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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,

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

Deborah Bennett, PhD, RN, CHSE
Manager/Faculty, California Simulation Alliance

Michelle Chan, BS
Project Manager/Program Coordinator

Mary Dickow, MPA, FAAN
Director, Statewide Initiatives

Laura Ford
Executive Assistant

Sharon Goldfarb, DNP, RN, FNP-BC
Consultant, Centralized Clinical Placement System, Northern CA

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
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...
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 Orlowksi, 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

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HealthImpact Financial Information

**TOTAL REVENUE: $1,073,832**

- Contributions: $216,850
- Program Revenue: $341,937
- Grants: $475,759
- Other: $39,286

**TOTAL EXPENSES: $1,073,832**

- Program Expenses: $950,248
- Administration: $109,135
- Fundraising: $14,449

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.

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
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:

<table>
<thead>
<tr>
<th></th>
<th>San Francisco Bay Area</th>
<th>Los Angeles Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Schools (RN, LVN)</td>
<td>27</td>
<td>95</td>
</tr>
<tr>
<td>Placement Requests Scheduled</td>
<td>22</td>
<td>26</td>
</tr>
<tr>
<td>Students Placed</td>
<td>5,876</td>
<td>12,590</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Employment Setting</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Inpatient</td>
<td>59.3%</td>
</tr>
<tr>
<td>Emergency Dept.</td>
<td>11%</td>
</tr>
<tr>
<td>Rehabilitation/LTC</td>
<td>3.6%</td>
</tr>
<tr>
<td>Skilled Nursing</td>
<td>5.1%</td>
</tr>
<tr>
<td>Home Health/Hospice</td>
<td>2.3%</td>
</tr>
<tr>
<td>Medical Offices/Clinics</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

Percent of RNs Employed within 12 Months of Licensure

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>84.6%</td>
</tr>
<tr>
<td>2018</td>
<td>79.5%</td>
</tr>
<tr>
<td>2017</td>
<td>81.1%</td>
</tr>
<tr>
<td>2016</td>
<td>84.7%</td>
</tr>
<tr>
<td>2015</td>
<td>74.2%</td>
</tr>
<tr>
<td>2014</td>
<td>65.1%</td>
</tr>
<tr>
<td>2013</td>
<td>59.3%</td>
</tr>
</tbody>
</table>
Identify Knowledge, Skills and Attributes in the Primary Care RN Workforce

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).

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.

**Activities and Outcomes:**
- 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
  - Riverside/San Bernardino
  - Orange County
  - Ventura/Santa Barbara
- 10 Nursing Schools conducted 21 Specialty Courses:
  - Peri-Operative (16)
  - Critical Care (2)
  - Emergency Department (1)
  - Labor and Delivery (1)
  - Neonatal Intensive Care (1)
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

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.

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
Karyn Karp
Lorna Kendrick
Michelle Lopes
Alice Martanegara
Sandy Melton
Angie Millan
Joseph Morris
Wanda Morris
Austin Nation
Aileen Oh
Susanne Phillips
Maria Ramira
Stephanie Robinson
Joanne Spetz
Ann Stoltz
Tim Talbert
Annie Tat
Kim Tomasi
Anna Valdez
Mila Velasquez
Nikki West
Judith Yates
Scott Ziehm
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 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)
- J. Kendall Anderson
- Margarita Baggett
- Judith G. Berg
- Linda Burns Bolton
- California Association of Colleges of Nursing (CACN)
- California Community Colleges Chancellor’s Office (CCCCCO) 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

**DONOR**
- 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

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

2019 Board of Directors

**OFFICERS**
- Debra Bakerjian, PhD, APRN, FAAN, FGSA, FAAN
- Marilyn Chow, PhD, RN, APRN, FAEN, FPCN, FCNS, FNAP, FAAN
- Garrett Chan, PhD, RN, APRN, FAEN, FPCN, FCNS, FNAP, FAAN
- Karen Grimley, PhD, MBA, RN, FACHE
- Mary Dee Hacker, RN, MBA, NEA-BC, FAAN
- Ruth Ann Terry, RN, MBA
- Loriann De Martini, PharmD, BCGP
- Susan DeMarois

**CHAIR**
- Clinical Director
- BIM School of Nursing
- UC Davis Health System
- Healthimpact
- UC San Diego Health System
- UCLA Health
- Children’s Hospital Los Angeles
- Sutter Health
- Butte-Glenn Community College District

**SECRETARY**
- Nursing Education Consultant
- Executive Director Economic and Workforce Development

**TREASURER**
- Geriatrician

**MEMBERS**
- Margarita Baggett, RN, MSN
- Linda Burns Bolton, RN, DrPH, FAAN
- Susan DeMarois
- Loriann De Martini, PharmD, BCGP
- Chief Clinical Officer
- Senior Vice President & Health System Chief Nursing Executive
- State Policy Director
- Chief Executive Officer
- Alzheimer’s Association
- California Society of Health System Pharmacists

**PRESIDENT**
- Chief Executive Officer Healthimpact
- Chief Executive Officer Cedars-Sinai
- President
- President
- President
- President
- President
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.

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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