare, Lake Tahoe.

Barton Healthcare in South Lake Tahoe and Sierra College in Rocklin partnered in 2003 to implement the first on-line AA Nursing degree program in the State of California. Sierra instructors have converted their lectures to an on-line format (Blackboard), which can be accessed remotely from any internet-capable computer by the 10 nursing students that are currently enrolled. South Lake Tahoe functions as an extended campus of the Sierra Program and allows for the students to complete 75% of their clinical rotations locally then travel to Sacramento for the remaining 25% of the time. Barton Healthcare is an extended campus of Sierra College. All of the administrative oversight, support service and theory instructors are provided by Sierra College. Barton provides the clinical instructors for the rotations that occur in South Lake Tahoe.

Measurements/Outcomes:

The goal is to graduate 10 RN Board eligible nurses every other year. This will have a significant impact on staffing at the hospital and hospital-owned physician practices.

Costs/Funding:

\$116,000 per year. Please see attached ongoing budget.

Challenges/Issues/Advice on adaptability of practice to other settings:

Maggie White, Associate Dean, has faced challenges with her instructors in requesting they alter the teaching methods that some of them have used for years. Some of the instructors have had to learn the blackboard conversion process and other very technical skills that have at times been stressful. Ms. White was able to obtain grant monies for technical assistance. As a result, a computer studies graduate student was hired to provide the technical support to the teachers. This has been an invaluable resource. Instructors also voiced concerns about not having the face-to-face contact with students since the program mostly relies on e-mail communication. This has been overcome by the Sierra College instructors going to Lake Tahoe approximately every 6 weeks so that they can reconnect with the students. The instructors are also onsite for the student's orientation that helped them all to feel more comfortable.

This program could most definitely be utilized throughout the United States, particularly in rural areas that can meet extended campus criteria. The success of this program depends on the collaborative relationship that Sierra College and Barton Memorial Hospital have. Both institutions have pledged to support the program at the above stated levels until at least 2010.

ONGOING BUDGETARY PROVISIONS
Barton Hospital/Sierra College

EXPENSES:

Program Director	\$26,000 (Currently paid by Sierra College)
Assistant Director	\$26,000 (Currently paid by Barton Memorial Hospital)
Course Instructors	\$22,400 (\$35/hr x 10 hr/week x 64 weeks- currently paid by Sierra College)
Clinical Instructors	\$35,840 (\$35/hr x 16 hr x 64 weeks- Barton to cover \$30,840; Sierra College to cover \$5,000 for Sacramento site instructors)
Administrative Assistant.....	\$4,800 (\$15/hr x 5 hr/week x 64 weeks- currently being paid by Sierra College)
Mileage.....	\$500 (Barton to cover)
Membership in Assoc. of ADN Dir.....	\$500 (Barton to cover)
Repairs.....	\$300 (Barton to cover)
Student Malpractice Insurance	\$300 (Barton to cover)
Total Expenses.....	\$116,640 (\$58,440 to be covered by Barton; \$58,200 to be covered by Sierra College)

REVENUE:

Tuition for 10 students.....	\$4,730 (\$473/student x 10 students)
Malpractice Payment by Students.....	\$150 (\$15/year x 10 students)
Total Revenue	\$ 4,880

(To be collected by Sierra College)

Resource/ Contact Information

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Student Clinical Placement Websites

Orange County /Long Beach Consortium for Nursing

Successful/Innovative Practice: Orange County/Long Beach Consortium for Nursing-Orange County.

Orange County /Long Beach Consortium for Nursing developed an Online Clinical Placement Website. This site is used by both the colleges and service agencies in the geographic area to place students in clinical placements. Regional Healthcare Occupations Resource Center at Saddleback College and Santa Ana College developed the site in the 'nineties. The web address is www.oclbc.org

Measurements/outcomes:

Coordination of hospital clinical placements, made the placement process continually available and shortened placement completion timelines.

Costs/Funding:

\$3000 plus donated in-kind time to design/set up site.

Challenges/Issues/Advice/Tips:

Challenges include the need to copyright domain names and server challenges for multiple web based users.

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San Diego Nursing Service-Education Consortium

Successful/Innovative Practice: San Diego Nursing Service-Education Consortium, San Diego.

Measurements/Outcomes:

This consortium works with 19 schools of nursing and 120 healthcare agencies to place all nursing students in San Diego County. The consortium has been doing this successfully for eight years. The consortium approach has been published in JONA, and presented at Nursing Management Conference, STTI Biennial. The consortium received the Linkages National Award from Council on Linkages between Academia and Public Health Practice. The consortium model has been adopted with modifications for their specific populations in Portland, Oregon, San Francisco, and Santa Barbara.

Costs/Funding:

Consortium work costs about \$12,000.00 per year. The first year was funded with a small implementation grant. RHORC funded for five years. Last year and this we have instituted a small Institutional Membership fee for each member organization.

Challenges/Issues/Advice on adaptability of practice to other settings:

Has been adapted for two areas so far and others are also interested.
First gain the trust of all players then implement.
The authors/creators are available for consultation.

Resource/ Contact Information

Name: Ann Burgess and Marlene Ruiz

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Student Retention Programs

Cypress College Student Mentor Program

Successful/Innovative Practice: Cypress College Student Mentor Program-Cypress.

Cypress College has created a student mentor program using VTEA and enrollment growth funding from the chancellor's office, to provide a mentor for student nurses. The student mentor is a graduate of the program who has been enrolled in MSN program. Students with low test scores, test anxiety or time management issues are all referred, or self referred for assistance. State and federal grants were used, as hospitals did not participate.

Measurements/outcomes:

Reduced attrition rate by 4-5% each semester over 5 years. Rate is currently at 15%. More students with academic difficulty are able to pass theory portions of nursing courses.

Costs/Funding:

State/federal grant funded. Mentor paid \$35 per as a professional, BRN approved expert with grant funds. Tutor is available 20 hours per week. No long term grant funding commitments at this time. The mentor/tutor, Nancy Smith, is a graduate of Cypress College nursing program giving her a unique perspective. She works constantly to improve her skills and develop approaches for the students. Nancy keeps statistics and is an excellent spokesperson for the program. She works with students on study skills and strategies, time-management and anxiety reduction.

Challenges/Issues/Advice/Tips:

Training of tutor and selection could be a challenge. At Cypress College, other health science programs are now using tutor/mentor program on a limited basis. Funding is biggest and major challenge.

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Mentor Contact: Nancy Smith at Cypress College

714-484-7283 or nsmith@cypresscollege.edu

Evergreen Valley College

Successful/Innovative Practice: Evergreen Valley College Retention Program-San Jose.

Evergreen Valley College developed a focused program on retaining current students and increasing number of graduates. Strategies include peer led team learning, American Technologies Institute (ATI) Test of Essential Academic Skills (TEAS) subject testing & NCLEX-RN comprehensive predictor. All strategies are embedded into the nursing curriculum. Also, the school uses a student success coordinator (faculty with a 50% load) and a nursing work experience program.

Measurements/outcomes:

5% increase in student retention, increase in NCLEX-RN passing rate.

Costs/Funding:

Grants provided by Valley Foundation, Chancellor Grant, NOVA and Kaiser Permanente. Costs include ATI-TEAS \$80/student/semester; peer led team learning costs \$40,000 per year for faculty and student leaders and peer leader guides. Nursing work experience costs are \$40,000 per year@\$275/student for faculty and \$17/hour per student.

Challenges/Issues/Advice/Tips:

It takes a lot of time to manage programs and grants. The most important factor is student success coordinator.

Resource/ Contact Information:

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Southwestern College Skills Lab

Successful/Innovative Practice: Southwestern College Skills Lab-San Diego.

Southwestern College in partnership with Kaiser Permanente is working together to provide a skills lab. Kaiser Permanente is funding a full time lab instructor for two years. In return, we are adding 10 generic and 10 step-up students that will complete their clinical rotations and experience at the Kaiser Permanente facilities.

Measurements/Outcomes:

Full time lab instructor allows the nursing lab to be open 5 days per week. There are computers with NCLEX programs and study CDs for students to utilize. Students also have tutors and skills practice available to them as needed during the week.

Costs/Funding:

Kaiser Permanente donated \$134,000

Southwestern is funding the two adjunct instructors (clinical)

Challenges/Issues/Advice on adaptability of practice to other settings:

More adjuncts to orient and supervise is challenging

Resource/ Contact Information:

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Hospital System Initiatives

Kaiser Permanente, Southern California

Successful/Innovative Practice: Kaiser Permanente Southern California Initiative to Expand Educational Capacity in California schools of nursing.

Kaiser Permanente Initiative components:

- Clinical Teaching Assistant program with San Diego City College and CSULA
- BRN Work-study Program with CSU San Bernardino, CSULA, SDSU, Southwestern College and Cypress College
- Direct Faculty support to SDSU and Bakersfield College
- Masters residency program with UCLA
- NWI Grant
- NCLEX review class support
- Extern Program
- BSN Distance completion program with CSUF within California
- MSN program with CSULA to commence 2005

Measurements/outcomes:

Currently:

- 26 RN students are in programs at Cerritos College
- 15 LVN students are in Hacienda La Puente College
- 1 LVN student is in Grossmont Occupational Health Training Center
- 37 RN students are in Grossmont, Palomar, Southwestern or Tri-city College in the San Diego area.

All students are Kaiser Permanente employees, currently working and expecting to receive positions on completion of their programs.

Costs/Funding:

Funding has come from our Community Benefit funds, the Governor's NWI and Kaiser Permanente 'match', as well as operational funds.

Direct Faculty Support to Southern California Schools of Nursing for 2001

- | | |
|--|------------------|
| 1. Azusa Pacific University | \$ 8,600 |
| Generic BSN program | |
| Supports ten more students for Spring and Fall 2002 | |
| 2. Chaffey College | \$ 30,000 |
| AA nursing program | |
| Supports ten more students for Spring 2002 | |
| 3. California State University Los Angeles | \$ 60,000 |
| Generic BSN program | |
| Supports ten more students for year 2002 and year 2003 | |
| 4. California State University Northridge | \$ 25,000 |
| RN to BSN program | |
| Supports ten more students for Summer 2002 | |

5. Los Angeles Harbor College	\$30,000
AA nursing program Supports ten more students for Spring 2002	
6. San Diego State University	\$70,000
Generic BSN program Supports twenty more students for year 2002 (Consortium)	
7. LA City College	\$50,000
Funding of 0.5 FTE faculty salary for establishing	
Program Total	\$273,600

Challenges/Issues/Advice/Tips on Adaptability of practice to other settings:

Recommendations include using the Extern Program. This program ‘pre-hires’ senior students who are in their last semester before graduation. They are hired into open positions during their senior semester. They are paid between \$14 and \$17 per hour and function in the clinical area to the extent of their clinical training. The externs move into an open position and then work as an interim permit until receiving the results of the state board examinations.

Advice:

Not to compromise the quality and credentials of student candidates. Kaiser Permanente wants to be sure that candidates added to the pipeline that are in nursing for the right reasons and have the right credentials for success.

Resource/ Contact Information

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Sutter Health-Sacramento

Successful/Innovative Practice: Sacramento City College-Sacramento, in partnership with Sutter Health Sacramento-Sierra Region.

In response to the nursing shortage reaching crisis proportion in the greater Sacramento area, the Sutter Health Sacramento Sierra Region (SHSSR) Board of Directors agreed to give a financial gift of \$16.7 million to the Los Rios Community College District (LRCCD) to expand Sacramento City College's (SCC) Associate Degree of Nursing program at the Sutter Center for Health Professions (SCHP). The program is accelerated with 16-week semesters held year-round rather than a traditional model of 18 weeks semesters with summer months off, with the goal of educating 456 RN's by December 2010. At the program's start in August 2003, there was a track for students who had successfully completed pre-requisites and were ready to enter the nursing program, a track for students to complete pre-requisite courses and if successful, enter the nursing program and an upper mobility track for Licensed Vocational Nurses to become RN's. The gift financed the renovation of a 27,000 square foot office building into classrooms, clinical/computer labs, faculty and administrative offices comprising the SCHP, pays the student enrollment fees and supports the provision of faculty from the Bachelor and Masters' prepared nurses employed within the SHSSR. Appropriate settings in Sutter facilities throughout the SHSSR are being fully utilized for clinical placements without displacing students in established rotations from surrounding nursing programs. Graduates of the program are not obliged to work for Sutter Health.

The SHSSR and the LRCCD entered into an irrevocable, restricted grant agreement in March 2003 and continue to develop the SCHP program according to the terms of the agreement through the projected end date of December 31, 2010. In addition to SCC's Associate Degree of Nursing program, American River and Cosumnes River Colleges also of the LRCCD, are participating by providing science laboratories for the pre-requisite students. Nursing faculty from California State University Sacramento are participating as guest lecturers.

Measurement/Outcomes:

Currently, there are 259 graduates annually from the 5 nursing programs in the greater Sacramento region. This program will add 47 more graduates to that total in 2005 and 80 more each year through 2010, in hopes of helping address a current market demand of 1,000 RN openings throughout the Sacramento region and projected to be 4,000 by 2006.

Because no state apportionment dollars are collected by the college in educating the students, an open competitive process with selection criteria (based on results of the Pre-Requisite Validation Study) vs. the GPA-based random selection process (lottery) are used to identify the applicants with the highest probability of succeeding in a rigorous nursing program. Selection of students into the first two cohorts was based mainly on GPA ranking and attrition rates at the end of the first semester were 35% and 28% respectively. This compares to students in the third cohort being admitted based on full application of the criteria having a 16% attrition rate at the end of the first semester.

The program has dispelled the myth that throughout the greater Sacramento Region, there is minimal interest in a career in nursing. This is evidenced by spring 2003 when

one press release occurred and a program pamphlet providing an 800 number to call for information was created:

1. 6,275 information calls
2. 2,525 people have attended information sessions
3. 885 have attended an academic counseling session with one of the LRCCD counselors
4. 375 students have enrolled since fall 2003

All surrounding nursing programs continue to experience full enrollment with waiting lists. The program will continue to successfully recruit Bachelor and Masters' prepared RN's in the SHSSR to be clinical and/or theory faculty as evidenced by 41 being in the database and 28 having obtained Board of Registered Nursing approval.

Costs/Funding:

Total gift amount from SHSSR to the LRCCD is \$16.7 million. In addition, SHSSR budgets \$1.2 Million in operating expenses.

Challenges/Issues/Advice on adaptability of practice to other settings:

ADVICE:

1. Be prepared for a large volume of students who have successfully completed their pre-requisite courses and waiting to get into a program, or very close to completing pre-requisite courses.
2. The average attrition rate for Associate Degree Nursing programs California is 33%. When setting the goal for the number of graduates, have admission class sizes large enough to account for a 33% or less attrition rate.
3. Because clinical placement capacity is a critical consideration when deciding the number of students to admit, thoroughly evaluate/re-evaluate sites for clinical placements that meet the nursing program's educational objectives appropriately to determine if current settings are reaching true capacity, or identify areas not used in the past.
4. Specific resources are needed and must be budgeted for to transition a staff RN into a theory and/or clinical faculty.

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Nurse Educator Preparation Programs

California State University, Chico

Successful/Innovative Practice: California State University, Chico (CSU, Chico), in partnership with Evergreen College.

An online masters program for preparing nurse educators has been created at CSU Chico. This is a part time program and can be completed without quitting a service or junior faculty work position. Evergreen College in San Jose is providing precepting for students in a teaching practicum. Other regional campuses also provide faculty mentoring.

Measurements/outcomes:

The reach of the program is increased as more RNs can fit school into their work schedule. Tripled size of program admissions from 5 to 17.

Costs/Funding:

Cost of online curriculum development. Additional students beyond a cohort of 20 would require additional faculty funding. Students pay \$6145 for the program. No hospital funding is involved.

Challenges/Issues/Advice/Tips:

This program would adapt well to other specialty masters programs for hard to hire faculty, using regional collaboratives. OB, Peds and Mental Health prep would work well.

Resource/ Contact Information:

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Organization: CSU, Chico

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San Jose State University

Successful/Innovative Practice: San Jose State University-San Jose, in partnership with regional hospitals.

San Jose State University (SJSU) is partnering with El Camino Hospital, Kaiser Permanente and Santa Clara Valley Medical Center to offer both an accelerated BSN for Honors Students and an accelerated Masters in Nursing Education. These are both 18-month programs. Both curricula integrate a teacher scholar model of monthly seminars with faculty exemplars.

Measurements/Outcomes:

The BSN program plans to have three cohorts of 30 students, yielding 90 new BSN prepared nurses for the Santa Clara Valley. The MSN program has 36 new MSN prepared faculty and nine post Masters certificate faculty for the five Bay Area counties. Agreement with students in the MSN program is three years of teaching full time in a school of nursing; 1 year of teaching in a school of nursing for the certificated students.

Costs/Funding:

The hospital partners are funding grants to the BSN students. All other fees for both programs are funded by the Gordon and Betty Moore Foundation.

- BSN = \$2,303,000 Moore Foundation funding over 5 years.
- MSN=\$3,242,000 Moore Foundation funding over 5 years.

Challenges/Issues/Advice on adaptability of practice to other settings:

- Hiring well educated faculty to teach the additional students
- Faculty willingness to teach year-round
- Need financial resources to replicate the programs.

Resource/ Contact Information

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UCSF School of Nursing-Doctoral Program

Successful/Innovative Practice: UCSF School of Nursing-Doctoral Program-San Francisco in partnership with the Gordon & Betty Moore Foundation.

The UCSF School of Nursing has received a \$9.7 million grant from the Gordon and Betty Moore Foundation to establish the Betty Irene Moore Accelerated Doctoral Program in Nursing. In the initial phase of the program, Betty Irene Moore Doctoral Fellowships of \$60,000 per year will be granted for three years to each of ten nursing graduate students. This support will allow students to pursue their studies on a full-time, year-round basis, without needing to secure employment. In return, graduates agree to teach in a school of nursing in one of the 5 selected Bay Area counties for at least 3 years upon graduation. Candidates will be selected based on their superior academic performance, as well as an expressed desire to pursue careers in nursing education in the San Francisco Bay Area (Alameda, Marin, Santa Clara, San Francisco and San Mateo Counties). Three cohorts are currently planned. The first cohort of 10 students began their studies in Fall, 2004. A second cohort of 12 students will begin in Fall, 2005 and a third cohort in Fall, 2006. The Moore Foundation is our grant partner and the schools of nursing in the 5 Bay Area Counties are our partners in the hiring of the doctoral graduates.

Measurements/Outcomes:

This project will increase the supply of doctorally prepared faculty in the Bay Area Schools of Nursing by at least 30 faculty. It will showcase the need for faculty with the extent of the funding provided by the Moore Foundation and hopefully will encourage more nurses to seek careers in teaching. An important outcome is to increase the capacity of schools of nursing to accept more qualified students by providing expert faculty. The ultimate goal will be to increase the supply of nurses in California.

Costs/Funding:

\$9.7 million ten-year grant from the Gordon and Betty Moore Foundation, to establish the Betty Irene Moore Accelerated Doctoral Program in Nursing and provide \$600,000 student scholarships.

Challenges/Issues/Advice on adaptability of practice to other settings:

As a model for a private foundation to support nursing education, this project could stimulate other foundations to support nursing education.

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