

Objective 1: Work with nursing leaders from education and practice to create a model of nursing education that will enable academic progression from LPN to ASN to BSN to masters and doctoral levels.

Strategy	Partners	Responsibility	Measures
Serve as a convener to continue dialog among nursing educators on strategies to improve nursing education in Montana.	<ul style="list-style-type: none"> •Nursing leaders from education and practice •College presidents/administrators •Deputy Commissioner of Higher Education 	APIN team	No. of nurse educators communicated with and frequency
After the Nursing Education Summit, collaborate with nursing leaders to create action groups to continue working toward creation of a nursing education model.	<ul style="list-style-type: none"> •Nursing leaders from education and practice 	APIN team and nursing program directors	No. of groups and focus
Ongoing consultation with selected nursing education experts from other APIN states (NM, MA) with successful articulation models.	<ul style="list-style-type: none"> •Consultants have not yet accepted invitations 	APIN team and nursing program directors	Consultants identified, disaggregated by focus
Work with the MT Board of Nursing to reevaluate nursing education rules to identify any changes needed to facilitate innovation in delivery of programs.	<ul style="list-style-type: none"> •Montana Board of Nursing 	Montana Board of Nursing	No. and type of change identified
Support development of a generic BSN program at MT Tech by providing expert consultation and technical assistance as needed.	<ul style="list-style-type: none"> •Director Karen Vandaveer and faculty at Montana Tech 	APIN team	Report from consultant; report from MT Tech faculty
Support development of an associate degree to master's program at MSU.	<ul style="list-style-type: none"> •Dean Helen Melland and faculty at MSU College of Nursing 	Faculty at MSU of Nursing, APIN Co-Project Director	Report from consultant; report from MSU faculty
Continue communication strategies for the general public and educators that will lead to greater knowledge of nursing education and practice.	<ul style="list-style-type: none"> •None 	APIN team	No. of news items, communication type, and reach

Objective 2: Expand current mentoring programs to reach more RN to BSN students and new BSN graduates entering the workforce.

Strategy	Partners	Responsibility	Measures
Continue mentoring program for RN students enrolled in a BSN program.	<ul style="list-style-type: none"> ●MT Tech ●MSU Northern 	APIN team	No. of RN to BSN mentor/mentee pairs; No. of unmatched students
Continue to offer <i>The Art of Mentoring Nursing</i> workshop for RNs.	<ul style="list-style-type: none"> ●MT CAHN 	APIN team	No. of RNs who complete the workshop
Collaborate with the TTP Council of MT CAHN to offer the mentoring program to new nursing graduates to facilitate transition to practice.	<ul style="list-style-type: none"> ●MT CAHN TTP Council 	APIN team and TTP Council	Mentoring program for new graduate nurses established; No. of mentor/mentee pairs continuing for 1 year; No. of unmatched students
Collaborate with the CO-OP program and the Montana Native American Nurse Internship program about mentoring needs for NAs entering nursing practice.	<ul style="list-style-type: none"> ●CO-OP program for NA nursing students at MSU 	APIN team	No. of NA nurses engaged in mentoring for 1 year; No. of CO-OP students expressing interest in mentorship
Request technical assistance from RWJF.	<ul style="list-style-type: none"> ●None 	APIN team	Type of TA requested and frequency

Objective 3: Increase the number Native Americans that are in Montana nursing education programs and nursing leadership positions by July 2016.

Strategy	Partners	Responsibility	Measures
Collaborate more closely with MSU CON's Caring for Our Own (CO-OP) program	<ul style="list-style-type: none"> MSU College of Nursing's CO-OP 	APIN PI, Co-Project Director, Co-Lead, APIN Project Manager, and Dr. Helen Melland	No. of MSU CO-OP students educated on APIN; No. of MSU CO-OP faculty meetings attended by APIN
Use lessons learned by CO-OP in all nursing education initiatives conducted through the APIN Program	<ul style="list-style-type: none"> MSU College of Nursing's CO-OP 	Co-Project Director, Co-Lead, APIN Project Manager, and Dr. Helen Melland	No. of Montana Nursing Program Director Meetings attended. Barriers identified
Continue to engage leadership from Tribal College Nursing Programs in APIN Leadership and project activity	<ul style="list-style-type: none"> Tribal College Nursing Program Directors MT CAHN MT Board of Nursing 	Co-Project Director, Co-Lead, and APIN Project Manager	No. of tribal representatives serving on MT CAHN's diversity subcommittee/steering committee
Engage leadership from Tribal Health and Indian Health Services in APIN Leadership and project activity	<ul style="list-style-type: none"> Indian Health Services Tribal Health Departments MT CAHN 	Co-Project Director, Co-Lead, and APIN Project Manager	No. of tribal representatives serving on MT CAHN's diversity subcommittee/steering committee
Assess all other tribal colleges (any level), e.g. Aaniiih Nakoda College, Ft. Peck Community College, roles in increasing Native American participation in nursing education	<ul style="list-style-type: none"> Tribal College Nursing Program Directors Tribal College Presidents MT Board of Nursing 	Co-Project Director and Co-Lead	No. of tribal colleges assessed; No. of NA nursing students enrolled to complete BSN degree; Percent change in NA enrollment from 2013
Facilitate discussion with tribal colleges regarding collaborative models of nursing education	<ul style="list-style-type: none"> Tribal College Nursing Program Directors Tribal College Presidents MT Board of Nursing 	Co-Project Director and Co-Lead	No. of tribal colleges met with to discuss collaborative models of nursing education
Provide information about opportunities for Native American nurses on MT CAHN website	<ul style="list-style-type: none"> MT CAHN MT APIN Website 	APIN Project Manager	No. of webinars and educational opportunities posted on MT CAHN website
In consultation with Tribal Colleges, the Montana Caring for Our Own	<ul style="list-style-type: none"> Tribal Colleges MSU CO-OP Program 	APIN Project Manager, CAHN Co-leads	Clear goals/objectives for improving diversity adopted

Strategy	Partners	Responsibility	Measures
Program, Montana American Indian Nurse Internship (MAINI), and other American Indian stakeholders, complete a diversity plan for the APIN project	<ul style="list-style-type: none"> ●MAINI (Benefis Health System) 		
Build on successful models of Native American participation in nursing education at MSU and Salish Kootenai College , including peer to peer mentoring and review of institution diversity plans	<ul style="list-style-type: none"> ● Salish Kootenai College ● MSU College of Nursing's CO-OP 	Co-Project Director and Co-Lead	No. of new strategies or new models created; Identify new strategies to expand on existing models; increase reach of existing models reported monthly
Collaborate with efforts at Blackfeet Community College to increase their option to an RN program, building on the current LPN offering; include discussions for progression of students to Salish Kootenai BSN option, supporting seamless transfer among Tribal Colleges	<ul style="list-style-type: none"> ●Salish Kootenai, ●Blackfoot Community College ●Board of Nursing ●CAHN leadership 	Co-Lead, MT CAHN	Implementation of program and transfer agreements; number of students
Create a Montana Nursing Admissions guidebook that maps application processes for each nursing program, including a focus on Tribal College transfer and progression	<ul style="list-style-type: none"> ●Education Council ●CAHN 	APIN Project Manager, Education Council	No. of American Indian Students enrolling in nursing programs
Identify American Indian nurses and nurse champions to serve on CAHN and APIN Steering Committee and Councils; examine current data systems to determine available and missing information on NA nursing workforce	<ul style="list-style-type: none"> ●CAHN ●Campuses ●MHA 	APIN Project Manager, CAHN Steering Committee	No. of NA nurses/nurse champions serving on CAHN/APIN council and committees; data report on nursing diversity

Objective 4: Develop a comprehensive sustainability plan for academic progression in nursing strategies throughout the state of Montana.

CAHN has structured a number of strategies designed to lead to system change. The goal is to institutionalize policies and actions that result in progression in nursing and scale up the current level of activity to achieve objectives. Strategies include:

- Build and sustain a strong organizational structure with diverse leadership, strategic workgroups and formal agreements with partner organizations to manage specific strategies.
- Implement strategies to increase the pool of available faculty that will support an increased educational capacity, including:
 - Implement an Associate Degree Nursing to Masters of Nursing program at Montana State University;
 - Support and expansion of online Masters and Doctorate of Nursing Practice education through Montana State University;
 - Seek employer support for utilization of nurses in practice settings to serve as clinical faculty and preceptors; and
 - Provide online preceptor training
- Identify and implement policy and systemic changes through the Board of Nursing and OCHE that support seamless academic progression for nurses, including:
 - Engaging in curriculum review, redesign, and adoption; and
 - Improving and institutionalizing articulation agreements.
- Identify sources of funding and resources at state agencies that will provide long term, ongoing support for nursing.
- Develop a train the trainer mentoring and preceptor model to institutionalize mentoring and preceptor activities.
- Engage the early careerists and the next generation of nursing leaders.

Measures	Benchmarks	
	July 2016	July 2018
Funding to support curriculum redesign for statewide curriculum,	Funds obtained	Statewide curriculum implemented
ADRN to MSN program implemented	Approved program	At least 10 graduates
Implement faculty development programs and preceptor train the trainer	10 trainers, 10 new clinician faculty	50 preceptors trained; expanded clinical sites
DON engaged and APIN policy development activities	10 DONS adopt policies to APIN at their sites	10 sites provide incentives for BSN
Strong, diverse CAHN leadership structure	Key stakeholders serve on CAHN board and committees	CAHN has obtained ongoing funding

Objective 5: Increase employer support of and engagement in academic progression in nursing initiatives in Montana through changes in practice and policy, participation in coalition leadership, and expanded involvement in preceptor and mentor opportunities.

Strategy	Partners	Responsibility	Measures
Engage practice partners in system change through education, outreach, inclusion, and relationship building to support academic progression of RN workforce.	<ul style="list-style-type: none"> • MT CAHN • Employers • Educators • Other Stakeholders 	Co-Project Director, APIN Project Manager, Evaluator	No. of practice partners engaged in regional and statewide events (e.g. Education/Practice Summit, MHA, etc.); No. of data-driven presentations to key stakeholders; APIN presence and number of presentations at regional CAHs meetings; Double the number of practice partners included in coalition leadership; Recognition of exemplars—highlight at least one academic-practice partnership with potential to increase academic progression in each MHA region
Track favorable employer preferences, practices, and policies that increase the number of BSN prepared nurses in CAHs and non-CAHs using existing and ongoing data collection methods.	<ul style="list-style-type: none"> • CAH and non-CAH practice partners • MHA 	Co-Project Director (Kuntz); APIN Project Manager; MHA (Blumenthal)	Establish a statewide method to track nurse employer preferences, practices, and policies; No. of RN FTEs (APRN, BSN, ASN, LPN, CAN) from the MHA Workforce Staffing Survey; No. of CAHs, non-CAHs offering incentives to recruit and retain nursing staff (MHA Workforce Staffing Survey); Addition of a question to the MHA Workforce Staffing Survey (or other mechanism) regarding policies that support academic progression.

Objective 6: Expand the depth and breadth of the MT CAHN Preceptor Continuing Education and Recognition Program to academic/practice partnerships in each of the five MHA Regions of the state.

Strategy	Partners	Responsibility	Measures
Offer the preceptor modules to additional program faculty (RN-BSN, generic BSN or accelerated programs; graduate programs and ASN programs that utilize preceptors).	<ul style="list-style-type: none"> • MT CAHN • SKC • MSU-Northern • Carroll College • MSU Bozeman (4 campuses) • MSU Graduate Programs (CNL & DNP) • ASN programs 	Co-Project Director and APIN Project Manager	Increase by at least two academic programs that participate in the MT CAHN Preceptor Program
Engage practice partners and nurse preceptors in the evaluation of the preceptor education and recognition program to support quality improvement and sustainability of the preceptor program. Consider formalizing and offering the preceptor program to other states to enhance financial sustainability.	<ul style="list-style-type: none"> • CAH and non-CAH practice partners and preceptors • MNA Nurse Planner 	Co-Project Director; APIN Project Manager; MNA Nurse Planner	Module evaluation data indicates satisfaction with module content or need for improvement
Utilize input from nurse preceptors from CAH and non-CAHs and their academic faculty partners to create at least two additional advanced preceptor modules	<ul style="list-style-type: none"> • MHA Region I-V practice partners • Academic faculty /colleges that engage preceptors • MNA Nurse Planner 	Co-Project Director; APIN Project Manager; MNA Nurse Planner	Develop at least two advanced preceptor modules ((e.g. culture and diversity; critical thinking and clinical decision-making; application of the QSEN competencies).
Create a MT CAHN outstanding academic/practice Preceptor Award.	<ul style="list-style-type: none"> • MT CAHN • Preceptors • Academic Partners 	MT CAHN; Co-Project Director; Colleges; Healthcare Organizations	Provide one academic/practice Preceptor Award each year.