



A CALL TO THE NATION

APRIL 2002

STEERING COMMITTEE

The following organizations serve on the Call to the Nursing Profession and Nursing's Agenda for the Future Steering Committee. The steering committee played a leadership role in determining nursing's desired future state and the goals of the Call to the Nursing Profession Summit. In addition, these organizations serve as a co-champion of one of the ten domains that describe the work to be accomplished in *Nursing's Agenda for the Future*. In this capacity, they will oversee the coordination and implementation of the work plans that support *Nursing's Agenda for the Future*.

- American Academy of Nursing
 - American Association of Colleges of Nursing
 - American Association of Critical-Care Nurses
 - American Association of Nurse Anesthetists
 - American Nurses Association
 - American Nurses Credentialing Center
 - American Organization of Nurse Executives
 - American Psychiatric Nurses Association
 - Association of periOperative Registered Nurses
 - Association of Women's Health, Obstetric and Neonatal Nurses
 - Emergency Nurses Association
 - Infusion Nurses Society
 - National Black Nurses Association
 - National Council of State Boards of Nursing
 - National League for Nursing
 - National Student Nurses' Association, Inc.
 - Nursing Organization Liaison Forum
 - Oncology Nursing Society
 - Sigma Theta Tau International, Honor Society of Nursing
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NURSING'S AGENDA FOR THE FUTURE

THE FUTURE VISION FOR NURSING

“Nursing is the pivotal health care profession, highly valued for its specialized knowledge, skill and caring in improving the health status of the public and ensuring safe, effective, quality care.

The profession mirrors the diverse population it serves and provides leadership to create positive changes in health policy and delivery systems.

Individuals choose nursing as a career, and remain in the profession, because of the opportunities for personal and professional growth, supportive work environments and compensation commensurate with roles and responsibilities.”



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OVERVIEW

Navigating America's health care system is something all of us must do at some point in our lives, for ourselves, or for members of our family. On that journey, nurses are often the professionals we turn to for assistance. They offer skilled care as we recuperate, advocate for our rights when we need care, educate us to assist in our decision-making, stand by us at critical moments, help us understand the system when it baffles us, and reassure us when we feel doubt or fear. As a result, Americans hold nurses in high regard - and say so consistently in national polls. (Gallup Organization, 1999-2001).

As health care's frontline professionals, nurses practice in virtually all health care settings and communities across our country. They number 2.7 million and rank as the nation's largest health care profession, and their professional commitment runs deep. Nursing is a rewarding profession that offers diverse career paths for men and women. Experienced nurses are in demand for a wide range of job opportunities and enjoy both national and international job mobility.

Decades of research have consistently shown that high quality nursing care reduces the rate of complications and lengths of stay in hospitals. Most recently, a study conducted by the Department of Health and Human Services (Needleman, et al., 2001) found a strong and consistent relationship between nurse staffing and decreased length of hospital stay as well as decreases in the incidence of urinary tract infections, pneumonia, shock, and upper gastrointestinal bleeding. Quality nursing care also keeps the chronically ill out of hospitals and long-term care facilities and in their homes and communities.

**NURSES NUMBER 2.7
MILLION AND RANK AS
THE NATION'S
LARGEST HEALTH
CARE PROFESSION.**



However, there is a growing disparity between the supply and demand of nurses that is leading to a potentially overwhelming nursing shortage and health care crisis. This shortage reflects a confluence of powerful forces including changing demographics, ever-decreasing resources and increased demands on the health care system and professionals, a declining social value on nursing as a career, and changes in career opportunities. This nursing shortage crisis, when compared to previous workforce shortages, has been characterized as more severe and complex and, therefore, poses a significant threat to the nation's health.

While the health care system is very dependent on nurses, their contributions receive little recognition in many arenas. An important and very basic truth is often overlooked: today, the primary reason individuals are admitted to the hospital is to receive professional nursing care. Nurses are also frontline providers in long term care, home care, primary and preventive care, health promotion and public health. Yet, nursing's role in driving decision-making around health care remains limited. The changing economics of health care reimbursement, along with other pressures, such as

mounting documentation requirements and stressful working conditions, have contributed to nurses' diminishing sense of career satisfaction. This has resulted in a growing and ever-worsening nursing shortage, with a clear need to improve the recognition of nurses' value and the image of the profession. Intent on tackling the systemic issues that have resulted in this serious nursing shortage, the nursing community came together to address the problem. In mid 2001, the American Nurses Association (ANA) convened a steering committee of national nursing organization representatives to work swiftly to develop a comprehensive strategic and tactical plan, through a nursing summit.

The American Nurses Foundation awarded a grant of \$100,000 to help fund a Call to the Nursing Profession summit. Nursing leaders began to identify the scope of the work required to attain nursing's desired future state. Then, they narrowed that work to the vital few strategies and objectives that would advance nursing's vision for the future by quantum leaps, rather than by small, incremental steps.

ENVISIONING A DESIRED FUTURE STATE

In order to focus its work and organize the Call to the Nursing Profession summit, the steering committee envisioned what nursing *should* look like, and where it *should* be, by the year 2010. The *desired future state* for nursing was developed in response to the statement, "You have been successful in addressing the problems nurses faced in 2001. How would you describe nursing in the year 2010?" The answer follows in this report, along with the identified areas - or

domains - that must be addressed in the profession's work between 2001 and 2010 to achieve that desired future state.



THE INTENT IS TO INVOLVE AS MANY NURSES AS POSSIBLE IN CHARTING THEIR OWN FUTURE.

The 10 domains became the focal point for the summit, which was held in September 2001. Domain-specific outcomes were determined through a group process that involved all 100+ participants from 60 national nursing organizations. All work was focused on achieving nursing's desired future state.

Summit participants were trained to approach their strategic planning according to a time-tested methodology used in business, called Hoshin Kanri. The term Hoshin Kanri means "strategic compass," and those who use it are trained to target the "vital few" versus the "useful many" strategic priorities that support the "desired future state."

RALLYING THE NURSING COMMUNITY

What differentiates this initiative from many is that **two goals** have been identified: *developing a strategic plan*, and more important, *implementing the plan itself*. To that end, the entire nursing community has been asked to review *Nursing's Agenda for the Future* and to find those objectives that match with the mission, priorities and resources of their own entities. The intent is to involve as many nurses as possible in charting their own future. It is this critical second step that will bring

the strategic plan to life, move it forward and make progress toward the desired future state.

Nursing leaders recognize that time is limited, resources are scarce and issues are critical. The nursing community is maximizing its ability to chart its future course by rallying together without delay. In the early 1990s, the issue of health care reform was a rallying point, and *Nursing's Agenda for Health Care Reform* served as a compass to guide the profession. *Nursing's Agenda for the Future* also will serve as a compass, and a means to achieve nursing's desired future through a synergy of effort that minimizes duplication, maximizes resources and amplifies results.

THE FUTURE VISION FOR NURSING

To set the framework for nursing to plan its future, the question was posed: "You have been successful in addressing the problems nursing faced in 2001. How would you describe nursing today, in the year 2010?" The answer, the overarching desired future for nursing, was defined after substantial brainstorming and refinement:

"Nursing is the pivotal health care profession, highly valued for its specialized knowledge, skill and caring in improving the health status of the public and ensuring safe, effective, quality care. The profession mirrors the diverse population it serves and provides leadership to create positive changes in health policy and delivery systems. Individuals choose nursing as a career, and remain in the profession, because of the opportunities for personal and professional growth, supportive work environments and compensation commensurate with roles and responsibilities."

THE 10 DOMAINS – AREAS OF CONCERN DEMANDING ACTION

In order to reach this desired future state, the steering committee identified 10 distinct domains, or areas of focus, for their work to bring about positive changes for nursing and the health care system. These domains were refined and narrowed during summit discussions, based on work done by other coalitions and from priorities identified in research literature, in particular, the recent Institute of Medicine study, *Crossing the Quality Chasm: A New Health System for the 21st Century*.

The Ten Domains are:

Leadership and planning

Delivery systems

Legislation/regulation/policy

Professional/nursing culture

Recruitment/retention

Economic value

Work environment

Public relations/communication

Education

Diversity

Just as the steering committee initially identified an overarching desired future state for nursing, members in each domain work group began by identifying a *desired future state* for each of their topical areas. They then worked backwards to define what must happen over the course of the next several years to reach that future state. After these strategies were identified, further work was done to identify a primary or driving strategy. Additional strategies identified will be considered for action after the primary strategy has been successfully implemented. The collective *strategies* that

the nursing community must use immediately to reach the desired future state include the primary strategies for the 10 domains. Finally, work groups identified the objectives for the domains' primary strategy - the short-term targets for work - that are summarized on the following pages. From this, work plans are being identified and implemented in order to actualize *Nursing's Agenda for the Future* by 2010.

As participants in the summit developed their plans in each domain, common themes emerged: collaboration at all levels within nursing, developing nurses' leadership and public communication skills, stepping up collaborations with policy-makers and business leaders to assure that nursing's voice is heard and helps shape the future, and communicating successes to the public.

Focus areas for the plan follow, with strategies and objectives for the primary strategy outlined. Each domain's work is guided by co-champions, organizations that will monitor the implementation and results of work plans.

It is also anticipated that groups external to nursing will seek to participate in actualizing this plan, as well as enhance it with the resources that they could provide to acknowledge nursing's value and secure the role of the registered nurse in health care.

LEADERSHIP AND PLANNING

Leadership and planning are critical to the successful development and implementation of a strategic plan to achieve nursing's desired future state. Both are required to coordinate and monitor progress on the agenda, engage external stakeholders and secure additional resources.

Desired Future Statement (Vision)

The nursing profession exhibits leadership through unified and systematic planning focused on the desired future state of the profession. This leadership behavior is driven by data/evidence and is implemented in a collaborative manner.

Four strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Collaboration and accountability guide nursing in the development and implementation of its own plan: *Nursing's Agenda for the Future*. (Primary Strategy)

Unified commitment within nursing leads to success and a sense of shared accountability in accomplishing *Nursing's Agenda for the Future*.

Decision-making and positive change are driven by reliable data.

Well-prepared nurse leaders assume positions of power and influence on key decision-making bodies throughout the profession and health care.

Objectives to Support Primary Strategy

Create a process that provides for ongoing communication, collaboration, support and monitoring of the overall plan activities within the nursing community and among other health professions, the health care industry and health care consumers.

Influence public support and financial contributions to *Nursing's Agenda for the Future*, and direct those individuals and organizations working to support the plan to major funding sources.

Maintain accountability for promoting and establishing a common focus within the nursing community and promoting synergy of effort and resources, through utilization of a comprehensive plan to address staffing and shortage priorities: *Nursing's Agenda for the Future*.

Develop clarity of purpose, roles and process for the Call to the Nursing Profession Steering Committee.

Co-champions: The American Nurses Association and the Nursing Organization Liaison Forum, in conjunction with the Call to the Nursing Profession Steering Committee, will guide and monitor overall work on the initiative to keep it on course, to track progress toward completion, and to assess results, so that the second phase can begin - forging new relationships with stakeholders outside the ranks of the profession.

ECONOMIC VALUE

How society values nursing must change to make major strides in recruiting and retaining nurses. Educating the public about nursing's pivotal role in health care will be basic to involving nurses in health care policy formulation and in key business decisions that affect nursing's future.

Desired Future Statement (Vision)

Nurses are recognized as providers of quality, cost-effective health care, compensated for their value and supported through public policy.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Leadership is provided to leverage economic influence. (Primary Strategy)

A united profession achieves its key economic goals.

The economic value of nursing is better understood through the use of quantified nursing data.

Innovative compensation strategies are widely implemented.

New and existing economic resources are applied to support nursing education.

Objectives to Support Primary Strategy

Create a comprehensive database/repository for evidence-based research related to quality, value and cost of nursing services.

Design a model for reimbursement for nursing services.

Devise and/or evaluate varying models of innovative compensation packages designed to recruit and retain registered nurses.

Advocate for passage of state tax relief for registered nurses.

Develop five new educational reimbursement programs for individuals pursuing careers in nursing, working in collaboration with policy-makers.

Co-champions:

American Association of Nurse Anesthetists

American Psychiatric Nurses Association

DELIVERY SYSTEMS/NURSING MODELS

Nurses will aim to influence how health care is delivered through work with nurse educators, policy-makers and business leaders, armed with sound research on practice models.

Desired Future Statement (Vision)

Nurses unite to create integrated models of health care delivery through education, research, practice and public policy partnerships that improve the health of the nation.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Design integrated practice models. “Integrated” practice models are: interdisciplinary, nurse-led (or co-led), applied across the areas of nursing education, practice, research and policy, and blended across practice settings. (Primary Strategy)

Nursing practice management is redefined and reshaped for positive change.

Strategic partnerships are created both within the profession and among influential outside groups.

Nurse leaders contribute to shaping both public and health policy.

Efforts are successful to advance the value and image of nursing.

Objectives to Support Primary Strategy

Secure a stable funding stream to support the design, implementation and evaluation of new, creative, integrated practice models.

Develop strategic partnerships to advance the use of research findings and evidence-based practice to design, implement and evaluate new integrated practice models.

Orchestrate and evaluate integrated practice model demonstration projects.

Integrate health care economics and financial principles/practices into basic, graduate and continuing nursing education curricula.

Define, create and evaluate nurse staffing and acuity models that demonstrate nursing's value to patient outcomes.

Organize a central database/clearinghouse/resource center for sharing best practices.

Unite nursing organizations to advance evidence-based practice and integrated practice models.

Co-champions:

American Academy of Nursing

Association of Women's Health, Obstetric and Neonatal Nurses

WORK ENVIRONMENT

In this area so basic to nursing's future, members of the profession will work to improve nurses' work environments so that quality patient care is optimized and professional nursing staff is retained.

Desired Future Statement (Vision)

Nurses provide quality care in dynamic and satisfying environments that utilize their specialized skills and knowledge. These environments promote health and safety, appropriate staffing, shared decision-making, collaboration, mentoring and professional growth.

Six strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Nurses have an effective voice in decision-making. (Primary Strategy)

Professional development is fostered for nurses in all roles.

Sound methods are identified and utilized to assure appropriate staffing.

Collaborative work relationships are actively enhanced and promoted.

Support is demonstrated for quality of work life and safety at work.

Practices are defined and implemented that produce quality patient care.

Objectives to Support Primary Strategy

Build educational programs that result in articulate nurses who effectively participate in decision-making.

Create infrastructures and practices in health care that foster nurses' participation in decision-making at all levels of organizations.

Increase significantly nurses' representation and participation in health policy agencies, committees and consumer boards.

Develop and disseminate reliable systems, based on scientific evidence, that guide staffing and resource allocation.

Co-champions:

American Nurses Association

American Organization of Nurse Executives

LEGISLATION/REGULATION/POLICY

New collaborations will increase nursing's role in shaping public policy.

Desired Future Statement (Vision)

As leaders in the health and public policy process, nurses are unified in implementation of standards of nursing education and practice. Nurses develop evidence-based health policy (e.g., legislation, regulation) in collaboration with consumers to ensure access to health care services and safe, competent nursing care.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Nurses are policy-makers at the local, state, national, and international levels. (Primary Strategy)

Nursing collaborates with all stakeholders for the development of public policy.

Reliable data support all health policy formulation.

Universal access is ensured through the delivery of outcome-driven quality health care services.

Health policy is congruent with standards for nursing education and practice.

Objectives to Support Primary Strategy

Establish a web-based network among nursing organizations that would scan current legislative and regulatory issues and issue alerts when support or opposition is required.

Cultivate a cadre of nurse experts to serve in key federal, state and institutional positions, including internships.

Identify existing databases and begin developing workforce and patient outcome databases that are shared and utilized for policy-making.

Form a nationwide grassroots system to educate all nurses about the public policy process. Nurses' basic educational curricula and annual/membership professional organizational meetings will include education about the public policy process.

Hold a health policy-planning summit with key consumer organizations, including minority groups, to plan collaborative efforts.

Co-champions:

National Council of State Boards of Nursing
Oncology Nursing Society

PUBLIC RELATIONS/COMMUNICATION

Nursing's pivotal role in health care will be demonstrated on a regular basis to various publics outside of the profession.

Desired Future Statement (Vision)

Nursing is recognized as an influential, highly rewarded profession valued for its unique knowledge and expertise. It is widely known that nurses make a difference in people's lives.

Four strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Effectively communicate nurses' impact on the quality of care and health outcomes. (Primary Strategy)

Advance a valued, respected image of nursing.

Convey nursing's influence in health care delivery and public policy-making.

Portray nursing as a top career choice.

Objectives to Support Primary Strategy

Development of position statements by nursing organizations that demonstrate the positive impact of nursing on quality care. Distribute statements to nurses and the general public.

Use Nurses for a Healthier Tomorrow (NHT) as the primary source/repository for data/information/position statements from nursing organizations regarding nursing's positive impact on quality care.

Develop and distribute a one-sentence key message for internal and external constituents of nursing organizations about the positive impact that each nursing focus/specialty has on quality care.

Coordinate a multi-organizational media training activity for nursing organization leaders.

Co-champions:

Emergency Nurses Association

Sigma Theta Tau International, Honor Society of Nursing

NURSING/PROFESSIONAL CULTURE

Asserting nursing's high standards of professional practice, education, leadership and collaboration will enhance professionalism, image and career satisfaction.

Desired Future Statement (Vision)

All nurses believe they are, and all nurses are viewed to be, critical strategic health care assets valued by the public, policy-makers, employers and health care colleagues as equal partners in health care. Nurses embrace their professional responsibility and accountability, including: collaborating, mentoring, promoting diversity and adhering to standards and ethical codes of professional practice.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Professionalism is supported by infrastructures for education and leadership development. (Primary Strategy)

Nurses promote a healthy environment of respect and caring for one another.

Nurses believe, articulate and demonstrate the value of nursing.

Collaboration is a professional imperative.

Nurses achieve substantial external influence and recognition for their value to society.

Objectives to Support Primary Strategy

Promote membership, participation and connection with professional nursing organizations; demonstrate the relevance and image of such organizations.

Establish certification as a professional benchmark. Through innovations and new models, increase the number of certification programs available for all nursing roles (especially all identified specialties) and increase the number of certified nurses.

Provide ongoing leadership development by bringing together widely diverse groups of nurses to discuss and advance professional nursing culture.

Expand nurse managers' leadership skills including skills to champion professional culture in their workplace.

Co-champions:

American Association of Critical-Care Nurses
Infusion Nurses Society

EDUCATION

Stakeholders in this area will focus on reexamining and reshaping nursing education to improve nursing practice, enhance nursing's image and better meet patient care needs.

Desired Future Statement (Vision)

Nursing education is valued by the public because it prepares nurses for discrete scopes of practice and roles through programs that are accessible, affordable and flexible. Adequate numbers of nurses are attracted to faculty roles early in their careers. These highly qualified faculty engage in innovative teaching, clinical practice and research that lead to learning and work environments that are conducive to the creativity of faculty and students and promote education that is evidence-based and result in safe, quality care. Partnerships exist with other stakeholders to enhance clinical experience, meet the needs of special populations and promote professional involvement.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Establish congruence between the educational enterprise and societal needs. (Primary Strategy)

Enrich the high caliber of nursing faculty.

Attain clarity in education about nursing roles and scopes of practice.

Work for universal excellence in nursing education.

Promote the value of nursing education to the profession and the public.

Objectives to Support Primary Strategy

Redefine scopes of nursing practice and the educational preparation for each scope of practice to meet the general and specialized health care needs of society.

Establish standards for the educational preparation of nurses for roles as nurse educators in academic and practice settings.

Secure funding to establish magnet models or centers of excellence in education. These centers will provide an environment for research and demonstration of new education models and partnerships.

Pursue adequate funding for individuals who are seeking a nursing education to prepare for RN licensure, and for individuals seeking advanced education degrees for roles as nurse educators.

Co-champions:

American Association of Colleges of Nursing

National League for Nursing

RECRUITMENT/RETENTION

Building on work in other domains, professional opportunities will be enhanced to attract and sustain excellent nurses for long, rewarding careers.

Desired Future Statement (Vision)

Nursing is comprised of a diverse body of individuals committed to promoting and sustaining the profession through addressing diversity, image, education, funding, practice models and environments, and professional development.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Professional/career development opportunities are evident across the career span. (Primary Strategy)

Funding is secured for creative educational initiatives that support nurses across the career span.

Nursing is seen as a highly desirable and appealing career choice.

Nurses develop professional practice models and work environments that ensure career satisfaction.

Comprehensive recruitment and retention strategies demonstrate nursing's strong public image and appeal to a diverse population.

Objectives to Support Primary Strategy

Establish national, professional development models for mentoring, leadership and diversity for nurses across their career trajectory.

Address diversity issues by: obtaining funding to support an increase in minority enrollment, identifying a specific mobility track for nurses of diverse cultures throughout their careers, and creating a specific curriculum to address diversity.

Develop and distribute promotional and recruitment materials that attract individuals of diverse backgrounds into the variety of nursing career opportunities.

Recruit retired nurses to form the foundation of a professional mentoring corps.

Advocate for standardized internships and residencies through partnerships between schools of nursing, professional organizations and practice sites. Graduates will participate in an individualized mentoring program to socialize them into the profession and enhance their knowledge of clinical practice.

Negotiate professional development opportunities with employers that are supported through a variety of resources such as: paid time off, education days, cost reimbursement, or as part of the scheduled workday.

Create a web site for leadership development activities and templates, and make it available for use by hospitals and nursing organizations.

Co-champions:

Association of periOperative Registered Nurses

American Nurses Credentialing Center

DIVERSITY

The profession aims for diversity that reflects the patient population, in order to better meet population needs.

Desired Future Statement (Vision)

Nursing increasingly reflects the population it serves. Our profession derives strength from its ethnic, cultural, social, economic and gender diversity, thereby enhancing its capacity to respond to the health care needs of a diverse nation. Nursing is a model for other professions in demonstrating the value of diversity.

Five strategies were identified to achieve the vision and one of these was identified as the primary or driving strategy. They are:

Increase health system leadership that reflects and values diversity. (Primary Strategy)

Create diversity and cultural competence through educational programs and standards in the workplace.

Increase diversity of faculty, students and curricula in all academic and continuing education.

Focus recruitment and retention programs to greatly increase diversity.

Target legislation and funding for diversity initiatives.

Objectives to Support Primary Strategy

Develop recommendations for regulatory, accrediting and credentialing bodies to address and incorporate diversity issues into regulations, standards and examinations.

Encourage state/local chapters of national nursing organizations to partner with health care delivery and academic institutions to increase the diversity of their leaders in nursing and other areas.

Mentor diverse undergraduate and graduate nursing students to prepare them for leadership positions.

Create leadership career paths for nurses from diverse backgrounds to prepare them for corporate/foundation boards.

Advance strategies to bring greater diversity to the membership of each nursing organization.

Co-champions:

National Black Nurses Association

National Student Nurses' Association, Inc.

NEXT STEPS: THE CALL TO THE NATION

Nursing recognizes that it must look beyond its ranks to help resolve critical problems that devalue the profession and leave us all vulnerable to a public health crisis. American health care is essential to each of us, and nursing is the backbone of our health care system. Achieving nursing's desired future state will require input and collaboration from a variety of communities, or stakeholders, in our society.

With compelling evidence signaling a crisis of historic proportions, the time to tackle this problem is now, before the "baby boomers" increase their need for health care services. The size of the population older than 65 is projected to double over the next 30 years, growing to 70 million by 2030. In addition, those over age 85, who tend to require more health care services than the young, are the fastest growing segment of this population. Such a burgeoning population of elderly promises to place unprecedented demands on a faltering system that threatens to crumble under the burden of increased need.

Even before growing numbers of elderly are factored into the mix, patients express concern about the impact of a nursing shortage. Results of a Harris Poll showed that more than half of Americans believe the quality of health care that people receive is affected "a great deal" by a shortage of nurses. In the same poll, only four percent of people said that the quality of health care that people receive is not affected by a nursing shortage. (Harris Poll, July 7, 1999). More recently, a national public opinion poll found that 93 percent of Americans believe that the nursing shortage jeopardizes the quality of health care. (Penn, Shoen, & Berland, December 2001).

Successfully resolving this crisis in health care, ensuring both healthy patient outcomes and a healthy, viable health care system, is only possible by setting aside elusive, short-term gains, and investing in long-term results. Therefore, an immediate, significant investment must be made in cultivating a stable, skilled workforce.

As evidenced in this report, nursing has already begun to implement its strategic plan for change. Substantial work is underway on the first phase of the strategic plan for the future of nursing, and by extension, the future of American health care. Nursing's national leaders have challenged their colleagues to plan for their professional future, and the profession is responding with a great sense of urgency.

However, nurses recognize that our efforts can not occur in isolation. To this end, the nursing community is engaging additional external stakeholders to help with this effort. The nursing profession seeks support from a wide range of communities and leaders including: other health care professionals, the health care industry, consumer groups, corporate America, philanthropies, and policy-makers to ensure there are an adequate number of highly qualified nurses to care for the nation.

In fact, a second summit is envisioned for late 2002 or early 2003. That next step, a Call to the Nation, will engage representatives from all of these communities. *Nursing's Agenda for the Future* will be disseminated widely at the Call to the Nation. The meeting will be an opportunity to begin building grass-roots support around the work underway to accomplish *Nursing's Agenda*.

Now is the time to press forward. For information on progress with *Nursing's Agenda for the Future*, or to obtain the full, detailed report on how nursing launched this program, contact ANA's project manager, Katherine Kany at (202) 651-7131 or Kkany@ana.org. More information can also be found at www.nursingworld.org/naf.

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PARTICIPANTS IN THE CALL TO THE NURSING PROFESSION SUMMIT

The following organizations, including the 19 steering committee organizations, participated in the Sept. 8-11, 2001 summit where *Nursing's Agenda for the Future* was developed.

American Academy of Ambulatory Care Nursing
American Academy of Nurse Practitioners
American Academy of Nursing
American Association of Colleges of Nursing
American Association of Critical-Care Nurses
American Association of Critical-Care Nurses Certification Corporation
American Association of Neuroscience Nurses
American Association of Nurse Anesthetists
American Association of Occupational Health Nurses
American College of Nurse Practitioners
American Federation of State, County and Municipal Employees, AFL-CIO
American Federation of Teachers, AFL-CIO
American Heart Association, Council on Cardiovascular Nursing
American Nephrology Nurses Association
American Nurses Association
American Nurses Association Commission on Workplace Advocacy
American Nurses Association/United American Nurses, AFL-CIO
American Nurses Credentialing Center
American Nurses Foundation
American Organization of Nurse Executives
American Psychiatric Nurses Association
American Red Cross
American Society of PeriAnesthesia Nurses
Association of Black Nursing Faculty in Higher Education, Inc.
Association of Community Health Nursing Educators
Association of periOperative Registered Nurses
Association of Professionals in Infection Control
Association of Rehabilitation Nurses
Association of State and Territorial Directors of Nursing
Association of Women's Health, Obstetric, and Neonatal Nurses
Certification Board of periOperative Nurses
Colleagues in Caring
Commission on Collegiate Nursing Education
Commission on Graduates of Foreign Nursing Schools
Communication Workers of America, AFL-CIO
Infusion Nurses Society

Council on Graduate Education for Administration in Nursing
Division of Nursing, Health Resources and Services Administration,
U.S. Department of Health and Human Services
Emergency Nurses Association
Health Ministries Association (Parish Nursing)
Home Healthcare Nurses Association
Hospice and Palliative Nurses Association
Infusion Nurses Society
International Organization of Multiple Sclerosis Nurses
National Association of Clinical Nurse Specialists
National Association of Orthopaedic Nurses
National Association of Pediatric Nurse Practitioners
National Black Nurses Association
National Council of State Boards of Nursing
National League for Nursing
National Nursing Staff Development Organization
National Organization for Associate Degree Nursing
National Student Nurses' Association, Inc.
Nursing Organization Liaison Forum
Oncology Nursing Society
Philippine Nurses Association of America, Inc.
Service Employees International Union, AFL-CIO
Sigma Theta Tau International, Honor Society of Nursing
Society of Gastroenterology Nurses and Associates, Inc.
Society of Pediatric Nurses
U.S. Navy Nurse Corps
United States Public Health Service
Veterans Health Administration, Department of Veterans Affairs

STAKEHOLDERS IN NURSING'S AGENDA FOR THE FUTURE

The organizations listed have demonstrated their commitment to the implementation of *Nursing's Agenda for the Future* by submitting detailed work plans that support the objectives of one or more domains. To date, nursing organizations have developed more than 200 work plans toward achieving nursing's desired future state.

American Academy of Ambulatory Care Nursing
American Academy of Nursing
American Association of Colleges of Nursing
American Association of Critical-Care Nurses
American Association of Critical-Care Nurses Certification Corporation
American Association of Neuroscience Nurses
American Association of Nurse Anesthetists
American Association of Occupational Health Nurses
American Nurses Association
American Nurses Credentialing Center
American Organization of Nurse Executives
American Organization of periOperative Nurses
American Psychiatric Nurses Association
Association of Pediatric Oncology Nurses
American Radiological Nurses Association
American Society of Plastic and Reconstructive Surgical Nurses
Association of periOperative Registered Nurses
Association of Rehabilitation Nurses
Association of State and Territorial Directors of Nursing
Association of Women's Health, Obstetric and Neonatal Nurses
Certification Board of PeriOperative Nurses
Colleagues in Caring
Emergency Nurses Association
Home Healthcare Nurses Association
Hospice and Palliative Nurses Association
Infusion Nurses Certification Corporation
Infusion Nurses Society
Michigan Nurses Association
Missouri Nurses Association
National Association of Clinical Nurse Specialists
National Association of Occupational Health Nurses
National Association of Orthopaedic Nurses
National Black Nurses Association
National Council of State Boards of Nursing

National Gerontological Nursing Association
National League for Nursing
National League for Nursing Accrediting Commission
National Organization for Associate Degree Nursing
National Organization of Nurse Practitioner Faculties
National Student Nurses' Association, Inc.
North American Nursing Diagnosis Association
Nursing Organization Liaison Forum
Oncology Nursing Society
Philippine Nurses Association of America, Inc.
Society for Vascular Nursing
Society of Gastroenterology Nurses and Associates, Inc.
Sigma Theta Tau International, Honor Society of Nursing
Veterans Health Administration, Department of Veterans Affairs
Virginia Nurses Association



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