



# BOARD OF DIRECTORS

## MEETING MINUTES

### TENNESSEE CENTER FOR NURSING BOARD OF DIRECTORS:

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Samuel Maceri

Nancy B. Moody

Maureen Nalle\*

Laurie Acred-Natelson

Freida Outlaw

Anne Plumb

Zoila Sanchez

Leslie West-Sands

Mavis Shorn

Patricia L. Smith

Paula Speers

Susan P. Veale

Lynn Whisman

Debra Wollaber

Bonnie Yegidis

Caroline Young

BOARD OF NURSING

CONSULTANT:

Libby Lund

BOARD CONSULTANTS

Paul Haynes

Claude Pressnell, Jr.

Dava Shoffner

EX-OFFICIO

Donna Roddy

Peggy Strong

TCN STAFF:

Ann Duncan, Exec Dir

Lois Wagner, Assoc Dir, Research

Jennifer Murray, Research Asst.

Aleshia Garrett, Mktg. Director

**Meeting Date & Location:** Thursday & Friday, April 23-24, 2009  
Embassy Suites Hotel, Nashville

**Presiding:** Maureen Nalle, President

**Attendance Thursday, 4/23:** Ann Duncan, Maureen Nalle, Lois Wagner, Sharon Adkins, Linda Jennings, Beverly Jordan, Laura Beth Brown, Samuel Maceri, Doris Davenport, Lynn Whisman, Mavis Shorn, Martha Barr, Elizabeth Lund, Paula Speers, Zoila Sanchez, Aleshia Garrett, Scott Collier, Terri Blevins, Treva Berryman, Jill Beason, Joan Creasia, Jennifer Murray, Shayla Green, Laurie Acred-Natelson, Debra Wollaber, Chris Clarke, Bonnie Yegidis

Topic and Discussion:	Actions/Follow-up:
<p>A quorum was established and the meeting was called to order and all were welcomed by Maureen Nalle, presiding. Maureen then asked everyone to introduce themselves.</p> <p>The October 2008 Meeting Minutes, Reports from the Executive Directors, Executive Coordinator, Associate Director, and Research Assistant which were all reviewed and approved.</p>	<p>A motion was made, seconded, and passed unanimously to accept the Consent Agenda.</p>
<p><b><u>Treasurer Report</u></b></p> <p>The Profit &amp; Loss Statement and the Securities Portfolio were reviewed, discussed, and approved.</p> <p>Total Current Assets = \$835,295</p> <p>Fifth Third Bank holds 4 charters and can insure up to \$250k per account.</p> <p>Various funds have been placed in 3 separate accounts.</p> <p>Maureen announced that the agenda had been reordered to allow the Supply and Demand Study to the Thursday agenda and moving the Strategic Planning to Friday.</p>	<p>A motion was made, seconded, and passed unanimously to accept the Treasurer's Report and statements.</p>
<p><b><u>RFI Response from Pam Taylor re: TCPS</u></b></p> <p>Pam Taylor submitted her request for information regarding the transfer/purchase of the Tennessee Clinical Placement System. Ann Duncan shared the recommendations of the Executive Committee. Because the threat of TCN's insolvency is no longer a threat, we now have ample time to continue to look at the numbers generated from TCPS income and the options TCN has in transferring the program to Cyber Healthcare Solutions. A suggestion was made to have P. Taylor present her RFI to the board with the most recent numbers. TCN will contract a business consultant to review the proposal.</p> <p>C. Clarke suggested a webinar to review TCPS by P. Taylor to help new board members understand what TCPS is and how it works.</p>	<p>A motion was made, seconded, and passed unanimously to accept the following proposal: <b>TCN will contract a business consultant to review the proposal. TCN will send P. Taylor a response thanking her for her immaculate proposal and inform her of our plans to review in the fall with the current financials, review staff time and contract a business consultant. A survey will be developed for facilities and schools on perceived return of investment for future price increase.</b></p>

Topic and Discussion:	Actions/Follow-up:
<p><b>Board Membership Update</b> – A. Duncan reporting:  Claude Pressnell has been and will be unable to attend the next several meetings due to being out of town and could be moved as a consultant to the board. (Nancy Moody may be able to serve as the private school representative). The nomination of Wendy Nehring, ETSU president, to the board was approved. The nomination of Patrick Willard, AARP, to be the consumer representative on the board was approved. No response has been received from Marilyn Kerkhoff on her nomination, so her nomination is being assumed as declined. Nominees Judy Powell, NHC, Melissa Hansen (or Marci), Madison Healthcare and Elaine Eastwood, Fair Park, will be notified of their nomination to represent long term healthcare.</p>	<ul style="list-style-type: none"> <li>• <b>N. Moody will be contacted to request her representing the private school sector on the board.</b></li> <li>• <b>W. Nehring will be contacted about her nomination to the board.</b></li> <li>• <b>P. Willard will be contacted by L. Wagner about his nomination to the board.</b></li> <li>• <b>J. Powell will be contacted by S. Adkins to see if she is interested in serving on the board. If so, nomination will be official at the fall board meeting.</b></li> <li>• <b>M. Hansen, E. Eastwood will be contacted by A. Duncan about their nomination to the board.</b></li> </ul>
<p><b>Partners Investing in Nursing (PIN) Update</b>—L. Wagner reporting  L. Wagner reviewed what PIN has done with the Tennessee Clinical Placement System (TCPS) Clinical Passport. In the consent agenda, the Nursing Task Force Minutes goes into detail about what the PIN partnership is, the history and the barriers involved with the nursing workforce shortage.  The PIN project has three goals. The first was the state-wide implementation of the TCPS and the Clinical Orientation which is currently being successfully marketed not only across our state, but nationally as well.  The second issue was to enhance the skills and capacity of nursing faculty. After a needs assessment was sent out to nursing faculty a contract was issued with Belmont University for the first Simulation Conference which was held in October 2008 and was very successful in providing hands-on training for faculty.  <b>The 2nd Annual Simulation Conference will be held at Belmont University November 5-7, 2009.</b></p> <ul style="list-style-type: none"> <li>• A state-wide Simulation Alliance has been developed with Vanderbilt University which is donating 20% of Maria Overstreet's time—an expert in Simulation Technology and will be developing on-line content with SIM scenarios, information, opportunities, etc.</li> <li>• Informatics training falls under this second issue which an online training workshop is being created through Vanderbilt University under Betsy Weiner.</li> <li>• The development of Clinical Teaching Associates, taking place at Vanderbilt University in collaboration with Belmont.</li> </ul> <p>The third issue relates to retention in nursing workforce and being headed up by Chris Clarke and the Nursing Partners Collaborative (TCN, TNA, THA, TONE, TSHCHRA, THCA, TN Deans and Directors of Nursing) A retention conference was held in October, 2008 which was very well received. After the conference a needs assessment survey was sent out with over 300 responses from nurse managers across the state with issues that needed to be addressed. This led to the Nurse Managers Leadership Institute which is being held in May 12-14, 2009.</p> <p>An emerging PIN project is an on-line resource for nurses to go to that pulls all resources together. Something may be ready by the fall board meeting.</p>	<p>Susan Jacobs will be asked to speak on the Clinical Teaching Associates program and the possible use of the curriculum in dedicated teaching units at the fall board meeting.</p> <p>Regarding the Clinical Teaching Associates: <i>A request was made for the possible expansion of curriculum not only to dedicated teaching units but to share with staff development for preceptors as well. A request to get Chris Algren with the South East Educational Directors (SEEDS) involved was made as well as other similar organizations across the state.</i></p> <p>Regarding the Nurse Managers Leadership Institute: <i>a request was made that the development model be published.</i></p>

Topic and Discussion:	Actions/Follow-up:
<p><b>Supply and Demand Study CONFIDENTIAL DRAFT</b>—J. Murray reporting</p> <p>Jennifer noted a correction on page one of the RN graph for the 2020 demand. The number should have been –20,462.</p> <p>TCN used the HRSA supply and demand models with the base line data supplementing Tennessee’s supply and demand data where we could. These numbers are assuming no variables are created to change the status quo of the nursing shortage. The HRSA models were developed in 2004 but were not released to the public. The HRSA model we are using were provided to us through the Florida Center for Nursing. A new model was developed in March but has not yet been released to the public.</p> <ul style="list-style-type: none"> <li>• By 2020 a shortage of 20,462 full-time RN’s is projected for Tennessee. (Part-time RN’s were not taken into account as the hours worked are not reported in TN. Some suggested taking 2 part-time RN’s to make 1 full-time RN, however this would be inaccurate as part-time RNs can work up to 39 hours. Yet if we don’t include any part-time RN’s then we will be shorting the supply and therefore overshooting the demand numbers.)</li> <li>• The model has data regarding foreign nurses set up as .9% (or roughly 315) which may not be accurate for Tennessee. Data regarding foreign nurses is of great interest to TCN as it is not collected through the board of nursing.</li> </ul> <p>It was suggested that TCN take a look to see if the TN database closely mirrors the numbers for the HRSA demand model numbers.</p> <p>The last few pages of the study show each variable and where the data was pulled from, either the HRSA model or the Tennessee Data Base.</p> <p>This study is still being tweaked as the assumptions need to be adjusted to have the most accurate information available.</p> <p>There was no HRSA model for LPN supply so TCN has modified the model but had to continue using the supply assumptions for RNs. The LPN demand model was provided in the HRSA demand model and it was modified using the current TN LPN data.</p> <p>Right now APNs and RNs are combined in the supply/demand model. Extraction of the APNs has not yet been attempted. To extract APNs we would have to make the assumption that all RNs licensed as an APN would be working under their APN licensure. But this extraction is necessary as it will change the numbers for the supply/demand of RNs.</p>	<p><b>A consortium is to be organized to review the HRSA assumptions and the adjustments that need to be made with J. Murray to include M. Shorn, C. Clarke, P. Speers, L. Jennings and L. Wagner.</b></p> <p><b>Once the study is complete, a press release needs to be issued (the business section due to the impact on workforce) highlighting the original projected numbers in comparison with the new projected numbers to show the impact the nursing collaborative have had on the shortage. C. Clarke, M. Nalle, D. Wollaber and T. Berryman have volunteered to craft this message.</b></p> <p><b>J. Murray is to see how Florida extracted the APN data from the RN data.</b></p>
<p><b>Supply and Demand Study of Public Health Professionals</b>—A. Duncan reporting</p> <p>Legislation a few of years ago established the TN Institute for Public Health. It is housed in the TN Higher Ed Commission. The Board of Directors is interested in doing a supply/demand of Public Health Professionals in Tennessee. For the nursing part, they approached TCN to help with the study. Ann suggested TCN would be interested. If they get funding, we will move ahead with the Public Health Nursing piece.</p>	<p><b>A motion was made, seconded and passed unanimously to proceed with the Public Health Nursing Professional supply/demand study should the TN Institute for Public Health receive funding.</b></p>
<p><b>got a nurse? A campaign for consumer awareness</b>—L. Wagner presenting</p> <p>This is an informational campaign and is different from the Johnson &amp; Johnson “Discover Nursing” campaign which was more of a nursing recruitment campaign. The “got a nurse?” campaign’s focus is to educate the community on the nursing workforce shortage in a fun, clever way. Products will be sold to help promote the “got a nurse?” website and create a mission related income to help with TCN’s sustainability. The website will be the focus as an outreach informational resource for the consumer, giving the consumer some ownership pertaining with the nursing shortage.</p>	<p><b>A promotional agency will be contacted.</b></p>

<b>Topic and Discussion:</b>	<b>Actions/Follow-up:</b>
<p><b><u>Induction of New Executive Director</u></b>—M. Nalle  The board was asked to ratify Lois Wagner’s appointment as Executive Director for the Tennessee Center for Nursing. Be it resolved that the directors of the Tennessee Center for Nursing do hereby approve the agreement with Vanderbilt University to continue to retain the services of Lois Wagner , Ph.D., R.N. on substantially a full time basis, and authorize the Secretary to sign on behalf of Tennessee Center for Nursing; and, Further Resolved that the executive committee of TCN is hereby directed to do all things necessary to accomplish the corporate objective of preventing and ratify any real or potential conflict of interest with Vanderbilt University.</p>	<p>A motion was made, seconded, and passed unanimously to accept the resolutions and the appointment of L. Wagner to the position of Executive Director beginning July 1st, 2009.</p>
<p><b><u>Discussion on alternative funding income for TCN</u></b>  TCN is currently under contract with the State Board of Nursing for provide funding for the office, staff and programs offered. In looking at additional funding (mission related income and other potential sources) that may be generated to supplement the primary BON funding currently under contract, there are concerns as to why TCN was looking for alternative revenue streams. It was clarified that although the BON contracts with the center for certain services but the BON does not drive all the work of the center so long as the center works within the mission of the board of nursing and does not promote nursing in a way that would be perceived by the public as contrary to the boards mission.</p>	
<p><b><u>Asset Mapping.. A brief overview</u></b>—L. Wagner presenting  A decade ago, the U.S., particularly the Dept. of Labor, became concerned with the U.S.’s ability to compete on a global level. From this, the Employment and Training Administration (ETA) came about under the Dept. of Labor that created the idea of asset mapping.  Asset mapping is a tool to get in-depth understanding of regional resources, networks, places of importance, and prevalent issues to inform strategic planning and provide innovative approaches to problem solving. GIS is a mapping program that take the collected data and create a visual map of where specific assets are located. In reaching out to the workforce investment community, TCN is partnering with South Central Workforce Investment Area, Nashville Career Advancement Center, TN Higher Education Commission and TN Initiative for Perinatal Quality Care to expand the reach of asset mapping. <i>Belmont University/UT Knoxville will be jointly sponsoring the Nursing Summit next fall at the Howard Baker Center for Public Policy in Knoxville.</i> These stakeholders are going to examine the state of nursing in TN, what’s necessary for nursing to meet current and future needs of Tennesseans for better health. They are going to look at topics such as supply needs, projections of future needs, educational preparation for nurses, funding for nursing education, how to attract more people into nursing, development a culture of competence and diverse workforce, expanded roles and innovative models for nursing practice and addressing the needs for primary care and a reformed healthcare delivery system and the economic impact of nursing on the states economy and well being. A. Duncan and L. Wagner will attend representing TCN.  <i>Statewide conference: TN Healthcare Education Summit on June 17th at the Willis Conference Center which will involve both nursing and allied health.</i>  The board broke out into smaller groups in regions of East, Middle and West Tennessee to begin to answer the questions: What is our overall goal for asset mapping? What is our outcome? What do we need to learn to get there? And What assets need to be mapped?</p>	<p>Page five of the minutes will show what each group discussed in their break-out session.</p>
<p><b><u>Presentation to Ann Duncan</u></b>  In honor of Ann Duncan’s retirement, the board and executive committee presented her with a framed copy of the article in the Nashville Business Journal, Healthcare Heroes.</p>	
<p>The meeting was adjourned at 5:00 pm CST.</p>	

West TN	Middle TN	East TN 5
<p><u>Simulation</u></p> <ul style="list-style-type: none"> <li>• UT-Memphis</li> <li>• Union-Jackson/Germantown</li> <li>• MERI-mobile</li> <li>• Baptist Hospitals</li> <li>• Baptist College of Health Sci.</li> <li>• University of Memphis</li> <li>• CRM (crew)</li> <li>• Dyersburg State</li> <li>• UT Martin</li> <li>• FedEx</li> <li>• Bethel</li> <li>• Technology Centers (have or plan to obtain)</li> <li>• UT College of Medicine</li> <li>• Dedicated Education Unit (pilot at Methodist University or UT Memphis)</li> <li>• Second Life</li> <li>• Simulated Disaster Drills</li> <li>• TONE, MNSDO, NIMS, SPON, TNA</li> <li>• SWTCC</li> <li>• Jackson Hospitals</li> <li>• Freed Hardeman University</li> <li>• JSCC</li> <li>• Tim Smith &amp; Faculty</li> </ul> <p><u>Nursing Education / Bridging</u></p> <ul style="list-style-type: none"> <li>• Online surgeries</li> <li>• Clinical Nurse Leader</li> <li>• RODP (Regional Online Degree Program Continuing Education)</li> <li>• ROCE</li> <li>• DEU</li> <li>• Clinical Facilities</li> <li>• TCPS</li> <li>• Compact</li> <li>• State Relationships</li> </ul> <p><u>Real or Potential Funding Sources/ Business Partners</u></p> <ul style="list-style-type: none"> <li>• Assisi Foundation</li> <li>• FedEx</li> <li>• St Jude</li> <li>• Vendors :(</li> <li>• HRSA/RWJF/NIH/TNA/TNF</li> <li>• Dorothy Snider Foundation</li> <li>• MBGH</li> <li>• Leadership Memphis (other communities)</li> <li>• Leadership Academy</li> <li>• Leap Frog</li> <li>• Healthcare Agencies/Public Health Dept.</li> <li>• Stimulus Funds</li> <li>• Workforce Development</li> <li>• FedEx Institute of Technology</li> <li>• University of Memphis &amp; various graduate schools</li> <li>• St. Jude Video Conference facility (small, seats 30)</li> <li>• Telemedicine</li> <li>• Vision</li> <li>• Grand Rounds Teleconference</li> <li>• VA</li> </ul>	<ul style="list-style-type: none"> <li>• Loan Forgiveness Graduates</li> <li>• Expert Mapping (brain power)</li> <li>• Foundations</li> <li>• TCPS</li> <li>• GIS</li> <li>• Nashville Healthcare Council</li> <li>• Simulation Resources in all education and practice settings</li> <li>• Dept. of Labor resources</li> <li>• TCN</li> <li>• Health care related corporations</li> <li>• Non-Nursing Education ie: Engineering, Business, Architecture, Law</li> <li>• Data: Dept of Health, Dept. of Children &amp; Human Svcs. , Department of Mental Health</li> <li>• Schools of Nursing, CNA's and LPNs</li> <li>• Regional Providers</li> <li>• Pipeline Workforce</li> <li>• HOSA Programs</li> <li>• Provider based programs (CE, SEEDS)</li> <li>• Community based non-profit i.e.NFN</li> <li>• Capitol location</li> <li>• Healthcare Hub (Ent.):money, expertise</li> <li>• Financial Venture Capital</li> <li>• Rolling hills.org</li> <li>• Faith Based Initiatives</li> <li>• Media</li> <li>• Philanthropic Associations/Social Organization</li> <li>• Music Industry-publishing</li> <li>• Professional sports</li> <li>• Pharmacy-PT, OT (ed &amp; providers)</li> <li>• Availability of meeting space</li> <li>• Informatics resources</li> <li>• Geographic availability (centrally located)</li> <li>• Complementary/alternative health care</li> <li>• Professional organizations within nursing collaborative</li> <li>• Research</li> <li>• Safety center</li> <li>• Perinatal collaborative</li> <li>• Nursing presence on policy making boards— I.D. potential boards, hospitals, foundations, etc.</li> <li>• Local government</li> <li>• School districts/boards/pencil programs</li> <li>• Arts Community (health promotion–talent “theater in the round”)</li> <li>• Nursing– APNs, CNM, CNS, CRNA</li> <li>• Public TV &amp; Radio</li> <li>• Military: Ft. Campbell Sim Lab, magnets journey</li> <li>• VA</li> <li>• State Parks—meeting space, attraction for workforce</li> </ul>	<p>Chamber of Commerce TONE ACHE, MD's Businesses: TVA, Alcoa, ORNL, PILOT, Eastman, Health Insurance, VW Education Facilities HC 21 Dollywood Diversity in regions, population Lottery funded scholarships Regional healthcare collaboration CEO's EMS groups ETSU medical school UTMC Simulation Technology Magnet facility TCAHO AARP Interdisciplinary efforts Partnership with vendors</p> <p><u>Foundation</u></p> <ul style="list-style-type: none"> <li>• ET Foundation</li> <li>• Cornerstone</li> <li>• Hospitals</li> <li>• BCBS</li> <li>• Team Health</li> </ul> <p>Need and Interest Politicians (+or-) High school level initiatives Media interest/support Disaster/Homeland Security: training/ expertise Telemedicine Distance Learning/ ROCE, RODP Rural Health Association</p> <p><u>Outcome?</u></p> <p>Measurable strengths and gaps Enhanced utilization of resources Maximize financial and human resources</p> <ol style="list-style-type: none"> <li>1. Improved healthcare quality and safety</li> <li>2. Improved gap between supply and demand</li> <li>3. Greater communication and collaboration with key stakeholders</li> <li>4. Better health outcomes in Tennessee</li> </ol> <p><u>Need to Learn</u></p> <ol style="list-style-type: none"> <li>1. Effective communication building strategies</li> <li>2. Barriers and impact</li> <li>3. Operational assets mapping plan</li> <li>4. Increased “business” savvy</li> <li>5. Key players</li> <li>6. Cultural competence and potential to serve diverse populations</li> <li>7. Health literacy</li> </ol> <p><u>Need to map</u></p> <ol style="list-style-type: none"> <li>1. Financial resources</li> <li>2. In-kind Opportunities</li> <li>3. Business Partners</li> <li>4. Interdisciplinary partners</li> <li>5. “re-tooling” programs ie: informatics – special needs, refresher course online (standardized)</li> <li>6. Retirement plans</li> </ol>

## FRIDAY, APRIL 24

Topic and Discussion:	Actions/Follow-up:
Meeting was called to order at 9:00 am CST by president Maureen Nalle.	
<p><b><u>Strategic Plan</u></b>  M. Nalle requested the board look at the newly formatted strategic plan noting that changes that have been made are in blue and sections that require to boards input are in red. The board was then requested to break out into small groups (east, middle and west TN) to provide input to those sections in red or to make changes to those sections in blue.</p>	<p>The break out groups came back together after discussion and the changes were made directly to the electronic copy of the strategic plan. These revisions can be seen in red on the draft of the Strategic Plan.</p>
<p><b><u>Concerns about TCN's contract with the Board of Nursing</u></b>  TCN's contract with the Board of Nursing has been approved for funding but the scope of services has not yet been determined. Members of the TCN board voiced their concerns as to what the scope of services would entail. Board of Nursing representative, Libby Lund, responded that in the past, TCN has not fulfilled it's scope of services with the Board of Nursing in a timely manner. The TCN board would like to see improved communication between the BON and the TCN staff and as this growth opportunity presents itself, requests that a meeting be set up between the Board of Nursing's Cheryl Stegbauer, Libby Lund and the TCN staff and board representatives.</p>	<p><b>Libby Lund agreed that to improve communication, a meeting would be scheduled to discuss the scope of services with C. Stegbauer, and would notify TCN as to the date.</b></p>
<p><b><u>ANNOUNCEMENTS</u></b>  <b>Next TCN Board Meeting</b>  Tuesday, October 6, 2009 1pmEST-5pmEST  Wednesday, October7, 2009 9amEST-5pmEST  Chattanooga, Tennessee  Hotel registration information will be sent out at a later date.</p>	

M. Nalle thanked everyone for their continued commitment. The meeting adjourned at 10:45 a.m. CST  
Respectfully submitted,

Maureen Nalle, President  
TCN Board of Directors