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Letter from the Board Chair



**Debra Bakerjian, PhD,
APRN, FAANP, FGSA, FAAN
Board Chair, HealthImpact**

Dear Colleagues & *HealthImpact* Supporters:

Once again, this year's annual report highlights the initiatives that make *HealthImpact* a cutting-edge organization, leading efforts to advance nursing and interprofessional team-based healthcare in California and nationally. Under the leadership of our new CEO, Dr. Garrett Chan, and with the considerable efforts of our staff, *HealthImpact* collaborated with a number of organizations to create workforce and policy resources including implementing the 2018 Regional Summit recommendations and advancing specialty nursing education and preparation.

In addition to the existing *HealthImpact* programs such as the California Simulation Alliance and the Centralized Clinical Placement System, Garrett and the staff have created new programs that have now been initiated including the Benner Institute for Teaching and Learning program. This program exemplifies the Board's strategic vision to create revolutionary programming that will help transform nursing education, build programs to support team-based care, and prepare the healthcare workforce of the future. I encourage everyone to read about the fantastic work being done by *HealthImpact* and then go to the home page and DONATE so that *HealthImpact* can continue this important work.

Sincerely,

Staff

**Garrett K. Chan, PhD, RN, APRN,
FAEN, FPCN, FCNS, FNAP, FAAN**
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Officer*

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*Manager/Faculty, California
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*Project Manager/Program
Coordinator*

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Director, Statewide Initiatives

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Executive Assistant

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Carolyn Orlowski, MSN, RN
Director, Workforce Strategy

Laine Snowman
Finance Specialist

Carina Valdes-Fajardo, BS
*Statewide Program Coordinator,
Centralized Clinical Placement System*

**KT Waxman, DNP, MBA, RN, CENP,
CHSE, FAAN, FSSH**
Director, California Simulation Alliance

Letter from the Chief Executive Officer



"To make essential changes to the health-care system, clinicians need to have easy access to standard education and support and create a neutral safe space to allow innovators to positively disrupt the status quo."

Garrett Chan, CEO
HealthImpact

Dear Friends and Colleagues,

2019 was an amazing year for **HealthImpact** and me. I want to thank Judee Berg for a wonderful orientation and smooth transition into the CEO role. Judee and Deloras Jones, our first CEO, have created a body of work that has been influential, purposeful, and achieved important workforce outcomes over the past 18 years.

I spent a lot of time learning about the portfolio of work to categorize **HealthImpact's** contributions into four areas: workforce strategy, stakeholder convenings, workforce and health policy, and nursing futurism. This Annual Report is organized into the four areas and highlights our work in 2019.

HealthImpact is asked to participate and contribute to many state and national initiatives. In addition, the Board of Directors approved a strategic plan for **HealthImpact** that articulates seven major initiatives, two new and five existing initiatives. These major initiatives form pillars of work and will be the focus of operational and financial development. The two newly created initiatives are the Benner Institute for Teaching and Learning at **HealthImpact** and the **HealthImpact** Institute for Innovation.

In 2010, the landmark study by the Carnegie Foundation¹ challenged us to radically transform nursing curricula and to identify the most effective teaching and learning practices for nursing students. The evidence shows that there is a gap between what is taught in academic programs and the practice of nurses in community health and in health systems. As we enter the 10th year anniversary of this study, there has been little progress towards the radical transformation. The Benner Institute for Teaching and Learning will focus on supporting academic and health care system educational programs to better meet the contemporary needs of patient care and the nursing practice. **HealthImpact** will partner with Dr. Patricia Benner to create offerings to educators to support their journey of radical transformation to better prepare the workforce.

To make essential changes to the healthcare system, clinicians need to have easy access to standard education and support and create a neutral safe space to allow innovators to positively disrupt the status quo. The vision for the Institute for Innovation is to facilitate clinician innovation and disruption, serve as an incubator for innovation and

¹ *Educating Nurses: A Call for Radical Transformation*. (2010). San Francisco: Jossey-Bass.

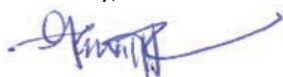
disruption, and create policy initiatives to accelerate change and transformation. Future activities will educate and support clinicians and organizations in transforming the patient and communities' experience with health and healthcare.

Continuing major initiatives that are important to the nursing community and have received my full support include the Regional Nursing Summit work, the California Simulation Alliance, the Regional Specialty Nursing Program, and the Centralized Clinical Placement System (CCPS). You can read more about our progress in the Annual Report.

HealthImpact could not accomplish the high quality and prolific amount of work without a phenomenal team. I want to thank Mary Dickow, Carolyn Orlowski, KT Waxman, and Carina Valdez-Fajardo for their amazing work over the year. I also want to welcome Deb Bennett, Manager of the California Simulation Alliance, Michelle Chan, Project Manager, and Sharon Goldfarb, Nursing Consultant to the **HealthImpact** team. These are highly qualified professionals who have added expertise and wisdom to our initiatives and projects. And **HealthImpact** could not function without Laura Ford and Laine Snowman, who tirelessly keep the whole thing running.

If any of these initiatives or programs pique your interest, I welcome having discussions with you. 2019 was wonderful; I wish you a healthy and productive 2020!

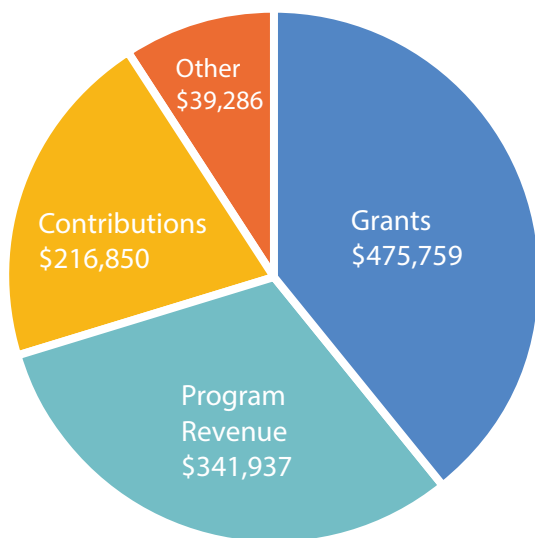
Sincerely,



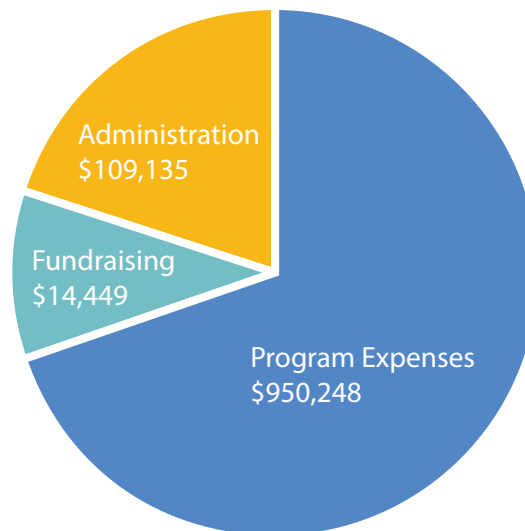
Garrett K. Chan, PhD, RN, APRN, FAEN, FPCN, FCNS, FNAP, FAAN
President & Chief Executive Officer, HealthImpact

HealthImpact Financial Information

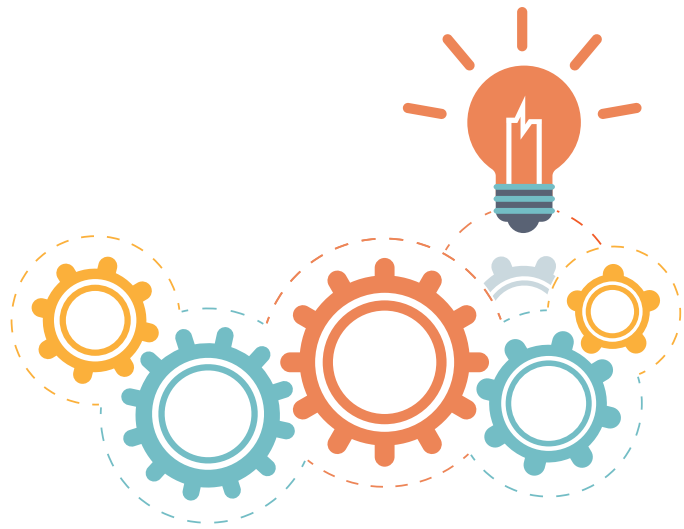
TOTAL REVENUE: \$1,073,832



TOTAL EXPENSES: \$1,073,832



The financial information shown here was derived from **HealthImpact's** 2019 financial statements. Copies of audited financial statements may be obtained by contacting **HealthImpact**.



Workforce Strategy

HealthImpact is creating initiatives that encourage people to become nurses; help nurses progress academically and thrive; assist institutions and faculty in creating innovative nursing programs that advance clinical practice; and analyze trends in workforce supply, demand, and needed skills.

Among Our Clients:

**Grande Ronde Hospital
Oregon & Mission College**

Bakersfield College

**Valley Children's
Healthcare Network**

Touro University, Nevada

5 CONSULTATIONS

INDUSTRY SPONSORS

6
CAE Healthcare
Kyoto Kagaku America
Laerdal Medical
Limbs & Things, Inc.
Pocket Nurse
Education Management
Solutions

16 TRAINING
COURSES
with 106
participants

CSA FACULTY
Certified Healthcare
Simulation Educators
(CHSE) **13**

California Simulation Alliance

The California Simulation Alliance (CSA) is a virtual alliance to benefit all simulation users in the state of California and beyond. The purpose of the CSA is to enhance and foster the development of simulation as a modality for transforming the education of healthcare professionals.

2019 Conference Presentations:

International Meeting on Simulation in Healthcare (IMSH)
San Antonio

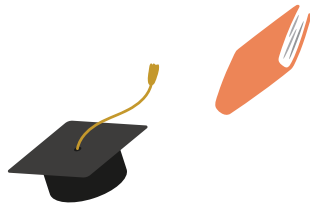
European Simulation Society (SESAM) Annual Conference
Glasgow

International Nursing Association for Clinical Simulation and Learning Annual Conference
Phoenix

National League for Nursing National Education Summit
Washington DC

Columbia University Simulation Summit
New York

Organization for Associate Degree in Nursing Annual Conference
Louisville



A Better Way to Match Students With Clinical Placements

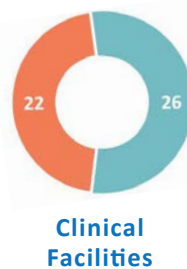
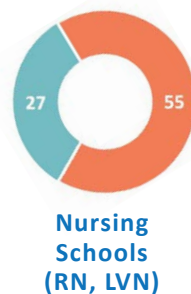


Centralized Clinical Placement System

Centralized Clinical Placement System (CCPS) is a simple yet powerful tool that builds educational capacity through regional data to streamline nursing and allied health clinical placements.

Clinical Education Placements Processed Through CCPS in 2019:

■ San Francisco Bay Area ■ Los Angeles Area



Students Placed



Placement Requests Scheduled

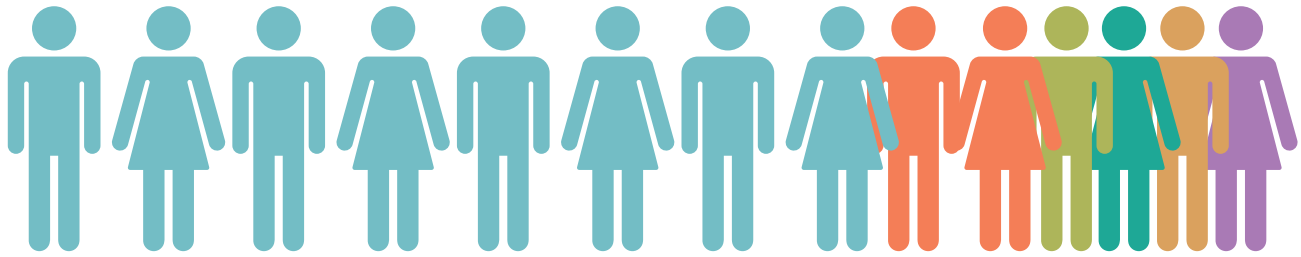


Developing a Statewide Interprofessional Education Collaborative

Change and transformation within organizations by interdisciplinary teams has shown to be more efficacious than changes done by a single discipline, yet interdisciplinary team solving is not common or taught in most professional schools. Although some organizations have implemented process improvement projects that make incremental changes, they are still unable to transform their organization to provide high quality, high value, person-centered care to improve health outcomes in their community.

HealthImpact received grant funding from the **UniHealth** foundation to support planning for an interprofessional education collaborative. The collaborative will provide health care professionals with the education they need to transform their organizations into high performing entities that can drive down the cost of healthcare, improve health outcomes in their communities and increase the capacity to provide quality healthcare services in the state of California.

HealthImpact is focused on providing under-resourced organizations an interprofessional education to maximize the benefit of working in collaborative teams, both internally within their organizations and externally within their community. *HealthImpact* aims to demonstrate the success of this collaborative in different areas of the state to encourage widespread adoption of interprofessional collaboration.



The Annual Newly Licensed RN Survey

HealthImpact's annual statewide study of RNs newly licensed in California was conducted to understand the employment experiences of the emerging workforce and analyze workforce trends. Findings from the study provide evidence to inform change and strengthen policy supporting preparation of the future nursing workforce. Download the entire report here ([link](#)).

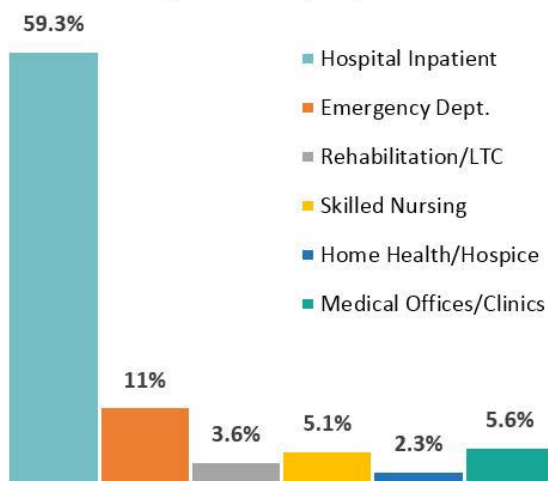


Key Findings: Social Determinants of Health

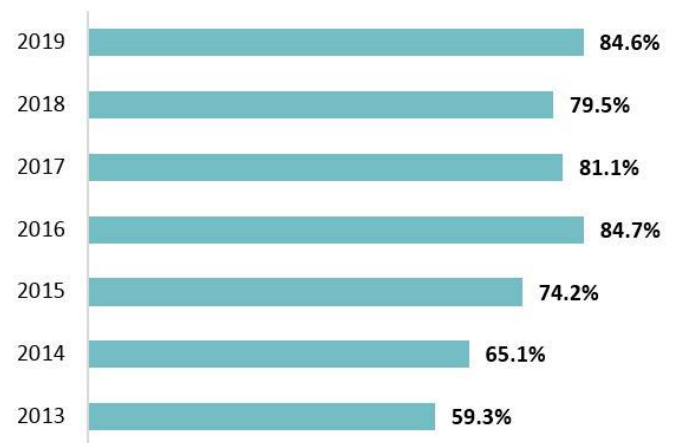
This year, information on the prevalence and impact social determinants of health have on the wellbeing of students completing RN programs and transitioning into practice was obtained. Key factors that impact health and well-being provide evidence for change in nursing education resources to support student success, and inform policy to strengthen the health, well-being and diversity of the nursing workforce:

- Sources of funding for nursing program
- Amount of student debt (Avg. debt reported \$42,000)
- Family economic status
- Living situation, level of stress, mental and physical health during nursing program and now

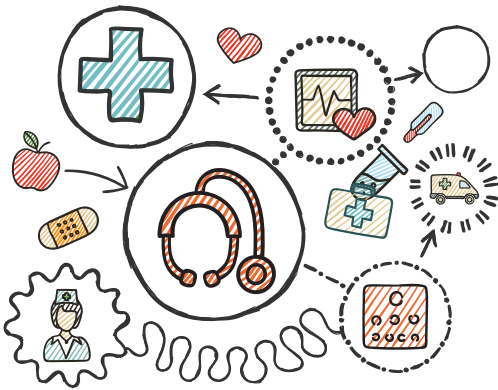
Most Frequent Employment Settings



Percent of RNs Employed within 12 Months of Licensure



Identify Knowledge, Skills and Attributes in the Primary Care RN Workforce



5 Key Domains:

Domain 1:
Transforming the Practice Environment
to Effectively Utilize RNs

Domain 2:
Supporting the Primary Care Career
Development of RNs

Domain 3:
Educating Nursing Students in
Primary Care

Domain 4:
Developing Nursing Program Faculty
with Primary Care Expertise

Domain 5:
Increasing Opportunities for
Interprofessional Education and
Development of Collaborative Team
Based Practice Models

Judee Berg and Garrett Chan served on the California Future Health Workforce Commission's Technical Advisory Committee and Primary Care Subcommittee. Drs. Linda Burnes Bolton, who is also on the HealthImpact Board of Directors, and Heather Young served as nursing Commissioners appointed to the Commission. The California Future Health Workforce Commission determined that California will face a shortage of 4,100 primary care providers in the next 10 years². There are more than 430,000 registered nurses (RNs) in California, the state's largest group of licensed health care professionals. The size and skill of this potential workforce—currently underutilized in ambulatory care—represents an opportunity to strategically address the growing demand for lower-cost, more effective primary care through new care delivery models that use RNs to their maximum effectiveness. Through a generous grant from the California Health Care Foundation, *HealthImpact* conducted survey and focus groups of educators, nurses, and employers.

The final report offers educational and practice institutions evidenced-based recommendations in 5 key domains to prepare RNs for the primary care of the future, with a particular focus on addressing the social determinants of health and caring for patients as part of interprofessional teams. It also includes recommendations for how primary care organizations can start to integrate and expand the role of nurses in their current practice. This report was sent to the Future of Nursing 2020-2030 Committee to potentially be integrated into the National Academy of Medicine's final report. In addition, the *HealthImpact* team will present this work at the Association of California Nurse Leaders conference and has multiple other invitations to speak in 2020. To learn more about the findings and implications for educating and upskilling the workforce to meet primary care and ambulatory needs of communities, download the two reports, *Increasing Primary Care Capacity Through Academic Preparation and Effective Utilization of Registered Nurses in Team-Based Delivery* ([link](#)) and the companion document of the research findings, *Primary Care Survey and Focus Groups: Synthesis of Findings* ([link](#)).

² California Future Health Workforce Commission. (2019). Final Report. Accessed on January 20, 2020 at <https://futurehealthworkforce.org/our-work/finalreport/>



Upcoming Publications:

*"Redesigning Nursing Education
to Build Healthier Communities:
An Innovative Cross-Sector
Collaboration"*
Nursing Education Perspectives
May 2020

Nursing Education Redesign

The Nursing Education Redesign Project culminated in the implementation of curriculum redesign in four schools: San Jose State University, Hartnell College, West Hills College and California State University East Bay. Real time collaboration with nursing education consultants at the California Board of Registered Nursing (BRN) was a unique aspect of this project that made a significant difference in the success of the redesign process and the final approval process for the new concept-based curriculum.

An in-person learning community session was held May 30, 2019 to share accomplishments from the redesign process and engage participants in next steps. The event, *"Transforming Nursing Curriculum: Preparing Nurses for Evolving Roles"*, held at the Silicon Valley Community Foundation in Mountain View, California, was a huge success with all four schools, their community partners and the BRN. Keynote speaker Dr. Patricia Benner inspired the group with her presentation, *"Teaching and Learning...The Living Curriculum."*

2019 Conference Presentations:

Academic Practice Partnership Meeting
Pasadena, CA

Association of California Nurse Leaders
San Francisco, CA

Association of California Nurse Leaders
Long Beach, CA

BRN Education Consultants Retreat
Pasadena, CA

Designing a Healthy Future
Mariposa, CA

Preparing RNs for High-Demand Hospital Specialty Areas



HealthImpact worked in collaboration with the Hospital Association of Southern California (HASC) to address the continued shortage of experienced specialty RNs in hospitals across the region. This initiative addresses strategic workforce priorities in high-demand areas aligned with mutual goals, building upon and extending academic-practice partnerships to prepare RNs for positions in five high-demand areas that require specialty knowledge and experience.

Goals:

- ▣ Assess the supply of and demand for experienced RNs in high-demand hospital specialty areas.
- ▣ Address key factors that support recruitment and retention, and strengthen success.
- ▣ Develop the workforce needed, preparing newly licensed RNs, nurses changing practice areas, and those re-entering the workforce.
- ▣ Conduct courses based on national standards, incorporating hybrid teaching methods.
- ▣ Monitor evolving supply of and demand for experienced RNs in high-demand hospital specialty areas.

Workforce Priority Areas:

- Peri-Operative
- Critical Care
- Emergency Services
- Labor and Delivery
- Neonatal Intensive Care

Activities and Outcomes:

▣ 10 Nursing Schools conducted 21 Specialty Courses:

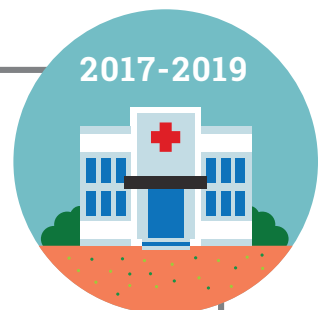
- Peri-Operative (16)
- Critical Care (2)
- Emergency Department (1)
- Labor and Delivery (1)
- Neonatal Intensive Care (1)

▣ 184 RNs and 19 RN students completed a specialty course, successfully transitioning to fill vacant RN specialty positions

▣ Advisory Teams in 4 Sub-Regions:

- Los Angeles
- Orange County
- Riverside/San Bernardino
- Ventura/Santa Barbara

2017-2019





Stakeholder Convenings

HealthImpact is unique in its ability to bring together nursing executives, healthcare leaders, and the public to facilitate solutions to the issues confronting the nursing profession, healthcare industry and communities.

Regional Nursing Summits



Co-Directors in 14 regions will prioritize issues identified in the 2018 Regional Summit Report.

In January 2019, *HealthImpact* published the results of the 2018 Regional Summits through a collaboration with a planning group that consisted of the California Board of Registered Nursing, California Hospital Association, California Community Colleges Chancellor's Office, California State University Office of the Chancellor, California Association of Colleges of Nursing, California Organization of Associate Degree Nursing, Association of California Nurse Leaders, and the American Nurses Association\California. Through an innovative series of regional summits, California developed a collaborative process of addressing some of the most challenging issues facing nursing education today: lack of standardization of educational programs and difficulty in securing clinical placement/immersion experiences for pre-licensure students. Multiple stakeholders from academia, healthcare providers, labor groups, and government identified opportunities for change as well as some of the challenges faced in preparing nurses for a rapidly changing practice environment.

The work of the Summit planning group continued in 2019 and was renamed the Summit Implementation Committee. The Summit Implementation Committee created 14 regions based off current relationships and partnerships. Each region will have two co-Directors and will choose at least one priority issue identified in the Regional Summit Report. In addition, there are some priorities that must be addressed at the statewide level. Mary Dickow, MPA, FAAN, Director of Statewide Initiatives, will be leading the Summit work at both the state and regional levels.



Workforce Policy

HealthImpact is a leader in setting health and nursing workforce policies through its subject matter expertise, research and publications, and testimony at state and national forums.

Advisory Committee Transition Plan

2019 Advisory Committee

BJ Bartleson
 Laura Brunetto
 Blanca Castro
 Garrett Chan
 John “JC” Cordova
 Pilar De La Cruz
 Mary Dickow
 Liz Dietz
 Lisa Duncan
 Larissa Estes
 Karolina Gasamanian
 Dan Gillette
 Sharon Goldfarb
 Karen Grimley, Co-Lead
 Grissel Hernández
 Marketa Houskova
 Jeffery Hudson-Covolo
 Kelly Johnson

Under the leadership of Linda Zorn, Karen Grimley, and Mary Dickow, the *HealthImpact* California Action Coalition Advisory Committee transformed to be more nimble and will engage experts to work on issues that are meaningful to them. The new process will be that a call will go out for volunteers to help shape a *HealthImpact* initiative (a long-term project) or task force (a short-term project) on a particular topic. The Advisory Team will then work on that initiative or task force for a time-limited period with specific outcomes to be achieved. Once the work is completed, the Advisory Team will disband because the work will be completed. With this transformation of the California Action Coalition Advisory Committee, all California Action Coalition activities will be incorporated and unified into *HealthImpact*.

Karyn Karp	Austin Nation	Annie Tat
Lorna Kendrick	Aileen Oh	Kim Tomasi
Michelle Lopes	Susanne Phillips	Anna Valdez
Alice Martanegara	Maria Ramira	Mila Velasquez
Sandy Melton	Stephanie Robinson	Nikki West
Angie Millan	Joanne Spetz	Judith Yates
Joseph Morris	Ann Stoltz	Scott Ziehm
Wanda Morris	Tim Talbert	Linda Zorn, Co-Lead



Future of Nursing

HealthImpact is recognized for its grasp of trends and its insights into the complex issues that drive this unprecedented time of transformation and innovation. HealthImpact not only sees the future of nursing, it's also shaping the future by leading the transformation of policies, nursing, and health care.



Preparing the Nurse for the Future

Addressing the social determinants of health (SDOH) is a major focus of the National Academy of Medicine, Future of Nursing 2020-2030. Garrett Chan attended three national Town Halls addressing these critical issues and nursing's role in health equity. Garrett gave public testimony on *HealthImpact's* work in primary care as an essential part of the nursing workforce efforts to address social determinants of health. Our first efforts related to the Future of Nursing 2020-2030 and Robert Wood Johnson Foundation's Culture of Health initiative will focus on the intersection of SDOH and the workforce. Many initiatives have been successfully implemented to retain nurses and improve their well-being. *HealthImpact* is investigating the role of SDOH as another aspect to address to increase nurses' well-being. Since 2010, *HealthImpact* has conducted The Annual Newly Licensed RN Survey in collaboration with the California Board of Registered Nursing. In 2019, we added aspects of SDOH into this workforce survey. Results will be available in 2020.

2019 Financial Partners

BENEFACTOR

California Health Care Foundation
Cedars-Sinai Medical Center
Gordon and Betty Moore Foundation
Kaiser Permanente National Patient Care Services
Kaiser Permanente Northern California Health Education Fund at the East Bay Community Foundation
UniHealth Foundation

PATRON

California Hospital Association
Kaiser Permanente Southern California
Laerdal Medical

PARTNER

John Muir Health System
Kaiser Permanente, Nurse Scholars Academy
Lucile Salter Packard Children's Hospital at Stanford
Ridgecrest Regional Hospital

FRIEND

Adventist Health
Citrus Valley Health Partners
Henry Mayo Newhall Memorial Hospital
Santa Barbara Cottage Hospital
Sierra View Medical Center
UCLA Medical Center
Valley Children's Hospital

CONTRIBUTOR

Association of California Nurse Leaders (ACNL)
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Margarita Baggett
Judith G. Berg
Linda Burnes Bolton
California Association of Colleges of Nursing (CACN)
California Community Colleges Chancellor's Office (CCCCO) Health Workforce Initiative Sector Navigator Health Grant Powered by the CCCO Division of Workforce & Economic Development hosted by College of the Canyons
California Community Colleges Chancellor's Office & the Health Workforce Initiative

California Nursing Students' Association (CNSA)
California Organization of Associate Degree Nursing Programs (COADN) – North & South
California State University Office of the Chancellor
Education Management Solutions, LLC
Garrett K. Chan
Children's Hospital Los Angeles
Community Hospital of the Monterey Peninsula
Mary Dee Hacker
Terry Hill
Hospital Association of Southern California
Anna Kiger
Limbs & Things

NorthBay Healthcare
Pocket Nurse Enterprises, Inc.
Pomona Valley Hospital Medical Center
Torrance Memorial Medical Center
UC San Diego Medical Center
Linda Zorn

DONOR

Debra Bakerjian
Karen Bradley
Irene and Roland Chan
Marilyn Chow
Loriann De Martini
Susan DeMarois
Sharon Goldfarb
Ruth Ann Terry

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CHAIR

Clinical Director
BIM School of Nursing
UC Davis Health System

Garrett Chan, PhD, RN, APRN, FAEN, FPCN, FCNS, FNAP, FAAN

PRESIDENT

Chief Executive Officer
HealthImpact

Ruth Ann Terry, RN, MBA

SECRETARY

Nursing Education Consultant

Terry Hill, MD

TREASURER

Geriatrician

MEMBERS

Margarita Baggett, RN, MSN

Chief Clinical Officer
UC San Diego Health System

Linda Burnes Bolton, RN, DrPH, FAAN

Senior Vice President & Health System Chief Nursing Executive
Cedars-Sinai

Susan DeMarois

State Policy Director
Alzheimer's Association

Loriann De Martini, PharmD, BCGP

Chief Executive Officer
California Society of Health System Pharmacists

Karen Grimley, PhD, MBA, RN, FACHE

System Chief Nursing Executive
UCLA Health

Mary Dee Hacker, RN, MBA, NEA-BC, FAAN

Vice President, Nursing & Interprofessional Research
Children's Hospital Los Angeles

Anna Kiger, DNP, DSc, MBA, RN, NEA-BC

System Chief Nurse Officer
Sutter Health

Linda Zorn, MA, RA, FAWHP

Executive Director Economic and Workforce Development
Butte-Glenn Community College District

VISION

A highly skilled health care workforce optimizing health through innovation, interprofessional leadership, and nursing excellence.

MISSION

To shape health care through workforce strategy, stakeholder convening, and policy advocacy.

VALUES

Core values that guide our work and the decisions we make every day to achieve our mission:

- Create initiatives that ultimately improve health
- Build strategic partnerships through diversity, inclusivity, and equity
- Be courageous in taking strategic risks and using scientific evidence to advance a greater good
- Empower staff, partners, and the community to make changes in the world



HealthImpact is devoted to improving the health of Californians by promoting a dynamic, well-prepared nursing workforce. In 2001, a group of nurse leaders across California saw the need for comprehensive planning in the field of nursing. They launched *HealthImpact*, formerly the California Institute for Nursing and Healthcare (CINHC), as a forum for cooperation and sharing best practices across the state. As health care undergoes major changes, nurses play an ever-increasing role in providing care and keeping the public healthy. *HealthImpact* brings together leaders in nursing, academia and policy to ensure that nursing stays ahead of the changes in our profession. We are a catalyst for innovation and promote the collaboration of partners from all areas in the field.

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