



PACESETTERS *for* TOMORROW

NEW JERSEY COLLABORATING CENTER FOR NURSING
ANNUAL REPORT

2016



VISION

*To be the dominant voice
on nursing workforce solutions for
New Jersey citizens.*

SETTING *the* PACE



WINTER 2017

Dear Friends and Colleagues,

The year 2016 was a time of reflection as well as many innovative initiatives. We evaluated our progress against our legislated mandates and created a new strategic plan, setting our direction and pace for the next few years.

We moved from collecting supply data to also evaluating demand data and predicting future trends in the nursing workforce. This groundbreaking advancement offers educators, policymakers and employers access to previously unavailable crucial information.

Funding new and inventive nurse-led endeavors was another “first.” Projects focused on building a culture of health in New Jersey and transitioning new nurses into post-acute settings were just a few examples. These unique projects have benefited individual nurses, the nursing profession and the citizens of New Jersey. In an expansion of this effort, we were funded for 2017 by the New Jersey Health Initiatives (NJHI) to build leadership among school nurses across the state.

It is a point of pride that a unique confluence of ideas, knowledge and experience from the nursing profession occurs when our Board and Advisory Council convene. These dedicated groups, both of which welcomed new members, flourished. We especially would like to acknowledge our immediate past Board officers for their generous years of service and dedication. While they continue to serve as directors, outgoing Board Chair Linda Parry-Carney and Secretary Dr. Aline Holmes passed their duties on to Dr. Susan Weaver and Dr. Teri Wurmser, respectively.

I cordially invite you to learn more about our achievements in *Pacesetters for Tomorrow*, the New Jersey Collaborating Center for Nursing 2016 annual report.

My very best regards,

A handwritten signature in blue ink that reads "Edna Cadmus". The script is fluid and cursive.

EDNA CADMUS, PhD, RN, NEA-BC, FAAN
Executive Director

the WAY to TOMORROW

LEADERSHIP, PARTNERSHIP, INNOVATION

The New Jersey Collaborating Center for Nursing hit its stride in 2016 with trailblazing research, innovative educational programming and productive community projects that are benefiting women, men and children in New Jersey.



A Groundbreaking Supply and Demand Model

As the national healthcare environment rapidly evolves, quality data is key to effective workforce planning and policy making. The release of *New Jersey Registered Nurse Demand Data 2015* was emblematic of the leadership role of the NJCCN in these areas. This unprecedented report, which will be published on a regular basis in 2017, includes timely, detailed material

regarding the demand for registered nurses. It is part of the development of a groundbreaking supply and demand model with far-reaching consequences.

This unique and forward-looking document presents analyses of highest-demand nursing positions and employers with the greatest volume of job postings. It also contains side-by-side comparisons of New Jersey employment data to national trends. This pioneering undertaking was made possible through the use of real-time data that was collected by Burning

Glass Technologies. “Our report fills a data gap in New Jersey, and we offer it as a national model,” said Dr. Edna Cadmus. “In 2017, we will expand the report through the addition of data on CNAs, HHAs, LPNs and APNs.”

An Innovative Residency Program

Strengthening New Jersey’s post-acute nursing workforce was a priority. The NJCCN funded an expanded nursing residency and preceptor program that is improving new nurse retention rates and skills in long-term care, assisted living and acute rehabilitation. This program was built on the innovative model began by the New Jersey Action Coalition (NJAC) and funded by the Center for Medicare and Medicaid/New Jersey Department of Health. Dr. Cadmus and Dr. Susan W. Salmond, executive vice dean at Rutgers, were the primary investigators for a study

that evaluated the original project, which has resulted in the publication of articles and a book to be published in 2017.

The NJCCN residency program is a fine example of the importance of the Center’s work, said Dr. Susan Weaver, Board chair and a nurse scientist. “It is important that the work we do results not only in producing data, but projects undertaken that positively impact the nursing workforce in New Jersey and, ultimately, the patients they serve. This is just one example of the endeavors supported by the Board.” Board secretary Dr. Teri Wurmser, chair of the Georgian Court-Meridian Health School of

“OUR REPORT FILLS A
DATA GAP IN NEW JERSEY,
AND WE OFFER IT AS A
NATIONAL MODEL.”

— DR. EDNA CADMUS



Nurse residents at the third cohort of the RN Transition to Practice Residency Program in September 2016. Faculty Katherine Black, MSN, RN-BC and Nancy Bohnarczyk, MA, RN, CNE provided education for nurses in the post-acute care settings.

Nursing, views her involvement with the NJCCN in a comparable light. “Serving on the Board is an excellent opportunity to advocate for my fellow nurses, something required by our code of ethics.”

APN Studies

The accelerating demand for advanced practice nurses to meet pressing challenges in primary care prompted scholarly research and analysis that were discussed in “Addressing the Readiness of the New Jersey APN Workforce” in *Nursing Administration Quarterly*. A needs assessment of 372 APNs and three focus groups including 19 APNs had been conducted. The results identified significant shortcomings in business and management skills for APNs in nurse-led practices. Their competency in these areas varied from novice to advanced

beginner levels. Recognizing the value of this research, the dissemination of these findings to deans and directors of higher education became a priority in 2016 and a main area of concentration for the months to come.

Building Healthier Communities

Two grants funded by the NJCCN, NJHI and New Jersey Nursing Initiative (NJNI) directly benefited New Jersey residents as they provided professional development for a number of nurses, including North Jersey resident Angela Alberti and The College of New Jersey (TCNJ) faculty member Dr. Tracy Perron. The Alberti project, part of a quality of life undertaking called *Bogota Beautiful*, included a community garden and a town-wide





Walk with the Mayor, both of which reflected action areas set forth by the Robert Wood Johnson Foundation in its movement to build a culture of health in which health is a national priority advanced by collaborators from all sectors.

Dr. Perron embarked on *Healthy Eating Learning Partners for Project Teach – Mercer*. Low-income mothers 14 to 21 years old experience the many aspects of gardening and witness firsthand the benefits of healthy eating. The Home Depot, nine nursing students from TCNJ and Jones Farm Trenton, which provided a horticulturist, were partners in the project.

The Center worked extensively with other organizations that have common goals. In addition to the NJAC, the NJNI, which supports academic programs for

building population health, and the NJHI, which concentrates on grant-making efforts and school nurse development, were particularly strong partners. The labors of the four entities interlock as they improve health and healthcare for the state's residents.

Public Policy

NJCCN research faculty Dr. Pamela B. de Cordova received a \$500,000 grant from the Agency for Healthcare Research and Quality to examine the effectiveness of the public reporting of nursing staff levels. The three-year endeavor, entitled *SAFER – State Analysis for Effective Reporting*, is evaluating the value of legislation that requires transparent reporting as a means of improving staffing and the skill mix of hospital providers.

George J. Hebert Legacy Award

Researcher Dr. Yuri T. Jadotte announced the findings of a study on interdisciplinary collaborative practice that was partially funded by the Center's inaugural George J. Hebert Legacy Award. Dr. Jadotte's analysis indicated that social capital is the theoretical foundation for collaboration among healthcare professionals. Trust, sharing and reciprocating, in that order, were found to be the characteristics of a good collaborative relationship.

The NJCCN, NJNI and NJHI partnered to fund both the Bogota (left) and Trenton (right) projects.

LEADERSHIP THROUGH RESEARCH

High quality research and analysis produced a next-generation supply profile of New Jersey's nursing workforce.

Registered Nurses

Respondents: **101,182**

Employed Full-time: **74%**

Working at one position: **80%**

Employed in hospitals: **49%**
(Down from 52% in hospitals during the 2013-2014 survey period)

Racial Demographics:

White/Caucasian: **69%**

Asian: **13%**

Black/African American: **10%**

Hispanic/Latino: **4%**

Multiracial, other, or no data: **4%**

BSN or higher degree: **52%**

Mean Age: **48**

Licensed Practical Nurses

Respondents: **16,451**

Employed Full-time: **69%**

Working at one position: **83%**

Employed in nursing homes: **47%**

Racial Demographics:

White/Caucasian: **46%**

Black/African American: **32%**

Asian: **8%**

Hispanic/Latino: **7%**

Multiracial, other, or no data: **7%**

Mean Age: **45**

Advanced Practice Nurses

Respondents: **7,817**

Employed Full-time: **80%**

Employed in hospitals: **49%**

Employed in ambulatory care: **20%**

Racial Demographics:

White/Caucasian: **76%**

Asian: **9%**

Black/African American: **8%**

Hispanic/Latino: **3%**

Multiracial, other, or no data: **4%**

Mean Age: **48**

Educational Capacity

Pre-licensure Graduates
in 2015: **3,161**

Diploma: **14%**

Associate's Degree: **48%**

Bachelor's Degree: **37%**

RN to BSN Enrollment in the
2014-2015 academic year:
1,068,

RN to BSN Enrollment in the
2014-2015 academic year:
579

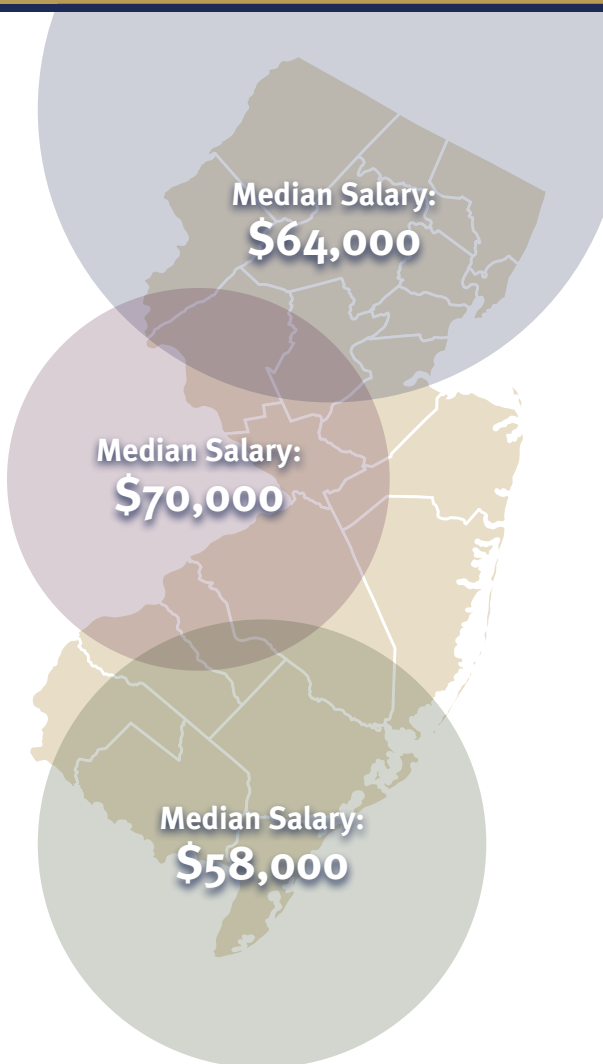
1,543 LPN graduates in 2015

EDUCATION & SALARY DISTRIBUTION ACROSS NEW JERSEY

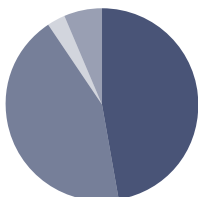
Demand for nursing positions in New Jersey has remained relatively stable since 2010. Advertisements for RN positions continue to account for approximately 1% of all job postings in the state. This data implies that the demand for nurses remains proportional to the overall size of the job market over time.

According to the US Bureau of Labor Statistics, the mean salary for RNs varies across the United States. When compared to other states, RNs in New Jersey are in the highest pay bracket, earning an average annual salary of \$72,310 - \$101,260.

We enacted a deeper analysis of salary and education and found that median salary and education level vary among RNs in each of these three metropolitan areas.

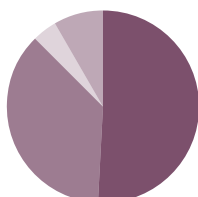


Greater New York Area Degree Level



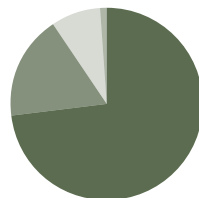
Associate's: **42%**
Bachelor's: **46%**
High School/ Vocational: **3%**
Graduate/Professional: **6%**

Trenton, NJ Area Degree Level



Associate's: **50%**
Bachelor's: **36%**
High School/ Vocational: **4%**
Graduate/Professional: **8%**

Ocean City, NJ Area Degree Level



Associate's: **71%**
Bachelor's: **17%**
High School/ Vocational: **8%**
Graduate/Professional: **1%**

(Data may include postings for LPNs and APNs.)



A New Direction

Our new strategic plan was adopted, the final result of months of introspection and a retreat for Board and Advisory Council members. Dr. Robert J. Philips, an expert in education and organizational development, facilitated exercises in goal setting, prioritization and lateral thinking for the daylong workshop.

Developing integration teams that turn data into models for consumption for targeted constituency groups evolved as a top goal. For example, the APN data collected by the Center

will be used to determine areas for close examination, such as partnering with hospitals to standardize practice for these practitioners. Reviewing the hospital residency program data and identifying a template for a standardized nurse residency model across the state in collaboration with key constituents will be another outcome of the plan.

Talent, Dedication, Commitment

The year was one of change for the NJCCN staff. Research analyst and doctoral candidate Miguel Martinez



now contributes remotely from his new home in Georgia. Former department administrator Allison Creary-Cornelius, who joined the staff in 2004, is happily relocated to Texas with her family - with one notable exception. "I miss the people at the Center and the work. I knew we were really making a change in the state." New team members are department administrator Victoria Field, who desired a position with which she could be emotionally engaged, and administrative assistant Elizabeth Badrow, who lends her many years of involvement with nursing and healthcare issues.

"TWO ROADS DIVERGED IN A
WOOD, AND I — I TOOK THE
ONE LESS TRAVELED BY,
AND THAT HAS MADE ALL
THE DIFFERENCE."

—ROBERT FROST

UNITED STATES POET LAUREATE

QUALITY IS THE ISSUE

It was more than fate that brought Dr. Dorothy S. Carolina and nursing together. “I knew by the time I was in third grade that I wanted to be a nurse.” Her inspiration was homegrown. Her Aunt Debbie, a licensed practical nurse, seemed to have the world on a string. The eager young child went on to become a registered nurse, advanced practice nurse and nurse manager working directly with patients, as well as an educator at Felician and Seton Hall universities. The decidedly committed professional has given to nursing and reaped its rewards. “Nursing changed my



*Dorothy S. Carolina,
PhD, MSN, RN*

life because it afforded me an opportunity to elevate my life.”

In 2016, Dr. Carolina became executive director of the New Jersey Board of Nursing (BON), which regulates the practice

of nursing in the state. She also joined the NJCCN Board, glad to be part of an organization that provides exceptionally valuable data on nursing workforce issues. A self-described competitive person, the nursing leader quickly rallied the staff at the BON to the goal of winning recognition for excellence from the National Council of State Boards of Nursing. Dr. Carolina sets the bar high for herself and others. “Quality is the issue.”



There was individual recognition too. The Lifetime Achievement Award of the Organization of Nurse Leaders of New Jersey (ONL-NJ) was presented to Dr. Cadmus for her dedication to nursing leadership and limitless passion in advancing the profession. Associate Director Dr. Mary Johansen was elected to the ONL-NJ Board of Directors.

The NJCCN has taken a giant step forward the last two years, said former Board Secretary Dr. Aline Holmes, the Center’s New Jersey Hospital Association representative. “We are a much more empowered group, more active and reaffirmed in the NJCCN mission.” Nurse educator and former Board Chair Linda Parry-Carney, who has had a birds-eye view of the Center since 2009 concurs. “Great things are happening at the New Jersey Collaborating Center for Nursing.”



Executive Director Dr. Edna Cadmus, Board Chair Dr. Susan Weaver and Board Secretary Dr. Teri Wurmser at the 2016 Strategic Planning Retreat.

Selected Publications

“ADDRESSING THE READINESS OF THE NEW JERSEY APN WORKFORCE”
Nursing Administration Quarterly,
Vol. 41, October 24, 2016

Edna Cadmus, PhD, RN, NEA-BC, FAAN
Mary Johansen, PhD, NE-BC, RN
Phyllis Arn Zimmer, MN, FNP, FAANP, FAAN
David L. Knowlton, MA

“CREATING A LONG-TERM CARE
NEW NURSE RESIDENCY MODEL”
The Journal of Continuing Education in Nursing,
Vol. 47, November 5, 2016

Edna Cadmus, PhD, RN, NEA-BC, FAAN
Susan W. Salmond, EdD, RN, ANEF, FAAN
Linda J. Hassler, MS, RN, GCNS-BC, FNGNA
Katherine Black, MSN, RN-BC
Nancy Bohnczyk, MA, RN, CNE

NJCCN Supply & Demand Reports*

NEW JERSEY REGISTERED NURSE
DEMAND DATA 2015

GOVERNOR’S BIENNIAL REPORT
DECEMBER 2015
NEW JERSEY WORKFORCE
SUPPLY AND DEMAND

NEW JERSEY ANNUAL NURSING PROGRAMS
EDUCATIONAL CAPACITY REPORT
ACADEMIC YEAR 2014 – 2015

NEW JERSEY ANNUAL PRACTICAL NURSING
PROGRAMS EDUCATIONAL CAPACITY REPORT
ACADEMIC YEAR 2014 – 2015

NURSES IN NEW JERSEY
NURSE WORKFORCE
REPORT 2014 – 2015

*Visit <http://www.njccn.org> for these reports and other nursing workforce data.



Staff

Edna Cadmus,
PhD, RN, NEA-BC, FAAN
Executive Director

Mary L. Johansen,
PhD, NE-BC, RN
Associate Director

Pamela B. de Cordova,
PhD, RN-BC
Research Faculty

Victoria Field, BA
Department Administrator

Elizabeth Badrow
Administrative Assistant

Board

Susan Weaver, *Chair*
PhD, RN, CRNI, NEA-BC

Teri Wurmser, *Secretary*
PhD, MPH, RN

Dorothy Carolina, *Director of*
NJBON, Member Ex Officio
PhD, MSN, RN

Maria Brennan,
MSN, RN, CPHQ

Pamela Christy, MSN, RN

Karen Gentile, RN

Barbara George Johnson,
MPH, JD

Evadne Harrison-Madu,
PhD, MSN, RN

Vicki Hassler, MSW, LCSW

Aline Holmes,
DNP, RN, APN,C

Michele McLaughlin,
RN, MSN, CPAN

Linda Parry-Carney,
MA, RN-BC

Carol Patterson,
MSN, RN, CNE

Neddie Serra, EdD,
MSN, RN, CNE

Susanne Sorace,
MSN, RN, CNE

Donna Stankiewicz,
EdD, MSN, RN

Advisory Council

Darlene Cox, MS, RN, FACHE

Kathleen Horan,
MSN, APRN, CNE

Wanda McLawrence, LPN

Laura Mularz, DNP, RN,
APRN, ACNS-BC, NE-BC

Donna Murray,
MSN, RN, APN,C, WHNP-BC

Mary Padden, PhD, APN-C

Erica Stevenson, BSN, RN

Tracy Vitale,
DNP, RN-OB, C-EFM, NE-BC

Yvonne Wesley,
PhD, RN, FAAN



PACESETTERS *for* TOMORROW

*is a publication of the New Jersey Collaborating Center
for Nursing, a statewide leader in the nationally
evolving healthcare environment.*



Save the Date: APRIL 7, 2017

NJCCN 2017 SUMMIT NURSES REIMAGINING HEALTHCARE

Jessica Glazer - Keynote Speaker

Forsgate Country Club

Monroe Township, New Jersey 08831



NEW JERSEY COLLABORATING CENTER FOR NURSING

Located at Rutgers School of Nursing
180 University Avenue
Ackerson Hall
Room 238
Newark, NJ 07102

973-353-2715

info@njccn.org

<http://www.njccn.org>