



Pivotal Moments Unprecedented Times

NEW JERSEY COLLABORATING
CENTER FOR NURSING

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NEW JERSEY COLLABORATING CENTER
FOR NURSING • ANNUAL REPORT

2020

PIVOTAL Moments. Unprecedented TIMES.

*is dedicated to the nurses and other healthcare workers
who have served with valor and distinction
during these unprecedented times.*



VISION:

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

MESSAGE *from the* EXECUTIVE DIRECTOR



UNPRECEDENTED TIMES

The work of the New Jersey Collaborating Center for Nursing (NJCCN) took on an unforeseen sense of urgency in 2020 as we devised both short-and long-term solutions in response to COVID-19, an unprecedented world-wide challenge. We acted on our expertise as researchers, educators, and caregivers, collaborating with partners across the state. We pivoted much of our focus to the most pressing needs of the nursing workforce, even as we began to forge strategies for the future.

Pivotal Moments. Unprecedented Times. spotlights a variety of activities that reflect our organization's mission and vision. Selected accomplishments include:

- Signature state-wide residency program for new nurses
- Pioneering data collection and analysis on licensed practical nurses and home health aides
- Programs and services which provide nurses with various support mechanisms
- Advocacy for removing roadblocks to care

As you read these highlights, you will see that our work before and after March 2020 has been fundamentally the same as we stayed true to our mission and vision. Leadership, research, innovation, and education still form our foundation as we provide evidence-based recommendations regarding the nursing workforce and its effect on patient care.

Our endeavors have found their inspiration in the extraordinary nurses and other healthcare workers who have served during this still-unquantifiable COVID-19 era. They have our unbounded gratitude, enormous respect, and deep admiration.

VERY BEST REGARDS,

Dr. Edna Cadmus

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

PIVOTAL MOMENTS



Signature Residency Program Leads the Way

Leadership in innovative, actionable workforce solutions was the hallmark of a state-wide residency program for new nurses, a first in the state of New Jersey.

Executive director Dr. Edna Cadmus headed a group of 19 acute care hospitals in the implementation of the Vizient/AACN nurse residency program. By the first quarter of 2021, 501 nurses were enrolled. The New Jersey Department of Labor and Workforce Development is funding this project, and the New Jersey Collaborating Center for Nursing (NJCCN) is only one of four grantees in the state. The initiative, launched in March of 2020, acquired a special significance as

new graduates transitioned into practice at a time when the demands on new and experienced nurses were often of epic proportions.

Similar programs in other states have shown improved retention rates and recruitment. Other advantages are a standardized curriculum, a more robust alternative to the traditional preceptor model, an emphasis on competence and confidence building, and professional and career development. Bringing the hospitals together has sparked opportunities for collaboration and information-sharing, including data collection which will further the advancement of nurse residency programs.

Spotlight on Long-Term Care

As COVID-19 ravaged long-term care settings, a newfound emphasis on reform emerged nationally as stakeholders were forced to confront dire shortcomings. NJCCN demonstrated its expertise and leadership through written testimony to the New Jersey Legislature. The detailed brief includes sweeping recommendations.

- New nurse residency programs for long-term care and assisted living
- Curricular re-design for certified nursing assistants (CNAs)
- Continuing education to keep pace with changes in healthcare
- New technology to connect with health care providers, such as telehealth
- Leadership training for directors of nursing
- Implementation of Pathway to Excellence® standards as a framework for change

Telling Findings on Nursing Home Staffing

Using publicly available data for New Jersey nursing homes, Dr. Pamela B. de Cordova trended staff-to-resident ratios for registered nurses (RNs), licensed practical nurses (LPNs), and CNAs by shifts over an eight-year period. The findings from this study suggest that

mandating public reporting of staffing did not improve staffing ratios. However, public reporting did improve the staffing ratings on federal reports, such as Nursing Home Compare.

Data-Driven Recommendations

Compelling research on home health aides (HHAs) and LPNs in two separate studies resulted in evidence-based recommendations as the crushing onslaught of COVID-19 exacerbated existing shortcomings in both practice areas. The studies were led by Dr. Susan H. Weaver, with Drs. Cadmus and de Cordova as co-investigators.

In the second phase of a two-year grant by the National Council of State Boards of Nursing, researchers continued to study the current practice of LPNs in New Jersey. Ascertaining whether these foundational caregivers are working within the scope of their practice has been a priority. Findings have revealed that LPNs have expanded their role, contributing to role confusion. This unprecedented research is providing nurse leaders with insights into job functions, job satisfaction, and patient safety culture.

Breakthrough research, including surveys completed by 958 HHAs, detailed systemic problems among an underrepresented yet critical workforce. A recommendation was made to the New Jersey Board of Nursing to gather

data from the HHA workforce during its biyearly certification. Consistent quality data will make determining trends in supply and demand possible. The novel findings were included in NJCCN’s annual data and analysis report. A snapshot of the data reported can be seen in Tables 1-3.

Insights into Nursing Shortages

The 2021 edition of NJCCN’s signature report, *Nursing Data and Analysis*, provided insights into nursing workforce supply and demand issues regarding faculty shortages and nurse retirements.

Incivility in Academia and the Nursing Shortage

The recipient of NJCCN’s George Hebert Award, Dr. Valera A. Hascup, released the findings of the study funded by the award prize. Dr. Hascup explored incivility among faculty in academia and its impact on the nursing shortage. Fifty percent of nursing faculty surveyed reported the intention of leaving their position due to incivility.

Measuring Stress during Pandemic Nursing

Dr. de Cordova led the CARE study, which when completed will afford a comprehensive analysis of the effect of stressful working conditions on nurses during the pandemic. A response rate of

15 percent included 3027 active nurses. Preliminary analysis showed a 60 percent burnout rate. The findings will be used in the shaping of evidence-based strategies to reduce emotional and physical exhaustion in RNs during pandemics. The Center for COVID-19 Response and Pandemic Preparedness at Rutgers University is funding the project.

Removing Roadblocks to Care

The COVID-19 pandemic accelerated a burgeoning need for nurses and changes in practice.

- Advocacy to eliminate the joint protocol for advanced practice nurses (APNs). Governor Murphy issued Executive Order 112 on April 1, 2020, allowing APNs to practice by modernizing practice regulations. Twenty-three other states have permanently removed these barriers to practice.
- Advocacy for emergency temporary licensure for new nurse graduates. On May 5, 2020, the governor announced a program that would permit recent nursing graduates to join the nursing workforce while waiting to take the NCLEX exam.
- A new job portal for RNs and LPNs on NJCCN’s website. Jobseekers can search for open positions at various organizations and have a direct contact person.

Table 1: Vacancy Trend for Faculty in LPN schools 2016-2019

*N is the number of respondent schools.

| 2016 | | 2017 | | 2018 | | 2019 | |
|------|----|------|----|------|----|------|----|
| N=31 | | N=31 | | N=27 | | N=25 | |
| FT | PT | FT | PT | FT | PT | FT | PT |
| 8 | 25 | 15 | 15 | 11 | 20 | 12 | 15 |

(Source: NJCCN. (2021). Nursing data and analysis. <https://www.njccn.org>)

Table 2: RN Program Faculty Vacancy Trend 2016-2019

*N is the number of respondent schools.

| | 2016 | | 2017 | | 2018 | | 2019 | |
|--------------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|
| | N=41 | | N=43 | | N=45 | | N=45 | |
| | FT | PT | FT | PT | FT | PT | FT | PT |
| DIP | 2 | 0 | 5 | 1 | 3 | 0 | 1 | 1 |
| ADN | 1 | 16 | 10 | 13 | 8 | 4 | 15 | 2 |
| BSN & Higher | 36 | 19 | 36 | 3 | 46 | 1 | 54 | 14 |
| Total | 39 | 35 | 51 | 17 | 57 | 5 | 70 | 17 |

(Source: NJCCN. (2021). Nursing data and analysis. <https://www.njccn.org>)

Building Relationships Against the Backdrop of COVID-19

The New Jersey Action Coalition (NJAC), which operates under the auspices of NJCCN, partnered with organizations in community settings and other stakeholders to meet COVID-19 related challenges, including a dearth of practicum opportunities.

- The innovative Nursing Student Practicum Collaboration matched 64 undergraduate and LPN nursing students with YMCAs across the

state by early 2021. Students expand their skillset while providing essential healthcare services.

- Two hundred nursing students received the YMCA Praesidium module training on child abuse prevention.
- In collaboration with the New Jersey Nursing Initiative, Stress First Aid training and Virtual Schwartz Rounds provided various options for “caring for the caregiver.”
- Numerous activities strengthened alliances with educational and nursing organizations.

Table 3: Rate of Retirement of Nurses by Age Bracket

| | RN | | | APN | | | LPN | | |
|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2018 % | 2019 % | 2020 % | 2018 % | 2019 % | 2020 % | 2018 % | 2019 % | 2020 % |
| 46-50 | 0.02 | 0.1 | 0.4 | - | - | - | 0.1 | 0.1 | 1 |
| 51-55 | 0.1 | 0.3 | 1 | 0.2 | - | - | 0.4 | 0.3 | 3 |
| 56-60 | 0.2 | 2 | 4 | 1 | 1 | 2 | 1 | 1.1 | 4 |
| 61-65 | 1 | 8 | 22 | 2 | 2 | 27 | 4 | 5 | 15 |
| 66-70 | 5 | 24 | 38 | 11 | 13 | 34 | 9 | 17 | 41 |
| 71-75 | 18 | 27 | 23 | 17 | 20 | 26 | 10 | 17 | 26 |
| 76-80 | 24 | 27 | 9 | 19 | 32 | 8 | 13 | 117 | 7 |
| 81-85 | 22 | 33 | 3 | - | - | - | 5 | 13 | 3 |
| 86+ | 23 | 38 | 1 | 50 | - | 2 | 38 | - | 1 |

(Source: NJBON Nursys® Survey 2018-20)



Pioneering Pacesetters

Dr. Cadmus, NJAC co-lead, participated in a virtual national celebration of the 10th anniversary of the release of *The Future of Nursing: Leading Change, Advancing Health*, a notably influential report.

NJCCN and NJAC share goals, activities, and numerous accomplishments. Over the last 10 years the following accomplishments have been achieved.

- Placement of more than 300 undergraduate and graduate nurses in community settings such as Alzheimer’s Association, Cherry Hill Free Clinic, Meals on Wheels, and Vineland Public Health Department
- Nurse residency programs in out-of-hospital and acute care settings for 100 and 501 participants, respectively
- Academic progression for nurses through strategic partnerships

- Innovations contributing to a nursing workforce in which 67 percent of RNs have a BSN degree or higher
- Facilitation of mental health first aid training for older adults in partnership with more than 60 community organizations and members
- Leadership training for 268 school nurses on mental health first aid and a tool kit for a 21st century school nurse presence
- More than \$2.6 million dollars in external funding

Getting the Job Done

NJCCN’s board, advisory council, and staff quickly shifted to virtual meetings, undaunted by communicating through platforms such as Webex and Zoom, the technology used for this screen shot above. Education and collaboration with other organizations went online too.

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*Rosters are current as
of March 2021*



We join with the World Health Organization in celebrating the International Year of the Nurse and the Midwife, designated in honor of Florence Nightingale on the 200th anniversary of the pioneering nurse leader's birth. Most often remembered as an angel of mercy during the Crimean War, the intrepid Nightingale was also a proponent of change through data-driven interventions.



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*is a publication of the
New Jersey Collaborating Center for Nursing,
a leader in evidence-based recommendations
regarding the nursing workforce.*

