Envisioning A Future State
For BSN and RN-to-BSN Programs

Creating Innovative Programs Where
“High Volume” & “High Quality”
Are Not Mutually Exclusive Terms

Mary E. Mancini, RN, PhD, NE-BC, FAHA, ANEF, FAAN
Associate Dean and Chair
Undergraduate Nursing Programs
Baylor Professor for Healthcare Research
Nursing in Texas: - What’s The Target?

• In 2005, the Texas Center for Nursing Workforce Studies projected Texas would need 293,000 RNs in order to meet its needs in 2020. That’s 51% more than we have today (194k RNs).

• Current Assumption in 2012: Texas will need this number of RNs by 2020, if not more.
And The Numbers Are.....

NEW CUYAMAMA

Population: 562
Ft above sea level: 2150
Established: 1951

TOTAL: 4663
Nursing in Texas
- Achieving 80% BSN\(^+\) by 2020

- As of 9/2011, there were 194k RNs in Texas
  - Currently 50% Diploma/ADN; 50% BSN or higher
  - Current production is at 60% ADN; 40% BSN
  - Currently only \sim16\% ADN and BSN continue their education

- Meeting the 80\% goal will require 234,000 BSN\(^+\) RNs (80\% of 293k)
  - We currently have \sim92,500.
Mancini's Mental Model: Three Primary Strategies to Achieve 2020 Target

- **BSN Grads**
  - 2011-3,840
  - 2012-4,334
  - 2013-4,646
  - 2014-5,111
  - 2015-5,622
  - 2016-6,184
  - 2017-6,803
  - 2018-7,783
  - 2019-8,231
  - 2020-9,055

- **Total BSNs**
  - Target = 234,000*

  - "New" BSNs 145,157
  - Existing BSNs Practicing in '20 88,843**

- **New Grad BSNs**
  - 57,359***

- **ADN to BSNs**
  - 87,798****

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*80% of Target Set By CNWF estimated need of 293,000 RNs in 2020
**Currently licensed BSN+ registered nurses < 60 years old in 2012
***Presumes 10% Year/Year growth from 2011 actual of 3,840 = **STRATEGY #1: EXPAND DIRECT BSN PRODUCTION**
****Calculated as Total BSNs needed – Existing in 2020 - New BSN Production
^Programs with early acceptance during ADN program & seamless transition = **STRATEGY #2: CONCURRENT ADN:BSN ENROLLMENT**
^^10,228 new grads in 2011 @ 60% ADN = 6,137/year X 9 years = 55,233

- Increase Capacity in RN-BSN Programs by 3 to 4-fold (2011 = 1,826)
  - Licensed Dip/ADNs in 2011 = 74,876 (Not age adjusted)

- "CABNET" CBC Model^ Other Articulation Programs^ UTA Pathways Model^

- New Grad ADNs From 2012 - 2020 55,233^^

- Capacity needed for combined Programs^ 55,233 x .5 = 27,616 by 2020 (Current = 16%)

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- Assumptions to produce 87,798 RN-BSN graduates by 2020:
  - New ADNs over 9 years = 55,233. Convert 50% through combination of seamless articulation programs = 27,616 BSNs.
  - We'd need to advance 60,182 (80%) of existing Dip/ADNs to BSNs over 9 years—an average of 6,687/year; a 366% increase over 2011 level of 1,826/year. = **STRATEGY #3: EXPAND CURRENT RN-BSN PROGRAMS & ADD NEW ONES**
Even If We’re Off By Some Multiple….

• IT’S A BIG NUMBER!!!

So we better get serious about scalable, high volume programs.
UT Arlington College of Nursing

- 25+ year history of distance education efforts
  - Multiple sites at CCs - ~100-150 graduates/year

- 2008 – We Decided We Had To Do More .....
Disruptive Innovations in Education

The Challenge Isn’t Getting New Ideas Into Our Heads...

It’s Getting The Old Ideas Out!

“Disruptive Innovation” makes it possible for simple, affordable, and accessible products to replace products that are complex, expensive and inaccessible.

Starting First With The RN to BSN Program --
UTACON Academic Partnership RN to BSN Program

Program designed to overcome known barriers to student enrollment and success

- **Partnerships** that allowed us to leverage our core skills
  - Partnered with other “best in breed” companies to create a “best in show” product
- Courses **specifically designed** for the content delivery system
  - Instructional design experts working with expert faculty
- Media-enriched, modular format
  - Courses given in **5-week modules**
  - **Eight start dates** a year
- Use of MSN-Prepared **Academic Coaches**
Scalable Growth

STUDENTS STARTING AP RN to BSN PROGRAM BY START DATE
Since Inception of AP: RN-to-BSN

# of Students In N3645
First Professional Nursing Course

- Start Date #1 (November 17, 2008) = 27 students
- Start Date #33 (August 16, 2012) = 929 students

Total Enrolled As of Spring 2012 = 7,784
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<td>321</td>
<td>206</td>
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<td>115</td>
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Yr/Yr Increase = 8.4%

|               |     | TRAD | LEARN | TOTAL | TRAD | AP   | TOTAL |
| Fall 2009     | 104 | 0    |       | 104   | 48  | 13   | 61    |
| Spring 2010   | 92  | 0    |       | 92    | 45  | 91   | 136   |
| Summer 2010   | 2   | 15   |       | 17    | 15  | 88   | 103   |
| **TOTAL '09-10** | 513 | 213  |       | 300   | 50  | 264  | 314   |

Yr/Yr Increase = 59.81%

|               |     | TRAD | LEARN/AP | TOTAL | TRAD | AP   | TOTAL |
| Fall 2010     | 103 | 2    | 1/31     | 132   | 50  | 264  | 382   |
| Spring 2011   | 100 | 0    | 1/31     | 132   | 39  | 343  | 382   |
| Summer 2011   | 0   | 60   | 0        | 60    | 10  | 228  | 241   |
| **TOTAL '10-11** | 1234| 297  |         | 937   | 27  | 486  | 507   |

(51.3% of state total = 1826)

Yr/Yr Increase = 140.5%

|               |     | TRAD | AP   | TOTAL | TRAD | AP   | TOTAL |
| Fall 2011     | 98  | 39   | 137  |       | 27  | 486  | 507   |
| Spring 2012   | 111 | 71   | 182  |       | 27  | 499  | 526   |
| Summer 2012 (Anticipated) | 0   | 0    | 1    |       | 21  | 343  | 364   |
| **TOTAL '11-12** | 1723| 210  | 320  |       | 75  | 1328 | 1403  |

Yr/Yr Increase = 39.6%

|               |     |     |     |     |     |     |     |
| GRAND TOTALS FOR AP GRADS SINCE INCEPTION | 201 |     |     |     |     |     |     |
|               |     |     |     |     |     |     |     |
|               |     |     |     |     |     |     |     |
Quality – Not Just Quantity

"Discontinued" = not actively enrolled for two semesters

- Cohorts' progression to graduation rates for enrollment cohorts Fall 2008 to Spring 2010.
  - AP RN-to-BSN = 87.1% to 100%
  - On Campus RN-to-BSN = 90% to 94.5%

- Average Time to Graduation in Months For RN-to-BSN Programs
  - AP -- Minimum program length = 13 months
    Cohort Averages = 17 to 20 months (would average 2 "steps off the carousel" which we see as a selling feature.)
  - On Campus -- Minimum program length = two semesters (9 to 12 mos). Cohort Averages = 12 to 19 months.
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Quality – Not Just Quantity

- Student feedback
  - Very positive; continuing to MSN
- Employer feedback
  - Asked for AP-BSN and AP-MSN
- Faculty feedback
  - Waiting list; Reinvest revenue in them
In 2011, Building On Our Success, UTACON Decided To Do Something Different......Again.

• Why?
  • Commitment to Creating Lifelong Learners
  • IOM Future of Nursing Recommendations
  • Developing Employment Opportunities
  • Emerging Technology

• What?
  • The Professional Nursing Pathways Program
UT Arlington College of Nursing

Professional Nursing Pathways Program

- Shift From Post-Graduate Recruitment To Recruiting In ADN Program
- “Push-me/Pull-me” Notion for Student Progression to The BSN
Key Components:

• Intentionality of Partnerships
  – Create model degree plans for each CC

• Creating & Maintaining The Student’s Vision of BSN and Higher
  – Acceptance into UTACON early
    • Student must maintain minimum requirements
  – Routine contacts at Community College and through email/social media

• Leverage Technology
  – Build on existing Academic Partnership RN-to-BSN program
  – Applications and data submitted with “Common App” and “SPEEDE”
  – Virtual Community (Planned)
START TODAY: 866.489.2810 | stateu.com/uta/nursingpathways
Responsibilities as a Pathways Partner

UT Arlington College of Nursing

• Provide program at a competitive price with multiple start dates per year
• Work with CC to develop a model degree plan that maximizes efforts towards BSN while at CC
• Provide informational sessions and support to students interested in the program.
• Inform CC of changes in our degree requirements or admissions criteria that might impact students’ ability to enter UTACON.
Responsibilities as a Pathways Partner

Community College

• Identify a Program Coordinator
  – *Develop a Model Degree Plan to maximize efforts towards BSN while at CC*
  – *Develop and maintain SPEEDE protocols to assure timely electronic transmission of academic transcripts*

• Provide information/access to students

• Inform UTACON of any changes in courses that may require revision of the Model Degree Plan
START YOUR BSN WHILE COMPLETING YOUR ADN

PLAN YOUR FUTURE

ACCESSIBLE & PRACTICAL
• Earn credit toward your BSN while completing your ADN
• Improve your employment options

QUALITY & VALUE
• Nationally accredited College of Nursing
• Complete your BSN in as few as 13 months

FLEXIBLE & CONVENIENT
• All nursing courses & resources available online 24/7
• General education courses may be completed through a community college
• Multiple start dates per year for all nursing courses

APPLY NOW | 866.489.2810 | academicpartnerships.uta.edu/nursingpathways

GENERAL COURSES — May Be Completed While in Your ADN Program

Fine Arts
Human Anatomy and Physiology I
Human Anatomy and Physiology II
Microbiology
Composition I
Composition II
Technical Writing
Literature Elective (sophomore level or above)
History of The United States

College Algebra
Elementary Statistical Analysis
State & Local Government
Federal Government
Introduction to Psychology
Developmental Psychology (Lifespan)
Introduction to Sociology or Anthropology
Required Upper Division Elective

NURSING COURSES — Start Within 8 Weeks of Your ADN Graduation

RN licensure must be attained before completion of Professional Nursing A & B.

N3645 Professional Nursing A & B
N3325 Holistic Care of Older Adults
N3415 Holistic Health Assessment Across the Lifespan
N3335 Health Promotion Across the Lifespan

N4315 Nursing Research
N4435 Nursing Leadership & Management
N4465 Care of Vulnerable Populations Across the Lifespan
N4585 Capstone Course
Required Upper Division Nursing Elective

ADMISSIONS REQUIREMENTS
• Complete online application & submit application fee
• 2.5 GPA or higher on prerequisite courses at time of ADN graduation and application submission to College of Nursing
• Test of English as a Foreign Language (TOEFL) may apply if applicant’s native first language is not English or does not hold a bachelor’s or higher degree from an accredited U.S. institution even if the student has met one of the stated University exemptions for the TOEFL
• All students must have completed or be exempt from the Texas Success Initiative (TSI)
• International students with a F1 or J1 visa are not eligible to take online courses but may apply to the on-campus program.

COMMUNITY COLLEGE CODE

APPLY NOW | 866.489.2810 | academicpartnerships.uta.edu/nursingpathways

UT Arlington College of Nursing is accredited by the Commission on Collegiate Nursing Education (CCNE). | www.ccne.ac.nche.edu/accreditation
Student Feedback

• Practical -- Students want to make a seamless transition from ADN to BSN with no duplication of course work.

• Convenient – Students do not have to go through the extra steps of reapplying for admission and worrying about acceptance into the BSN program.

• Value – Students maximize the number of courses taken in the community college system.

• Accessible – There’s no wait. Upon graduation the start date for their first BSN course is within 8 weeks.
Community College Feedback

- Pathway Students – October 2011 – January 2012
  - 449 individual ADN students have made contact regards beginning the process.

- Complements the developing CABNET program which requires schools to have common prerequisites and, for some, a common curriculum.
But What About BSN Expansion?
In 2008 UTACON Decided To Do Something Different. (Sort of a theme, don’t you think?)

• Why?
  • The Demand Statistics Were Compelling.
  • State Challenging Nursing Schools To Double Capacity
  • Our belief in the need for disruptive transformation in education

• What?
  • The LEARN Program ➔ AP BSN
Creating Scalable Capacity for BSN Program

• Recognized by The Texas Higher Education Coordinating Board as “High Performing” ---
  
  ○ One of only 9 nursing schools with graduation and NCLEX pass rates above 85%.
    • ~90% Progression to Graduation Rate
    • ~95% First-time NCLEX Pass Rate
The LEARN Project –

• Our First BSN Partnership
  – Partnered with Texas Health Resources
  – Online content delivery – Podcasts of classroom instruction
  – Clinicals in THR facilities with THR Staff Educators as clinical faculty
  – Traditional 4 semester program – Start in summer and finish the following summer
The LEARN Project – Goals

• Expand Capacity in Nursing Program by Overcoming Limitations of Classroom Availability and Need For Faculty
• Enhanced Readiness to Practice Upon Graduation
  • *True acculturation to the facility with customization of competency-based portfolio*
  • *Decrease “on-boarding” expense while creating an atmosphere of allegiance*
The LEARN Project –

• Lessons Learned
  – Partner favorable – Increased readiness to practice
  – Podcasts of classroom instruction – Poor!!
  – Traditional 4 semester program – 15-months accelerated program isn’t for everyone
  – Needed 12-month administrative and student support
LEARN $\rightarrow$ To Academic Partnership BSN

The AP BSN Program Combined The Lessons Learned in AP RN-to-BSN With Those From LEARN To:

• Significantly increase the number of new RNs in Texas by reducing the numbers of qualified applicants who were being denied entry into Texas nursing schools.

• Create a seamless transition between students’ education and practice.

• Provide an accessible and affordable option for students.
Innovative Learning Model
- Web-based learning system
- Media-rich content

UTA Faculty Supervised Clinical Work
- Clinical hours completed in partner facility
- Supervised by UTA Clinical faculty.
- COMPENSATED by UTA

Academic Support
- Distinguished UT Arlington faculty
- Academic Coaches
- Student Success Coordinator
Academic Partnership: BSN Program

- Students enter AP: BSN Program when:
  - All lower division prerequisites completed
  - Pre-Nursing course completed
    - Introduction to Professional Nursing
    - Pharmacology
    - Pathophysiology

- AP: BSN Program includes
  - 14 Nursing courses
  - 1 upper division elective (if possible, taken before Jr 1)

- Nursing courses vary from 5 to 13 weeks in length.

- Same amount of clinical hours with each clinical course.

- Initially three start dates per year: January, June, and September….Moved to two.
UT Arlington College of Nursing* is committed to increasing the number of nurses in the workplace.

Pre-Nursing

Apply to SON*

Nursing School – Junior I
13 weeks

Nursing School – Junior II
13 weeks

Nursing School – Senior I
13 weeks

Nursing School – Senior II
24 weeks

15 months

(Each clinical course requires 45-135 clinical hours.)

N1335 Intro Prof Nursing
(3 credit hours)
MUST TAKE THIS COURSE FIRST

N3365 Pharmacology
(3 credit hours)

N3366 Pathophysiology
(3 credit hours)

NURS 3632 Clinical Nursing Foundations
(6 credit hrs + clinical hrs)

NURS 3561 Nursing of Adults
(5 credit hrs + clinical hrs)

NURS 4581 Adults with Complex Needs
(5 credit hrs + clinical hrs)

NURS 4462 Community
(4 credit hrs + clinical hrs)

NURS 4350 Capstone
(3 credit hrs + clinical hrs)

NURS 3320 Holistic Health Assessment
(3 credit hrs + lab hrs)

NURS 3581 Psychiatric
(5 credit hrs + clinical hrs)

NURS 4431 Pediatrics
(4 credit hrs + clinical hrs)

NURS 4441 Obstetrics
(4 credit hrs + clinical hrs)

NURS 3333 Health Promo
(3 credit hrs)

NURS 4261 Older Adults
(2 credit hrs)

NURS 4223 Prof Trends
(2 credit hrs)

NURS 3321 Research
(3 credit hrs)

NURS 4351 Ldrshp / Mgt
(3 credit hrs + clinical hrs)

Throughout the BSN program, each student receives multi-tiered support from COURSE PROFESSOR, CLINICAL INSTRUCTOR, MSN-qualified ACADEMIC COACH, STUDENT SUCCESS COORDINATOR, HOSPITAL PARTNER, and TECH SUPPORT SERVICES.
Academic Partnerships

General Expectations of Partner Hospital/Healthcare System

- Identify employees ready to enter UT Arlington’s Nursing program (i.e. have met all prerequisite courses).
  - If desired, work with UT Arlington to place students at the site who are not current employees.

- Without disrupting existing clinical commitments, provide clinical placement sites from within its health system.
  - Significant flexibility in scheduling clinical experiences.
  - If all specialties not offered in the system, assist in identifying alternative clinical placement sites.

- Assist UT Arlington in identifying qualified individuals to serve as clinical instructors.

- Provide support for secure student testing and simulation activities.
UT Arlington’s AP: BSN Program
Unique Features

• Clinical Instructors paid by UT Arlington

• Flexibility in clinical placements
  • Not semester-bound
  • Use non-traditional sites and time slots for clinical experiences
  • Clinical Instructors hired to fit the sites and hours available
  • Avoid disrupting existing clinical placements
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Number Of Students In Three Active Cohorts In AP BSN Program = 323

Number of Unique Students Currently Taking Prerequisite Courses For AP BSN Program = 290
Quality – “I know it when I see it!”

• Quality Measures, Including Progression to Graduation and First Time NCLEX Pass Rates, are the same for On-campus and AP BSN Programs.
Moving Forward ----
Lessons to share with you.....

what people think it looks like

what it really looks like
Sometimes it’s hard to keep your eye on the ball.
Secrets: Establishing Partnerships, Clarity of Intent, Setting Metrics, Flexibility
How faculty feel preparing all of these new approaches...... Only kidding!!

Faculty Concerns: Control, Impact on the On-Campus Program, Quality, “Dis-ease”, Compensation
Working Through The Summer

Moving From 9-Month to 12-Month Operations

• 12-Month Personnel
• Administrative Structure
• Assuring Comparability (TRAD:AP)
Keep Scanning The Environment

- What’s coming up next?
Two of the greatest qualities in life are –

1. Patience
2. Wisdom

SECRET: No single “right” or “best” way to get to the goal – increased production and increased educational progression. The key is flexibility – being contextually relevant.
A Word Of Caution:

- Differentiating Between Expediency And Outcomes

Don’t Lose Sight Of The Value Of Liberal Arts And Masters Level Education
Learn To Embrace Partnerships & Competition

– You will be partnering with schools/organizations that have assets that complement yours

OR

– You will be competing with those that do.
To Quote Arthur Ashe

To achieve greatness...
Start where you are,
Use what you have,
Do what you can.

SECRET: You Don’t Need Bells & Whistles – You Need Intentionality.
To Quote Henry Ford

Coming together is a beginning;
Keeping together is progress;
Working together is success.

SECRET: Find one like-minded person and get started.
Ignorance is not an option!

SECRET: Always ask the naysayers, “Under what conditions would this work?”
Embrace Lewin’s Change Theory: Unfreeze --> Move To A New Level --> Refreeze

- Create a sense of discomfort with status quo
- Provide motivation to change
- Assess driving and restraining forces
- Support driving forces
- Neutralize restraining forces
- Reinforce the change
- Integrate the change into behavior
Oh, crap! Was that TODAY?