Section I: Background

1. What is the Future of Nursing: Campaign for Action?

The Future of Nursing: Campaign for Action envisions a health care system where all Americans have access to high-quality care, with nurses contributing to the full extent of their capabilities. The Campaign is a partnership of the Robert Wood Johnson Foundation and AARP. It is coordinated through the Center to Champion Nursing in America, an initiative of AARP, the AARP Foundation, and the Robert Wood Johnson Foundation, and includes 36 state Action Coalitions and a wide range of health care providers, consumer advocates, policy-makers and the business, academic and philanthropic communities.

The Committee of the Robert Wood Johnson Foundation’s Initiative on the Future of Nursing, at the Institute of Medicine was tasked with creating a blueprint on the role of nurses in the design and improvement of public and institutional policies at the national, state and local levels. The Institute of Medicine report, The Future of Nursing: Leading Change, Advancing Health, released in October 2010, included recommendations for a plethora of system improvements including proven, solution-oriented ways to address the nursing and nurse faculty shortages in the U.S. The Future of Nursing: Campaign for Action is committed to using the report as a framework for future direction and action to help improve the health of all Americans.

2. What are Action Coalitions?

Action Coalitions are convened to advance the Future of Nursing: Campaign for Action. Comprised of diverse groups of stakeholders that can effect sustainable change at the state or regional level, Action Coalitions will capture best practices, determine research needs, track lessons learned and identify replicable models that then can accelerate improvements nationally.

The title “Action Coalitions” is Robert Wood Johnson Foundation’s official title to identify the state or regional level teams that have applied for and have been deemed an Action Coalition associated with the Future of Nursing: Campaign for Action. If organizations or teams have not applied for technical assistance through the Center to Champion Nursing in America in cooperation with the Robert Wood Johnson Foundation, such organizations or teams can use a term other than “Action Coalition” to stipulate their identity. The Robert Wood Johnson Foundation will ask teams or organizations that are not associated with the Center to Champion Nursing in America’s technical assistance for the Future of Nursing: Campaign for Action to not use the term “Action Coalition” and if such organizations or teams do use the term, the Robert Wood Johnson Foundation will request that they cease using the term.
For the teams that have been officially deemed “Action Coalitions” by the Center to Champion Nursing in America and the Robert Wood Johnson Foundation, they may use a variety of options to refer to their groups. For example, the Idaho Action Coalition uses “Idaho Nursing Action Coalition,” while the Mississippi Action Coalition is the “Mississippi Regional Action Coalition.”

3. **What do Action Coalitions do?**

Action Coalitions include a diverse group of stakeholders from a variety of sectors whose work includes:

1. Setting clearly defined goals (in alignment with the IOM report recommendations);
2. Forming and mobilizing key stakeholders representing a variety of sectors to build a blueprint for action;
3. Educating policymakers and other decision-makers;
4. Reaching out to philanthropies/funders to seek financial support for Action Coalition efforts;
5. Gaining visibility for their work and the *Campaign for Action* through the media and other outlets; and
6. Working to advance key IOM report recommendations.

4. **How do Action Coalitions goals relate to overall Future of Nursing: Campaign for Action goals?**

Each Action Coalition’s goal will be part of the overall outcomes associated with the *Campaign*. Campaign leadership is developing a dashboard and strategic framework that will support all facets of the *Campaign for Action*, including Action Coalitions.

5. **How many Action Coalitions currently exist? How many will there be?**

There are currently 36 Action Coalitions which were launched in two phases: the five initial Action Coalitions (California, Michigan, Mississippi, New Jersey, and New York) started in October 2010. In February 2011, the Future of Nursing: *Campaign for Action* launched Wave II with ten additional Action Coalitions: Colorado, Florida, Idaho, Indiana, Illinois, Louisiana, New Mexico, Utah, Virginia, and Washington. In September 2011, a third wave of Action Coalitions added 21 additional Action Coalitions: Arkansas, Delaware, Georgia, Hawaii, Kansas, Kentucky, Maryland, Massachusetts, Minnesota, Missouri, Montana, Nebraska, North Carolina, Ohio, Pennsylvania, Rhode Island, South Carolina, Texas, West Virginia, Wisconsin, Wyoming.

6. **Is there already an Action Coalition in my state?**

To check if your state already has an Action Coalition and/or to get involved in existing Action Coalition work, visit [www.thefutureofnursing.org](http://www.thefutureofnursing.org).

7. **Can a state have more than one Action Coalition?**

Each state should have only one state-level Action Coalition in order to ensure a coordinated and effective effort. Each Action Coalition may create its own organizational structure that takes into account local or regional concerns, but all coordination within a state must be done through the
state-level Action Coalition. Several Action Coalitions may also collaborate to form regional, interstate Action Coalitions that coordinate local and state-based efforts.

8. **Are multi-state Action Coalitions allowed?**

Yes, it is possible to have an Action Coalition that crosses state boundaries. However, we are not considering regional applications within states. (A regional Action Coalition consisting of multiple states, assuming no state-level Action Coalitions exists in one of the states, is permissible. An Action Coalition that intends to operate in only one portion of a state is not permissible.)

9. **Will I be notified if another person from my state applies?**

Yes, when possible, we will alert applicants from the same state aware of another applicant's interest so that the interested parties will combine their efforts and maximize their strengths and opportunities.

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**Section II: Action Coalitions**

10. **Who leads Action Coalitions?**

Action Coalitions are led by at least two co-leads – representing nursing and non-nursing organizations – who undertake a long-term commitment to manage efforts in a particular region/state. Each Action Coalition selects its own leadership and determines its overall structure in order to develop plans and strategies in the interest of achieving its goals. Applications should be submitted by the co-lead organizations that will assume overall responsibility for coordination and oversight of the Action Coalition’s activities. One of the applicants must be an organization dedicated to the promotion of nurses or nursing. The other applicant must be an organization involved in a field outside of nursing. The applicant organizations must be formed and operated from within the United States. When applying, please disclose your tax status (e.g., tax-exempt organization described in Section 501(c)(3) of the Internal Revenue Code (the “Code”), organization described in Sections 170(c)(1) and 511(a)(2)(B) of the Code, etc.). Official Action Coalition status will not be made to Type III supporting organizations as described in Section 509(a)(3)(B)(iii) of the Internal Revenue Code. If selected as a leader of an Action Coalition, the organization will be briefed on Campaign guidelines concerning operations, including use of the Campaign brand and lobbying policies.
11. Why are non-nurse leaders and stakeholders important?

The Campaign is mandating that each Action Coalition applicant has leadership from nurse and non-nurse organizations. This means that one lead must be from an organization where nursing is central to its mission, and the non-nurse organization should not have nursing as its core mission. In addition, Action Coalitions are expected to engage a variety of non-nurse stakeholders that can positively advance the Action Coalition’s goals.

A major objective of the Action Coalitions is to encourage other organizations from different sectors to become involved in the Campaign in order to continue to build momentum and presence at all levels. In order to accomplish the board changes to health care that the Campaign envisions, we must work together with a range of stakeholders, including physicians, nurses, insurers, consumers, business, government, foundations, academia and health systems.

12. What are the most successful ways of bringing partners, other than nurses, into an Action Coalition?

When identifying potential partners, you should assess their organizational interests and how they might support the recommendations. For instance, is there a major business in the state that could benefit from seeing increased access to primary care providers for their employees? Are there philanthropies that are interested in health care issues that might tie their work to this Campaign?

It is important to demonstrate the significance of the recommendations and the issues to stakeholders. Provide examples and experiences that relate to a stakeholder’s interests in the Campaign and that tie the recommendations to the stakeholder’s sector.

If you are experiencing challenges in identifying or engaging a non-nurse co-leader or stakeholder, we can work with you to help with this through the AARP and RJWF networks, but be aware that it may take some time to identify, engage and cultivate the relationship.

13. How are Action Coalitions supported and sustained?

No direct grant funding is available to the Action Coalitions at this time. However, as the Robert Wood Johnson Foundation develops programming around specific Campaign aims, it is likely that competitive funding will become available to support eligible work of the Action Coalitions. Action Coalitions are highly encouraged to reach out to other funders, including foundations, the federal and state government, and businesses. Action Coalitions will benefit from the resources available through technical assistance. Technical assistance around support and sustainability will be provided by the Center to Champion Nursing in America at AARP, funded by the Robert Wood Johnson Foundation. Center to Champion Nursing in America staff, along with qualified experts in leadership, educational progression, practice to full scope, diversity, and interprofessional collaboration, will provide technical assistance.

In order to ensure Action Coalitions are sustainable for the long term, technical assistance will be tailored to meet the specific needs of each Action Coalition and may include, for example, access to:

- content expertise in nursing;
• communications materials;
• detailed materials created by states and experts;
• collaboration and coordination with existing RWJF nursing grant programs (e.g., Partners Investing in Nursing’s Future);
• information on and help with applying for grants from other organizations such as the Department of Labor, Health Resources and Services Administration and other foundations; and
• sustainability planning/facilitation.

The Campaign will also form issue-specific learning collaboratives, which will bring together Action Coalition stakeholders from across the country to work and learn together. Learning collaborative experiences may include issue-based webinars, listservs, and extranets, as well as meetings, conferences, and site visits.

The Campaign staff involvement is tailored to specific needs and requests. We anticipate that Action Coalitions will have different types and levels of needs at different times during developmental and operational phases. The Campaign for Action team stands ready to assist with both content and infrastructural development.

14. How can I get funding for my Action Coalition?

There are a variety of ways that existing Action Coalitions have secured funding. A few of the Action Coalitions secured funding to help establish their infrastructure or to support a project coordinator. Others are identifying sources of funding to support specific issue areas. Types of funders include corporations and businesses within a state or region; schools or alumni associations that are closing and are looking to donate their surplus; local, state, and regional foundations.

We highly recommend to all Action Coalitions that they contact all of their local, state, and regional foundations and businesses and share their strategic plans and expected outcomes and to request funding from those organizations.

The RWJF is tracking the amount of in-kind resources and dollars that the ACs are able to secure, thus we are requesting that all Action Coalitions provide this information.

15. What technical assistance will be available to Action Coalitions?

When you become part of the Future of Nursing: Campaign for Action as an Action Coalition, you join a strong grassroots network of diverse stakeholders across the country and connect to a nationwide campaign backed by the Robert Wood Johnson Foundation and AARP.

The Center to Champion Nursing in America (CCNA) is providing the Action Coalitions with substantial information and technical assistance to support their work. This support will not only help beginner states get organized, strategic and focused; it is designed to help more experienced states greatly accelerate their efforts. You will have access to a tailored technical assistance program designed to support your needs with content expertise, planning tools and information, and a comprehensive communications support program.
ACs will have a dedicated CCNA point person to address questions and offer guidance on state activities. Ongoing educational and informational opportunities, though webinars and teleconferences will be presented on a variety of topics. Core messages, materials and toolkits for Action Coalitions to use in outreach activities will be provided. Additionally, ACs may receive support in planning and executing state-wide summits and other events, including national spokespersons as appropriate. ACs will also be supported with guidance in building relationships with funders and leveraging the national commitment of RWJF.

The Campaign for Action provides critical opportunities for Action Coalitions to learn from the successes and challenges in other states—through regional and national events as well as discussions and targeted communications and Learning Collaboratives for sharing best practices.

CCNA is also actively engaging national organizations representing the voices of consumers, business and other health care professionals in our national Champion Nursing Coalition to support the campaign’s goals. In some cases, these relationships can be leveraged at the state level – with state chapters of these organizations - to broaden an Action Coalition’s reach and to engage those outside the nursing profession.

Other technical assistance might include:

- information resources
  - issue briefs
  - topical webinars
  - a speaker bureau
- communications resources
  - advocacy and media trainings
  - message training template materials for media outreach, speeches and presentations
  - links to Strategic Advisory Committee, CCNA Champion Nursing Coalition and Council, funders, AARP leaders and state office network, and other key stakeholders.
- sharing and exchange
  - regular, facilitated Action Coalition meetings and conference calls.
  - online collaborative workspace via a restricted log-in extranet site.
  - learning collaboratives: work groups organized by issue area that includes the input of and coordination with multiple action coalitions.
    - The learning collaboratives will comprise the meat of the in-depth technical assistance and provide the most important facet of technical assistance because of the depth of sharing of best practices that will occur across states.
    - The learning collaboratives will each work with a content expert to advance the efforts of the Action Coalitions on the specific issue areas.
    - The learning collaboratives will meet via email, teleconference, and in state-to-state meetings.
    - The learning collaboratives, as they develop, will lead the bi-monthly webinars for all Action Coalitions.
- planning tools and assistance
  - facilitated campaign planning
  - stakeholder assessment tools
grant writing assistance
• data collection and analysis
• liaison with state and location foundations

Additional resources are available at www.thefutureofnursing.org and www.championnursing.org.

16. If our team is awarded formal “Action Coalition” status in this round of applications, how will we benefit from technical assistance?

All Action Coalitions and interested parties will have access to basic forms of technical assistance such as the products posted on the website, such as briefs, white papers, and recorded webinars. There will also be opportunities for all Campaign for Action interested parties to participate in selected public events such as webinars, webcasted meetings from Capitol Hill, and open state-based convening sessions.

For the teams that that are officially deemed Campaign for Action “Action Coalitions” they will engage in learning collaboratives that are forming around the IOM recommendations and specific issues related to the recommendations.

The officially recognized Action Coalitions will have unique access to:

• Face to face, virtual meetings, and work group participation with members of the Champion Nursing Coalition that are participating in state-based and in national based work on the Campaign for Action.
  o Examples of some these organizations are: Aetna, United Health Group, Target, the National Rural Health Care Association, to name a few.
• Participate in planning public events such as regional summits, national meetings, webcasts, etc.
• Direct engagement with Campaign for Action leaders and organizers.
• Priority funding from the Robert Wood Johnson Foundation around specific campaign recommendations

17. What sort of data will Action Coalitions be asked to collect and provide?

All Action Coalitions should plan for collecting and providing outcomes data based on their respective goals and objectives. Technical assistance will be provided to help with this effort. In addition, the Campaign is developing a national dashboard with indicators that will align to those that will be developed by each Action Coalition.

18. If an Action Coalition is successful in obtaining financial assistance, what will be the expectations of the Action Coalition?

We will ask for the Action Coalition to disclose this financial assistance. The Campaign leadership will report this support to recognize these important business and foundation partners. However, there will be times when funding will be made anonymously and this anonymity will be honored.
19. **What happens upon acceptance? What are the expectations of the coalition? How soon will we receive technical assistance?**

Upon acceptance, we will set up an orientation conference call with the new Action Coalitions to provide a more in-depth review of the benefits, discuss planning needs, answer immediate questions, and address any concerns. The initial expectations of the Action Coalitions are to: 1) develop or refine infrastructure for operations; 2) begin to develop or continue through on an action plan for your particular Action Coalition; and 3) provide feedback to other Action Coalitions through participation in the Action Coalition conference calls and meetings.

20. **How long are Action Coalitions efforts expected to last?**

Action Coalitions should create connections, networks, and relationships that have the capacity for long term growth and stability. There is no prescriptive length of time for their duration, however, we anticipate that the Action Coalitions will provide guidance and oversight to their prioritized IOM recommendations for years to come.
Section III: Applications

21. **When are Action Coalition applications due?**

The deadline to apply for Wave IV Action Coalition expansion is 5PM EST January 25, 2012. All applications should be submitted as one single e-mail attachment to Michael Pheulpin at mpheulpin@aarp.org.

22. **How many new Action Coalitions will be identified from this wave of applications?**

We anticipate that there will be another 5-10 state-based teams that will be identified as Future of Nursing Action Coalitions in this round.

23. **Will an application received after the deadline be considered/reviewed?**

Applications received after the deadline will **not** be considered.

24. **Will we receive confirmation that the application was accepted?**

You will receive an e-mail acknowledgment of receipt of your application within 48 hours.

25. **How will Action Coalition applications be evaluated?**

Action Coalitions applications will be reviewed by a selection committee following the deadline for applications. Applications will be reviewed and scored by a panel of individuals who represent the range of issue areas of the Campaign and are familiar with the overall Campaign strategy. They will thoughtfully consider every aspect of the application and evaluate each application based on the following criteria:

- Strength of stated goals and objectives (including short-term and long-term goals);
- Strength and length of nurse/non-nurse stakeholder partnerships;
- Strength of existing skills, experience, assets, and current efforts (e.g. leadership ability, issue knowledge, relationships with key decision makers, fundraising capacity, etc) to be leveraged by potential co-leads and individuals associated with the Action Coalition;
- Existing infrastructure in the state or region (e.g. RWJF nursing programs, working coalitions, etc) on which to build. The infrastructure does not have to be complete, or fully formed, but should demonstrate solid developmental milestones.

Additionally, consideration will be given to the applicant Action Coalition’s value to the national campaign strategy and perceived abilities to accomplish set objectives and act as a model for future coalitions.

26. **Do I have to adhere to the word count limitations?**

Yes, the applications will be assessed on the basis of the completeness and succinctness of the applicant’s answers.
27. **What supplemental materials should be included in my application?**

The successful application will include a listing of stakeholders who will participate in the Action Coalition and implementation plans. You may also include a list of stakeholders asked, but not yet confirmed. If appropriate, applicants are encouraged to include additional information, such as letters of support or listings, as appendices to their application. Letters of support are not required; however, applicants are encouraged to include letters of support to demonstrate community, state or national support or assistance, if possible. Please indicate where the appendix will be referenced in the application.

28. **When and how will Action Coalition applicants be notified of the selection committee’s decisions?**

*Campaign* staff will notify Action Coalition Wave III applicants of selection decisions on February 22, 2012 via e-mail communication.

29. **Will I have an opportunity to ask Campaign Staff questions about the application?**

The Future of Nursing: *Campaign for Action* will host a Q/A webinar for applicants on Monday, December 12, 2011 from 3:00 p.m. – 4:00 p.m. ET. To register for this webinar, [click here](http://championnursing.org/webinars-ccna). If you are unable to join, you may view an archive of the webinar made available on the CCNA website at Future of Nursing website. This webinar will provide a brief overview of the Future of Nursing: *Campaign for Action*, give applicants insights into a successful application and allow for an opportunity to ask *Campaign* leadership and staff clarifying questions about the application process.

For other questions, please contact Michael Pheulpin at mpheulpin@aarp.org