The *Campaign for Action* is a collaborative effort to implement solutions to the challenges facing the nursing profession, and to build upon nurse-based approaches to improving quality and transforming the way Americans receive health care.

Action Coalitions are a key component of the *Campaign for Action*. Led by nursing and non-nursing leaders, these coalitions include a diverse group of stakeholders from a variety of sectors whose mission is to work together to transform the future of nursing at the state and local levels.

**California**

The California Action Coalition was selected as one of five state groups to pilot the implementation of the IOM report recommendations. A leadership council provides oversight and workgroups will be established to set short and long-term goals with achievable action steps for each recommendation. Regional champions will ensure that all regions of the state are represented and linked to the statewide efforts.

IOM recommendations that have generated interest include preparing and positioning nurses as leaders and allowing nurses to practice to the full extent of their education and training. This involves promoting collaborative and team-based models of care.

Several existing programs allow for fast-tracking implementation while building the momentum for expansion and institutionalization. For example, the collaborative model of nursing education currently under development, along with the implementation of AB1295, provides for seamless progression of associate degree to baccalaureate degree. Another example is the Transition to Practice program being tested to increase the skills and competencies of new graduates and increase their employability through community-based internships, an important first step in actualizing the concept of nurse residencies. The recent passage of state legislation giving authority to the California State Universities to provide a doctorate of nursing practice education will significantly increase the number of nurses with a doctoral degree.

**Colorado**

Collaborative efforts between the Colorado Center for Nursing Excellence and the Colorado Hospital Association provide a strong backbone for moving forward on the issues raised by the Institute of Medicine Report.

Momentum is already underway with these two organizations and several partners on many of the nursing priorities described in the IOM report.
In addition to an on-going dialog on increasing the number of nurses with BSN degrees, several academic-progression partnerships have been developed between community colleges and universities.

In partnership with the Colorado Nurses Association, the Colorado Action Coalition will continue to work on scope of practice issues to ensure that all Colorado residents, particularly those in rural areas have access to care.

The Action Coalition is also developing a nursing community leadership effort as well as plans for data collection.

**Florida**

The Florida Center for Nursing (Center) and the Blue Cross and Blue Shield of Florida Foundation (BCBSF Foundation) first joined together for a 2009 Partners Investing in Nursing’s Future grant, “Promoting the Use of Simulation Technology in Florida Nurse Education.” The Center serves as the definitive source for information, research and strategies to address dynamic nurse workforce needs in Florida. The BCBSF Foundation, whose mission is to improve the health and well-being of Floridians and their communities, has invested approximately $18 million in nursing scholarships and funded projects through the Generation RN program. Together, the Center and the BCBSF Foundation will build on their previous work and that of numerous other groups to implement the IOM report recommendations in Florida.

The Action Coalition will establish a Steering Committee with representation from the Quality and Unity in Nursing Council, a coalition of the state’s nursing organizations, to allow for continuation of efforts such as a Florida Organization of Nurse Executives-led task force to identify academic progression opportunities and health employer practices to facilitate attainment of advanced degrees and the ongoing efforts of the Florida Nurses Association and the Florida Nurse Practitioner Network to address scope-of-practice limitations.

**Idaho**

Co-leads the Idaho Alliance of Leaders in Nursing (IALN) and the Idaho Hospital Association have worked together for over 5 years to address critical nursing issues in Idaho. Most recently, BJ Swanson was appointed chair of the Healthcare Workforce Planning Partnership advisory group, a committee on which Margaret Henbest also serves.

Previously, the IALN worked with other Idaho health care organizations to accomplish a number of IOM goals, including ensuring advanced practice registered nurses in Idaho can practice to the full extent of their education and training and developing a sustainable workforce data collection collaborative. Building upon this history of cooperation, the Action Coalition will:

- Encourage organizational policy alignment with Idaho statute on nursing scope of practice.
- Ensure access to public doctoral level nursing education in Idaho and securing adequate financial resources to support faculty salaries.
• Facilitate the evolution of nursing curriculum and its alignment with the rapidly changing role of the nurse in the context of health reform.
• Expand nurse residency programs, especially in rural Idaho.
• Create and promote opportunities for interprofessional education and practice and for increased nursing leadership in health care.

**Illinois**

**Illinois** Action Coalition co-leads the Illinois Center for Nursing (ICN) and Illinois Department of Commerce and Economic Opportunity (ILDCEO) have partnered for five years on nursing workforce development programs. As members of the Center to Champion Nursing’s Team Illinois, they have recruited coalition members and are building upon the Team’s existing infrastructure and success. The Action Coalition also incorporates the members and work of multiple Robert Wood Johnson Foundation Partners Investing in Nursing’s Future grantees.

The Illinois Action Coalition will expand on previous work to create a transformed health care workforce. The Illinois Society of Advance Practice Nursing and the Illinois Nurses Association are using the IOM report as leverage to remove barriers to care and increase access. Efforts of the coalition’s stakeholders have successfully increased nursing education capacity in Illinois by 24 percent over the past three years. Finally, the state’s Health Resources and Services Administration-funded nurse managed clinics are a best practice model that highlights nurse leadership, and an interdisciplinary education steering committee has formed to develop models of collaboration.

**Indiana**

**Indiana** Action Coalition co-leads the Indiana Nursing Workforce Development Coalition (INWDC) and the Indiana Area Health Education Centers (AHEC) are collaborative statewide partnerships with a history of working collaboratively to collect and analyze nursing supply data and on issues related to the diversity of the health care workforce, the adequate supply and distribution of health care workers and the quality educational preparation of the health care workforce.

The groups already have established partnerships with the Indiana Organization of Nurse Executives, the Indiana State Board of Nursing, the Indiana State Nurses Association, the Indiana Department of Health, the Indiana Council of Deans and Directors, the Indiana University School of Medicine, the Indiana Hospital Association and the Indiana State Medical Association, which will be engaged to implement the IOM report recommendations.

In the near-term, the Action Coalition will seek to involve nurses in collaborative improvement, expand the number of nurses with doctorates, enhance life-long learning and strengthen the infrastructure for workforce data. Longer term objectives include ensuring that nurses can practice to the full extent of their education and training, increasing the proportion of BSN-prepared nurses and promoting nurse leadership.
**Louisiana**

Action Coalition co-leads the Louisiana Center for Nursing (LCN) and AARP Louisiana bring extensive records of collaboration with large networks. LCN has sustainable relationships with a broad array of nursing and health care organizations, including the State Nurses Association, the Louisiana Organization of Nurse Executives, the Nursing Supply and Demand Council, the Louisiana Council of Administrators of Nursing Educators, the Louisiana Hospital Association, the Louisiana Home Care Association, the Louisiana Nursing Home Association, the Health Works Commission and specialty nursing organizations. Among its collaborative activities, AARP Louisiana coordinates a coalition of 34 organizations focused on access to health care, choice in long term care services and supports and access to Medicaid waivers for Home Community Based Services.

The LCN is analyzing state data to determine the educational preparation of the state’s RN workforce and APRN demographics to help guide the Action Coalition’s work. Additionally, the coalition plans to partner with the Louisiana Home Care Association in efforts to remove barriers to APRN practice. The Action Coalition will also focus on expanding opportunities for nurses to lead and collaborate with other health care professionals to develop new models of delivery that address health disparities.

**Michigan**

The Michigan Action Coalition is well underway towards building support and momentum in the state for the recommendations in the Institute of Medicine Report.

The Coalition has organized a work chart around overlapping recommendations, and implemented an awareness campaign in conjunction with Nurses Week in May. The goal of the awareness campaign is to reach nurses across the state through a series of events and videos and build excitement around their efforts in leadership, nursing education, nursing practice and workforce data.

A number of partners have already signed on to make the recommendations a reality in Michigan including: Michigan Nursing Education Council, Blue Cross Blue Shield Foundation, Department of Community Health, Midland Area Community Foundation and University of Michigan, Office of Public Health Practice.

The Michigan Action Coalition believes that the recommendations in the Institute of Medicine report provide the framework needed to rally key and diverse stakeholders throughout the state to work together to realize nursing’s contribution to the health of their communities.

**Mississippi**

Kicking off their efforts with a strategic planning session in January, with over 40 core stakeholders participating, the Mississippi Action Coalition is well underway towards laying the groundwork for addressing many of the goals laid out by the Institute of Medicine Report.
During the planning session, the Action Coalition developed goals and objectives to focus its work and formed implementation teams for each of the following focus areas:

- Education redesign.
- Maximizing Scope of Practice.
- Interprofessional Collaboration.
- Leadership & Communication.

Recent efforts by the Mississippi State Legislature to remove scope of practice barriers, while unsuccessful, provided an important foundation for the Action Coalition as the legislature urged nurse and physician groups to work together to develop a compromise on this issue.

The Action Coalition has several partners already committed to making these goals a reality including the State Department of Health, Board of Nursing, and several nursing and education focused associations and foundations.

**New Jersey**

The **New Jersey** Action Coalition is built around a large group of nursing and non-nursing stakeholders, including educators, legislative staff and many others.

They are building momentum on multiple efforts that are based upon the four key messages of the IOM report.

NJ Action Coalition areas of focus include:

- Working to ensure nurses lead and collaborate on efforts to redesign and improve healthcare.
- Securing nurse appointments on NJ Health Information Exchanges boards.
- Building a communications campaign, and securing funding to implement it.
- Communicating the value of continuing education and leadership through nurse peers.

Action Coalition members presented these important messages recently at the Central Jersey’s Visiting Nurse Service’s annual meeting, attended by more than 250 nurses.

**New Mexico**

The **New Mexico** Action Coalition continues a partnership between the New Mexico Center for Nursing Excellence (NMCNE) and the New Mexico Business Weekly (NMBW). The NMCNE created the Nursing Council of New Mexico, an action-oriented coalition of nurses and others who will join the coalition and continue their work on faculty development initiatives, a rural nurse residency program and community action teams. With a readership of 50,000, NMBW connects the Action Coalition to the state’s business community through the magazine’s weekly and special publications and its series of business recognition and networking events.
The New Mexico Action Coalition has initiatives underway to support the IOM recommendations in education, residencies, data and practice, and has interwoven leadership, diversity and interdisciplinary collaboration into its efforts. The coalition will focus on developing and deploying a statewide plan for nursing education including a common curriculum and shared resources, building upon and expanding its successful rural nurse residency program; developing a robust data infrastructure in collaboration with other health professions and deploying Aligning Forces for Quality Transforming Care at the Bedside principles across the state.

New York

New York consumers and nurses have joined forces to form a strong partnership in support of the Institute of Medicine recommendations. Led by the Institute for Nursing: New York State Workforce Center and AARP New York, the New York Action Coalition has successfully recruited a wide range of stakeholders, including the New York Nurses Association, and secured initial funding from St. Luke’s Hospital School of Nursing Alumnae Association, New York University College of Nursing and the Columbia University School of Nursing.

Broadly, the Action Coalition is focusing on:

- removing barriers to practice;
- increasing the proportion of nurses with bachelor’s degree in nursing;
- doubling the number of nurses with a doctorate;
- building an infrastructure for the collection and analysis of interprofessional health care workforce data.

Because of the state’s size and diversity, the coalition has designated action teams that will advance these goals within seven distinct regions of New York.

Utah

The Utah Action Coalition brings together many of the state’s strongest leaders in improving health care quality, access and affordability. The Utah Organization of Nurse Leaders (UONL) and HealthInsight formed a new partnership to lead the coalition. The group’s leadership circle brings together a diverse group of state health care leaders, including Intermountain Healthcare, Department of Professional Licensing of the State Board of Nursing, Utah Department of Health, University of Utah Health Sciences, Utah Hospitals and Health Systems Association, a state legislator, Utah Association for Community Health and AARP Utah.

The Action Coalition has begun work on a variety of initiatives including successfully encouraging the director of the Utah Medicaid Office to pilot test a model for expanded reimbursement for rural. The coalition also plans to create more seamless educational pathways from entry level to doctoral education and increase the percentages of both baccalaureate and doctorally prepared nurses.
To facilitate its work, the coalition has established two work groups: Education and Practice and Leadership and Collaboration.

**Virginia**

Led by the Virginia Nurses Association and AARP Virginia, the Virginia Action Coalition will work with and build upon the existing work of the Virginia Health Reform Advisory Council (VHRIAC), the Virginia Magnet Consortium (VMC) and the Center to Champion Nursing in America Virginia education expansion team, among others. Together these stakeholders formed a leadership taskforce and work groups aligned with the key messages and goals of the IOM report. The coalition has also reached out to the broader health care, business, government, philanthropic communities as well as to statewide and community leadership.

The VHRIAC and the Action Coalition will work together on the development of interdisciplinary team based care delivery that enables nurses to practice to the full extent of their education and training. Similarly, the Virginia Magnet Consortium, a group formed to leverage the leadership abilities of Virginia’s 17 ANCC Magnet® hospitals, has initiated a work plan for educational redesign that aligns with the IOM recommendations. The Action Coalition will capitalize on this work to develop seamless educational pathways that help nurses achieve higher levels of education and training.

**Washington**

The Washington Center for Nursing and the Washington Health Foundation have worked together on a range of issues, most recently WHF’s “Healthiest State in the Nation” campaign. With a long list of other participants including AARP Washington, multiple health systems and medical centers, labor leaders and many other groups, the Washington Action Coalition is well-positioned to drive change in the state.

To ensure that 80 percent of registered nurses have a baccalaureate degree by 2020, the Action Coalition will continue efforts to develop an integrated basic nursing education curriculum, a potential single application portal and seamless progression to BSN. The coalition will also work with the Governor’s Task Force on Diversity, a group convened to address diversity in health care, to ensure that nurses and the nursing profession play a role in the Task Force’s work.