



2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming

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2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming

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1. Introduction and Background

With a Partnerships in Nursing grant (through the Robert Wood Johnson Foundation and the Northwest Health Foundation) and funding from the Wyoming Community Foundation (WYCF), the Nursing Workforce Project of Wyoming (NWPW) aims to aid the development and retention of a high-quality nursing workforce in Wyoming. The primary goal of the NWPW is to establish a permanent Nursing Workforce Center (NWC) to house and distribute training materials, resources, and data to facilitate the recruitment, training, and retention of nurses in Wyoming. To achieve this goal, the NWPW has established an advisory board to guide project efforts and to increase project awareness. To assess board satisfaction with project progress and board functioning, the Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming, under contract to the WCF, surveyed advisory board members to assess their satisfaction in these two areas.

2. Organization of this Report

The remainder of this report includes three additional sections and an appendix. Section 3 briefly describes WYSAC's methods for survey development, administration, and data analysis. Section 4 presents the key findings guided by three concerns:

- 1) Satisfaction with project progress,
- 2) Satisfaction with advisory board functioning, and
- 3) Identification of sustainable components of the NWPW.

Section 5 briefly discusses the data and makes general recommendations. Appendix A contains all responses to the open-ended survey items and the frequency counts and percentage distributions for all closed-ended survey items on the 2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming.

3. Methods

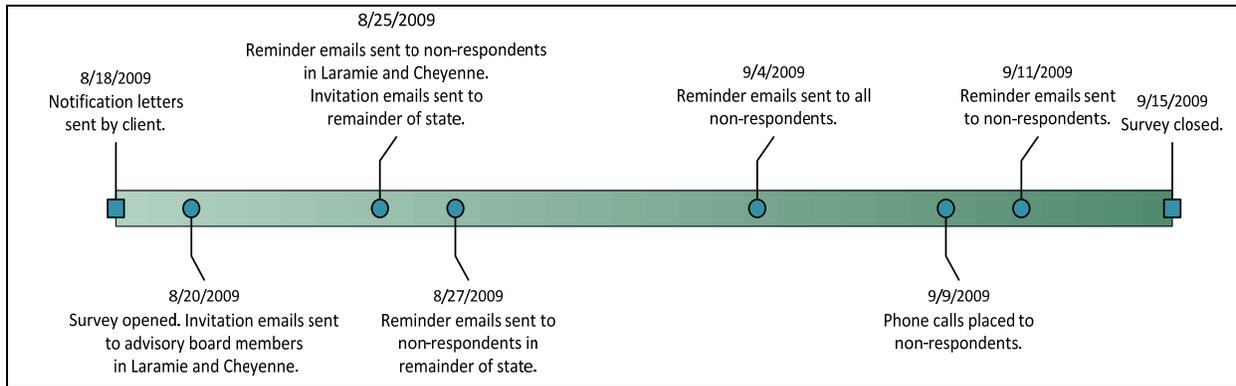
3.1. Survey Development and Administration

WYSAC personnel, in consultation with members of the NWPW, chose and compiled the questions for the web survey. WYSAC used the University of Wyoming's (UW) web survey tool to program and load the survey onto the University's secure server network. The NWPW provided WYSAC with a list of NWPW advisory board members which served as the survey sample (N=31) and contained members' mailing addresses, phone numbers, and email addresses.

The Survey Research Center (SRC), a component of WYSAC, administered the 2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming between August 20, 2009 and September 15, 2009. On August 18, 2009 the NWPW mailed a notification letter to all NWPW advisory board members informing them of the upcoming survey and describing the survey's purpose. Between August 20, 2009 and August 25, 2009, WYSAC sent all potential participants emails containing a unique access code for the survey. WYSAC sent periodic reminders (i.e., emails and direct telephone calls) to non-respondents periodically, between August 25, 2009 and September 11, 2009, and data collection closed on September 15, 2009 (Figure 1). Upon accessing the survey, participants encountered a consent screen that displayed the conditions of their participation and prompted

them for their unique access code (Figure 2). Respondents gave consent by choosing to enter the access code.

Figure 1: Timeline of Survey Efforts for the 2009 NWPW Satisfaction Survey



Of the 31 NWPW advisory board members that WYSAC contacted, 19 completed the survey (including one by telephone). Of the 12 potential respondents who did not complete the survey, six declared themselves ineligible to participate and six did not respond. For the original sample of 31 potential respondents, the response rate is 61%. If, however, we exclude the six respondents who declared themselves ineligible from the sample and reduce the sample size to 25, the response rate is 76%.

3.2. Data Analysis

WYSAC analyzed the responses to closed-ended questions using Statistical Package for the Social Sciences (SPSS), version 17.0 to obtain descriptive statistics (frequencies and percentages). For open-ended questions, WYSAC conducted a content analysis to identify common themes, patterns, and connections.

Figure 2: Consent and Survey Entry Screen for the 2009 NWPW Satisfaction Survey

WYSAC Wyoming Survey & Analysis Center

Nursing Workforce Project of Wyoming (NWPW)

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Nursing Workforce Project of Wyoming (NWPW)

INFORMED CONSENT: You are being asked to complete this survey because you have been identified as a key stakeholder of the Nursing Workforce Project of Wyoming (NWPW). The purpose of the NWPW is to facilitate the establishment of a permanent Nursing Workforce Center that will serve to develop and sustain a high quality nursing workforce in Wyoming. The NWPW is directed by an advisory board comprised of representatives from stakeholder organizations, who seek to advance the project's purpose.

The survey should take less than 15 minutes to complete. All your responses will remain completely confidential. Only aggregate data will be reported. Your participation is voluntary, yet your input is critical for the success of the NWPW.

Participation is voluntary, refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled, and you may discontinue participation at any time. By completing this questionnaire, you are agreeing to the terms of the informed consent and are voluntarily consenting to participate in this study.

PURPOSE: The purpose of this survey is to assess satisfaction with how the advisory board works and the progress made by the NWPW. We seek to identify current strengths and weaknesses which will inform decisions regarding the advancement of the project toward its goal. Results from this study may make participants aware that the partnership has flaws or is underperforming, etc. These potential discomforts are limited to unpleasant but valuable revelations about the state of the partnership.

RISKS and CONFIDENTIALITY: In this survey you are never asked to identify yourself by name. The personal access code that you will use and the organization-type question at the end of the survey carry extremely minimal identification risks. Your access code is used only for access to the survey, will be accessible only to researchers during the outset of data collection, and will be stripped from the data records before analysis occurs. The organization-type data will be used only to assess that a range of organization types are represented in the survey, and will not be cross-referenced with any other data. Data are therefore confidential; you will never be personally identifiable at any stage of the project to anyone but the researchers.

For questions about this project, please call Laura Feldman, WYSAC, at 307-399-1914. If you have questions about your rights as a research subject, please contact the University of Wyoming IRB Administrator at 307-766-5320.

The survey should take no more than fifteen minutes, please attempt to complete it in one sitting.

1. Please enter your Access Code to continue with the survey. Your Access Code can be found in the invitation you received and begins with 'WY'. Please enter your code exactly as it is printed in the letter.

Next Save Cancel

4. Key Findings

In this section, we identify key findings we subjectively think are meaningful to the NWPW, given the purpose of the survey. These findings represent the opinions of only the 19 respondents and not the entire NWPW advisory board.

We have organized key findings from the 2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming into three categories:

- 1) Satisfaction with project progress,
- 2) Satisfaction with advisory board functioning, and
- 3) Identification of sustainable components of the NWPW.

4.1. Satisfaction with Project Progress

Most respondents are satisfied with the NWPW's progress:

- 95% of advisory board members are satisfied with the *progress made by the advisory board*.
- 79% of advisory board members agree that the *members of the advisory board complete tasks assigned to them in a timely manner*.
- Respondents identify progress in two categories: outcomes and processes.
 - Outcomes
 - “A diverse advisory board has been established.”
 - “Mission has been determined.”
 - “Establishment of a temporary workforce center.”
 - “Five very impressive pilot projects have been funded.”
 - Processes
 - “Connection and dialogue between stakeholders.”
 - “An impressively diverse stakeholders group is coming together, discussing issues and inviting suggestions for addressing various problems related to nursing workforce in Wyoming.”
 - “It has been most helpful to bring all the stakeholders together to look at the nursing workforce issue in Wyoming.”
 - “A commitment to be forthright and respectful as we reach consensus.”

4.1.1. Identification of Efforts to Enhance Project Progress

Although respondents acknowledge that the project is “progressing in a nice fluid manner,” they also identify several areas in need of additional attention:

- Long-term planning and sustainability
 - “Structure and funding are the elephants in the room.”
 - “Figuring out business location/business setup/business plan will be key.”
 - “We need to make a decision on where to locate the Nursing Workforce Center; how we are going to be able to obtain funding for sustainability; who will be ultimately responsible for overseeing the center; what information is appropriate for the nursing workforce website; and how we will evaluate the success of this endeavor.”
- Visibility and accessibility of information
 - “The Center needs to be more visible and functional. Once the website is functional, this will be a little easier.”
- Project focus
 - “There are too many goals being tackled by the group.”
 - “Much more detail is still needed about exactly what the Center will look like and offer.”
 - “Further define the problem and the solutions.”
 - “We need to agree on how the short term plan to be housed in the NCNS will work over the next two to three years. We need to establish a business plan that looks at internal structure over the long term; we need to refine the main purpose of the Center to a few pieces that are achievable.”

- Leveraging of resources
 - “Look at each member and the group they represent to see how to leverage the resources of that group. We all have publications, mailing lists, partnerships or contacts that can be tapped. Use us to move beyond the meeting. We can all help in different ways. And, it seems like everyone is willing to help. Ask us to commit to something—or to identify what we can contribute to the goals of the project. We should all pick a personal short- and a long-term goal that we can do to help the group achieve success. You may need to identify the needs you see for meeting goals so that we can pick from a menu of options that won't overwhelm the staff or duplicate each others' efforts.”

4.2. Satisfaction with Functioning of the Advisory Board

Satisfaction with functioning of the advisory board falls into two categories.

- Monitoring progress

Advisory board members are mixed in their responses to the board's ability to monitor progress and to hold members accountable for completing work:

 - While 79% of survey respondents are satisfied with how the *board monitors project progress*, 11% of respondents are neither satisfied nor dissatisfied and 11% did not answer this survey question.
 - While 74% of respondents agree that the board holds its members *accountable for completing tasks within specific timelines*, 11% disagree, and another 16% do not know.
- Involving and engaging advisory board members

Most advisory board members are satisfied with the board's ability to involve and engage a diverse group of participants:

 - 84% of advisory board members are satisfied with their *own contributions to the advisory board*, and 79% are satisfied that the *advisory board makes efficient use of [their] time*.
 - 89% of survey participants agree that *advisory board membership is representative of the diversity of the stakeholder organizations*.
 - 89% of survey participants agree that *the advisory board, as a whole, works to promote agreement among board members about the project's purpose*.
 - Nearly 90% of survey participants agree that *“the advisory board encourages the active participation of members in the decision-making process.*
 - Respondents commented as follows:
 - “I like ... the common purpose and goal - everyone is very concerned about nursing and health care in Wyoming.”
 - “Group discussions are of an extremely high quality.”
 - “The advisory board is a diverse representation of individuals. The board is respectful” and “there is a strong feeling of inclusiveness and commitment to the project.”

4.2.1. Identification of Board Practices and Policies that Positively Influence Functioning

While most respondents acknowledge that the board is “very involved,” “has several participating members,” and is “very efficient for such a broad and long-term commitment,” they also identify three inter-related areas in which board function can improve:

- Internal communication
 - “Send out executive summaries rather than page long reports.”

- “Stop sending the emails where everybody gets the replies to every email. It's cumbersome. The administrative assistants [could] have all the communication go to them, and then they could give us a summary or report every week.”
- “Continue to send emails reporting what is going on. Continue to offer the option of attending via phone conference.”
- **Accountability**
 - “The advisory board meetings need to result in more concrete actions to keep the staff working on items that help move us forward. It would also be helpful if subcommittees within the advisory board were active and accountable for the work they should be undertaking.”
 - “The members need to respond and complete tasks they volunteer for.”
 - “I would like to see an agenda with action items listed so we know what we are going to need to bring to the meeting and the decisions that need to be made.”
 - “Sometimes the board goes off on tangents and needs to stay a little more focused.”
- **Use of board leadership and staff**
 - “There is no shortage of ideas, but they need to be turned into action. The leadership and board structure also seem problematic at times. It's hard to tell who is in charge, and while a smaller executive council is a nice compromise, the lines are still a bit blurry. Not exactly sure what the solution is given the board's unique situation.”
 - “Leave decisions about names, URLs and colors to the staff -- maybe with a final vote by the board, but having a group weigh in too heavily on these decisions bogs down progress and causes unnecessary competition between members. The board is here to assist, not run the day-to-day work of the project.”
 - “A more executive board structure may streamline the board a little.”

4.3. Identification of Sustainable Components of the NWPW

Nearly all respondents identify the Center itself and the collaboration and partnership among the NWPW advisory board members as the project components most likely to be sustained. These are also the components respondents most want to see sustained:

- “Bringing a variety of people [sic] with different backgrounds can reap huge collaborative and consensus building rewards. This board brings together key players across business, government, education, and health care. This could be the most important piece for moving forward and maintaining a sustainable workforce center.”
- “Development of the partnerships is the key component for sustainability.”
- “The partnerships, the Nursing Center, the Nurse Leadership Institute.”

4.3.1 Recommendations for Facilitating Sustainability

Recommendations for facilitating sustainability falls into three categories: funding opportunities, increased visibility of the project, and leveraging of resources.

- **Funding opportunities**
 - “Work on legislative support, grants, and a fee on nursing licensure.”
- **Increased visibility of the project**
 - “Strengthen, reward, and disseminate successes.”

- “We need to market what we are doing, what the current outcomes are, what the plans for the future might be so that private and public funders might consider supporting the continuation of the center.”
- “Keep the communications flowing; use the Nursing Workforce Center as a hub for sharing ideas and inviting input about potential solutions.”
- “Develop an aggressive marketing plan.”
- Leveraging of resources
 - “Look at the outcomes achieved in the pilot projects; determine what needs to change or how the outcomes can be leveraged, and then focus on what each partner can do to use the results to help spread the word about the knowledge gained. Does it involve a presentation to the Legislature, an announcement to the media, a column in nursing newsletters, workshops for nursing managers, or all of the above?”
 - “Partner with other professional organizations that can help keep this going.”
 - “We need to continue a relationship with UW - Fay Whitney School of Nursing.”

5. Discussion

NWPW board members who responded to the survey are aware of and satisfied with the project’s achievements (e.g., temporary Workforce Nursing Center, collaborations among state stakeholders, a diverse advisory board that is inclusive and open to discussion and dialogue). Respondents also recognize the need to better articulate the project’s goals, and to find resources for sustaining the project’s successes. Specifically, recommendations fall into one category for monitoring progress (clarify project outcomes) and three categories for sustaining successful efforts (identify alternative funding sources, sustain partnerships and group processes, and increase project awareness).

- Clarify project outcomes
 - Translate project goals into action steps and discrete achievable tasks,
 - Determine job duties for board leaders and project staff, and
 - Hold advisory board members accountable for work assignments.
- Identify alternative funding sources
 - Develop a business plan;
 - Consider private and public funding options, especially legislative support, grants, and a fee on nursing licensure; and
 - Leverage resources of member organizations.
- Sustain partnerships and group processes
 - Periodically meet with stakeholders who are concerned with the quality and quantity of Wyoming’s nursing workforce.
 - Ensure participation of diverse stakeholders;
 - Maintain opportunities for respectful dialogue and discussion; and
 - Seek inclusivity in decision making.
- Increase project awareness
 - Develop and promote website;
 - Develop a marketing and promotional plan that leverages the resources of individual and organizational stakeholders; and
 - Disseminate information and promotional materials broadly.

Finally, prior to conducting the survey, NWPW staff identified 31 potential respondents. Only 19 (61%) of these completed the survey, with six (19%) potential respondents stating that they were not involved or knowledgeable enough to participate in the survey. The disparity between those identified by the NWPW and those who felt they were inappropriately identified to take the survey suggests that some advisory board members are disengaged and uninvolved. Consequently, NWPW may want to consider ways to engage and involve these board members.

Appendix A. Frequencies and Percentages in the 2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming

This appendix provides frequency counts and percentage distributions for all items on the 2009 Satisfaction Survey of the Nursing Workforce Project of Wyoming. The wording and order of the questions are as they appear on the survey. Missing data such as *Don't know/Not sure* and *No answer* are excluded from the percentage calculations. Brief narrative synopses of data are presented below each table. WYSAC analyzed data from 19 surveys. We report "other" responses verbatim, making only minor changes to clarify the response or to remove personally identifying information. In cases of repeated "other" responses, frequencies follow in parentheses. For mark-all-that-apply questions, the reported percentages do not total to 100% because respondents could choose more than one response option. We report the data exactly as it was recorded on the surveys, even if we found grammatical or other errors.

You are being asked to complete this survey because you have been identified as a key stakeholder of the Nursing Workforce Project of Wyoming (NWPW). The purpose of the NWPW is to facilitate the establishment of a permanent Nursing Workforce Center that will serve to develop and sustain a high-quality nursing workforce in Wyoming. The NWPW is directed by an *advisory board* comprised of representatives from stakeholder organizations, who seek to advance the project's purpose.

The purpose of this survey is to assess satisfaction with how the advisory board works and the progress made by the NWPW. We seek to identify current strengths and weaknesses which will inform decisions regarding the advancement of the project toward its goal.

The survey should take less than 15 minutes to complete. All your responses will remain completely confidential. Only aggregate data will be reported. Your participation is voluntary, yet your input is critical for the success of the NWPW.

1. In your opinion, what has been achieved by the NWPW so far?

- The formation of a strong, functioning advisory board. Funding of pilot projects throughout the state that focus on retention and recruitment.
- A great deal has been achieved: a diverse advisory board has been established; progress and fiduciary responsibilities seem smooth from the WCF; work has been continued effectively despite the tragic death of one of the co-chairs and founders; staffing has been established and re-established; communications are statewide, as intended, and there is a commitment to be forthright and respectful as we reach consensus; mission has been determined and reaffirmed; Center name has been approved; 4 pilot projects are underway in direct support of the Wyoming nursing workforce; formative evaluations for the pilot projects and by RWJ for NWPW completed; new funding actively pursued; new RFP submitted to State of Wyoming; dissemination of NWPW progress planned for Nursing Summit in September 2009.

- An impressively diverse stakeholders group is coming together, discussing issues and inviting suggestions for addressing various problems related to nursing workforce in Wyoming. Five very impressive pilot projects have been funded and all are developing programs that are already worth a great deal more than the grant funds given to them.
- Development of a multi-agency, multi-educational institution team that will work together to form a means of support for nursing in the state of Wyoming.
- Establishment of a temporary Workforce Center. Piloting of 5 recruitment and retention projects. Development of a fairly comprehensive partnership.
- I know that they have worked hard at getting several projects off the ground.
- I think it has been most helpful to bring all the stakeholders together to look at the nursing workforce issue in Wyoming.
- Identifying key people - professionals and lay that can provide us with information and assistance in developing a Nursing Workforce Center in Wyoming.
- It has brought concerned stakeholders to the same table and helped us focus on our common goals.
- Several projects focused on nurse retention activities. A new website is being developed. Connection and dialogue between stakeholders.
- So far several grants have been given for projects that include looking at work conditions, establishing a nurse leadership program, etc.
- So far, we have created an advisory board comprised of stakeholders in the NWPW that meet on a regular basis; we have hired staff and established the bones of the Nursing Workforce Center; and we have started to pursue additional sources of funding.
- Started a great dialogue around the state about nursing, the shortage, what a nursing center should look like for Wyoming.
- The development and implementation of the pilot projects has been key in understanding what might work in recruiting/retaining the health care workforce. The pulling together of multiple health care partners will benefit this group long term. Asking the WMA and the WHA to participate with this group in their projects as they move forward will benefit the entire health care industry.
- The NWPW has so far picked a mission statement, a name, and started getting a website off of the ground. Along with this the NWPW has brought together many different people to achieve the same goal. This has helped to show the cohesiveness of the health care community in Wyoming along with opening up a channel of discussion for people affected by the nursing shortage.
- The pilot projects seem like a great success and the advisory board has built a good group of partners to lead it into the future.
- The projects and grants have been great. The board is very involved and active.
- This project has been wonderful. We have granted 6 mini grants and 5 of the projects are well underway. The coalition that has come together to form the advisory board is very diversified and represents the citizens of Wyoming from many different interest groups. The Center is still under development, but we have a web page and a Mission. That is real progress.

2. In your opinion, what still remains to be achieved by the NWPW?

- At the moment, it seems like there are too many goals being tackled by the group. If the key focus is improving working conditions to encourage more people to enter or re-enter nursing, than all projects should center around that goal with a focus on working with managers to improve work conditions and on working with nurses and instructors to speak highly of the profession and serve as mentors to the new nurses and CNAs.
- Determining what the Center will provide.
- Establish a web site; secure sustainable funding; strengthen participation with long-term care, healthcare administrative, and physician associations; further expand distance delivery of learning opportunities; hold a board retreat to strengthen skills (e.g., Myers-Briggs; cross-cultural competencies); update understanding of the various nursing and health care sectors (e.g., long term care; need for faculty) and the external forces (e.g., economy); explore future projects in depth, including how to best establish/organize the resources for the nursing workforce; continue to build and strengthen partnerships.
- I believe that although many know about the project, it needs to have a common link with the Board of Nursing web site and perhaps other web sites to increase its visibility.
- Long term planning and sustainability of the Workforce Center. There are initial short-term steps being taken to solve these issues, but figuring out business location/business setup/business plan will be key as this group moves forward.
- Longer term sustainability of the Workforce Center.
- Many things, including long term funding and maintenance of a comprehensive mix of employers and nurses. My hope is that this organization will serve all types of nurses and break down barriers that seem to form between work places and work types.
- Something we can attach an outcome too.
- Structure and funding are the elephants in the room. Overall the project seems to be progressing in a nice fluid manner.
- The building of the Workforce Center itself is still very much in its infancy. Much more detail is still needed about exactly what the Center will look like and offer.
- The Center needs to become more visible and functional. Mini grant presentations at the Nursing Summit and WNA convention and completion of the projects under the Mini grants. Then the Center and the mini grant projects need to be sustained.
- The NWPW still needs to find sustainable funding to insure that all of the hard work done to date isn't lost. The nursing pipeline needs to be looked at so people wanting a nursing degree can get one in a timely fashion without a waiting list.
- The website up and active, marketing, establishment of the Nursing Center and funding source for future.
- To follow these programs through to the end and use the information learned for future endeavors.
- Visibility and accessibility of information. Once the website is functional, this will be a little easier.
- We need to agree on how the short term plan to be housed in the NCNS will work over the next two to three years. We need to establish a business plan that looks at internal structure over the long term; we need to refine the main purpose of the Center to a few pieces that are achievable.

- We need to collect the data on our current nursing retention studies to see if this can give us future direction. I believe the studies will help us further define the problem and solutions.
- We need to make a decision on where to locate the Nursing Workforce Center; how we are going to be able to obtain funding for sustainability; who will be ultimately responsible for overseeing the Center; what information is appropriate for the nursing workforce website; and how we will evaluate the success of this endeavor.

3: What do you perceive to be the main purpose of the Nursing Workforce Center?

- A central source of information and dialog for the recruiting, retention, and promotion of the nursing workforce to strengthen health care in Wyoming.
- A one stop center for ANYTHING related to the field of nursing. Education, job vacancies, data, research, best practice, continuing education, refresher courses, resources, etc.
- Acts as a neutral convener and platform for building consensus on nursing and health care issues.
- Be a one-stop shopping center for the nursing and health care industry.
- Bring people together to address nursing and health care workforce issues.
- Bringing nurses around the state together. Providing information to nurses who are new to Wyoming. Helping to facilitate continuing education (formal/informal) more easily for nurses no matter what level they are.
- I believe it will be a one stop shopping tool for nurses who are looking for work in Wyoming. It will provide information on resources available to nurses. Institutions can also provide information to assist with their workforce needs but also what they have to offer. I think it can also help direct nurses to other resources like the Board of Nursing or Professional needs of the nurse. Hopefully legislators and citizens can also access it to find out what the work force needs for nursing are and possible solutions too.
- I see the main purpose of the Nursing Workforce Center to be a means of providing support for nurses both new and old. We need to help the new nurses gain confidence as they begin their years in the nursing profession; for the experienced nurses we need to be able to help them locate new jobs or ways to further their education if they so desire.
- It was started in an effort to stem the tide of nurses leaving our state, improve working conditions for nurses and specifically look at issues in Long Term Care settings.
- Steps to build a professional and competent nursing workforce in Wyoming.
- The Center will act as an information clearing house on all nursing issues. In essence it will be the conduit between research and public information. It will address information for practitioners (e.g. best practices, recruitment and retention activities in Wyoming). It will provide listserv access to a broad array of stakeholders. The Center will act as a proponent for new programming that increases the number of practicing nurses in the state.
- The main purpose is to give people the information they need without looking in a hundred different places. If something happens in nursing that anyone needs to know the NWPW needs to be on top of it.
- To assist nurses with information, to assist health care organizations in WY with recruitment and retention of nurses.

- To become a clearing house that is not aligned with one entity or another or one purpose or another that will serve all the nurses in Wyoming to provide information useful to each of them.
- To collect and disseminate information about nursing in our state. Education, continuing education, conferences, meetings, and perhaps share best practices—it could also be a reference place for nurses seeking licensure or work in Wyoming.
- To find and develop connections across labor divisions to create a stronger health workforce for Wyoming.
- To provide information to nurses and potential nurses about how to access training and mentorship programs (and how to talk with their managers about their needs), to provide information to managers on how to better manage and provide a good work environment, and to link to relevant data and research.
- To serve as a resource to people already engaged in or currently considering a career in nursing.
- To study and provide an avenue for pilot projects that focus on recruiting and retaining nurses in the long-term care facilities.

4. In general, how satisfied or dissatisfied are you with the progress made by the advisory board?

	Frequency	Valid Percent
Very satisfied	12	63.2%
Somewhat satisfied	6	31.6%
Neither satisfied nor	0	0.0%
Somewhat dissatisfied	0	0.0%
Very dissatisfied	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

A large majority (95%) of survey participants are satisfied with advisory board progress.

5. How satisfied or dissatisfied are you with your own contributions to the advisory board?

	Frequency	Valid Percent
Very satisfied	5	26.3%
Somewhat satisfied	11	57.9%
Neither satisfied nor	1	5.3%
Somewhat dissatisfied	1	5.3%
Very dissatisfied	1	5.3%
(No Answer)	0	0.0%
Total	19	100.0%

A large majority (84%) of respondents are satisfied with their own contributions to the NWPW advisory board.

6. Regarding the time that you invest in the advisory board, how satisfied or dissatisfied are you that the advisory board makes efficient use of your time?

	Frequency	Valid Percent
Very satisfied	7	36.8%
Somewhat satisfied	8	42.1%
Neither satisfied nor dissatisfied	1	5.3%
Somewhat dissatisfied	2	10.5%
Very dissatisfied	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

While around 79% of respondents are satisfied that the advisory board makes efficient use of their time, nearly 11% indicate are *somewhat dissatisfied* with the board's use of their time.

7. How satisfied or dissatisfied are you with how the advisory board uses the resources available through your organization?

	Frequency	Valid Percent
Very satisfied	12	63.2%
Somewhat satisfied	1	5.3%
Neither satisfied nor dissatisfied	4	21.1%
Somewhat dissatisfied	1	5.3%
Very dissatisfied	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

While most (69%) respondents are satisfied with the board's use of the resources available through their organizations, a substantial percentage (21%) are neither satisfied nor dissatisfied with the use of their organizations resources.

8. How satisfied or dissatisfied are you with how the advisory board uses your particular resources (talents, skills, and/or knowledge)?

	Frequency	Valid Percent
Very satisfied	9	47.4%
Somewhat satisfied	4	21.1%
Neither satisfied nor dissatisfied	3	15.8%
Somewhat dissatisfied	2	10.5%
Very dissatisfied	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

A majority (68%) of survey respondents are satisfied that the board is making good use of their personal resources (in the form of skills, talents, and knowledge). However, 16% are neither satisfied nor dissatisfied, while another 11% are *somewhat dissatisfied* with the board's use of their personal resources.

9. How satisfied or dissatisfied are you with the way the advisory board monitors progress?

	Frequency	Valid Percent
Very satisfied	8	42.1%
Somewhat satisfied	7	36.8%
Neither satisfied nor dissatisfied	2	10.5%
Somewhat dissatisfied	0	0.0%
Very dissatisfied	0	0.0%
(No Answer)	2	10.5%
Total	19	100.0%

Most (79%) respondents are satisfied with how the board monitors its progress, though around 11% are neutral on this issue.

Please tell us how much you agree or disagree with the following statements.

10. “The members of the advisory board complete tasks assigned to them in a timely manner.”

	Frequency	Valid Percent
Strongly agree	4	21.1%
Somewhat agree	11	57.9%
Neither agree nor disagree	0	0.0%
Somewhat disagree	1	5.3%
Strongly disagree	0	0.0%
Don't Know	3	15.8%
(No Answer)	0	0.0%
Total	19	100.0

Agreement is high (79%) that the board completes its tasks in a timely manner, though 16% do not know if tasks are completed in a timely manner.

11. “The advisory board, as a whole, works to promote agreement among board members about the project’s purpose.”

	Frequency	Valid Percent
Strongly agree	15	78.9%
Somewhat agree	2	10.5%
Neither agree nor disagree	1	5.3%
Somewhat disagree	0	0.0%
Strongly disagree	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

A large majority (89%) of respondents agree that the board works to promote agreement among members regarding the purpose of the project.

12. “Advisory board membership is representative of the diversity of the stakeholder organizations.”

	Frequency	Valid Percent
Strongly agree	11	57.9%
Somewhat agree	6	31.6%
Neither agree nor disagree	1	5.3%
Somewhat disagree	0	0.0%
Strongly disagree	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

A large majority (89%) agree that board membership is representative of the diversity of stakeholder organizations.

13. “Participation of advisory board members in the work of the advisory board reflects the diversity of the different organizations represented on the board.”

	Frequency	Valid Percent
Strongly agree	7	36.8%
Somewhat agree	9	47.4%
Neither agree nor disagree	2	10.5%
Somewhat disagree	0	0.0%
Strongly disagree	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

Agreement is high (84%) that *participation* of board members reflects the diversity of partnership organizations, though 11% neither agree nor disagree with this item.

14. “Advisory board members help each other in the completion of assigned tasks.”

	Frequency	Valid Percent
Strongly agree	10	52.6%
Somewhat agree	5	26.3%
Neither agree nor disagree	2	10.5%
Somewhat disagree	0	0.0%
Strongly disagree	0	0.0%
Don't Know	2	10.5%
(No Answer)	0	0.0%
Total	19	100.0%

Most board members (79) agree that advisory board members assist each other in the completion of assigned tasks, although around 11% neither agree nor disagree with this item.

15. “The advisory board holds its members accountable for completing tasks within specified timelines.”

	Frequency	Valid Percent
Strongly agree	6	31.6%
Somewhat agree	8	42.1%
Neither agree nor disagree	0	0.0%
Somewhat disagree	2	10.5%
Strongly disagree	0	0.0%
Don't Know	3	15.8%
(No Answer)	0	0.0%
Total	19	100.0%

While around 74% of respondents agree that the board holds its members accountable for completing their tasks within specific timelines, 27% either disagree or do not know.

16. “The advisory board encourages the active participation of members in the decision-making process.”

	Frequency	Valid Percent
Strongly agree	14	73.7%
Somewhat agree	3	15.8%
Neither agree nor disagree	0	0.0%
Somewhat disagree	1	5.3%
Strongly disagree	0	0.0%
(No Answer)	1	5.3%
Total	19	100.0%

Nearly 90% of respondents agree that the board encourages active participation in the decision-making process by members.

17. What suggestions do you have for increasing your engagement in the work of the advisory board?

- Although I attended most of the teleconferences, I never really understood the whole process or felt part of the group. I think a better explanation up front would have helped, and I probably should have been more assertive in seeking out that information.
- Continue to send emails reporting what is going on. Continue to offer the option of attending via phone conference.
- Face to face meetings take time, but they seem to be the most productive. Holding these meetings at the same time as other 'nursing meetings' helps with travel expenses.
- I am already engaged and working.
- I am engaged and giving the organization the time available to me.
- I don't have any suggestions at this time.
- I feel pretty engaged. As this project moves forward, we will want to specify the roles of the organizations that participants will play. Why do we want the WHA and WMA involved (what's in it for them)? We should find ways to keep them active and engaged as

we move forward in the goal to reach long term funding/commitment from team members.

- I have been a dismal representative to this board, and should have never agreed to volunteer for it as I do not have the time to devote to this project.
- I need to be more comfortable with sharing my opinions or thoughts about topics discussed.
- I'm already very engaged and have been pleased that invitations are constantly being issued to encourage others to step up and take more active roles in areas where they have a particular interest or ability.
- I'm excited about the next steps related to the pilot projects and am interested in seeing how each member of the advisory board will help to spread the word about the pilots and the lessons learned. Plus, I'm eager to help if the two grant proposals are approved.
- Participate in as many meetings and phone calls as possible. Sometime work interferes. As we move into further retention issues make sure all institutions are included especially long term care (need more attention here).
- Smaller in scope (focused) assignments/input that I can contribute to given individual background.
- Stop sending the emails where everybody gets the replies to every email. It's cumbersome. The administrative assistants [could] have all the communication go to them, and then they could give us a summary or report every week.
- This would be an excellent exercise for the planned retreat. There are likely hidden talents and expertise among all board members. Otherwise, I am satisfied with my engagement.
- WNA is very involved in the advisory board - has several participating members.

18. How can the work of the advisory board be done more efficiently?

- Have the executive assistant send out executive summaries rather than page long reports.
- I am interested to see how the executive council will affect the decision making and action process to move things along more efficiently. Other than that piece the project seems like an efficient and smooth process.
- I appreciate the e-mail updates and phone when a face to face meeting is impractical. Include meetings when other similar activities are going on.
- I believe the advisory board meetings need to result in more concrete actions to keep the staff working on items that help move us forward. It would also be helpful if subcommittees within the advisory board were active and accountable for the work they should be undertaking.
- I don't have an opinion on this question.
- I don't see a problem at this point. Advisory board members also have full time jobs. We are from all over the state. Given these challenges, we do a pretty good job.
- I think a more executive board structure may streamline the board a little.
- I think that we have been very efficient. We need to allow time for group discussion, which takes time but strengthens the relationships on the board.
- I think they have done a great job keeping people informed via email.
- I would like to see an agenda with action items listed so we know what we are going to need to bring to the meeting and the decisions that need to be made.

- Leave decisions about names, URLs and colors to the staff -- maybe with a final vote by the board, but having a group weigh in too heavily on these decisions bogs down progress and causes unnecessary competition between members. The board is here to assist, not run the day-to-day work of the project.
- The members need to respond and complete tasks they volunteer for.
- This is challenging... need to try to work in a consensus model, but that isn't always efficient. But does lead to greater commitment to the work.
- Too many emails. Hard to keep track of all the information being received from multiple individuals from the group.
- Very efficient for such a broad and long-term commitment. Further, the advisory board exhibits and develops consensus-building leadership. This can take more time at the beginning of a project, but as competencies in this new form of leaderships are strengthened and/or developed, the efficiencies abound (e.g., mapping out a RFP for state monies during a spontaneous lunch meeting at the Governor's Summit). A retreat is planned in which not only will information be exchanged, but there will also be the opportunity to further build the critical partnership skills.
- With Matt on board, the efficiency is increasing rapidly. It really helps to have a full-time dedicated employee to tend to the details!

19. Do you have other suggestions about how the advisory board can better achieve the goals of the project?

- Assure greater participation of some additional groups; continue to seek sustainable funding.
- Continue the use of Teleconference for meetings, with a FOCUSED agenda.
- Having clear action plans. It appears there is no shortage of ideas, but they need to be turned into action. The leadership and board structure also seem problematic at times. It's hard to tell who is in charge, and while a smaller executive council is a nice compromise, the lines are still a bit blurry. Not exactly sure what the solution is given the board's unique situation.
- I appreciate the work and leadership so far.
- Linking to other prominent web sites, State Board of Nursing, major hospitals in the state.
- Look at each member and the group they represent to see how to leverage the resources of that group. We all have publications, mailing lists, partnerships or contacts that can be tapped. Use us to move beyond the meeting. We can all help in different ways. And, it seems like everyone is willing to help. Ask us to commit to something—or to identify what we can contribute to the goals of the project. We should all pick a personal short- and a long-term goal that we can do to help the group achieve success. You may need to identify the needs you see for meeting goals so that we can pick from a menu of options that won't overwhelm the staff or duplicate each others' efforts. We would need a set of materials or talking points so that we all communicate in unison.
- No, I think the group works well toward goals.
- Perhaps a better understanding of each advisory board member's strengths and an honest evaluation of how much work they can do for the NWPW. For example, some members of the advisory have their time on the board paid for by their organization. Their participation becomes part of their work. Other members are on the board on their own

time and must request an absence from work to attend meetings. Are we accommodating the differences?

- The creation of an executive group will help. I also think that ad hoc groups would be helpful with a specific purpose.
- To keep some clear demarcations between the RWJ/NWHF grant goals and the goals of the new workforce grant application going forward.

20. Overall, what do you think is going particularly well in the work of the advisory board?

- Dialog has integrity which supports realistic goals and achievements. Examples: The work continued despite tragedy; four pilot projects, evaluations and active pursuit of additional funding are all well underway.
- Good collegial interaction. Strong commitment to address nursing workforce issues.
- Group discussions are of an extremely high quality and Mary Burman is a very capable facilitator who can encourage all to participate while also keeping the focus from straying too far afield.
- I am able to contact any board member for help and input and I have always been made to feel that this is okay.
- I like the enthusiasm and the common purpose and goal - everyone is very concerned about nursing and health care in Wyoming. I also think that pursuing grants will help with a financial basis for the future.
- I think the sharing of ideas.
- That we're going after state and federal grants.
- The ability to take off and accomplish anything after the deaths of the two professors in Laramie.
- The advisory board is a diverse representation of individuals. The board is respectful and works well together.
- The development of the grant projects seem to be going very well. The implementation of the web site is progressing.
- The diversity and different views of each issue.
- The grants, and the onsite reviews were spectacular.
- The onsite visits are occurring and the programs seem to be working well.
- The work of the board to achieve consensus amongst all members is going very well. I feel that a majority of the partners (75%) are engaged and committed.
- There is a strong feeling of inclusiveness and commitment to the project.
- We are a dedicated, intelligent and driven group. Many of us have worked together for years on projects or through association work. We have incredible respect for each other's expertise. And - we get along well!

21. Overall, what do you think is going particularly poorly in the work of the advisory board?

- How to get more of the long term care players involved.
- I don't have an opinion on this question.
- I don't know of anything going poorly, other than my ability to attend meetings.
- I don't need to be copied on every response to each email. Please encourage people to reply to the sender only and then let us know if there are items that need to be shared with

the group.

- I haven't observed anything.
- I still have some serious questions about what form/format the Workforce Center will ultimately take on. At this stage, there is still a lot of pressure to make it an “all things to all people” entity, which I believe would be a mistake.
- Nothing in particular that should be given a working poorly designation.
- Nothing, we talk a lot, but we need to do that.
- Sometimes the board goes off on tangents and needs to stay a little more focused.
- Subcommittees designed to maximize the input of particular board members within their particular areas of expertise are a great idea but have not been working very well.
- There are a number of members who do not attend. Or respond to requests. Maybe they should ask to be excused rather than just not participate.
- This isn't something that is particularly poor, but could be improved... get somewhat broader participation on the advisory board.
- Use board members' time more efficiently.
- We need to communicate more and to have a plan for sustainability.

22. Of the various components of this project (e.g., outcomes achieved, partnerships developed, processes implemented, knowledge gained), what would you like to see sustained beyond the life of the project?

- Collaboration among the members. I am amazed by the gifts of those who are not nurses!
- I would like to see a continuation of partnerships between health care providers and the public; I would also like to see a continuation of support for education of all nurses - young and old.
- I'd like to see sustainable funding secured for the NWPW. Leadership through partnership is critical to nursing workforce issues now and beyond the immediate tasks of this project.
- It has become clear in the process of this project that bringing a variety of people with different backgrounds can reap huge collaborative and consensus building rewards. This board brings together key players across business, government, education, and health care. While we may have differing views on solutions to problems, it is a respectful environment that takes differing views into account. This could be the most important piece for moving forward and maintaining a sustainable workforce center.
- It seems like the development of the partnerships is the key component for sustainability. The partnerships are the network that will feed the project with information and connect each partner's members or clients with the project. A center is only useful if people know that it exists. Partnerships will help to spread the word and provide feedback on what the Center needs to address in the future.
- It would be nice to see a permanent Nurses Leadership institute established in our state.
- More information about mentorships with nurses and how to grow our own.
- Outcomes achieved.
- Partnerships and a center for nursing (possibly all health care professions) in Wyoming.
- The continued Partnerships and long-term Nursing Center.
- The outcomes and partnerships that have been developed so far will be crucial for future

grant funding.

- The partnerships, the Nursing Center, the Nurse Leadership Institute.
- The partnership. The insight gained from all voices responding on the listserv about a particular issue is really quite valuable.
- The partnership. The Workforce Center. Further projects, such as those pilot projects.
- The partnerships could continue to pay big dividends in the future.
- The sharing of information with the partnership. If everyone can keep getting together and sharing resources then people within the field have many more opportunities and people don't feel like they are working in a bubble.
- Though it is a project now—what I hope to see is that it becomes a permanent sought-after place of resource.

23. What recommendations do you have, if any, for facilitating their sustainability?

- Additional funding opportunities, possible support from Wyoming nurses.
- Continue to strengthen grant writing and other funding opportunities to secure permanent support; communicate successes more broadly; that is, throughout the state and beyond; pursue expanded distance delivery perhaps international connections.
- Create subgroups that are empowered to work on specific tasks on their own.
- Focused meetings with partners by phone or in person discussing what's working and what can be improved -- and how the partners can help to make any necessary changes.
- Funding will be key. Believe we have to be creative here and use multiple sources.
- I firmly believe that communication and respect of others will help with sustaining partnerships. We need to recognize and accept the opinions of others. If we can show our willingness to work with all professions then maybe nurses will begin to be respected as a profession. I realize that sustainability also takes money and I hope that we are able to show the legislature that we have a true purpose and are doing good for the people of Wyoming. Maybe then with a little education we would be able to get some continued funding.
- I would look at nursing licensure fees, legislation, and continued grants.
- In order to stay engaged the board needs to fully realize how much is being accomplished and understand that they are moving toward a long term goal.
- Keep the communications flowing; use the Nursing Workforce Center as a hub for sharing ideas and inviting input about potential solutions.
- Looking at implementation of funding from private and public entities.
- Making sure the product that is developed is valid and reliable and then develop an aggressive marketing plan to make it visible. In order to sustain, the product must remain consistent in its value.
- Once the project has produced a nursing center with staff, that the board meet once or twice yearly to continue the above collaboration.
- Perhaps Sigma Theta Tau could contribute to the sustainability of this project.
- There has to be some skin in the game to get to long term sustainability. Does this group, at this time, see other associations or funding entities that may provide long term funding?

24. Of the various components of this project (e.g., outcomes achieved, partnerships developed, processes implemented, knowledge gained), what do you think actually will be sustained beyond the life of the project?

- Again, I think it's all about the partnerships. I think people will see the positive results and realize that we need to work together to solve these large problems.
- Big picture: I hope that a talent pipeline and career pathways will be developed to ensure the long term success of the health care industry.
- Hopefully, the Center!
- I do believe that a center will be accomplished and I am proud of the partnerships that have been established at this time.
- I hope the partnerships will be sustained, and with an adequate communication plan, the knowledge gained should help to improve working conditions for nurses and increase the number of nurses in Wyoming, and ultimately help eliminate the need for the project in the future.
- Knowledge of partners and the usefulness of their participation in areas that may not be immediately apparent. I am thinking of the labor and outreach folks, until I served on this committee, I had little knowledge and even less understanding of what those entities did and how well they work with nurses and nursing education to provide services in Wyoming.
- Long term project on mentoring programs for nurses and the website for the Center.
- Partnerships developed.
- The Center and the leadership institute and the board.
- The open communication between member agencies. Once people feel they can contact each other, that never seems to go away.
- The partnerships and a leadership style which are inclusive.
- This is a difficult question. I would hope that we could sustain both an educational component and the website. If I would have to choose I would like to see us continue to support the ongoing education of nurses.
- This is too difficult to answer at this time. The one thing that seems to remain constant is the desire and the willingness of the stakeholders to make something happen.

25: What recommendations, if any, do you have for facilitating their sustainability?

- Continue to seek funding sources and to increase the diversity of the membership.
- Continue what they're doing already.
- Find ways to bring people together for as many face-to-face meetings as possible. Conference calls and video meetings are fine for sustaining relationships, but real relationship-building requires that people be able to meet and interact with one another in person.
- Grants, possible legislation (don't count this as only source), business partners.
- If the project becomes funded for the long term; that we publish the work, and share with others the collaboration and partnerships that have worked in synergy to produce a positive impact on the health and well being of Wyoming residents.
- In addition to other suggestions: strengthen, reward, and disseminate successes.
- Keep doing what we are doing, learn from others—people and states. Try to copy what

has worked and stay away from what hasn't.

- Look at the outcomes achieved in the pilot projects; determine what needs to change or how the outcomes can be leveraged, and then focus on what each partner can do to use the results to help spread the word about the knowledge gained. Does it involve a presentation to the Legislature, an announcement to the media, a column in nursing newsletters, workshops for nursing managers, or all of the above? Although they are different audiences and may require a different level of detail, all of them should hear a similar message.
- Partner with other professional organizations that can help keep this going.
- We need to continue a relationship with UW - Fay Whitney School of Nursing and work on legislative support, grants, and a fee on nursing licensure.
- We need to market what we are doing, what the current outcomes are, what the plans for the future might be so that private and public funders might consider supporting the continuation of the Center.
- While, I don't think that it should account for more than 50% of total funding, I think financial support from the legislature is necessary.

26. Which ONE of the following BEST describes the type of stakeholder organization that you represent?

	Frequency	Valid Percent
Education and Training Entity	5	26.3%
Professional Organization	6	31.6%
Employer of Nurses (hospital or long-term care facility)	2	10.5%
State Government Agency	2	10.5%
Foundation	2	10.5%
Advocacy Group	1	5.3%
(No Answer)	0	0.0%
Total	19	100.0%

27: Feel free to provide us with any further input:

- Believe we have come a long way in a short time. Answers to the nursing workforce are not simple. Do believe that through awareness, education and changes in the workplace we can begin to tackle it.
- Board and Partner development and strength is key - support through skill building, practice, and pilot projects should continue. Gender, age, and multicultural equity issues would be good to explore in the next phase of development for sustainability of the mission- strengthening the nursing workforce for Wyoming's healthcare.
- I have been very impressed by the willingness of people to step forward and help in the wake of the terrible leadership void left when Carol died so tragically. There is a real sense that the best memorial gift possible will be an unqualified success with this project.
- I have only been on the Advisory Board for a month and have not attended any meetings. I have tried to keep up on e-mail correspondence but have little to contribute regarding this survey.
- Thank you for all the work you're doing.

- This group is on the right track and is moving quickly toward achieving success. Thank you for allowing me to be part of the team!
- Working alone in a silo, is so much more difficult than working in partnerships. IF we could all allow that to happen in our work lives, there is no telling how much we might accomplish!