

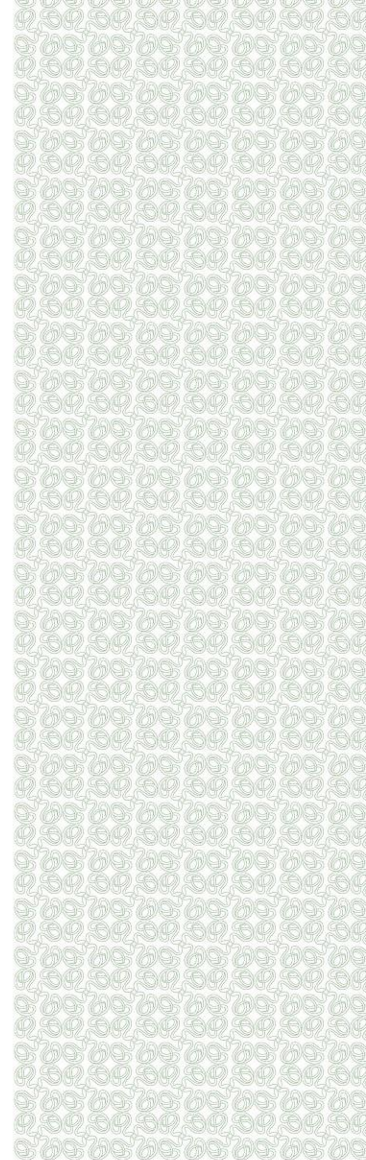
The Future of Nursing: Leading Change, Advancing Health

Committee on the Robert Wood Johnson
Foundation Initiative on the Future of
Nursing, at the Institute of Medicine



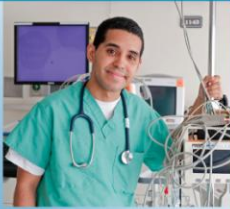
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The Future of Nursing:

LEADING CHANGE, ADVANCING HEALTH



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Background and Context

- With more than 3 million members, the nursing profession is the largest segment of the nation's health care workforce.
- Working on the front lines of patient care, nurses can play a vital role in helping realize the objectives set forth in the 2010 Affordable Care Act.
- Legislation enacted will provide insurance coverage to health care for 32 million more Americans; the implications of this new demand on the nation's health care system are significant.



Background and Context

- The Robert Wood Johnson Foundation (RWJF) and the Institute of Medicine (IOM) partnered to assess and respond to the need to transform the nursing profession.
- The committee was tasked with producing a report containing recommendations for an action-oriented blueprint for the future of nursing, including changes in public and institutional policies at the national, state, and local levels.



Committee Task

An ad hoc committee will examine the capacity of the nursing workforce to meet the demands of a reformed health care and public health system. It will develop a set of bold national recommendations, including ones that address the delivery of nursing services in a shortage environment and the capacity of the nursing education system.

In its report, the committee will define a clear agenda and blueprint for action including changes in public and institutional policies at the national, state and local levels. Its recommendations would address a range of system changes, including innovative ways to solve the nursing shortage in the U.S.



Committee Task (continued)

The committee may examine and produce recommendations related to the following issues, with the goal of identifying vital roles for nurses in designing and implementing a more effective and efficient health care system:

- Reconceptualizing the role of nurses within the context of the entire workforce, the shortage, societal issues, and current and future technology;
- Expanding nursing faculty, increasing the capacity of nursing schools, and redesigning nursing education to assure that it can produce an adequate number of well prepared nurses able to meet current and future health care demands;
- Examining innovative solutions related to care delivery and health professional education by focusing on nursing and the delivery of nursing services; and
- Attracting and retaining well prepared nurses in multiple care settings, including acute, ambulatory, primary care, long term care, community and public health.



Committee on the RWJF Initiative on the Future of Nursing, at the IOM

18 members with expertise in:

- Public health
- Nursing
- Federal and state administration
- Hospital and health plan administration
- Business administration
- Health information and technology
- Health services research
- Health policy
- Workforce research and policy
- Economics
- Health care consumer perspective

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Study Process

- Five committee meetings
- Three public workshops
- Three public forums (including submission of testimony) that resulted in published workshop reports
 - Acute care
 - Care in the community
 - Education
- Literature review
- Five commissioned papers
- RWJF Nursing Research Network
- Interviews with nurses for case studies and nurse profiles



Committee's Vision

The committee envisions a future system that makes quality care accessible to the diverse populations of the United States, intentionally promotes wellness and disease prevention, reliably improves health outcomes, and provides compassionate care across the lifespan. In this envisioned future, primary care and prevention are central drivers of the health care system.



Committee's Vision (continued)

Interprofessional collaboration and coordination are the norm. Payment for health care services rewards value, not volume of services, and quality care is provided at a price that is affordable for both individuals and society. The rate of growth of health care expenditures slows. In all these areas, the health care system consistently demonstrates that it is responsive to individuals' needs and desires through the delivery of truly patient-centered care.



Nurses' Role in This Vision

- Nurses are at the front lines in ensuring that care is delivered safely, effectively, and compassionately.
- Because of their regular, close proximity to patients and their scientific understanding of care processes, nurses have a considerable opportunity to act as full partners with other health professionals and to lead in the improvement and redesign of the health care system and its practice environment.



Key Messages

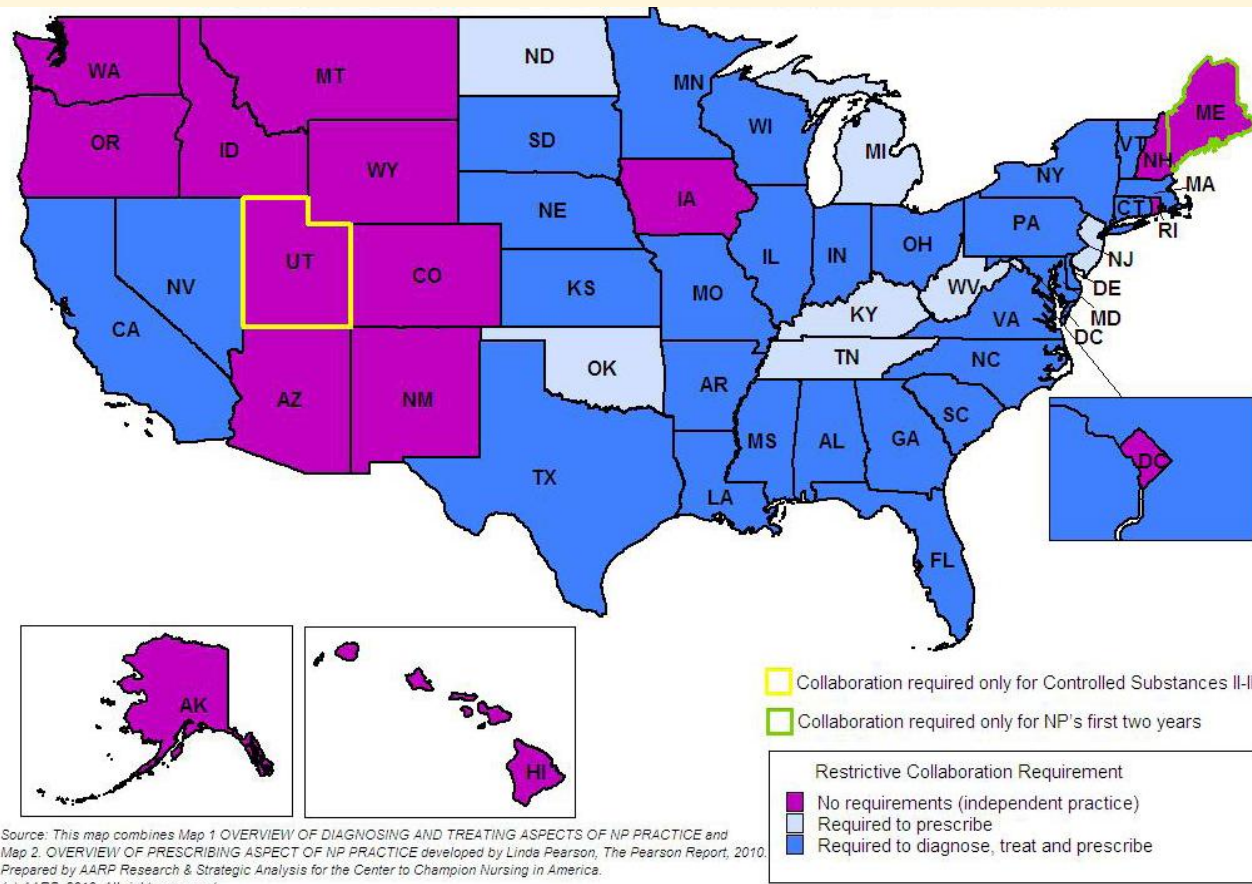
1. Nurses should practice to the full extent of their education and training.
2. Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
3. Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.
4. Effective workforce planning and policy making require better data collection and an improved information infrastructure.



Key Message #1. **Nurses should practice to the full extent of their education and training.**

- The variability of scope-of-practice regulations across states may hinder advanced practice nurses from giving care they were trained to provide and contributing to innovative health care delivery solutions.
- Although some states have regulations that allow nurse practitioners to see patients and prescribe medications without a physician's supervision, a majority of states do not.
- The federal government is well suited to promote reform of states' scope-of-practice laws by sharing and providing incentives for the adoption of best practices.





Requirements for physician–nurse collaboration, by state, as a barrier to access to primary care.

NOTE: Collaboration refers to a mutually agreed upon relationship between nurse and physician.

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Key Message #2. Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.

- To ensure the delivery of safe, patient-centered care across settings, an improved nursing education system is critical.
- To respond to changing patient needs and an evolving health care systems, nurses must achieve higher levels of education and training.
- Education should include opportunities for seamless transition into higher degree programs.



Key Message #3. **Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.**

As leaders, nurses must:

- Act as full partners with other health care professionals
- Be accountable for their responsibility to deliver high-quality care
- Work collaboratively with leaders from other health professions
- Identify and propose solutions to problems in care environments
- Devise and implement plans for improvement
- Participate in health policy decision-making

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Key Message #4: **Effective workforce planning and policy making require better data collection and an improved information infrastructure.**

- Planning for changes in the education and deployment of the nursing workforce will require comprehensive data on the numbers and types of health care providers currently available and required to meet future needs.
- Once an infrastructure for collecting and analyzing workforce data is in place, systematic assessment and projection of nursing workforce requirements will be needed to inform necessary changes in nursing practice and education.
- A priority should be placed on systematic monitoring of the supply of health care workers across profession, review of the data, and methods needed to develop accurate predictions of future workforce needs.



Recommendation # 1

Remove Scope of Practice Barriers

Advanced practice registered nurses should be able to practice to the full extent of their education and training. To achieve this goal, the committee recommends actions for the following entities:

- Congress
- State Legislatures
- Centers for Medicare and Medicaid Services
- Office of Personnel Management
- Federal Trade Commission and Antitrust Division of the Department of Justice



Recommendation # 2

Expand opportunities for nurses to lead and diffuse collaborative improvement efforts

Private and public funders, health care organizations, nursing education programs, and nursing associations should expand opportunities for nurses to lead and manage collaborative efforts with physicians and other members of the health care team to conduct research and to redesign and improve practice environments and health systems. These entities should also provide opportunities for nurses to diffuse successful practices.



Recommendation # 3

Implement nurse residency programs

State boards of nursing, accrediting bodies, the federal government, and health care organizations should take actions to support nurses' completion of a transition-to-practice program (nurse residency) after they have completed a prelicensure or advanced practice degree program or when they are transitioning into new clinical practice areas.



Recommendation # 4

Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020

Academic nurse leaders across all schools of nursing should work together to increase the proportion of nurses with a baccalaureate degree from 50 to 80 percent by 2020. These leaders should partner with education accrediting bodies, private and public funders, and employers to ensure funding, monitor progress, and increase the diversity of students to create a workforce prepared to meet the demands of diverse populations across the lifespan.



Recommendation # 5

Double the number of nurses with a doctorate by 2020

Schools of nursing, with support from private and public funders, academic administrators and university trustees, and accrediting bodies, should double the number of nurses with a doctorate by 2020 to add to the cadre of faculty and nurse researchers, with attention to increasing diversity.



Recommendation # 6

Ensure that nurses engage in lifelong learning

Accrediting bodies, schools of nursing, health care organizations, and continuing competency educators from multiple health professions should collaborate to ensure that nurses and nursing students and faculty continue their education and engage in lifelong learning to gain the competencies needed to provide care for diverse populations across the lifespan.



Recommendation # 7

Prepare and enable nurses to lead change to advance health

Nurses, nursing education programs, and nursing associations should prepare the nursing workforce to assume leadership positions across all levels, while public, private, and governmental health care decision makers should ensure that leadership positions are available to and filled by nurses.



Recommendation # 8

Build an infrastructure for the collection and analysis of interprofessional health care workforce data

The National Health Care Workforce Commission, with oversight from the Government Accountability Office and the Health Resources and Services Administration, should lead a collaborative effort to improve research and the collection and analysis of data on health care workforce requirements. The Workforce Commission and the Health Resources and Services Administration should collaborate with state licensing boards, state nursing workforce centers, and the Department of Labor in this effort to ensure that the data are timely and publicly accessible.



Summary

- Nurses are committed to delivering high-quality care under current regulatory, business, and organizational conditions.
- The power to change those conditions to deliver better care does not rest primarily with nurses.
- Responsibility also lies with governments, businesses, health care institutions, professional organizations and other health professionals, and the insurance industry.



Summary (continued)

- The committee's recommendations are directed to policy makers; national, state, and local government leaders; payers; researchers; executives; and professionals, including nurses; licensing bodies; educational institutions, and philanthropic and consumer advocacy organizations.
- Together, these groups have the power to transform the health care system to provide seamless, affordable, quality care that is accessible to all, patient centered, evidence based and leads to improved health outcomes.

