

Nursing Workforce Project of Wyoming Industry Partnership Proposal (IPP)

August 3, 2009

I. Technical Proposal

a. Overall Goal and Industry Partnership Background

The overall goal of this Industry Partnership Project (IPP) is nursing workforce development, recruitment and retention in the State of Wyoming through a collaborative industry partnership, including hospitals and long-term care facilities employers, nursing educational programs, nursing and other professional organizations, state organizations, and workforce service and economic development officials. The Nursing Workforce Project of Wyoming (NWPW), funded by the Robert Wood Johnson Foundation (RWJF) Partners Investing in Nursing (PIN) program through the Wyoming Community Foundation (WYCF) in 2008, has already developed key components of the industry partnership for nursing and health care. The IPP will extend the collaboration by bringing in new partners and expand efforts begun through the NWPW to address nursing workforce challenges for the state of Wyoming. The activities of the IPP include exploring ways to redesign nursing education in Wyoming, enhancing leadership development for nurses, and developing and implementing a media campaign targeting junior high school students. This collaboration of key stakeholders, including employers, educational programs and economic development and workforce services, can effect systematic change in educational and health care organizations, streamlining educational development and enhancing nursing workforce environments in Wyoming.

i. Strength of Partnership

The NWPW has begun the process of creating partnerships between businesses, employers, workers, and industry associations into a collaborative structure that supports the sharing of information, ideas and challenges common to nursing. The various members of the nursing industry partnership began addressing nursing shortages in Wyoming beginning in 2004, when the Wyoming Nurses Association (WNA) and the University of Wyoming Fay W. Whitney School of Nursing (FWWSON) sponsored an annual Nursing Summit focusing on nursing workforce issues in Wyoming. Outcomes of this annual summit include funding the NWPW through a grant from the RWJF and development of an industry partnership as relationships between key partners evolved. Partnerships include the FWWSO, WNA, WYCF, Wyoming Hospital Association (WHA), Wyoming Medical Society, Nurse Educators of Wyoming, Wyoming Department of Employment (WDE), Wyoming Department of Workforce Services (DWS), hospitals, and long term care facilities (see industry partnership member list on next page).

The long-term goal of the NWPW is to facilitate the development of a high-quality nursing workforce in Wyoming specifically through the creation of a permanent Nursing Workforce Center (NWC) to house and distribute training materials, resources, and data that will facilitate the recruitment, training, and retention of nurses in Wyoming. To achieve this long-term goal, the NWPW has two objectives: 1) to create and sustain a comprehensive partnership focused on the development of the NWC and 2) to award and evaluate five pilot projects that address nurse recruitment, training, and retention (particularly in long-term care). The nursing workforce center is rapidly becoming a reality. The NWC's mission is to *“Strengthen the nursing workforce through ongoing collaboration, communication, and consensus building to meet the*

health needs of the people of Wyoming.” The center is currently housed in the Nightingale Center for Nursing Scholarship (NCNS) at the University of Wyoming. An Advisory Board has been formed comprised of key industry partners who are impacted by the nursing shortage in the state. The NWPW also has written and disseminated an RFP to address recruitment, training, and/or retention of nurses in Wyoming. In response to the RFP, the NWPW received eleven proposals and funded five. Three of the funded projects address long-term care. The projects are funded for 12-15 months, beginning in the spring of 2009.

ii. Industry Partnership Members

The industry partnership, developed initially through the NWPW and expanded over time, includes employers, educational entities, economic development and workforce services entities, foundations, professional organizations, state agencies and advocacy groups. The membership of the partnership exceeds what is required for the Industry Partnership Proposal; however, an asterisk indicates those entities that have written letters of commitment as required in the RFP.

• Industry Employers

- Campbell County Memorial Hospital
- Ivinson Memorial Hospital *
- Pioneer Manor, (Gillette, WY) *
- Powell Valley Healthcare
- Westview Health Care Center
- Wyoming Medical Center *

➤ Education and Training Entities

- Area Health Education Center (AHEC)

- Fay W. Whitney School of Nursing (Intermediary) *
- Nurse Educators of Wyoming *
- University of Wyoming College of Health Sciences
- University of Wyoming Outreach School
- Nightingale Center for Nursing Scholarship

- **Economic Development**
 - Wyoming Business Council *

- **Workforce Services**
 - Wyoming Department of Workforce Services *

- **Foundations**
 - Wyoming Community Foundation
 - Tate Foundation

- **Professional Organizations**
 - Sigma Theta Tau International - Alpha Pi Chapter
 - Wyoming Council of Advanced Practice Nurses
 - Wyoming Hospital Association *
 - Wyoming Medical Society
 - Wyoming Nurses Association *
 - Wyoming School Nurses Association

- **State Agencies**
 - Wyoming State Board of Nursing
 - Wyoming Department of Employment

- Wyoming Department of Health, Division of Community and Public Health,
Public Health Nursing Section
- Wyoming Department of Health, Office of Rural Health
- **Advocacy Group**
 - AARP

b. Specific Aims, Proposed Activities and Project Outcomes

The annual Nursing Summit, described in the previous section, provides a forum to facilitate sharing of ideas and information and to address the challenges of the nursing shortage in Wyoming. Discussions at the Nursing Summits have led to the identification of key issues for nursing in Wyoming, including a consensus about the educational needs for nursing in the state, the image of nursing as both a barrier and challenge to recruitment of people from a variety of backgrounds, and the continued need for development of nursing leaders for the state. Based on the nursing summit discussions and the initial work of the NWPW, the proposed Industry Partnership Project has three key aims, which are outlined below, along with the work plans and outcomes for each aim.

Aim 1: Enhance educational capacity for nursing in the State of Wyoming through alignment and articulation of educational programs and employers needs.

A shortage of nurses to provide competent, safe nursing care to the U.S. population is expected to intensify in the approaching decades unless immediate remedial action is implemented. Wyoming is also predicted to experience a shortage of nurses. The WDE reported that in 2014, 3,307 more registered nurses (RNs) will be needed in Wyoming compared to 2006, which represents a 103.9% increase¹.

Nationally, it has become increasingly clear that one of the key issues to resolving the worsening nursing workforce shortage is to address educational capacity². Several barriers prevent increasing the nursing educational capacity. First, there is a growing and concerning

¹ Wyoming Department of Employment (2008). *Nurses in Demand: Statement of the Problem*. Casper, WY: Author. Available at: http://doe.state.wy.us/LMI/demand_summary_08.pdf.

² Aiken, L. H., Cheung, R. B., & Olds, D. M. (2009). Education policy initiatives to address the nurse shortage in the United States. *Health Affairs*, 28(4), W646-W656.

faculty shortage which limits the number of students schools of nursing can accept into their programs. The average age of a nursing faculty member in the US is now ~54 years³ and nursing faculty typically retire around age 62.5 years⁴. According to a survey by the National League of Nursing and the Carnegie Foundation, half of current nursing faculty members are expected to retire in the next ten years⁵. Second, insufficient number and inefficient use of clinical sites in hospitals, long-term care facilities and other health care organizations, compound the faculty shortage both nationally and for the state of Wyoming. Competition for some clinical sites is a problem, while other sites are underused because of a variety of factors, including size, preparation of nursing staff and location.

The State of Wyoming faces similar challenges with an impending shortage of nurses and faculty. In order to adequately address the nursing shortage, a systematic examination of nursing education capacity in the state is needed to “*assist educational and training institutions to align curriculum and programs to industry demand.*” It is apparent that all industry partners need to come together to explore creative ways to expand nursing education through curriculum and clinical redesign, strategic partnerships, and enhanced faculty capacity. Nationally, a number of strategies are being proposed to enhance educational capacity, including accelerated programs for developing nurse educators, expanded use of low to high tech simulation, innovative partnerships to redesign clinical education, use of nurse clinicians in expanded preceptor and

³ Cleary, B. L., McBride, A. B., McClure, M. L., & Reinhard, S. C. (2009). Expanding the capacity of nursing education. *Health Affairs*, 29(4), W634-W645

⁴ National Advisory Council on Nurse Education and Practice. (2008). *Meeting the Challenges of the New Millennium: Challenges Facing the Nurse Workforce in a Changing Health Care Environment*. Available at: <ftp://ftp.hrsa.gov/bhpr/nursing/sixth.pdf>.

⁵ Scheckel, M. & Valiga, T. M. (2007). Introducing the NLN/Carnegie National Survey of Nurse Educators. *Nursing Education Perspectives*, 28(3), 164-169.

teaching roles, and centralization student placement systems^{6,7}. In order to examine what strategies would be effective in Wyoming, the proposed IPP will include educational capacity summits, survey of clinical facilities quantifying educational capacity, educational capacity projects, and a critique review of the literature and research on nursing education that will result in a master plan for enhancing nursing education capacity for the state.

Work plan for Aim 1

- 1) *Education Capacity Summits*: A critical first step in the development of a master plan for nursing education will be to convene two Wyoming Education Capacity Summits (Spring 2010 and Spring 2011), modeled after the national educational summits sponsored by AARP, RWJF and the US Department of Labor⁸. The goal of the capacity summits will be to identify best practices for expanding nursing education capacity by examining strategic partnerships and resource alignment; analyzing policy and regulation; increasing faculty and clinical facility capacity and diversity; and initiating education redesign.

The first capacity summit will focus on elucidation of the key barriers and opportunities to expanding nurse education capacity in Wyoming. The results of the education capacity surveys (see 3 below) and the systematic literature review (see 4 below) will be presented. In addition, work groups and work plans for education capacity projects will be developed (see 2 below). The second capacity summit will focus on reporting of outcomes of the education capacity projects and evaluation of best practices in expanding educational capacity, and

⁶ Joynt, J. & Kimball, B. (2008). *Blowing Open the Bottleneck: Designing New Approaches to Increase Nurse Education Capacity*. Available at: <http://championnursing.org/resources/blowing-open-bottleneck-designing-new-approaches-increase-nurse-education-capacity>.

⁷ National League for Nursing (2008). *NLN Think Tank on Transforming Clinical Nursing Education*. Available at: http://www.nln.org/facultydevelopment/pdf/think_tank.pdf.

⁸ *Nursing Education Capacity Summit Final Report* (2008). Available at: <http://championnursing.org/sites/default/files/u/NursingSummitReportFINAL.pdf>.

finalizing the statewide master plan. Outside facilitators, with expertise in partnership development and maintenance and nursing education redesign, will be used at both capacity summits to facilitate rich discussion among the participants. The target audience of the summits will be employers, educators, professional organizations, state agencies, community leaders, and workforce and economic development partners in Wyoming.

- 2) Education Capacity Projects: Prior to the first capacity summit, five workgroups will be identified through a RFP process that will develop and implement educational capacity projects focused on addressing and resolving specific capacity issues. For example, using best practices from the Next Cycle Works Program, a hospital, WHA, AARP Wyoming, the DWS, and a school of nursing may design and implement a “clinical scholars” program for underutilized experienced nurse clinicians to expand faculty capacity. A work group such as this would address not only the faculty capacity issue, but also the efficient use of experienced clinical nurses. Moreover, the relationships developed and/or enhanced in the work groups will hopefully lead to long-term commitment to resolving workforce challenges in Wyoming, an often overlooked and difficult to quantify result of work groups. The work groups could be either statewide or regionally focused. Technical support will be provided to the work groups through a consultant with expertise in nursing education redesign. The consultant will meet with each group at the first capacity summit and then toward the middle of their projects to help address real and potential problems and to formulate and implement evaluation plans for the education capacity projects.
- 3) Education Capacity Surveys: Surveys will be designed and conducted to more clearly quantify educational capacity in Wyoming, including identification of barriers and

opportunities. The results of the surveys will be presented at the initial educational capacity summit in spring 2010.

- a) **Current Faculty:** Current nursing faculty in Wyoming will be surveyed regarding perceptions of current work status, satisfiers and dissatisfiers associated with their work, and plans for continued employment and retirement. The survey will be adapted from the surveys used by the WDE in their work on nursing recruitment and retention in acute care, long-term care and ambulatory care. This will allow comparisons between education and other spheres of nursing in Wyoming. In addition, key questions from the National League for Nursing Faculty Role Satisfaction survey⁹ will also be used for national comparisons. The survey will be done electronically and will target all nurse educators in the state (currently less than 100). The survey will be conducted, analyzed and summarized by the NCNS staff.

- b) **Nurse Clinicians:** The NCNS will survey a random sample of 200 nurses registered with the Wyoming State Board of Nursing to determine interests in providing nursing education, through a variety of approaches including preceptorships, joint appointments, etc. Interest in and perceived barriers and facilitators to continuing professional education to the master's or doctoral level will also be ascertained. Nurses will be mailed a card that includes the link to an electronic survey, since emails will be difficult to locate for this population. For nurses who don't have access to a computer a telephone number will be included on card for nurses to call in for paper copy. The survey will be conducted, analyzed and summarized by the NCNS staff.

⁹ National League for Nursing (2003). *A National Study of Faculty Role Satisfaction*. New York: Author.

- c) **Clinical Facilities:** The NCNS will survey clinical facilities to determine if they have health professions students at their facility, how many, and what disciplines. In addition, facilities will be asked their perception of capability of handling more students. Administrators in hospitals, long-term care facilities and ambulatory care settings will be contacted and provided with a link to the online survey or mailed a survey. The staff of the NCNS will also develop, conduct, analyze and summarize this survey.
- 4) *Education Capacity Systematic Literature Review:* The NCNS will undertake an extensive and critical review of the literature on educational capacity and transformation of nursing education. They will develop a written summary to present at the first education capacity summit.
- 5) *Education Capacity Statewide Master Plan:* The Project Director, members of the industry partnership and members of the NWPW advisory board, and NWPW staff will use the themes identified at the first nursing education summit, the outcomes of the education capacity projects, and the results of the surveys and the systematic literature review to develop a statewide master plan to enhance educational capacity for the State of Wyoming. The master plan will be presented and finalized at the second summit in spring 2011. The plan will be comprehensive in nature focusing on a variety of mechanisms to enhance educational capacity for Wyoming, taking into account the rural needs of the state. Several states with different needs and/or circumstances than Wyoming have development these types of plans.

Outcomes for Aim 1

1. Statewide educational capacity master plan focusing on redesigning nursing education to make better use of clinical facilities, enhance partnerships between education and practice,

and develop innovative ways to enhance faculty capacity, leading to increased educational opportunities for students.

2. 4-5 completed educational capacity projects

Aim 2: Foster interest in nursing as a professional career to ensure a constant and sufficient supplied of qualified nurses.

The pipeline into nursing has diminished dramatically in the last several decades from the huge wave of women entering nursing during the 60's and 70's¹⁰. To address the shortage, recruitment into nursing of persons with a variety of backgrounds that are currently underrepresented in nursing, such as men and persons of colors, is absolutely critical. A priority of the proposed IPP is to design and implement an “image” of nursing campaign, which provides information on the profession to raise awareness of nursing as a career option for those who may not typically consider this profession. This campaign will “*facilitate bringing employers together to address the challenges of connecting youth to careers*” and to “*assist employers in maintaining a constant and sufficient supply of available and qualified workers.*”

The campaign will focus on youth, specifically junior high school students. The campaign will be designed to help junior high students, especially boys, to view nursing positively as a career with lots of challenges and opportunities. In addition, the campaign will focus on helping students understand the need to be academically prepared for college with a strong background in science and math that are needed to prepare students for a nursing or health care career. A student's path to more challenging disciplines, such as nursing, start in junior high school and potentially as early as elementary school. Developing a focused interest early in their academic career may result in students being counseled into more college bound

¹⁰ Buerhaus, P.I., Staiger D.O., et al. (2009). *The Future of Nursing Workforce in the United States: Data, Trends, and Implications*. Sudbury, MA, Jones and Bartlett

coursework and improving their chances for college success. Moreover, strong preparation in math and science is critical and students need to begin to prepare earlier during their K-12 education.

Many marketing firms are taking notice of junior high students and how they interact with media and marketing. The more opportunities given to teens, known as the *Net Generation*, that allow for collaboration and personalization of the products and media they interact with, the more engaged they become^{11, 12}. The proposed campaign is designed to engage students from a collaborative and creative standpoint, while developing an awareness of careers in nursing.

The campaign will allow the members of the industry partnership to collaborate and support other sectors of business, such as advertising and retail that are currently struggling because of the downturn of the economy. Moreover, the relationships developed with junior high school teachers and the results of the project will provide the foundation for other collaborative projects, such as hosting school counselor summits to assist in the understanding of nursing and nursing education, health care career days at local schools, and development of a camp for students interested in nursing/healthcare careers.

Work Plan for Aim 2

- 1) *Junior High School Media Contest*: The first phase of the awareness campaign will be the development of media contest, titled ***Why Nursing*** that targets Wyoming 8th and 9th graders, their teachers, and parents. The contest will be promoted in local papers, TV and radio spots, promoted at school conferences, and through an introductory letter to teachers, administrators and school counselors. In addition, a volunteer ambassador will be recruited to champion the contest and encourage participation. Students will be encouraged to submit their

¹¹ Tapscott, D. (2009). *Grown Up Digital*. New York, NY, McGraw-Hill

¹² Goodstein, A. (2008) What would Madison Avenue do? Marketing to teens. *School Library Journal*, Vol. DOI.

ideas/proposals for promotion of nursing in video, radio, and or print formats. The goal is for students to come up with innovative and creative ways to promote nursing to their peers, especially those from groups that have historically been underrepresented in nursing, including boys. For example, a successful campaign in Oregon has used the motto, “Are you man enough to be a nurse?” The winners in each media category (determined by the process outlined in 3 below) will be provided with a pizza party and the students’ teachers will be given \$1,000 to be used on supplies and books for his/her classroom.

- 2) *Campaign Portal*: In order to promote the contest and develop a resource for those interested in nursing, a campaign portal will be developed. Design elements of the site will appeal to junior high students, with emphasis on usability and design quality. The site will have information about the contest in pdf format, as well as a media toolkit that includes information about nursing in Wyoming, a free flash application such as a game or quiz that is focused on nursing for students to download, and an on-line registration form for the contest.
- 3) *Finalized Media Campaign*: Submitted work will be posted on the campaign portal (see 2 below) and, after the submission period has ended, opened up for statewide voting. The top three finalists in each of 4 regions of Wyoming (NE, NW, SE and SW) for a total of 12 proposals will be voted on by the members of the industry partnership to identify the winners. The top three proposals will be developed further by advertising and public relations experts to be used in a variety of formats, including electronic, video, radio and print. These will then be posted on the campaign portal and distributed widely through a variety of mechanisms, including, but not limited to, newspapers, billboards and paper placemats.

Outcomes for Aim 2:

1. Successful junior high school student contest with at least 50 submissions.
2. Development of a campaign portal with a variety of resources.
3. Targeted, high visibility, statewide awareness media campaign.

Aim 3: Provide leadership development in nursing to enhance recruitment and retention of nurses in hospital, long-term care, ambulatory and public health settings.

The third need identified is for continued development of nursing leaders in Wyoming health care facilities and educational programs. Dissatisfaction with the work environment has been a major cause of turnover in nursing. Leadership style and behaviors are associated with staff nurse job satisfaction and intent to stay and organizational commitment in both the US and in other countries^{13,14,15}. It is frequently said that an employee does not leave an organization rather they leave because of a manager/supervisor. According to the WDE, satisfaction with salary, interpersonal relations and professional development opportunities are strongly correlated to intent to stay/leave current nursing positions for Wyoming nurses¹⁶.

Not only can leadership development have an impact on individual nurses, but also the nursing team. Leadership development can reduce turnover in nurse managers¹⁷. In addition, leadership development can help the nurse leader to feel more effective in communication, performance and leadership while benefiting the nursing team through more effective

¹³ Coomber, B., & Barriball, K. L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature. *International Journal of Nursing Studies*, 44, 297-314.

¹⁴ Laschinger, H. K., Finegan, J., & Wilk, P. (2009). Context matters: The impact of unit leadership and empowerment on nurses' organizational commitment. *Journal of Advanced Nursing*, 39, 228-235.

¹⁵ Larrabee, J. H. et al. (2003). Predicting registered nurse job satisfaction and intent to leave. *Journal of Nursing Administration*, 33, 271-283.

¹⁶ Wyoming Department of Employment (2008). *Retention of Nurses in Wyoming*. Casper, WY: Author.

¹⁷ Wilson, A. A. (2005). Impact of management development on nurse retention. *Nursing Administration Quarterly*, 29, 137-145.

communication, empowerment and job clarity¹⁸. Consequently, leadership development in nursing to enhance the nursing workforce environment is critical.

The Wyoming Nurses Association is piloting a Wyoming Nursing Leadership Institute (WNLI) through funding from the NWPW starting Fall 2009 (referred to as WNLI 1 in this proposal). The WNA pilot project uses experienced nurse leaders to guide nurses through an intensive leadership program. The leadership institute is designed to “*facilitate economies of scale by aggregating training and education needs of multiple employers.*” The WNLI brings nurses together from across multiple sectors in health care to provide a network for development, communication and mentoring that has lasting value and aggregates development costs for multiple employers in hospitals, public health, long-term care facilities and education. The first small group will participate in four sessions in Cheyenne (2), Sheridan, and Thermopolis in 2009/2010.

WNA is committed to continue to organize and facilitate the institute. Based upon the evaluation of the pilot institute (WNLI 1), enhancement and expansion of WNLI 2 (in 2010/2011) is included in the IPP. A variety of enhancements are proposed for WNLI 2 including guidance and participation by Creative Health Care Management consultants, that specialize in hospital and health care leadership development; incorporation of web-based modules to be used in-between face-to-face sessions to facilitate deeper learning and participant interaction and exchange; and exploration of the feasibility of offering the institute as a certificate program through the UW Outreach School. In addition, the size of the leadership institute will be expanded to include more nurses with interests in leadership positions. The pilot

¹⁸ Dierckx de Castle, B., Willemse, A., Verschueren, M., & Milisen, K. (2008). Impact of clinical leadership development on the clinical leader, nursing team and care-giving process: A case study. *Journal of Nursing Management, 16*, 753-763.

project is limited to 24 nurses; however, WNLI 2 will be expanded to 40 nurses from a variety of sectors under this proposed project.

Work Plan for Aim 3

- 1) WNLI 2: Based on the evaluations of WNLI 1, the second leadership institute (WNLI 2) will be developed as part of the IPP. The leadership institute will have four sessions with the first session focused on orientation to the program, leadership assessment, quality and safety. Participants will complete leadership assessments, identify their leadership projects, meet their mentors, and participate in the WHA and Wyoming Organization of Nurse Executives (WONE) annual meeting roundtables and presentations on quality, safety, and facility accreditation. The second session will be focused on policy issues in nursing and health care. Participants will observe the Labor, Health and Social Services legislative committee and participate in roundtables and networking activities focused on health policy development. The third session will be focused on nursing leadership core competencies. Nurses will participate in leadership development exercises by Creative Health Care Management consultants, meet with their mentors, and participate in roundtables and presentations focused on leadership competencies and challenges. The fourth and final session will focus on regulatory issues and nursing educational needs in Wyoming. Participants will observe the Wyoming State Board of Nursing, listen to a panel of educators, present the results of their projects, and contribute to roundtables and networking activities. As part of the leadership institute, participants will develop, implement and evaluate a leadership project in their place of employment, e.g., development of a staff governance model in a clinical unit. The outcomes of WNLI 2 will be evaluated using several measures, including a pre and post leadership competency scale and an evaluation form to collect participant satisfaction with

the institute. Participants in the WNLI 2 will present poster presentations at annual the Nursing Summit in September of 2011.

- 2) Web-based leadership modules: Web-based modules will be developed to facilitate deeper engagement in leadership development activities, and to enhance participant engagement in between sessions. The modules will include a variety of media, such as threaded discussions and wikis, podcasted lectures, and self-study activities. The modules will be developed in the summer prior to the WNLI 2 to be used by participants before face-to-face sessions.
- 3) Development of Certificate Program for WNLI 2: The facilitators of the WNLI 2 will work with the UW Outreach School to explore options for offering the institute as a certificate program. This process will be started in Fall 2009 in order to have this in place for the start of the institute in Fall 2010.

Outcomes for Aim 3:

1. Participants will show improvement in their pre and post leadership competencies.
2. Participants will express overall satisfaction with the leadership institute.
3. Each participant will plan and implement a leadership project.
4. Development of web-based modules that incorporate a variety of distance learning strategies, including podcasting and threaded discussions.
5. Offering of WNLI as a certificate program through the UW Outreach School.

c. Evaluation Plan

A project evaluator, through the NCNS will evaluate the overall goal and individual specific aims of the proposed project. This will be a critical part of the IPP since this will allow the partnership to use the evaluation results to leverage additional funding to continue development of the partnership and specific project components, e.g., implementation of the nursing education capacity action plan. In addition, this evaluation will facilitate documentation of “best practices” in partnership sustainability and nursing workforce development.

In relation to the overall goal, the evaluator will examine the quality of the industry partnership, including quality of the partnership, satisfaction with the process, and perception of completion of goals, using focus groups and/or a survey of the partners.

For each of the specific aims outcomes have been identified. The evaluator will focus on whether the outcomes for each of the specific aims have been attained. The evaluator will use a variety of evaluation methods, e.g., pre and post tests for the WNLI 2.

d. Timeline

Aim 1: Enhance educational capacity for nursing in the State of Wyoming through alignment and articulation of educational programs and employers needs.

2009	
October	<ul style="list-style-type: none"> • Prepare for 1st education capacity summit: identify venue, prepare invitations, contract with facilitators (Oct-Apr) • Prepare for education capacity surveys: development of surveys, IRB approval (Oct-Dec)
November	<ul style="list-style-type: none"> • Initiate of education capacity systematic literature review (Nov-Apr)
December	<ul style="list-style-type: none"> • Develop RFP for education capacity projects
2010	
January	<ul style="list-style-type: none"> • Disseminate RFP for education capacity projects • Distribute education capacity surveys
February	
March	<ul style="list-style-type: none"> • Select and notify education capacity projects workgroups • Analyze and summarize of findings from education capacity surveys (Mar-Apr)
April	
May	<ul style="list-style-type: none"> • 1st Education Capacity Summit • Education capacity project workgroups meet with consultant at summit • Findings from education capacity surveys presented at education capacity summit • Findings from literature review presented at education capacity summit
June	<ul style="list-style-type: none"> • Education capacity project workgroups implement their projects (June-May) • Begin development of statewide education capacity master plan (June-Apr) • Disseminate results of education capacity surveys
July	<ul style="list-style-type: none"> • Prepare 2nd educational capacity summit: identify venue, prepare invitations, contract with facilitators, etc. (July-Apr)
August	
September	
October	
November	<ul style="list-style-type: none"> • Consultant meets with education capacity project workgroups
December	
2011	
January	
February	

March	<ul style="list-style-type: none"> Evaluate outcomes of education capacity projects (Mar-Apr)
April	
May	<ul style="list-style-type: none"> 2nd Education Capacity Summit Review draft statewide education capacity master plan
June	<ul style="list-style-type: none"> Finalize and disseminate statewide education capacity master plan Disseminate outcomes of education capacity projects

Aim 2: Foster interest in nursing as a professional career to ensure a constant and sufficient supplied of qualified nurses.

2009	
October	<ul style="list-style-type: none"> Identify campaign ambassador Develop comprehensive communication plan Create contest rules, regulations, and student media “tool-kit” Create a Wyoming specific “quick-sheet” Define contest regional boundaries
November	<ul style="list-style-type: none"> Develop campaign website (Nov-Dec)
December	<ul style="list-style-type: none"> Pre-contest promotion through various media vehicles Establish relationships with school administrators, teachers and counselors
2010	
January	<ul style="list-style-type: none"> Disseminate contest introduction letters to administrators, teachers, and or school guidance counselors
February	<ul style="list-style-type: none"> Announce contest and open campaign portal for submissions
March	
April	
May	<ul style="list-style-type: none"> Statewide voting to identify top three winners in 4 regions of Wyoming (May-June)
June	
July	<ul style="list-style-type: none"> Partnership selects winner and 2 runner ups
August	<ul style="list-style-type: none"> Advertising and PR consultants develop winner and 2 runner up proposals into formats for a variety of uses (Aug-Dec)
September	
October	
November	
December	
2011	
January	<ul style="list-style-type: none"> Post three final media products on campaign portal Disseminate media products statewide (Jan-Apr)

February	
March	
April	
May	<ul style="list-style-type: none"> Evaluate process outcome and initial response to awareness campaign (May-June)
June	

Aim 3: Provide leadership development in nursing to enhance recruitment and retention of nurses in hospital, long-term care, ambulatory and public health settings.

2009	
October	<ul style="list-style-type: none"> Work with UW Outreach School to develop certification program (Oct-May)
November	
December	
2010	
January	<ul style="list-style-type: none"> Work with Creative Health Care Consultants (Jan-July)
February	
March	
April	
May	<ul style="list-style-type: none"> Review outcomes from WNLI 1 Develop WNLI 2 sessions (May-Sept): set schedule, select locations, identify venues, identify presenters Develop web-based modules (May-July)
June	<ul style="list-style-type: none"> Identify mentors Disseminate announcements/invitations for WNLI 2
July	
August	<ul style="list-style-type: none"> Select participants
September	
October	<ul style="list-style-type: none"> WNLI 2 session Participants work on leadership projects (Oct-Apr) Participants work with mentors (Oct-Apr)
November	
December	<ul style="list-style-type: none"> WNLI 2 session
2011	
January	
February	<ul style="list-style-type: none"> WNLI 2 session
March	
April	<ul style="list-style-type: none"> WNLI 2 session

May	• Evaluate outcomes for WNLI 2 (May-June)
June	

Schematic Timeline

Aim 1: Enhance educational capacity for nursing in the State of Wyoming through alignment and articulation of educational programs and employers.

Work Plan	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	June 10	July 10	Aug 10	Sept 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	June 11
1.) Nursing Education Capacity Summits	Planning Summit 1							I - S1		Planning Summit 2										I - S2	
2.) Education Capacity Work Groups				RFP				Education Capacity Project Workgroups										Evaluation		Δ	
3.) Education Capacity Surveys	Planning			Surveys conducted		Analysis		Δ	Δ												
4.) Education Capacity Literature Review		Literature reviewed						Δ	Δ												
5.) Education Capacity Master Plan									Preparation and Writing of Master Plan											Δ	

Δ = Dissemination of findings/reports

Aim 2: Foster interest in nursing as a professional career to ensure a constant and sufficient supplied of qualified nurses.

Work Plan	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	June 10	July 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	June 11	
1.) Image of nursing media contest	Planning			Contest Implementation																		
2.) Campaign Portal		Portal												Posting of media products								
3.) Finalized media campaign												Development of media products				Dissemination of media products						

Aim 3: Provide leadership development in nursing to enhance recruitment and retention of nurses in hospital, long-term care, ambulatory and public health settings.

Work Plan	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	June 10	July 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	June 11	
1.) WNLI 2								Preparation WNLI 2					*		*		*		*			
													WNLI 2									
2.) Web-based leadership modules								Module Development					Implementation of Modules									
3.) Certificate program	Work with Outreach School																					

* WNLI 2 Session

II. Budget Proposal

Total Project Budget	430,636.00
Match	(86,265.00)
Funds Requested	344,371.00

a. Line Item Budget

Aim 1

Item	Requested	Match
Education Capacity Summits		
• Participants		
○ Travel Expenses	9,000.00	
○ Hotel Expenses	11,000.00	
• Conference Facility Rental	2,000.00	
• Food and refreshments	6,000.00	
• Facilitators		
○ Honorarium		10,000.00
○ Travel Expenses	2,000.00	
○ Hotel Expenses	1,200.00	
Education Capacity Projects		
• Workgroup grants	50,000.00	
• Consultant	10,000.00	
• Audiovisual Conferencing	5,960.00	
Education Capacity Surveys		
• NCNS		
○ Nursing faculty	9,162.00	
○ Nurses	21,345.00	
○ Clinical facilities	6,405.00	
Education Capacity Literature Review		
• NCNS	10,000.00	
Education Capacity Statewide Master Plan		
• See overall project oversight budget		

<u>Subtotal for Aim 1</u>	144,072.00	10,000.00
---------------------------	------------	-----------

Aim 2

Item	Requested	Match
Junior High School Media Campaign		
• Supplies	2,000.00	
• Teaching awards	3,000.00	
• Pizza parties	500.00	
Campaign Portal		
• Website	13,000.00	
Finalized Media Campaign		
• Advertising/PR consultants	20,000.00	
• Billboards	12,000.00	
• Radio	8,500.00	
• Television	13,000.00	
• Newspapers	2,400.00	
• Placemats	2,500.00	
<u>Subtotal for Aim 2</u>	76,900.00	

Aim 3

Item	Requested	Match
WNLI 2		
• Consultants	15,000.00	
• Presenters		
○ Travel Expenses	6,000.00	
○ Hotel Expenses	4,000.00	
• Participants		
○ Travel Expenses	11,000.00	
○ Hotel Expenses	10,000.00	
• Conference facility charges and Meals	10,000.00	
• Supplies	3,000.00	
Web-based Modules		
• Consultant	20,000.00	
Certificate Program		
• See overall project oversight budget		
<u>Subtotal for Aim 3</u>	79,000.00	

Project Evaluation

NCNS	28,000.00
<u>Subtotal for Evaluation</u>	28,000.00

Project Oversight

Project Director at UW at 10% effort for 20 months	24,565.00
Staff Associate at UW at 100% effort for 12 months	51,700.00
<u>Subtotal for Project Administration</u>	76,265.00

Administrative Cost

5% administrative costs	16,399.00	
<u>Subtotal administrative costs</u>		
TOTAL	344,371.00	86,265.00

b. Budget Justification

Aim 1

Education Capacity Summits: The primary costs for the capacity summits are travel and hotel charges for the participants, calculated based on 2 2-day seminars with an approximate attendance of 50 and an average room rate of \$110 per night. Average rental for conference space in Wyoming is approximately \$500 per day. Food will be provided during the summits. Two facilitators will be contracted. They will receive honoraria paid for our of FWWSOON funds. The travel expense for two facilitators includes air-fare, hotel, and meals.

Education Capacity Projects: 5 projects will be selected.

- Each workgroup will be given up to \$10,000 to support project development and completion. The grants can be used for travel expenses for workgroup meetings, consultants, resources, etc.
- A consultant will be used to monitor and facilitate the work of the groups. The consultants will be professionals with experience in nursing and nursing education that can provide technical assistance to the groups and assist with evaluation of the projects.
- Audiovisual conferencing to facilitate work of the groups. UW OVN system will be used by the groups and consultants to for meetings as needed.

Education Capacity Surveys: 3 surveys will be developed, conducted, analyzed and summarized by the NCNS as outlined in the work plan

Education Capacity Literature: The NCNS will undertake an extensive and critical review of the literature focused on nursing education and nursing education capacity.

Education Capacity Statewide Master Plan: The project director, members of the industry partnership, NWPW staff and advisory board and the NCNS staff will develop a statewide plan so these costs are part of the overall project oversight.

Aim 2

Junior High School Media Campaign: Supplies will be needed to promote the campaign, including postage and envelopes. The winning proposals will each receive a free pizza party and the teacher will receive \$1000 to purchase needed resources for their classrooms.

Campaign Portal: A campaign portal will be designed, developed and maintained that outlines the contest, but also highlights the winning media products.

Finalized Media Campaign: A advertising/PR consultant will take the three top winners and develop them into media products that can be disseminated statewide through a variety of outlets including billboards, radio, TV, newspapers, and placemats for restaurants.

- Billboards: Average cost is \$1,000 per billboard, per 12 months.
- Radio: Average radio spot cost is \$15; estimating between 550 and 600 spots during the campaign period.
- Television: The average cost of a television advertisement during the news is \$100.
- Newspapers: Cost based on a \$24 per day non-profit rate given by the Casper Star Tribune.
- Paper Placemats: Quote from quickprintline.com

Aim 3

WNLI 2: Creative Healthcare Management Consultants will be used to help develop WNLI 2. The budget is based on 40 participants with 5-8 others presenters/facilitators attending the seminar sessions. The presenters will have their hotel/travel expenses covered. The participants will have their hotel/travel expenses covered. Meals will be provided during the seminars. Supplies will be needed for brochures and packets for participants.

Web-based Modules: A consultant will be hired to create web-based modules that will be used for students to prepare for the leadership sessions. They will have threaded discussions, WIKIs, podcasting lectures, reading assignments, etc.

Certificate Program: The project director will work with the Outreach School to offer WNLI 2 as a certificate program.

Evaluation

The NCNS will provide an overall evaluation of the project, plus assess attainment of the outcomes for the specific aims of the IPP.

Project Oversight

The FWWSON will provide overall oversight of the project with the salaries of the project director, a graduate assistance and an office associate provided by the school. The project

director will give 10% effort over the 20 months of the grant. The office associate will give 100% effort over the initial 12 months of the grant.

III. Letters of Commitment

Wyoming Medical Center

1233 E. Second St.
Casper, WY 82601
307.577.7201

July 24, 2009

Mary E. Burman, Ph.D., A.P.R.N., B.C.
University of Wyoming
Fay W. Whitney School of Nursing, College of Health Sciences
Dept. 3065, 1000 E. University Ave.
Laramie, WY 82071-2000


Dear Dr. Burman:

I am pleased to confirm my support and that of the Wyoming Medical Center for the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: **“WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS”** that will be conducted at the University of Wyoming. Your application to examine nurse education capacity, enhance leadership for nurses, and develop a marketing campaign is important to the future of nursing in Wyoming.

As the CNO, I and my staff have the capacity to support the Nursing Education Capacity Summit by sharing our experience with partnering with Casper College and University of Wyoming to provide clinical instructors for students. Wyoming Medical Center could be a clinical site for youth to shadow a nurse to get a better understanding of the nursing role. Wyoming Medical Center could help sponsor a booth to promote nursing and healthcare career days at local high schools. Wyoming Medical Center would sponsor 2-4 participants in a nursing leadership institute.

I am delighted to be a partner with you on this grant as an educating partner as described above.

Sincerely,


Julie Cann-Taylor
Wyoming Medical Center



Wednesday, July 29, 2009

University of Wyoming
Fay W. Whitney School of Nursing
Dept 3065, 1000 E University Ave.
Laramie, WY 82071

To Whom It May Concern:

I am pleased to confirm my support and that of Pioneer Manor Nursing Home in Gillette, WY for the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: "**WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS**" that will be conducted at the University of Wyoming. My assessment of good nursing leadership is that Wyoming will need all the good nurses we get our hands on in the future!

As the Administrator, I and my staff have the capacity to hire and develop nurses to become geriatric-specific and on track for nurse leadership responsibilities. I am confident that working together we can retain the best Wyoming has to offer.

I am delighted to be a partner with you on this grant as an employer and long-term care provider.

Sincerely,

A handwritten signature in black ink, appearing to read "Erik Bjordahl". The signature is fluid and somewhat abstract, with a large loop at the end.

Erik Bjordahl, Administrator
Pioneer Manor
900 West 8th Street
Gillette, Wyoming 82716
(307) 688-7000 ext 112



Ivinson Memorial Hospital
We Care For You

07/27/2009

Mary Burman, PhD
Project Director
Wyoming Nursing Workforce Project
Fay W. Whitney School of Nursing
University of Wyoming
Laramie WY. 82071

Dear Dr. Mary Burman;

I am pleased to confirm my support and that of Ivinson Memorial Hospital (IMH) and Ivinson Memorial Hospital Extended Care Facility for the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: "**WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS**" that will be conducted at the University of Wyoming. Your application to examine nurse education capacity, enhance leadership for nurses, and develop a marketing campaign is important to the future of nursing in Wyoming.

As the Chief Nursing Officer for Ivinson Memorial Hospital, we offer our support to this important project including Jeanine Niemoller's participation in the Advisory Board meetings. Our hospital and skilled nursing facility have experienced the need of skilled, educated staff. We want to participate and promote the education and support of nursing staff, facilitate recruitment and retention of nursing personnel and promote health and wellness in the population of Wyoming. IMH is committed to work in partnership with other hospitals, agencies, and entities in Wyoming and encourage collaborative work as we know that **together** we can make a difference in the care of the rapidly aging population of our state. Participation in activities such as this project fits well with IMH Mission Vision and Values.

We are delighted to be a partner with you on this grant. We eagerly await the outcomes and are confident that a Nursing Center for Wyoming is needed to facilitate the health care activities described above.

Sincerely,

Sharon Gern, RN
Chief Nursing Officer
Ivinson Memorial Hospital

UNIVERSITY OF WYOMING

Fay W. Whitney School of Nursing, College of Health Sciences
Dept. 3065 • 1000 E. University Ave. • Laramie, WY 82071
(307) 766-4312 • fax: (307) 766-4294 • e-mail: nurs-inq@uwyo.edu • www.uwyo.edu/nursing
July 31, 2009

Matt Sholty
Office Associate
Nursing Workforce Project of Wyoming
Fay W. Whitney School of Nursing
University of Wyoming
1000 E. University Avenue
Laramie, WY 82072

Dear Matt:

On behalf of the Fay W. Whitney School of Nursing, we are pleased to be the intermediary for the Industry Partnership Project. The FWWSON is one of the key partners in the Nursing Workforce Project of Wyoming, serving as the temporary location for the Nursing Workforce Center. Consequently, we have worked closely with many of the partners involved in the proposed industry partnership grant and look forward to working with them on this project, if it is funded.

This project is immensely important for the state of Wyoming. We are facing a significant nursing shortage and it is imperative that we explore ways to redesign nursing education, expand leadership development opportunities for nurses, and help develop awareness in youth of career opportunities in nursing.

As intermediary, we will serve as the grant recipient and fiscal agent for the project. In addition, we will provide oversight of the whole project to ensure completion of the goals. We will also provide in-kind support for the project as identified in the budget.

Sincerely,



Mary E. Burman
Dean and Professor



July 22, 2009

University of Wyoming
Fay W. Whitney School of Nursing
Dept 3065, 1000 E. University Avenue
Laramie, WY 82071

To Whom It May Concern,

The Nurse Educators of Wyoming (NEW) are pleased to have the opportunity to provide a letter of support for the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: **"WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS"** that will be conducted at the University of Wyoming. Your application to examine nurse education capacity, enhance leadership for nurses, and develop a marketing campaign is important to the future of nursing in Wyoming.

Due to the frontier nature of our state, unique barriers exist. Wyoming is predicted to be severely impacted by the increasing nursing shortage. Recruitment from outside of the state has had limited impact. Growing our own and maximizing capacity is the most viable solution. There is only one baccalaureate nursing program in the state. The majority of nurses in Wyoming are associate degree graduates. They have not been educationally prepared for the leadership roles needed by generalists in isolated practice. Research supports the need for stronger nursing leadership, especially in rural areas that lack a cadre of experienced nurses who can serve as role models and mentors. Improved marketing will assure Wyoming has an adequate pool of academically qualified nursing applicants to meet the future needs of our state.

The frontier nature of Wyoming also presents unique opportunities. The small, dedicated group of nurse leaders from NEW and other organizations communicate and work together to address nursing issues statewide. Ease of articulation from associate degree programs to the university is one example of successful collaboration to address nursing issues. As president of NEW, I and the other program directors are willing to continue to collaborate and provide expertise, leadership, and time in shaping the programs identified in the grant. We are willing to serve as advocates for these projects throughout the state.

NEW looks forward to the opportunity to work together in accomplishing the tasks outlined in the grant. NEW has a vested interest in each of the three projects and supports pursuit of the grant.

Sincerely,

Madeleine Ethier, MS, RN, CNE

*President, Nurse Educators of Wyoming
Western Wyoming Community College
2500 College Drive PO Box F-370
Rock Springs, WY, 82901
307-382-1801*



Tel: 307.777.2800 • FAX: 307.777.2837
214 W. 15th Street • Cheyenne, WY 82002
www.wyomingbusiness.org

Tuesday, July 28, 2009

Mary E. Burnam
Dean and Professor
University of Wyoming
Fay W. Whitney School of Nursing
Dept 3065, 1000 East University Ave.
Laramie, WY 82071

Dear Mary,

I am pleased to confirm my support and that of the Wyoming Business Council for the Nursing Workforce Project of the Wyoming (NWPW) grant (LG0420-s) titled: **“WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS”** that will be conducted at the University of Wyoming. Your application to examine nurse education capacity, enhance leadership for nurses, and develop a marketing campaign is important to the future of nursing in Wyoming.

As the Business & Entrepreneurial Development Program Manager I have the capacity to serve on the advisory board, as well as act as a liaison between this effort and the Wyoming Economic Development Association (WEDA) and the Wyoming Chambers of Commerce Executives (WCCE) and the business community in general.

I am delighted to be a partner with you on this grant as an active member of the leadership and implementation of the project goals, described above.

Sincerely,

Brandon Marshall
Business and Entrepreneurial Development Program Manager
Wyoming Business Council

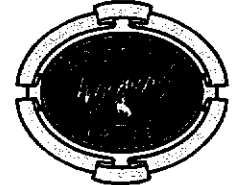


Dave Freudenthal
Governor

State of Wyoming Department of Workforce Services

821 W. Pershing Blvd.
Cheyenne, Wyoming 82002
307.777.7341 • Fax: 800.972.2372

www.wyomingworkforce.org



Joan K. Evans
Director

Lisa M. Osvold
Deputy Director

07/28/2009

Dr. Mary Burman
Fay W. Whitney School of Nursing
University of Wyoming, Dept. 3065
1000 E. University of Wyoming
Laramie, WY 82071

Dear Mary,

I am pleased to confirm my continued support of the Nursing Workforce Project of Wyoming (NWPW). The hard work that the Nursing Workforce Project of Wyoming will be beneficial in addressing the current, and future, nursing workforce issues. Your continued focus on the examination of nurse education capacity, enhanced leadership for nurses, and the development of a marketing campaign is important to the future of nursing in Wyoming.

As the Industry Partnership Manager for the Wyoming Department of Workforce Services, I and the Department will continue in partnering with the NWPW to be sure that the workforce issues that impact the health care industry will continue to be a priority focus for the agency.

Sincerely,

Brad Westby
Industry Partnership Manager
Wyoming Department of Workforce Services

July 19, 2009

University of Wyoming
Fay W. Whitney School of Nursing
Dept 3065, 1000 E University Ave.
Laramie, WY 82071

To Whom It May Concern:

The Wyoming Nurses Association (WNA) is honored to submit this letter of support for this project. WNA is the voice for all Wyoming Nurses. Our state is experiencing a shortage in nurses, in all fields of nursing. New graduate nurses often leave to work in surrounding states. WNA plans to be an active participant in the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: **"WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS"** that will be conducted at the University of Wyoming. The goals of this project:

- to examine nurse education capacity,
- enhance leadership for nurses,
- develop a marketing campaign to create a larger pool of new, returning and retained nurses,

These are all vitally important to the future of nursing in Wyoming.

As the President of the Wyoming State Nurses Association, I and this organization have the capacity to participate with the leadership, planning and implementation of the projects outlined in this proposal. The Wyoming Nurses Association will provide nursing information, advice and expertise, as well as hands on skills and knowledge to advance the project and to enhance nursing throughout our state.

WNA is delighted to be a partner with you on this grant as an active member of the leadership and implementation of the project goals, described above.

Sincerely,



Susan M. Howard MSN RN
President Wyoming Nurses Association
PMB 101
2816 Dogwood Ave
Gillette, WY 82718
Phone 1-800-795-6381

www.wyonurse.org

July 28, 2009

University of Wyoming
Fay W. Whitney School of Nursing
Dept. 3065, 1000 E University Ave.
Laramie, WY 82071

Dear Matthew,

On behalf of the Wyoming Hospital Association, I wish to express our strong support for the Nursing Workforce Project of Wyoming (NWPW) grant (LG0420-S) titled: "WORKFORCE DEVELOPMENT COUNCIL AND DEPARTMENT OF WORKFORCE SERVICES INDUSTRY PARTNERSHIP SOLUTIONS" that will be conducted at the University of Wyoming. Wyoming's hospital leaders have long expressed the statewide nursing shortage as a major strategic issue facing their facilities. We believe this project can position Wyoming to address that issue and, ultimately, continue to ensure the delivery of high-quality healthcare across our state.

As the President of the Wyoming Hospital Association, I and my staff have the capacity to participate in the planning and implementation of the projects in the proposal, offering the unique hospital perspective regarding nurse education, leadership, and communication. The Wyoming Hospital Association will assist with planning and implementation of the project by representing the strategic and tactical needs of Wyoming hospitals as they relate to the project's goals.

We appreciate the opportunity to offer our support, and we will be happy to provide any further information or explanation you may require. We believe strongly that the goals of this project are important elements in the future of nursing in Wyoming.

Respectfully,



Dan Perdue
President

PROPOSAL PRICE SHEET

The undersigned agrees to provide Industry Partnership Solutions to the Wyoming Department of Workforce Services in accordance with the Request for Proposal, General Provisions, Special Provisions and Proposal Price Sheet for proposal no. 0420-S.

DESCRIPTION	LUMP SUM PRICE (Written in Words and Number)
(Attach Detailed Line Item Budget per section 8 Part 2)	<u>Three Hundred Forty Four Thousand,</u>
	<u>Three Hundred, Seventy One Dollars.</u>
	<u>\$344,371.00</u>

1. BY SUBMISSION OF A PROPOSAL, THE PROPOSER CERTIFIES:

- 1.1 Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- 1.2 No attempt has been made nor will be by the proposer to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- 1.3 The person signing this proposal certifies that he/she is authorized to represent the company and is legally responsible for the decision as to the price and supporting documentation provided as a result of this advertisement.
- 1.4 Proposer will comply with all Federal regulations, policies, guidelines and requirements.
- 1.5 Prices in this proposal have not been knowingly disclosed by the proposer and will not be prior to award to any other proposer.

2. GENERAL INFORMATION:

Proposer Name: University of Wyoming Phone (307)766-5353

FAX (307)766-2608

Mailing Address: 1000 East University Avenue, Dept.3355

City Laramie State Wyoming Zip 82071

SSN/Employer Identification Number 83-6000331

3. OWNERSHIP AND CONTROL:

Proposer's Legal Structure:

- Sole Proprietorship
- Corporation
- Limited Liability
- General Partnership
- Limited Partnership
- Other University

If Proposer is a sole proprietorship, list:

Owner Name _____ Phone () _____

Mailing Address _____

City _____ State _____ Zip _____

SSN/Employer Identification Number _____

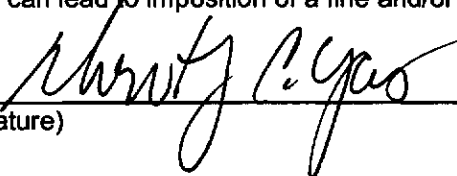
Beginning date as owner of sole proprietorship _____

Provide the names of all individuals authorized to sign for the Proposer:

NAME (printed or typed)	TITLE
<u>Mary Burman, PhD</u>	<u>Project Director</u>
_____	_____
_____	_____
_____	_____

VERIFICATION

I certify under penalty of perjury, that I am a responsible official (as identified above) for the business entity described above as Proposer, that I have personally examined and am familiar with the information submitted in this disclosure and all attachments, and that the information is true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including criminal sanctions which can lead to imposition of a fine and/or imprisonment.


(Signature)

Dorothy Yates
(Name and Title) (Typed or Printed)

7/31/09
(Date)