



EAST TENNESSEE STATE
UNIVERSITY

Appalachian Highlands
Center for Nursing Advancement



Annual Report 2022-2023

Executive Summary

Welcome to the ETSU Appalachian Highlands Center for Nursing Advancement!

We are delighted to have you join us on this journey to enhance and elevate the nursing profession in our region and throughout the state of Tennessee. As a dynamic hub of knowledge and innovation, our center is dedicated to collecting and sharing crucial data and crafting a comprehensive strategic plan. This plan will play a pivotal role in addressing the evolving needs of our nursing workforce, ensuring its growth, sustainability, and excellence.

Our collaborative efforts will not only shape the future of nursing but will also positively impact the health and well-being of the communities we serve. Together, we will continue to make a difference by fostering a strong nursing community, supporting professional development, and driving advancements that resonate far beyond our Center's walls.

Once again, a warm welcome to the ETSU Appalachian Highlands Center for Nursing Advancement. We're excited to have you as a part of our dedicated team, and we look forward to the positive change we can achieve together.

Best regards,

Debbie C. Byrd, PharmD, MBA

Interim Dean, College of Nursing

Dean and Professor, Gatton College of Pharmacy

Holly Wei, PhD, RN, CPN, NEA-BC, FAAN

Professor

Interim Executive Associate Dean and Chief Nursing Administrator

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PART I: Introduction

Healthcare professionals have faced the overwhelming stress of acute and ongoing nursing shortages, which threatens the health of nurses and patients. The United States (US) Surgeon General issued a new Surgeon General's Advisory (2022), highlighting the pressing need to address the healthcare workers' burnout crisis across the nation. Health workers, including nurses, physicians, and community and public health workers, have been facing healthcare system challenges even before the COVID-19 pandemic, and the COVID-19 pandemic further exacerbated the growing shortfall of nurses.

Clinicians of all disciplines, specialties, and care settings are experiencing alarming rates of burnout (National Academy of Medicine [NAM], 2022). American Nurses Association (ANA, 2022) conducted four surveys on nurses' mental health in the summer of 2020, December 2020, September 2021, and November 2022. During the pandemic, nurses' mental health symptoms worsened, such as stress, frustration, and anxiety. The third ANA survey (2022) showed high percentages of nurses feeling stressed (75%), frustrated (68%), exhausted (67%), overwhelmed (62%), and anxious (58%). Research shows similar findings about nurses' high burnout rate – over 70% of participating nurses reported high-level burnout during the pandemic (Wei et al., 2022). When feeling burnout, individuals report feeling overwhelmed and emotionally exhausted, becoming cynical and detached from their job, and having a sense of ineffectiveness and lack of accomplishment (Maslach, 2018). Clinician burnout can have serious, wide-ranging consequences on individual clinicians and learners, healthcare organizations, and patient care.

Promoting nurse well-being is a significant endeavor of healthcare leaders. Clinician well-being improves patient-clinician relationships, enhances healthcare teamwork, and fosters workforce engagement and effectiveness (NAM, 2022). However, promoting clinician well-being requires continued efforts at the organization, state, and national levels and support in research and information-sharing to improve evidence-based interventions.

Nursing is among the fastest-growing professions in the US, yet the nation still faces severe shortages of qualified and experienced nurses. The nursing shortage and its negative impacts comprise a significant concern and uncertainty for healthcare organizations. The ongoing nursing shortage has substantial undesirable effects on nurses and organizations and, more so, on patient safety and care. Healthcare organizations and leadership play a significant role in promoting nurse well-being and workforce development (Wei & Horton-Deutsch, 2022).

As nursing jobs grow and hospital resources dwindle, the traditional practice models and routines may not work. Thus, healthcare and academic leaders attempt to identify and implement innovative ways to alleviate the distress caused by the nursing shortage. This annual report described the formation of the Appalachian Highlands Center for Nursing Advancement (AHCNA) and the Tennessee Center for Nursing Advancement (TCNA), which are referred to as "the Center" in this report, describes and summarizes the events and activities conducted in 2022, and called on actions for 2023 and beyond.

1.1 SERVICE REGIONS AND THE FOUR PRIMARY FOCI OF THE CENTER

The four major foci for the Center include:

1. Building the pipeline to becoming a registered nurse and nursing faculty.
2. Developing innovative clinical and academic teaching models that facilitate learning, retention, and success for nursing students on the journey to becoming a registered nurse or licensed practical nurse.
3. Improving the well-being of the nurse in all settings through recognition, valuing the work that they do and the impact they have on care outcomes.
4. Mining and developing data related to the nursing workforce and sharing that data through an interactive dashboard housed on an attractive and user-friendly website.

These four foci encompass the current critical need to increase the nursing workforce. These areas can improve clinical-academic innovation and partnership, promote nurse well-being, and develop data as a reference point for stakeholders, including nurses, leaders, students, healthcare leaders, and state legislators. These focus areas are consistent with the strategic direction of East Tennessee State University (ETSU), and the development of the Center. With the Center, nurses can be involved, pull in resources, collaborate, research, communicate, and plan the future of nursing in our region.

1.2 CENTER'S SERVICE REGION

The ETSU Appalachian Highlands Center for Nursing Advancement serves the region and the state of Tennessee by collecting and disseminating data and developing a strategic statewide plan to address nursing workforce needs.

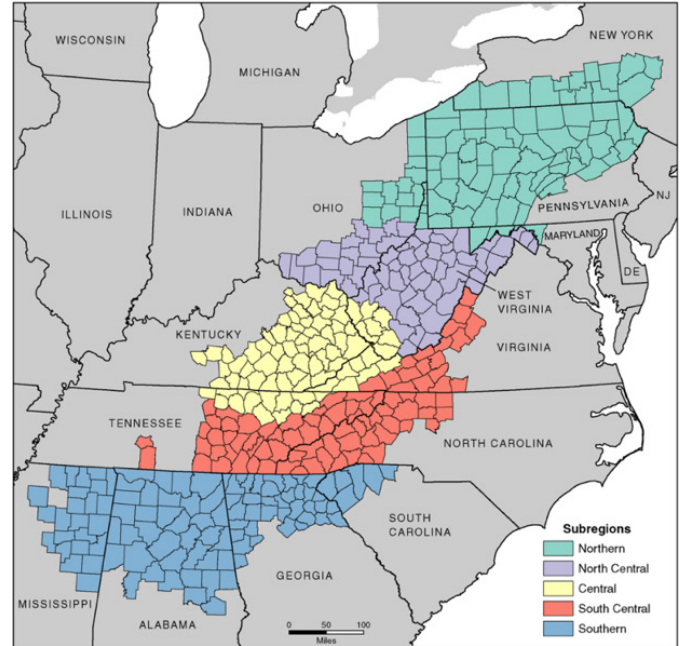
Appalachia has 423 counties across 13 states and spans 206,000 square miles. The Center's area of focus includes parts of Appalachia's Central and South-Central subregions, and the state of Tennessee.



PART I: Introduction

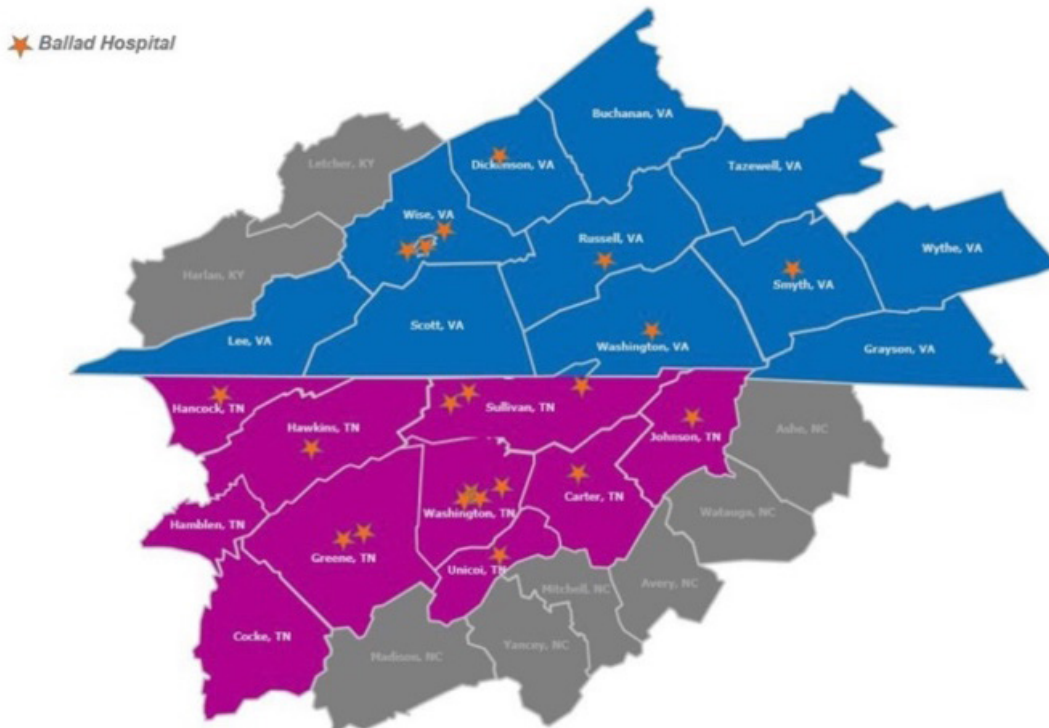
The Ballard Health service area below depicts the targeted Appalachian region for focus. The counties included are, in Tennessee (Carter, Cocke, Greene, Hamblen, Hancock, Hawkins, Johnson, Sullivan, Unicoi, and Washington counties), in Virginia (Buchanan, Dickenson, Grayson, Lee, Russell, Scott, Smyth, Tazewell, Washington, Wise, and Wythe counties), in North Carolina (Ashe, Avery, Madison, Mitchell, Yancey, and Watauga counties), and the Kentucky counties of Harlan and Letcher. Figure 1 shows the subregion map, and Figure 2 displays the areas of Ballard hospitals.

FIGURE 1. SUBREGION MAP



Map by: Appalachian Regional Commission, November 2009.

FIGURE 2. BALLAD HOSPITALS

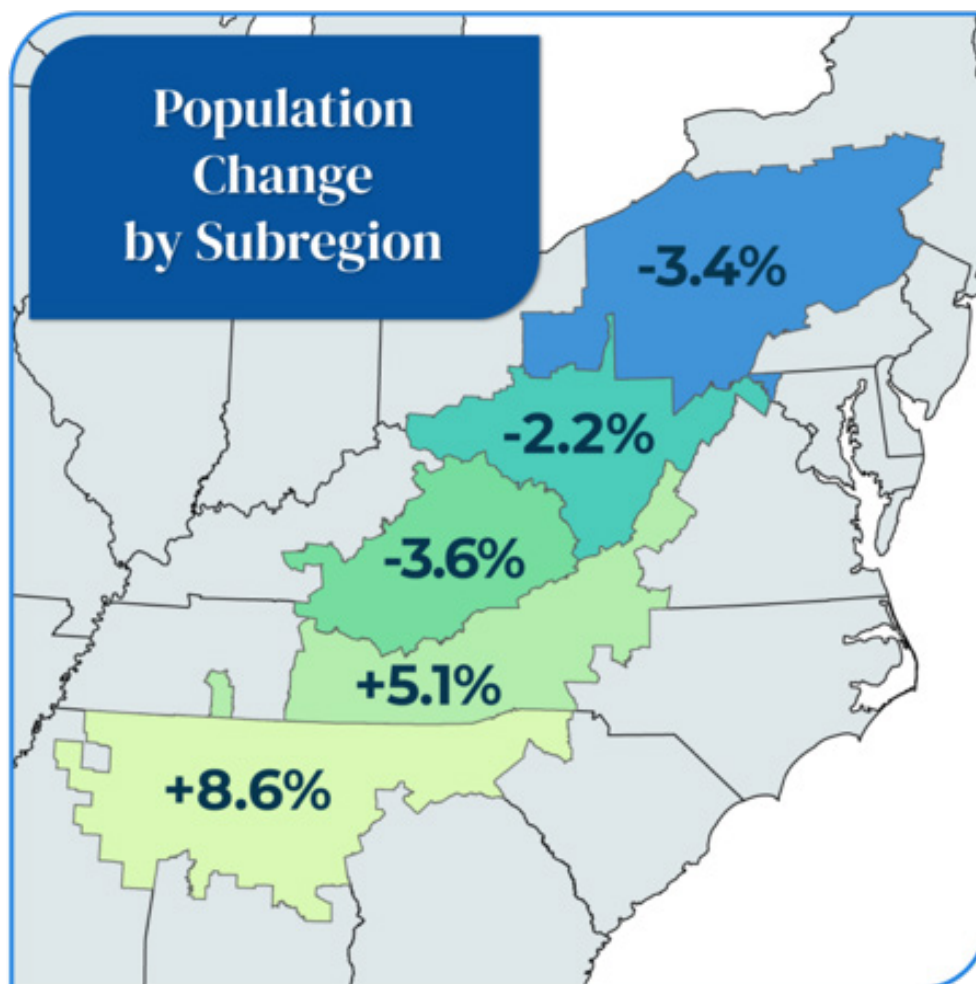


The population composition in the Appalachian region is changing (Figure 3). While in the South-Central subregion increased by 5.1 %, the number of young people aged 18 to 24 has, on the contrary, decreased; therefore, the increase mainly occurred in the older population. The demographic shift in the Appalachian regions is consistent with the demographic change nationally (Grawe, 2018a; Harvey, 2021a).

Research predicts a demographic cliff for higher education in 2025. The Higher Education Demand Index projected steep declines in the potential applicant pool, projecting that college-going students are expected to decrease by 15 percent or more by

2029 (Grawe, 2018a; Harvey, 2021a). Even more concerning from a recruitment and development perspective, the demographic cliff impacts were highly variable by region and type of institution (Grawe, 2018b; Harvey, 2021b). Figure 3 shows that the Appalachian regions have declining young adults. The Great Recession of 2008-2009 radically altered American child-bearing patterns. The pool of 18-year-olds in the US would begin to dry up from 2025-2026. The demographic cliff is anticipated to affect the universities in low-income regions more than the elite 4-year universities regarding recruitment. This finding is essential to the Pipeline and Innovation workgroups.

FIGURE 3. APPALACHIAN REGIONAL POPULATION CHANGE



Source: arc.gov

PART II: Structural Formation

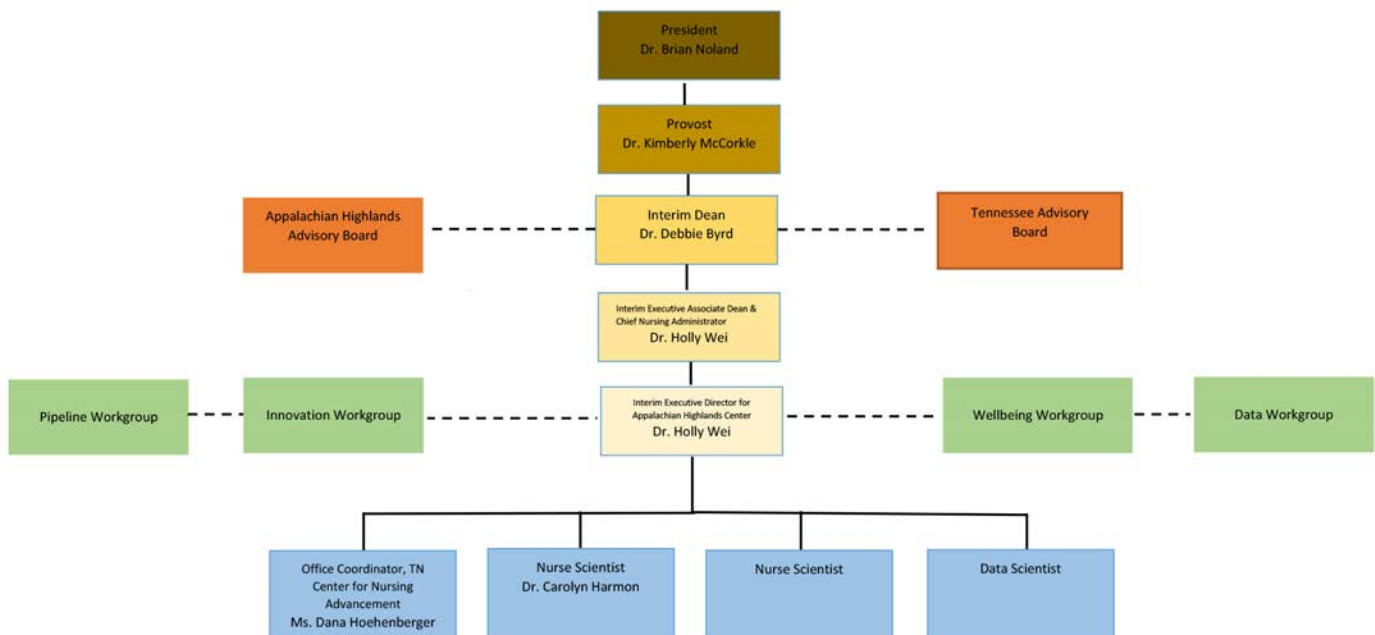
2.1 JOINT FORCES

In 2022, the Tennessee General Assembly charged the Appalachian Highlands Center for Nursing Advancement with managing the Tennessee Center for Nursing Advancement, empowering the center to collect and disseminate data and develop a strategic statewide plan to address nursing workforce needs. The Center must hold regular meetings with stakeholders related to nursing, and report to the Tennessee governor's office, the Speaker of the House, and the legislature annually by July 1, beginning in 2023. The Center recognizes nurses' value and contributions to ensuring high-quality healthcare is available in the region and state.

2.2 CENTER'S ORGANIZATIONAL STRUCTURE

To begin the Center's work, a Visioning Leadership Group was formed. Academic leaders from Tennessee and Southwest Virginia met to hear the charge for the Center from Mr. Alan Levine, Chairman and Chief Executive Officer of Ballad Health, and Dr. Brian Noland, the ninth president of East Tennessee State University. The group session set the vision and goals and suggested the structure of the Center.

Housed in ETSU College of Nursing, the Center comprises an Executive Director, Advisory Boards, Workgroups, Nurse Scientists, and an Office Coordinator. The operation is supervised by the Associate Dean for Research and Scholarship, who reports to the Dean of the ETSU College of Nursing. The Dean of the College of Nursing reports to the University's Provost.



2.3 ADVISORY BOARDS FORMATION

The advisory boards were established to guide and support the four forci of the Center, which are:

- Pipeline
- Innovation and research in clinical and academic education
- Nurse well-being
- Data

The responsibilities of the advisory boards include:

- Advising the leadership of the College of Nursing and the Center on the policies and strategic direction
- Supporting the mission and work of the Center
- Serving actively in the fundraising and advocacy for the Center
- Analyzing the Center's data and recommending future data science initiatives
- Serving as champions for nursing education, research, clinical excellence, and workforce and grant development
- Effectiveness evaluation of the Center's programs with recommendations related to currency, relevance, feasibility, and sustainability

2.3.1 APPALACHIAN HIGHLANDS CENTER FOR NURSING ADVANCEMENT ADVISORY BOARD MEMBERS

The AHCNA advisory board members were selected to promote the Center's four foci. The members include:

- Mr. Eric Deaton, COO, Ballad Health
- Dr. Lisa Smithgall, Senior Vice President/Chief Nursing Executive, Ballad Health
- Dr. Matthew Loos, Chief Academic Officer, Ballad Health
- Ms. Bobbie Murphy, Regional Nursing VP, Northern Division, Ballad Health
- Dr. Morgan May, Regional Nursing VP, Southern Division, Ballad Health
- Mr. Sean McMurray, Former Wellmont Foundation Chair, Southwest Virginia

- Dr. Jon Smith, PhD, Professor, Department of Economics and Finance, College of Business and Technology
- Dr. Melinda Collins, Director of Nursing, Associate Dean of the School of Sciences and Allied Health, Milligan University
- Dr. Nancy Haugen, Dean, College of Nursing UVA-Wise
- Ms. Lottie Ryans, First Tennessee Development District, Johnson City, TN
- Ms. Debbie Dover, Senior Vice President, Human Resources, Ballad Health
- Ms. Nekia Kiker, RN Ballad Health

2.3.2 TENNESSEE CENTER FOR NURSING ADVANCEMENT ADVISORY BOARD MEMBERS

The TCNA advisory board members include:

- Dr. Lisa Smithgall, Senior Vice President and Chief Nursing Executive, Ballad Health
- Dr. Wendy Likes, Dean of the College of Nursing, University of Tennessee Health Science Center - Memphis
- Dr. Leslie Sands, Dean & Program Director of Nursing of the College of Nursing, Jackson State Community College
- Dr. Cathy Taylor, Dean of the College of Nursing, Belmont University
- Ms. Kenyatta Wade, Director of Nursing Blakeford Long Term Care Facility
- Ms. Peggy Ray, RN, Interim HealthCare
- Dr. Donna Fraysier, Dean School of Nursing, King University
- Ms. Julie Hamm, RN, BSN, practicing Nurse in PACU, Vanderbilt and TNA President
- Dr. Chris Smith, Professor, UC Foundation Professor, Director, School of Nursing, Chief Health Affairs Officer, University of Tennessee at Chattanooga
- Ms. Paula Jackson, President & General Manager, Nexstar Media Group, Inc.
- Ms. Sherry Richardson, Executive Director, Tennessee Board of Nursing
- Mr. Jeff McCord, President, Northeast State Community College

PART II: Structural Formation

2.4 WORKGROUP FORMATION

Four workgroups have been formed (Table 2). A Visioning Session was held in 2022 to set the vision and goals for the Center. The Visioning Session included academic leaders from Northeast Tennessee and Southwest Virginia. The leaders gathered to hear the charge for the development of the Center from Mr. Alan Levine and Dr. Brian Noland. The attending leaders included the presidents and provosts of the following universities and colleges:

- East Tennessee State University
- Emory and Henry College
- King University
- Milligan College
- Mountain Empire Community College
- Northeast State Community College
- Southwest Virginia Community College
- Tusculum University

- University of Virginia’s College at Wise
- Virginia Highlands Community College
- Walters State Community College
- Wytheville Community College

This was the first time such high-ranking leadership had gathered in the same room to work on a regional education issue. The presidents, provosts, and other leaders participated in the SWOT analysis (strengths, weaknesses, opportunities, and threats) related to the nursing shortage issues in the region and develop the vision for the Center.

The visioning session revealed that all participants listed the nursing shortage as a top issue related to healthcare and that they were interested in active participation. As a result, presidents of education institutions in the region serve as champions for workgroups focused on the areas of emphasis for the Center. Based on the session’s discussion, four

TABLE 2. LEADERS OF THE FOUR WORKGROUPS

	Pipeline	Clinical and Academic Innovation for Nurse Education	Nurse Well-Being	Data
Co-Chairs	Dr. Nancy Haugen, UVA-Wise Dr. Matt Loos, Ballad Health	Dr. Morgan May, Ballad Health	Dr. Bobbie Murphy, Ballad Health	Dr. Lisa Smithgall, Ballad Health Dr. Carolyn Harmon, ETSU AHCNA
Champions	Dr. Bill Greer, President, Milligan College Dr. Donna Henry, President UVA-Wise	Dr. Leann Horsley, Dean and Professor, ETSU CON	Dr. Lisa Smithgall, Sr. Vice President and Chief Nursing Executive, Ballad Health Dr. Scott Hummel, President, Tusculum University	Dr. Ferrol Thomas, Director of Workforce Strategies, Tennessee Hospital Association Mr. Kirk W. Lawson, Executive Director, Tennessee Nurses Association

workgroups were formed, including Pipeline, Clinical and Academic Innovation for Nurse Education, Nurse Well-Being, and Data. Table 2 shows the leaders of the four workgroups.

2.4.1 WORKGROUP GUIDELINES

The workgroup guidelines were developed as follows:

- Each workgroup has one to two chairs who will call and manage meetings, operations, and initiatives for the workgroup's designated foci.
- There shall be at least one senior leader champion for each workgroup, preferably two, with one from VA and one from TN.
- Champions shall guide the group and assist with communication between and among education and clinical entities to improve processes and build bridges to overcome barriers as necessary.
- The workgroups shall focus on work that represents the best interest of the voices of those doing the work in their region.
- Workgroup members shall be considerate and inclusive of all other members and agree that the goal of all involved is to increase the number of knowledgeable and safe practicing nurses for our region.
- Workgroups will invite relevant healthcare and collaborating educators to their meetings to learn and understand the current processes and identify areas for improvement.
- Workgroups will develop plans for improving processes related to their assigned area of focus in addressing the nursing shortage.
- Workgroups will identify opportunities to conduct research and share findings in their assigned area of focus.
- Workgroups will recommend programs and actions for the Center to improve the area of focus related to the nursing shortage.
- Workgroups will report annually the actions that they have conducted and evaluate the effectiveness of those actions.



PART III: *Activities and Events*

3.1 VISIONING SESSION, MAY 18, 2022

Academic leaders from Tennessee and Southwest Virginia met to hear the charge for the Center from Mr. Alan Levine and Dr. Brian Noland. The Center recognizes nurses' value and contributions to ensuring high-quality healthcare is available in the region and state. This session set the charge and formed four workgroups of the Center. The four workgroups focus on nurse pipeline building, clinical and academic innovation for nurse education, nurse well-being, and data development. The agenda of the meeting is as follows.

Appalachian Highlands Center for Nursing Advancement Kick-Off Meeting Reece Museum at East Tennessee State University May 18, 2022, Agenda

Welcome and Introductions - Dr. Kimberly McCorkle, Provost & Senior Vice President for Academics, East Tennessee State University

The Vision, the Collaboration – Dr. Brian Noland, President, East Tennessee State University

The Vision, the Collaboration – Mr. Alan Levine, Chairman, and CEO, Ballad Health

COVID behind, Looking to the Future – Dr. Lisa Smithgall, Sr. Vice President and Chief Nursing Officer, Ballad Health

Creating a Collaborative, Dynamic Future – Dr. Leann Horsley, Professor and Dean, College of Nursing, East Tennessee State University

Brainstorming Ideas

Workgroup Topics: Data, Pipeline, Clinical and Teaching Models, and Nurse Well-Being.

The Facilitators:

- Dr. Brian Cross, Assistant Vice Provost & Director, Interprofessional Education & Research, East Tennessee State University
- Dr. Patricia Harnois-Church, Assistant Professor & Continuing Nurse Education Coordinator, East Tennessee State University
- Mr. Tom Tull, VP, Chief Experience Officer, Ballad Health
- Dr. Lisa Smithgall, Sr. Vice President and Chief Nursing Executive, Ballad Health
- Dr. Donna Frazier, Dean of the College of Nursing, King University

Debrief from Workgroups

Thank you for your help!

Pictures of the Visioning Session on May 18, 2023



<https://youtu.be/cL36vEsGp1c> Main Session & Introductions link

<https://youtu.be/g8cljiw9awU> Question and Answers link

PART III: *Activities and Events*

3.2 AHCNA ADVISORY BOARD MEETING, DECEMBER 8, 2022

The first Appalachian Highlands Center for Nursing Advancement Advisory Board meeting was held via Zoom on December 8, 2022, at 6:00 pm. At the beginning of the meeting, the members introduced themselves. Then, the Interim Director, Dr. Kathryn Wilhoit, reported the activities and events the Center organized and conducted. During the discussion, the board members provided feedback and decided the frequency of the board meetings. The advisory board meetings will be held biannually in June and December.

3.3 TCNA ADVISORY BOARD MEETING, DECEMBER 13, 2022

The first Tennessee Center for Nursing Advancement Advisory Board meeting was held via Zoom on December 13, 2022, at 6:00 pm. At the beginning of the meeting, the members introduced themselves. Then, the Interim Director, Dr. Kathryn Wilhoit, reported the activities and events the Center organized and conducted. During the discussion, the board members provided feedback and decided the frequency of the board meetings. The advisory board meetings will be held biannually in June and December.

3.4 LISTENING SESSIONS ACROSS THE STATE, SEPTEMBER 12 – 29, 2022

The Center joined the Tennessee Board of Nursing and conducted Listening Sessions across the state. These sessions are open to all stakeholders. The purpose of the listening sessions was to introduce the Center and the strategic direction of the Center to the stakeholders, including nurses, administrators in various healthcare settings, and legislatures, and provide an opportunity for the stakeholders to voice their experiences and recommendations.



BRISTOL MEMORIAL HOSPITAL GROUP



UNIVERSITY OF TENNESSEE CHATTANOOGA

LISTENING SESSIONS

FOLLOWING ARE THE SESSIONS CONDUCTED:

**SEPTEMBER 12, 2022:
CLARKSVILLE, TN**

Host: Austin Peay State University
School of Nursing
Location: Austin Peay State University,
Morgan University Center, Clarksville, TN

**SEPTEMBER 14, 2022:
MEMPHIS, TN**

Host: University of Tennessee
Health Science Center
Location: UT Health Science Center campus,
Mooney Library, Memphis, TN

**SEPTEMBER 15, 2022:
JACKSON, TN**

Host: Jackson State School of Nursing
Location: Jackson State Community
College, Jim Moss Center for Nursing,
Jackson, TN

**SEPTEMBER 21, 2022:
NASHVILLE, TN**

Host: Vanderbilt Medical Center and
Vanderbilt University School of Nursing
Location: Tennessee Hospital Association,
Brentwood Room, Nashville, TN

**SEPTEMBER 23, 2022:
NASHVILLE, TN**

Host: Galen College of Nursing
Location: Capitol View, Nashville, TN

**SEPTEMBER 26, 2022:
CHATTANOOGA, TN**

Host: University of Tennessee Chattanooga
School of Nursing
Location: UT Chattanooga, University Center,
Tennessee Room, Chattanooga, TN

**SEPTEMBER 28, 2022:
KNOXVILLE, TN**

Host: University of Tennessee
College of Nursing
Location: University of Tennessee Knoxville,
UT Culinary Institute Banquet rooms,
Knoxville, TN

**SEPTEMBER 29, 2022:
BRISTOL, TN**

Host: Ballad Health
Location: Bristol Regional Medical
Center, Walnut Willow Spruce Room,
Bristol, TN



PART III: *Activities and Events*

3.4.1 LISTENING SESSIONS' MAIN FINDINGS AND RECOMMENDATIONS

- **Demographic Summary** of the Listening Sessions' attendees:

Attendees, n = 449

East TN, n = 139 (31.6%)

Middle TN, n = 225 (50.1%)

West TN, n = 82 (18.3%)

Focus groups, n = 46

East TN, n = 14 (30.4%)

Middle TN, n = 9 (19.6%)

West TN, n = 23 (50.0%)

- **Need for Effective communication:**

Tennessee nurses emphasized the need to communicate more with each other and among organizations, reduce silos, and work together on shared strategies. Participants greatly appreciated the opportunity to share information and want to become more involved with planning for the future.

- **Desire for More Collaborations:** Participants expressed wishes for more partnerships between nursing education institutions and nursing employers, including hospitals, ambulatory care, long-term care, home health, hospice, and public health. Collaborations with expanded clinical sites can help share resources, including facilities and faculties, leverage nurses' strengths, and help new graduates transition to workplaces.
- **Work Environments:** Improvements are needed to improve workplace safety, evaluate workload with a greater understanding of patients, promote the RN-to-patient ratio, foster work-life balance, and ensure the mental health and wellness of nurses. Healthcare organizations must improve overall workplace culture, staffing, and compensation to promote the safety of nurses and patients.

- **Data from the Board of Nursing:** The TN Board of Nursing licensure database includes only 2% of the licensed nurse population living in TN or working in TN. All the variables in the National Forum of State Nursing Workforce Centers Supply Minimum Data Set (2020) should be required during license renewal to provide critical workforce data. Accurate data from the Board of Nursing and the Health Department help inform the nursing labor market.

- **Shared Voice:** The development of a shared voice across all nursing groups will help ensure that nursing practice is defined and led by nursing. This work has started through a collaboration that is working to address the 85% NCLEX First Time Pass Rate in TN.

- **Workplace Violence:** Evidence of lateral violence/incivility in TN is apparent. The words and phrases include "rating the young" and "eating the young." Many comments from nursing students indicated that they feel they are a burden and do not think they are valued or welcomed in the workplace.

This is paired with the need to provide greater support to seasoned nurses. Seasoned nurses talked about wage compression, with newer nurses being paid more. There is a need to develop additional ways to leverage seasoned nurse expertise through mentoring and alternative positions. One participant summarized this as "leveraging multi-generational nurses to support one another."

- **Student Success Needs:** The "weed out" culture of nursing education programs is counterproductive to the future of nursing in TN. If nursing students cannot be successful in the current program or could excel in a higher-level program, mechanisms should be developed to help them transition to new programs as needed. Policies should be developed to allow readmittance and transition between programs.

- **Apprenticeship Programs:** Support to prospective nursing students in clinical placements can be achieved through the development of apprenticeship programs. The TN Board of Nursing could explore the feasibility and interest in an apprenticeship-type clinical with nursing employers.
- **Preceptors:** Preceptors' workload should be adjusted to provide the time needed to work with nursing students. Preceptors also need training to better assist nursing students in learning critical judgment skills.
- **Leadership Education:** Leadership education is needed as many leaders are new. While leadership education is mainly geared toward hospitals and RNs, long-term care facilitates and LPNs greatly need leadership education. Education in preceptorship and mentorship is required.

3.4.2 NEWS REPORT OF THE LISTENING SESSIONS

STATEWIDE LISTENING SESSIONS FEATURED IN THE ETSU COLLEGE OF NURSING MONTHLY PULSE



Pictured from left to right: Dr. Peter Buckley, Chancellor of UTHSC, Dr. Wendy Likes, Dean of UTHSC College of Nursing, Dr. Kathryn Wilhoit, Director of Appalachian Highlands Center for Nursing Advancement, Sherry Richardson, Executive Director for the TN Board of Nursing, and Dr. Leann Horsley, Dean of ETSU College of Nursing.

To increase the number of nurses in the state of Tennessee, Dean Horsley and Dr. Kathryn Wilhoit have been traveling across the state on behalf of the Appalachian Highlands Center for Nursing Advancement, presenting a 2022 Tennessee Board of Nursing Update and Listening Sessions. The purpose of these presentations is to gather input for the Tennessee Nursing Strategic Plan, which will be presented to the Governor's office and the Tennessee legislature.

Drs. Peter Buckley, Chancellor of the University of Tennessee Health Science Center (UTHSC), and Wendy Likes, Dean of the UTHSC College of Nursing, recently rolled out the red carpet for Dean Horsley and Dr. Wilhoit as they joined them, along with Sherry Richardson, Executive Director for the TN Board of Nursing, for a Listening Session on Tuesday evening, September 14, 2022, in Memphis.

To learn more about the Listening Sessions, please visit TNLovesNurses.org.

PART III: *Activities and Events*



Listening Sessions Reach across Tennessee

The month of September was exciting and eventful for the Tennessee Center of Nursing Advancement, a part of the Appalachian Highlands Center for Nursing Advancement. Our statewide listening sessions with nurses, nursing students, and stakeholders picked up speed when Dr. Horsley, Dean of the College of Nursing, and I hit the road for our first exciting adventure. Along the way we stopped at Walter's State Community College, where Marty Rucker, Dean of Health Services, joined us, and who served as our able-helper for the entire series of sessions. We were then joined by Sherry Richardson, the Executive Director for the Tennessee Board of Nursing.

Our first listening session was in Clarksville, Tennessee, at Austin Peay State University School of Nursing. Dr. Eve Rice, Interim Director of Nursing, served as the host. We all fell into a set-up rhythm, posting the announcement signage, setting up registration tables, and ensuring the recording was in place for data collection. There was more than one site for sessions, and two sessions at each site, morning, and afternoon to provide opportunities for as many as possible to participate.

Our next stop was Memphis, where we were met by Dr. Wendy Likes, Dean of the College of Nursing, and Dr. Peter Buckley, Chancellor of the University of Tennessee Health Science Center. They provided us with a tour of the Center for Healthcare Improvement and Patient Simulation (CHIPS), and hosted a dinner session with the region's nursing leaders. On the following day, we conducted two more regular sessions with practicing nurses and nursing students. Jackson, Tennessee, neighboring Memphis, was our next stop. Dr. Leslie Sands, Dean and Program Director of Nursing at Jackson State Community College, hosted a tour of the School of Nursing and supported the listening sessions.

The next week brought us to the Tennessee Hospital Association meeting facilities in Brentwood, Tennessee. Two listening sessions were hosted by Dr. Pam Jefferies, Dean of Vanderbilt School of Nursing, and Marilyn DeBree, Executive Chief Nursing Officer for Vanderbilt Medical Center. The Galen College of Nursing in downtown Nashville hosted two more listening sessions in their new space located on the 4th floor of the Hospital Corporation of America (HCA) office building.

Our third and final week began in Chattanooga, where our listening sessions were hosted by Dr. Chris Smith, University of Tennessee Chattanooga Foundation Professor and Director, School of Nursing, Chief Health Affairs Officer, Enrollment, Management and Student Affairs. We were thrilled with the large group of nursing students in the afternoon session. They will add an interesting comparison in our data group.

We next traveled to Knoxville, where we were hosted by Dr. Victoria Niederhauser and her team. Our state travels ended at the Bristol Regional Medical Center hosted by Dr. Lisa Smithgall, Senior Vice President and Chief Nursing Executive at Ballad Health, and Dr. Morgan May, Vice President, Chief Nursing Officer at Ballad Health. A large number of North East Tennessee nurses turned out.

We could not have completed our listening sessions without the help of many people and groups. We are grateful to Melissa Nipper who arranged the team that set up the registration process and monitoring. Dr. Patty Harnois-Church assisted with the CEU certificate, verification of attendance, and evaluation of forms, and Gina Rose who developed the weekly registration and check-in process. The volunteers from the TNA Action

Coalition and the Rising Star leader group assisted us throughout the state. These volunteers include:

Angela Beard	Cathy Taylor
Karen Hernan	Ashley Carter
Patricia Scott	Tina Sinatro-Wilhelm
Tina McClavery	Karen Hernan
Chelcie Oseni	Mary Bess Griffith
Andrew Sebastian	Kathy Gilbert
Shkendie Papraniku	Robin Seay
Carla Kirkland	Claire Marr
Brandi Pruitt	Candice Short
Raven Wentworth	Marcia DePolo
Sherry Raber	Paige Mullins
Rebecca Rae Kojak	Patti Scott
Julia Steed	

Highlights of the Listening Sessions

In total, approximately 449 participants attended the listening sessions, with 18% from west Tennessee, 50% from middle Tennessee, and 32% from east Tennessee. Gathering data through listening to the stories of nurses, students, and stakeholders provided insight into the strengths and weaknesses, and opportunities and threats to nursing in their regions. Their comments were captured verbatim in written and recorded form. No identifying information was kept except the city and the time of the session. The participants were placed into groups of twelve to allow everyone an opportunity to share their experiences and ideas. In addition, each participant received a blank sheet of paper to capture ideas they did not want to share publicly. All data is anonymous, and attendees wore nametags with first names only. Preparation for data analysis is already underway.

In every part of the state, we heard thanks for the opportunity of allowing nurses to have a voice, as well as excitement that Tennessee was placing an emphasis on nursing and nurses' solutions. Their comments were clear: Others think they know the answers for solving nursing shortages that have been in existence for a very long time. But nurses must be included in generating solutions. Major themes included the shortage of faculty, the demanding, taxing, and burdensome patient loads nurses are required to provide in the clinical settings, and extremely sick patients on medical-surgical units that just a few years ago were cared for in intensive care units.

Nursing students related the same issues with patient care and noted that the nurses with whom they are assigned are helpful and wish to teach them, but they are so overworked with heavy loads of very sick patients, the students often feel intimidated if they interrupt with questions. Students related that seeing the nurses with such heavy loads of patients in the medical-surgical units, now where the ICU patients of a few years ago are found, they are hesitant to begin their careers in these areas. This discussion emerged in each city so we can clearly state that the nursing shortage is evident in major areas and cities in Tennessee, requiring all our attention if we want to create effective solutions. The patients are depending upon each of us.

Dr. Kathryn Wilhoit,
PHD, RN, NEA-BC, FACHE



Pictured: Dr. Kathryn Wilhoit, Director of Appalachian Highlands Center for Nursing Advancement.

3.5 LECTURE SERIES AND SHARING SESSIONS

To promote statewide collaborations and resource sharing, the Center started several initiatives, including Research Grand Rounds, Distinguished Leadership Lecture Series, and Best-Practice and Information Sharing Sessions.

3.5.1 RESEARCH GRAND ROUNDS, NOVEMBER 18, 2022

Collaborating with the ETSU College of Nursing Center for Nursing Research, the Center has initiated the Research Grand Rounds. This series aims to introduce and present research-related topics to TN nurses. This series occurs from 12 noon – 1 pm on the third Friday of each month. Dr. Rebecca Adkins Fletcher presented the first Grand Rounds lecture on Nov 18, 2022.

TITLE: Kitchen Table Healthcare: Medical Anthropology and Community Engagement in Appalachia



BIO: Dr. Rebecca Adkins Fletcher is an Associate Professor at East Tennessee State University in the Department of Appalachian Studies. She is Assistant Director for the Center for Appalachian Studies and Services and Associate Director of the Center for Cardiovascular Risks Research. Dr. Fletcher is co-editor of the online magazine, *Appalachian Places: Stories from the Highlands* and serves on the *Journal of Appalachian Studies* Editorial Board.

The Grand Rounds was kicked off in Fall 2022 on the third Friday of each month.

2022-2023:

- Rebecca Fletcher, PhD, Assistant Director Center for Appalachian Studies and Services – *Kitchen Table Health Care: Medical Anthropology and Community Engagement in Appalachia*.
- Stacey L. Williams, PhD, Professor of Psychology – *New data on the psychosocial impacts of Polycystic Ovary Syndrome and implications for healthcare*.
- Cheryl Smith-Miller, PhD, M.Ed., RN, UNC Medical Center/UNC-Chapel Hill – *The Culture of Collaboration*.
- Kelly N. Foster, PhD, Professor in the department of Sociology and Anthropology and Director of the Applied Social Research Lab (ASRL) at ETSU – *Survey Research Methodology*.

2023-2024

- September 2023: Theresia Cannon, Medical IRB Coordinator – *Navigating Ethical Review in Clinical Research*
- Christiana Keinath, MSLIS, Health Sciences Librarian – *Nuts and bolts of the literature search*
- Nicholas Hagemeyer, PharmD, PhD, Vice Provost for Research and Chief Research Officer – *Goals of Research*

3.5.2 DISTINGUISHED LEADERSHIP LECTURE SERIES, DECEMBER 2022

The Center in collaboration with the ETSU College of Nursing started a Distinguished

PART III: *Activities and Events*

Leadership Lecture Series. This series aims to present leadership strategies and principles to TN nurses and leaders. This series occurs from 12 noon – 1 pm on the first Friday of each month. Dr. Holly Wei presented the first leadership lecture on January 13, 2023.

TITLE: Nurses and Nurse Leaders: Leading during Challenging Times

BIO: Dr. Holly Wei is a Professor and Associate Dean for Research and Scholarship at the East Tennessee State University College of Nursing. Her research focuses on organizational culture, leadership development, nursing workforce and environments, epigenetic biomarkers, and health promotion across the lifespan. Dr. Wei has published over 60 peer-reviewed articles and delivered more than 80 presentations, influencing thousands of nurses globally. Dr. Wei is known internationally for her nursing practice models and Convergent Care Theory. Her leadership textbook, *Visionary Leadership in Healthcare: Excellence in Policy, Ethics, and Practice*, is a top seller on the Sigma Marketplace and awarded the American Journal of Nursing Book of the Year, 1st place in Nursing Management and Leadership.

THE TENNESSEE CENTER FOR NURSING ADVANCEMENT
THE APPALACHIAN HIGHLANDS CENTER FOR NURSING ADVANCEMENT

PLEASE JOIN US
Friday, January 13, 2023, 12:00pm-1:00pm

Distinguished Nurse Leader Lecture Series Spring 2023
LEADING DURING CHALLENGING TIMES

Featuring Keynote Speaker:
Dr. Holly Wei, Professor/Associate Dean for Research and Scholarship, PhD, RN, CPN, NEA-BC, FAAN

Come listen to a noted Nurse Leader who will inspire, share her work, and lift up current Nurse Leaders to lead in a more effective manner.

Dr. Holly Wei is a Professor/Associate Dean for Research and Scholarship at the College of Nursing, East Tennessee State University, Center for Nursing Research. Her research focuses on organizational culture, leadership development, healthcare workforce, and program outcomes. Dr. Wei has published over 60 peer-reviewed articles and delivered more than 80 presentations, influencing thousands of nurses globally. She is known nationally and internationally for her nursing practice models and Convergent Care Theory. Her leadership textbook, *Visionary Leadership in Healthcare*, has been widely used in nursing schools and health systems.

Program Disclosure Statements: East Tennessee State University College of Nursing is approved as a provider of nursing continuing professional development by the North Carolina Nurses Association, an accredited provider by the American Nurses Credentialing Center's Commission on Accreditation. Learners must complete the evaluation form to be awarded 1.0 nursing contact hours.

Click here for zoom link

FUTURE NURSE LEADER LECTURES
Friday, February 3, 2023, 12:00pm-1:00pm
Friday, March 3, 2023, 12:00pm-1:00pm
Friday, April 14, 2023, 12:00pm-1:00pm
Friday, May 5, 2023, 12:00pm-1:00pm

THE TENNESSEE CENTER FOR NURSING ADVANCEMENT AND APPALACHIAN HIGHLANDS CENTER FOR NURSING ADVANCEMENT

Please Join Us
Friday, February 3, 2023, 12:00pm-1:00pm

Distinguished Nurse Leader Lecture Series Spring 2023
Pipeline of Nurses- Barriers and Opportunities from the Higher Education Perspective

Featuring Keynote Speaker:
Dr. Wendy Likes, PhD, DNSc, APRN-BC, FAANP

Dr. Wendy Likes is Dean of the University of Tennessee Health Science Center, College of Nursing, where she leads academic programs, advances nursing research, and is an internationally recognized expert in the prevention, recognition, and treatment of HPV-related cancers.

Program Disclosure Statements: East Tennessee State University College of Nursing is approved as a provider of nursing continuing professional development by the North Carolina Nurses Association, an accredited provider by the American Nurses Credentialing Center's Commission on Accreditation. Learners must complete the form to be awarded 4.5 nursing contact hours. Scan QR Code to Register

Future Nurse Leader Lectures:
Friday, March 3, 2023, 12:00pm-1:00pm
Friday, April 14, 2023, 12:00pm-1:00pm
Friday, May 5, 2023, 12:00pm-1:00pm

BIO: Wendy Likes, PhD, DNSc, APRN-BC, FAANP, is Dean of the University of Tennessee Health Science Center College of Nursing when she leads academic programs, advances nursing research, and is an internationally recognized expert in the prevention, recognition, and treatment of HPV-related cancers.

A native and resident of Shelby County, Tennessee, Dr. Likes attained an associate degree in nursing from Arkansas State University in 1994. She earned her bachelor's degree in nursing from the University of Memphis and three degrees from the UTHSC College of Nursing – Master of Nursing Science, Doctor of Nursing Science, and Doctor of Philosophy in 1999, 2004, and 2009, respectively.

Dr. Likes began her nursing career as a staff nurse at St. Jude Children's Research Hospital. As she progressed in her career, she began to specialize in diseases of the lower genital tract and is founder and executive director of the Center for HPV and Dysplasia (CHAD) at Regional One Health. Dr. Likes is a Fellow of the International Society for the Study of Vulvovaginal Disease, a member of the American Society of Colposcopy and Cervical Pathology, and a member of the Sigma Theta Tau Nursing Honor Society.

Dr. Likes joined the faculty of the UTHSC College of Nursing in 2005 and has served as Dean and the Ruth Neil Murry Endowed Chair in Nursing since 2015. She has expanded academic programs, bolstered research, increased diversity of faculty and students, and strengthened academic-clinical partnerships. She established the Center for Community and Global Partnerships to advance the profession of nursing and improve health outcomes. Among the Center's initiatives are partnerships to address vaccine hesitancy among rural residents, train hospital staffs to manage aggressive patients, and develop a nursing research program with St. Jude in Peru. Dr. Likes is married to Billy Likes and they are proud parents of two sons, Joshua and Jacob.

3.5.3 THE BEST PRACTICE AND INFORMATION LISTENING SESSIONS, NOVEMBER 21, 2022

The Best Practice and Information Listening Sessions were created based on the listening sessions' recommendations. The purpose of the Sharing Sessions is to provide a platform for nurses, nurse leaders, and faculties to share ideas, promote collaboration and innovation, and introduce different opportunities and programs, such as scholarships and financial support for students, schools, and clinical sites.

The sessions will be held quarterly. The first session was held on November 21, 2022. Below are the agenda and flyer for the inaugural session.

9:30-9:45: Welcome and Brief Update on the Statewide Listening Sessions

Presented by: *Dr. Holly Wei*, PhD, RN, CPN, NEA-BC, FAAN, Professor and Associate Dean for Research and Scholarship, East Tennessee State University College of Nursing, and *Dr. Kathryn Wilhoit*, PhD, RN, NEA-BC, FACHE, Interim Director of the AHCNA/TCNA

9:45-10:15: Virtual Admission

Presented by: *Dr. Lisa Smithgall*, PhD, RNC-NIC, NEA-BC, CPNP-PC, Senior Vice President/Chief Nursing Executive, Ballad Health

10:15-10:45: Changing Nursing from Nursing Diagnosis to Conceptual Care Problem Model for Teaching Nursing Students

Presented by: *Dr. Christie Cavallo*, MSN, RN, EdD, CNE,

CNEcl, University of Tennessee Health Science Center, Memphis, Tennessee

10:45-11:15: Researching the Certified Nursing Assistant supply and need in Tennessee

Presented by: *Dr. Deborah Lee*, PhD, NHC Chair of Excellence in Nursing, and *Dr. Cathy Cooper*, Ede, MSN, RN, CNE, COI Associate Director, Graduate Nursing Program, Associate Professor, Middle Tennessee State University School of Nursing

11:30-12:30: A Collaboration Between the Florida Center for Nursing and the Sarasota Memorial Hospital for an Improved Transition into Practice Model

Presented by: *Dr. Leah Robinson*, DNP, RN, NPD-BC, Advanced Specialty Program Coordinator Nurse, Professional Development Specialist, Nurse Residency Program, Sarasota Memorial Hospital

12:30-1:30: Opportunities through the Department of Labor for Residential Nursing Apprentice Programs and Other Information

Presented by: *Jessica Barnett*, East Tennessee Regional Apprenticeship Director, State of Tennessee, and *Holly Free-Ollard*, State Apprenticeship Director

1:30-2:30: Nursing Leadership Essential Knowledge and Skill Practice for a New Nurse Leader

Presented by: *Melanie Stanton*, DNP, CEO, Franklin Woods Community Hospital

COLLEGE of NURSING
EAST TENNESSEE STATE UNIVERSITY

The Tennessee Center for Nursing Advancement and The Appalachian Highlands Center for Nursing Advancement
Presents our first Best Practice and Information Quarterly Update!!

Monday, November 21st, 2022
9:30am-2:30pm

FOR DETAILS, ZOOM LINK AND KEY NOTE SPEAKERS PLEASE REGISTER AT TNLOVESNURSES.ORG OR AHCNAHNS.ETSU.EDU VIA THE QR CODES

DR. KATHRYN WILHOIT, DIRECTOR, PH.D., RN, NEA-BC, FACHE, NSE
WILHOITK@ETSU.EDU
P: 423-438-4484
C: 423-534-3000

COLLEGE of NURSING
EAST TENNESSEE STATE UNIVERSITY

PART III: *Activities and Events*

3.6 NATIONAL PRESENCE AND COLLABORATIONS

The Center was recognized and accepted into the National Forum of State Nursing Workforce Centers, a goal of the Center in 2022 (nursingworkforcecenters.org/). The Mission of the National Forum is to lead a national network to ensure a robust and well-prepared nursing workforce. The National Forum is a group of nurse workforce entities that focuses on addressing the nursing shortage within their states and contributes to the national effort to ensure an adequate supply of qualified nurses to meet the health needs of the US population. They support the advancement of new and existing nurse workforce initiatives and share best practices in nursing workforce research, workforce planning, workforce development, and formulation of workforce policy. The forum shares information in three ways: through publications, annual conferences, and virtual networks.

The work of the state nurse workforce centers is vital at the state and national levels. The state initiatives are made up of people who work to increase the supply of nurses and resolve critical nursing shortages. Activities of the state centers include data collection and analysis, publication of reports and information, and recommendations of changes necessary to resolve the nursing shortage.

While organizational structures, funding sources, and entity names vary by state, the state nurse workforce entities are called "Centers." The concept of "Taking the Long View" reflects the focus of workforce efforts being transformed from 'quick fixes' to long-range strategic planning. This involves collecting data that identify imbalances between supply and demand and allows forecasting efforts that drive nursing workforce development and policy recommendations.

3.7 DATA ANALYSIS OF THE TENNESSEE BOARD OF NURSING, DECEMBER 2022

The Center is currently analyzing the Tennessee Board of Nursing data. The purpose of the data analysis is to compare nursing schools in TN and at the national level on the following aspects. The results will be reported in 2023.

- RN/PN pass rates
- ADN/BSN/LPN pass rates
- Regional pass rates
- Quarterly pass rates
- Pass rates vs. number of programs in the region
- Public vs. private school pass rates
- For-profit vs. nonprofit pass rates
- Accreditation status pass rates
- Pass rates vs. declared program size

Imagining, Innovating and Transforming the National Nursing Workforce

H **Leading during difficult times: Leadership strategies to promote ...**

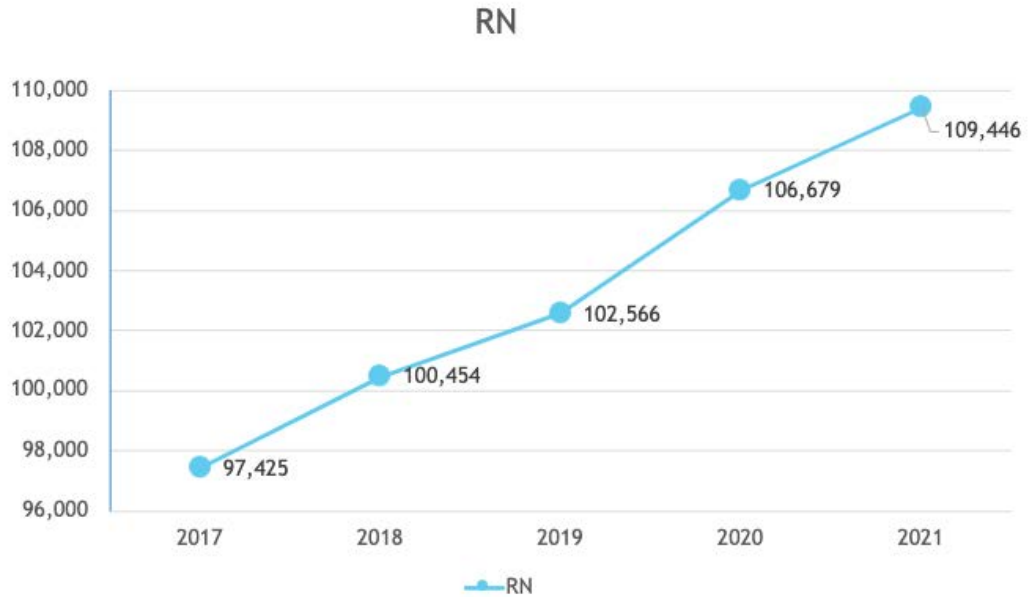
By Holly Wei

Wednesday June 14, 2023 / 11:30 AM - 12:00 PM Powered By Whova

*National Forum of State Nursing Workforce Centers Annual Conference
June 12 - 14, 2023 New Date
Reminder
The Ritz-Carlton, Pentagon City, Washington DC, USA*

REGISTERED NURSES (RNS) AND LICENSED PRACTICE NURSES (LPNS) IN TENNESSEE PROVIDED BY THE TN BOARD OF NURSING IN 2022.

Tennessee RN Licenses



Tennessee LPN Licenses



PART III: *Activities and Events*

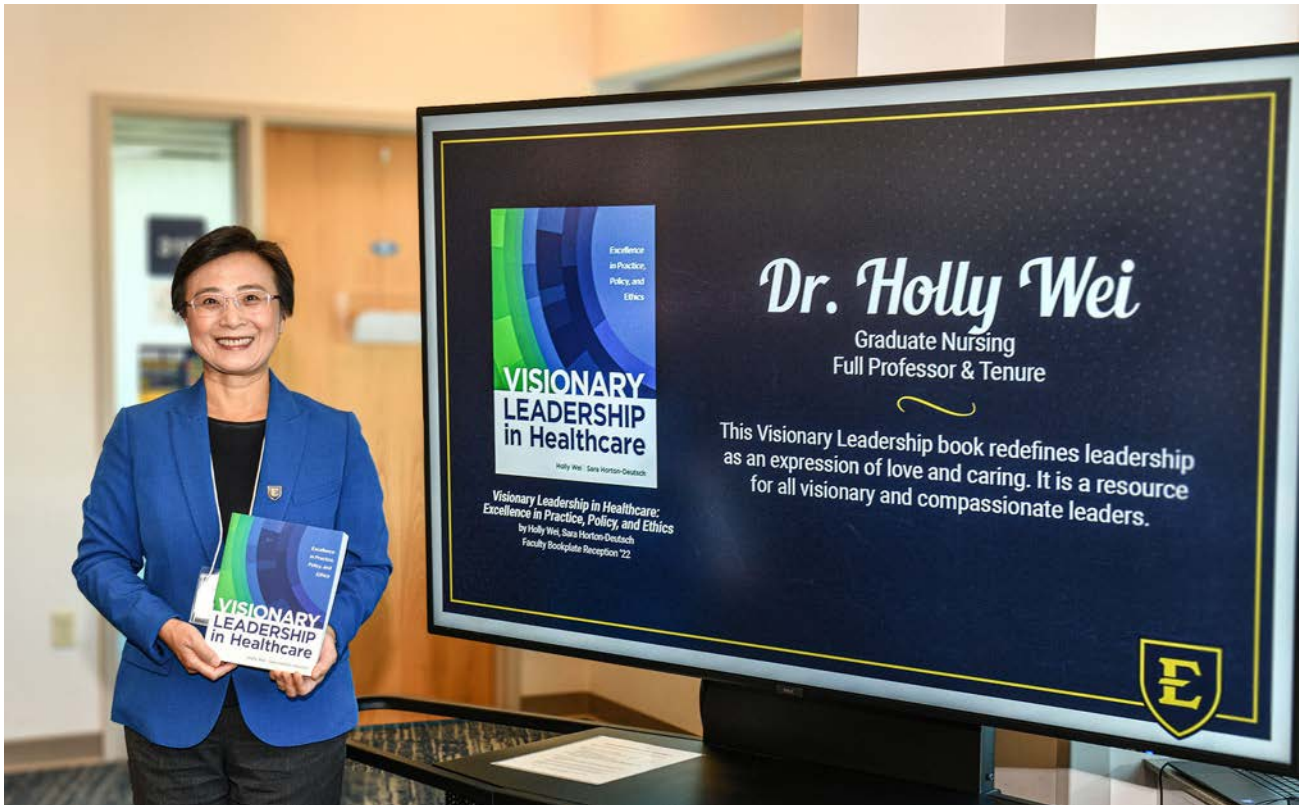
3.8 WORKFORCE-RELATED GRANTS

The Center collaborated with the Center for Nursing Research at the College of Nursing and applied for funding to support the nursing workforce initiatives. Below are the healthcare workforce-related grants submitted, initiated, and continued in 2022.

With the challenges facing the healthcare system and the nursing profession, multiple actions must be implemented to make long-term progress toward a sustainable, skilled, and satisfied nursing workforce. Below are the recommendations and plans for the Center based on the major foci of the Center.

TABLE 3. COLLEGE OF NURSING HEALTHCARE WORKFORCE-RELATED GRANTS

Title	Funding Agencies
American Rescue Plan	Health Resources and Services Administration
Appalachian Highlands Center for Nursing Excellence	Ballad Health
CHC FQHC Safety Net 2021-2022	TN Department of Health
CHC Dental Safety Net FY2022	TN Department of Health
COVID-19 Vaccinations in Socially Vulnerable Areas of Northeast Tennessee	TN Department of Health
ETSU Mountain City Extended Hours Health Center Vaccine Confidence Project	Health Resources and Services Administration
Health Center Cluster (CHC) 2021-2022	Health Resources and Services Administration
Health Center Infrastructure Support 2021-2024	Health Resources and Services Administration
Mountain City Extended Hours Health Clinic COVID-19 Testing	Health Resources and Services Administration
Mountain City Safety Net 2021-2022	TN Department of Health
Northeast Tennessee Nurse-Family Partnership (NETNFP)	TN Department of Health
Nurse Faculty Loan Program (NFLP)	Health Resources and Services Administration
Progressive Resident Experiences for Practitioners to meet Appalachian Rural Healthcare Expectations (PREPARE)	Health Resources and Services Administration
Projects for Assistance in the Transition from Homelessness 2021-2022	TN Department of Mental Health
Reducing Maternal Morbidity and Mortality through Evaluation, Assessment, and Improved Care in Mental Health for First-time Mothers in Northeast TN Communities (REACH)	TN Department of Health
Rural Appalachian Midwives	Margaret Anne Byrd Huffman Archives of Appalachia Endowment Grant
Rural Expansion Program for At-risk Communities to Promote Health Outcomes through the Integration of Mental Health and Enabling Services in an Existing Primary Care School-Based Setting (REACH ME)	Health Resources and Services Administration
Simulation Equipment to Revolutionize Nursing Student Clinical Education at ETSU	Appalachian Regional Commission
Telehealth & Distance Learning Grant	USDA
Tennessee Center for Nursing Advancement	Tennessee Governor's Office



In 2022, a leadership textbook that Dr. Holly Wei, the Interim Executive Director of the Center, co-edited was selected as the 2022 American Journal of Nursing (AJN) Book of the Year and won 1st for Nursing Management and Leadership.

This book encourages nurse leaders to look to the future to build and support an environment reflective of excellence. The book progresses in five parts to provide strategies to guide leaders and students to encounter challenges and move forward:

- Part I. Leadership Theories in Organizations
- Part II. Fostering Healthy Work Environments
- Part II. Fostering Healthy Work Environments
- Part IV. Leadership in Collaboration, Leading Change and Innovation
- Part V. Envision the Future of Healthcare Leadership

PART III: *Activities and Events*

3.9 2023 QUARTER 4 BALLAD HEALTH NEW GRAD HIRING DATA

The below shows the numbers of BSNs hired by Ballad Health, broken down by academic institution/regional nursing program.

Ballad Health provided the following information for inclusion in this annual report.

GRADUATES RETAINED IN THE REGION Q4

Ballad Health hired 73 of the ETSU's 132 BSN graduates from the JC and Kingsport Campus in the NE Tennessee region. This represents 37.4% of the May 2023 NE Tennessee graduating class.

Regional Nursing Program	May 2023 Nurse Graduates	May 2023 Ballad Health Nurse Graduate Hires	May 2023 % of Individual Program Ballad Health Nurse Graduate Hires	May 2023 % of Regional Nurse Graduates	May 2023 % of Regional Program Ballad Health Nurse Hires
East Tennessee State University	132	73	55.3%	32.1%	37.4%
Emory & Henry College	<i>(no grads until May 2024)</i>	0	N/A	0.0%	0.0%
King University	8	5	62.5%	1.9%	2.6%
Milligan University	14	5	35.7%	3.4%	2.6%
Northeast State Community College	29	21	72.4%	7.1%	10.8%
Tusculum University	0	0	N/A	0.0%	0.0%
University of Virginia College at Wise	16	6	37.5%	3.9%	3.1%
Virginia Appalachian Tri- College (Virginia Highlands Community College-74, Mountain Empire Community College-42, Southwest Virginia Community College-48)	164	78	47.6%	39.9%	40.0%
Walters State Community College	48	6	12.5%	11.7%	3.1%
Wytheville Community College	<i>(no data submitted)</i>	1	N/A	–	0.5%
Total	411	195			

Data collected and reported by Dr. Kathryn Wilhoit from Nurse Leaders at corresponding locations

PART IV: Future Directions and Plans



Pictured at a listening session hosted at Bristol Regional Medical Center. From left to right: Sherry Richardson, Executive Director for the Tennessee Board of Nursing, Dr. Lisa Smithgall, Sr. Vice President and Chief Nursing Executive Ballad Health, Dr. Morgan May, Vice President and Chief Nursing Executive for the Southern Division of Ballad Health, Dr. Holly Wei, Interim Executive Associate Dean and Chief Nursing Administrator, Associate Dean for Research and Scholarship, ETSU CON, and Dr. Kathryn W. Wilhoit, Interim Executive Director, AHCNA.

4.1 PIPELINE

The growth of the nursing workforce begins before college and depends on the success of nursing students in their education programs. With the demographic cliff for higher education and the declining enrollment in nursing schools, nursing leaders need to pay close attention to promoting the pipeline of nurses and developing innovative approaches to recruitment.

- **Assessing Nursing Schools' Enrollment Circumstances:** The pipeline workgroup plans to survey nursing schools to gather data regarding nursing students' enrollment.

- **Going Upstream:** The Center also plans to work with the local schools, prioritize K-12 resources for students from socioeconomically disadvantaged backgrounds, support programs that provide mentorship to aspiring health professionals, and create shadowing opportunities for grade school students in healthcare settings.
- **Recruiting Second-Degree Adults:** The declining population of high school graduate age in Appalachia and Tennessee is of concern. It is important to identify adults who want a second degree in nursing, and those who have always dreamed of becoming a nurse, and provide opportunities and guidance

PART IV: *Future Directions and Plans*

to these populations. The Galen College of Nursing - Asheville introduced its “Galen Model” – the college admits 20 – 25 qualified hospital employees from the environmental, dietary, and other services at Mission Hospital, Asheville, North Carolina. These students will make up the composition of their first nursing class for BSN education, which will open in the Summer of 2023. The Center will follow up with the outcomes of this model and evaluate its applications in Tennessee.

- **Improving Planning and Collaborations Between Academic and Clinical Settings:** The Center will continue to improve communications and partnerships between and among clinical settings and nursing schools, including RN, LPN, and CNA schools to promote the nursing pipeline.
- **Developing a State Nursing Education Council Meeting:** The Center plans to develop a state nursing education council meeting, where all nursing educators, including the RN, LPN, and CNA educators, meet quarterly to communicate, get to know each other and work out ways to manage students in a more seamless manner.
- **Sharing Resources:** The Center may facilitate an innovative model in which BSN programs share simulation laboratory facilities with LPN and CNA education programs. This model may help establish relations with future students, expose students to programs, and facilitate build pipelines of nurses.
- **Marketing to Attract and Retain Nurses**
 - ◊ Nexstar WJHL News Channel 11 will provide a platform for the Center for Nursing Advancement to be recognized across the Appalachian Highlands and Tennessee so more hospitals and academic centers become aware of the efforts to rebuild the nursing workforce with wellbeing as the foundation. They will also make healthcare organizations in the region aware of how the Center can help with secondary analytics and curriculum development at their sites.
 - ◊ Conferences: The Executive Director and

other staff, as the Center grows, will present at conferences in the state and region.

- ◊ The Executive Director and other staff, as the Center grows, will present at conferences in the state, region, and nation to disseminate new nursing knowledge and translational science recommendations to advance The Center’s Four Foci to minimize nursing professional challenges, improve patient care outcomes, and expand healthy communities.
- ◊ A podcast series, with the working title “Rebuilding the Nursing Workforce,” is in production, and two podcasts per month are planned.
- ◊ The Center is creating a website for graduate students affiliated with the Center to access the Center’s data for use in secondary analytics for further study of healthcare environments across the region and to develop retention models for each environment.
- ◊ The Center for Nursing Advancement will hold a regional and statewide Summit in August 2023.

4.2 INNOVATIVE CLINICAL AND ACADEMIC TEACHING MODELS

Nursing students’ education integrates theory, simulated practice, and clinical practice. Clinical practice comprises a certain percentage of the Nursing degree. This clinical learning period is fundamental for nursing education, which improves students’ capacity and readiness to practice nursing care. It allows students to develop their critical thinking, reasoning skills, and clinical judgment and cultivates their self-confidence to transition and cope in the nursing role.

- **Exploring the Best Academic-Clinical Partnership Models:** The innovation workgroup examining the best evidence-based partnership models.
- **Providing Support to Nursing Students:** The Center seeks state government funds and grant program opportunities to facilitate this endeavor in SW Virginia and Tennessee. We

will pay particular attention to rural areas and foster the development of cohorts with diverse backgrounds to promote peer support in the cohort. The funding should include support for tutors and student coaches to aid student retention and success.

- **Examining the CNA Education Model:** The current model is designed mainly for the long-term care environment. While this is crucial for long-term care facilities, it is essential to develop education models for nursing students, helping them advance their clinical capacity, such as nurse technician levels 1, 2, and 3, as students progress in nursing schools. This model can aid nursing students' learning and practice skills as they progress to graduation.
- **Strengthening Communication and Collaboration:** The Center will continue to be a bonding platform, connecting the nursing school and clinical setting leaders in Appalachian Highlands and Tennessee and providing a venue for the leaders of the Tennessee nursing programs and clinical sites to meet and share their successes and barriers.
- **Data-Driven Innovation:** The data collected in the Center's studies will be used to build an Appalachian Highlands and Tennessee program to study retention by context further. Organizations that either provide data or have agreed to collaborate include:
 - ◇ National Forum of State Nursing Workforce Centers.
nursingworkforcecenters.org
 - ◇ Tennessee Board of Nursing
 - ◇ Tennessee Nursing Association
 - ◇ Tennessee Hospital Association
 - ◇ Centers at East Tennessee State University (ETSU), including Center for Public Health, Center for Interprofessional Collaboration, and Center for Addiction Medicine.
 - ◇ Belmont University School of Nursing
 - ◇ Lipscomb University School of Nursing
 - ◇ National Healthcare Council
 - ◇ United Way in Abingdon, Virginia
 - ◇ Virginia's Health Professions Workforce Center

NOTE: The Abingdon United Way has an impressive specified model to study educational health related to recruiting and retaining workers, including nurses. They have found dramatic variance in what is needed to recruit and retain workers based on educational health, which incorporates the physical, psychological, and social learning environment domains.

4.3 NURSE WELL-BEING

Nurse work environments are critical factors for nurse work engagement and well-being. Nurse leaders play a fundamental role in promoting nurse work environments. The Center will continue to implement strategies to promote nurses' well-being.

- **Originating a Tennessee Nurses Leadership Academy:** Because of the increased turnover rates, healthcare settings lack experienced nurses. Nurses are often promoted to leadership and preceptorship roles without appropriate leadership education. Without proper training, these leaders and preceptors may experience difficulties in leading others, leading to nurse leader and preceptor burnout and intent to leave. The Center will collaborate with Ballad Health and open a leadership academy. This leadership academy aims to provide a formal professional learning opportunity for Appalachian Highlands and Tennessee nurses, focusing on increasing knowledge and skills about leadership and preceptorship. We will enroll 20 Tennessee nurses and faculties into the academy annually, providing leadership and preceptorship courses. The Center will advocate the program across the state, using nominations for acceptance. The 20 Leadership Academy Fellows will be divided into four groups to focus on the four foci of the Center – Pipeline, Innovation, Well-Being, and Data. The vision is that these 20 fellows will be prepared to continue to grow and help others develop, which will continue every year.
- **Applying for funding:** The Center will continue to apply for research and program funding. During the listening sessions, nurses' mental health issues are a significant concern

PART IV: *Future Directions and Plans*

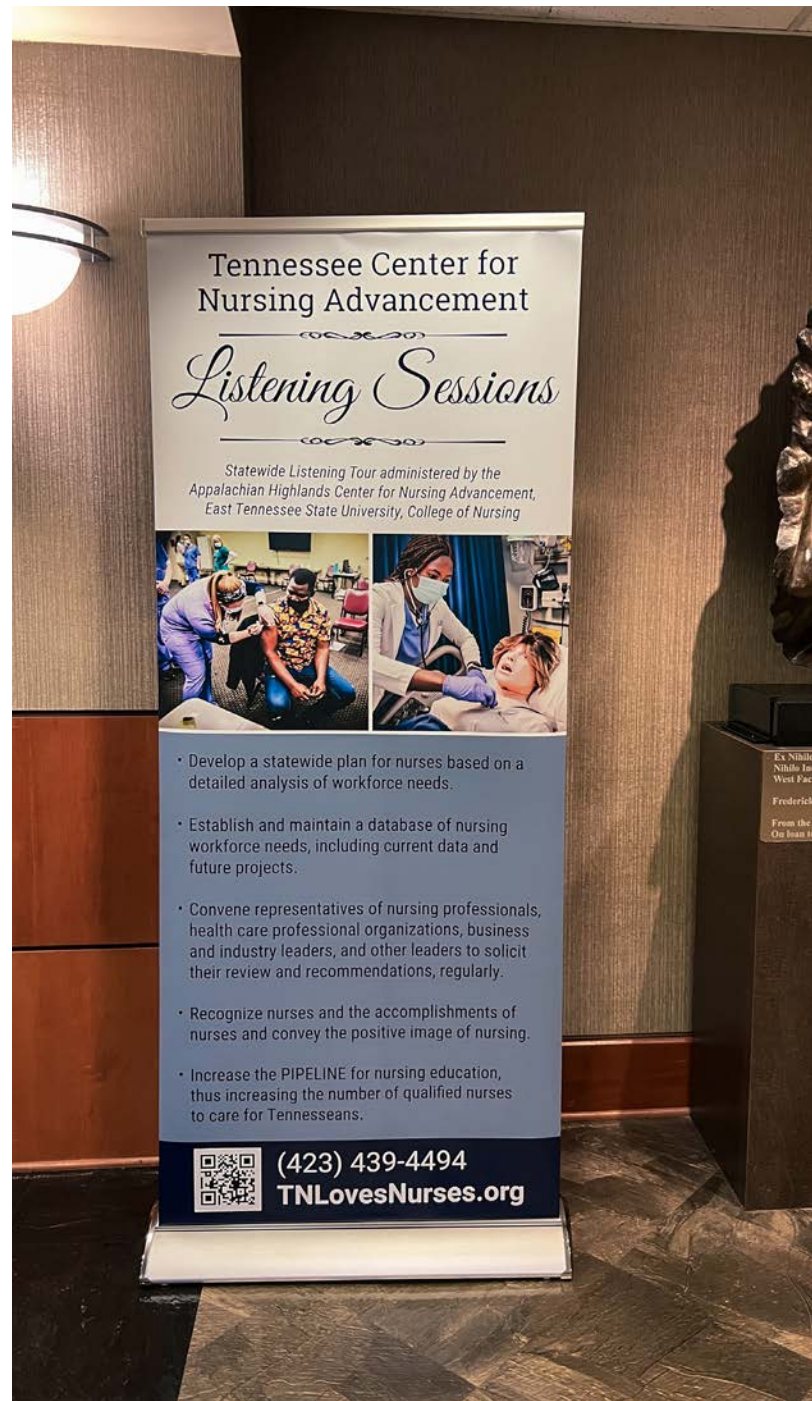
for Tennessee nurses and healthcare organizations. During the statewide listening sessions, there appeared to be a “stigma” for accessing employee mental health services. It is important to develop programs to destigmatize and promote nurses’ mental health. We will apply for funding and develop mental health support programs to help nurses across the state.

- **Building a Positive Image for the Nursing Profession:** According to Gallup’s annual Most Honest and Ethical Professions Poll (Brenan, 2023), nurses continue to be considered the most trusted and ethical profession by the public. However, nurses often don’t feel that they get the respect they deserve, and the profession may be overcast with excessive stereotypes. Many may still not have a thorough understanding of what nurses do and the values nurses bring to the healthcare system. The Center will collaborate with a television station, WJHL-TV, to showcase nurses in various healthcare settings, building positive images of nurses and the nursing profession. The vision is to attract people of all ages to value nurses and think of nursing when they choose a profession.
- **Providing Scholarly Activities:** The Center will advocate for the Executive Leader and Nurse Scientist to conduct research and programs related to the nursing workforce and to the support of nursing student success.

*September 29, 2022 Listening Session
Hosted by Ballad Health conducted at
Bristol Regional Medical Center, Walnut
Willow Spruce Room, Bristol, TN*

4.4 DATA

Data and nursing care quality go hand in hand. Precise and up-to-date data are critical to all stakeholders. The Center will play a significant role in collecting, interpreting, and presenting nursing workforce data.



- **Proposal to Modify Data Collection:** The current data collected by the Tennessee Board of Nursing does not capture the nurses employed within Tennessee. The Nurse Licensure Compact allows nurses to have a Tennessee license to practice in many states. Also, nurses may work in Tennessee with a license from another compact state. Additionally, the Center is focused on the Appalachian Highland region that extends beyond the state of Tennessee. Therefore, the Center will collaborate with the Tennessee and Virginia Boards of Nursing to find ways to collect meaningful data and information on RNs, LPNs, and CNAs.
- **Collaborating with Other States' Centers and the National Center for Nursing Workforce:** The Center will review Tennessee and Virginia data for RNs, LPNs, CNAs, and mental health aids at regular intervals. Virginia's Health Professions Workforce Center has been most cooperative in sharing its data. Many thanks to the Director of the Virginia Center for Nursing Advancement.
- **Identifying the Best-Predicting Models for the Appalachian Highlands and Tennessee.:** Different state Centers use different models to forecast the need for healthcare providers, each of which provides varying results. None of these models projected the COVID-19 effect on caregiver availability. The Center will continue to study these models and work with the National Forum of State Workforce Centers to identify the best model in Tennessee. Virginia has used the HRSA model and has identified the strengths and weaknesses of that model for forecasting the need for caregivers.
- **Collecting Data from all Nursing Programs:** The American Association of Colleges of Nursing (AACN) collects and presents data on nursing academic trends. For academic year 2021-2022, AACN reported the first downward trend in 20 years for nursing students' enrollment nationally. Tennessee also had a 2-3% decrease in enrollment based on the nursing programs that responded to our survey. These findings could make a difference in funding requests and strategic planning.
- **Creating a Deans' Circle:** When collecting nursing programs' data, we need nursing program leaders' help. The Center plans to build a nursing Deans' Circle, providing the nursing program deans opportunities to connect, and giving the Center a chance to collect and present up-to-date data on nursing students' enrollment.
- **Building a Trustworthy Data Dashboard:** The collected data need a platform to be presented. The Center will employ researchers, data scientists, and others to build a user-friendly website and data-rich dashboard. We envision directing stakeholders, including nurses, students, healthcare leaders, and state leaders, to the website and using to the website and to the data dashboard as a trustworthy resource.

PART V: Acknowledgments

5.1 CONCLUSIONS

Nursing is a significant profession in healthcare. Nurses' health and performance are the essences of high-quality patient care, the foundation for a wholesome healthcare organization and a healthy nation. This report described the initiation of the Appalachian Highlands Center for Nursing Advancement the formation of the organizational structure, the four foci of the Center, the activities and events conducted in 2022-2023, and plans for the future.

The journey of a thousand miles begins with a single step. The visionary leaders in Tennessee have initiated the first step and created the Center. We will work together and make the Center a platform, a hub, and a trustworthy go-to site for learning, resources, collaborations, opportunities, and data. There will be difficulties and challenges in the process, but we are confident that we persevere and succeed. As Nelson Mandela said, the greatest glory in living lies not in falling but in rising every time we fall. We will persevere because our visions are evident, which are the health of our people in the Appalachian Highlands and Tennessee.

5.2 ACKNOWLEDGEMENTS

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- Tennessee Office of the Governor
- Ballad Health
- East Tennessee State University
- Tennessee Board of Nursing

- Virginia's Health Professions Workforce Center
- Hosting Institutions for statewide Listening Sessions:
 - ◊ Austin Peay State University School of Nursing, Clarksville, TN
 - ◊ University of Tennessee Health Science Center, Memphis, TN
 - ◊ Jackson State School of Nursing, Jackson State Community College, Jim Moss Center for Nursing, Jackson, TN
 - ◊ Vanderbilt Medical Center and Vanderbilt University School of Nursing, Tennessee Hospital Association, Brentwood Room, Nashville, TN
 - ◊ Galen College of Nursing, Nashville, TN
 - ◊ University of Tennessee Chattanooga School of Nursing, Chattanooga, TN
 - ◊ University of Tennessee College of Nursing Knoxville, Knoxville, TN
 - ◊ Ballad Health, Bristol Regional Medical Center, Bristol, TN
 - ◊ Individuals at the facilities: all the Deans, CNOs, Nurse Managers, Nurses, and Staff
 - ◊ Participants attending and participating in the Listening Sessions
- Advisory Board Members for Appalachian Highlands Center for Nursing Advancement and the Tennessee Center for Nursing Advancement.
- Members of the four workgroups – Pipeline, Innovation, Well-Being, and Data.
- Speakers and participants in the Distinguished Leadership Lecture Series, Research Grand Rounds, and the Best Practice and Information Sharing Sessions.
- All nurses across the Appalachian Highlands and Tennessee.



Thank you all!

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Professor

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Appalachian Highlands Center for Nursing Advancement

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