A DECADE OF CATALYZING CHANGE IN NURSING

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SNAC IMPACT REPORT
Fall 2022–Spring 2023
Generously underwritten by
The Patterson Foundation
EXECUTIVE SUMMARY
Suncoast Nursing Action Coalition, SNAC, began as an all-volunteer regional coalition in 2013 made up of representatives from major healthcare organizations, colleges offering nursing degrees, and community members in Florida’s Charlotte, DeSoto, Manatee, and Sarasota counties all working to positively influence health and healthcare outcomes. The grassroots group was driven by the Institute of Medicine (IOM) report findings that registered nurses with Bachelor of Science (BSN) degrees reduces mortality, morbidity, and complication rates by 20%. SNAC was a unique model of what’s possible when a region has a group of passionate volunteers with active leadership, strategic communications, and a collaborative community.

Since 2013, SNAC has developed many successful strategies and partnerships through a Triad Model to accomplish a variety of impressive tasks, including:
- Expansion of the regional educational system’s capacity for advanced nursing education
- Establishment of a Nurse Education Navigator (NEN) position
- Toolkit to increase BSN percentages shared with hospital leadership
- Scholarship program awarding over half a million dollars
- Comprehensive communications

PURPOSE OF REPORT
The Patterson Foundation strengthens the efforts of individuals, organizations, and communities. Since 2013, The Patterson Foundation has invested in providing expertise to SNAC to encourage strategic and quality progress through initiative consultant Deborah Gauvreau.

Throughout the past ten years, SNAC has accomplished great success and created space for collaborative conversations between health care employers, academics, and community. This SNAC Report showcases SNAC’s story through qualitative and quantitative data.

RESEARCHER’S NOTE
Information for this report was provided by SNAC’s public website, SNAC’s internal DropBox resources, and interviews with SNAC members, partners, and leadership. TPF generously dedicated time and resources to the research, interviews, evaluation, and writing of this report prepared by Kellie Alexander, Fellow with The Patterson Foundation. Process additionally supported and guided by Debra Jacobs, president and CEO of The Patterson Foundation, and SNAC leadership: Jan Mauck, Charles Baumann, Deborah Gauvreau, and Sue Shkrab.

As the partnership between TPF and SNAC comes to a close, success is celebrated. TPF is proud to be a catalyst for SNAC’s work in the Suncoast region.
BACKGROUND

SNAC emerged from national and Florida state efforts that directed focus to nursing.

In 2011, the original Florida Action Coalition (FL-AC) began work to establish an Education Action Team that created a regional pilot project to advance the 2010 Institute of Medicine (IOM) recommendations from the landmark IOM report, “The Future of Nursing: Leading Change, Advancing Health.”

This pilot project was the grassroots-level workgroup Suncoast Nursing Action Coalition (SNAC), which evolved into a standing coalition encompassing four Florida counties: Charlotte, DeSoto, Manatee, and Sarasota.

See Appendix A, “History of National and Regional Efforts which Catalyzed SNAC” for more details on SNAC’s evolution.

The IOM report addressed the important roles of nurses to advance health, including a recommendation to increase the percentage of baccalaureate-prepared nurses as baccalaureate-prepared nurses in hospitals and healthcare systems results in better patient outcomes and more efficient care.

To implement these recommendations, SNAC developed strategies to expand the regional educational system’s capacity for advanced education of nurses.

Specific SNAC goals included:
- Increase the percentage of working Registered Nurses (RN) with BSN or higher degrees
- Increase the number of Doctorate prepared nurses

Jan Mauck, former Chief Nursing Officer at Sarasota Memorial Health Care System and Charles Baumann, community member retired from Kerkering & Barberio Accounting Firm, envisioned and implemented SNAC and co-chaired the coalition since 2013. Knowing that SNAC would need a partner in this process, Jan and Charles approached The Patterson Foundation (TPF). Since 2013, TPF has supported SNAC by funding consultant Deborah Gauvreau to provide strategic and facilitation support.

Throughout the years, this team strategized and sustained a coalition focused on moving the needle for the Suncoast region’s nursing profession.

Suncoast Nursing Action Coalition (SNAC): A regional coalition of representatives from major healthcare organizations, academic centers educating nurses, and community members in Florida’s Charlotte, DeSoto, Manatee, and Sarasota counties.

Together, SNAC leadership and volunteer SNAC members have created new health care realities in the Suncoast region.
The 2013 academic landscape in the Suncoast region provided few opportunities for nursing students to obtain a traditional Bachelor of Science in Nursing (BSN) degree — the education registered nurses would need to achieve to address the IOM goal. There were barriers for community colleges to create 4-year degree programs: no traditional BSN program in the area and limited access to pre-licensure BSN programs leading to dangerous trends and threats to the quality of patient care and the nursing profession.

With only 33.5% of registered nurses (RN) with a BSN degree or higher in the Suncoast region, there was a critical need to advance the nursing profession through the number of BSN-prepared and higher degree nurses.

By advancing accessibility to nursing education and increasing the number of BSN-prepared nurses, communities may access safe, high-quality health care - making this everyone’s concern.
Innovative Approach: The Triad Model

SNAC’s formative work began with the development and implementation of a Triad Model, an “innovative approach to improve the academic progression of nurses in the region” through convening three partner groups: academics, health care, and community, defined further through:

- Nursing School/Academic Leaders:
  - Executives and managers from all of the region’s nursing schools/programs
- Nurse Employers/Hospital CNOs:
  - Chief Nursing Officers from all of the region’s hospitals, as well as employer representatives from a regional hospice organization
- Community Leaders:
  - Influential business, strategic planning, and community representatives who shared SNAC’s mission to enhance the education of nurses in the region

SNAC’s monthly meetings were available for members to convene in a collaborative space to listen, learn, and propel strategies forward.

Meet SNAC’s Members & Collaborative Partners

Image from “SNAC Community Report 2022” captures the members and collaborative partners within the Triad Model in communities of Charlotte, DeSoto, Manatee, and Sarasota counties. While membership changed, the foundational structure of the Triad Model evolved to harness strengths from all three entities.

Academic and Health Care Members

Limited access and number of programs made it a challenge to have adequate percentages of BSN-prepared nurses prior to the inception of SNAC. With the development of the Triad Model, Jan Mauck and Charles Baumann approached many academic leaders in the area about opportunities. Through interviews to inform this report, several academic members stated they decided to start a traditional BSN degree program when SNAC leadership started the conversation and explained the need for an increased focus on nursing education.

Through the Triad Model, healthcare employers and academic members could convene as competitive groups in a safe and neutral space. Interviewees stated that SNAC’s implementation of the Triad Model pulled organizations and individuals out of silos and into a system, catalyzing opportunities for collaboration and creating possibilities. Academic and healthcare members had a collaborative platform to discuss problems and create solutions. An academic institute may have needed Doctor of Nursing Practice (DNP) professors or clinical space, which hospitals were able to share across their teams. Healthcare employers could share their employment opportunities, which academics broadcasted to students. These groups gathered with different perspectives to propel the nursing profession regionally.
Community Partners

SNAC had many community partnerships that supported strategic growth and impact.

Since SNAC’s inception in 2013, TPF has been a collaborative partner by funding strategic and facilitation consultant Deborah Gauvreau. With Deborah’s skills and knowledge, connections across the Suncoast region were made to develop a system of support for SNAC. Her facilitation and strategic guidance were an asset to SNAC’s systems development.

While SNAC was a volunteer-led coalition, the Community Foundation of Sarasota County (CFSC) and Manatee Community Foundation acted as SNAC’s financial arms in Sarasota and Manatee County. This strategic system allowed community donors to donate monetary funding for SNAC to accept and distribute as scholarships to nursing students. CFSC established the SNAC Fund in 2014 to support the advancement of nursing professionals and the nursing profession. With CFSC as SNAC’s fiscal sponsor, SNAC advocated for policy change.

The Bishop Parker Foundation was a community partner that supported SNAC through funding. Additional local foundations that have supported SNAC include the Burruss Foundation, CareerEdge, Charlotte Community Foundation, Florida Blue Foundation, Lela D. Jackson Foundation, Janice S. Kelly Memorial Foundation, Rita B. Lamere Memorial Foundation, and the Sarah Greer Mayer Fund of CFSC.

Suncoast Nursing Action Coalition Addresses Local Nursing Shortage — Blog

"Investing in nursing education is incredibly important because statistically patients have better outcomes when treated by nurses with advanced degrees.” Community members and committed donors

When community partners were asked why they support SNAC, they stated it is because they learned the great importance from SNAC co-founders Jan Mauck and Charles Baumann. The SNAC leadership team maintained relationships in the community and continually shared the importance of increasing the number of BSN-prepared nurses. By building motivation and relationships throughout the four counties, SNAC created a sustainable support system.
ACCOMPLISHMENTS AND SUCCESS

Since 2013, SNAC accomplished impressive tasks aligning with its vision, mission, and strategies through the collaborative and innovative Triad Model.

Mission
To provide leadership in advancing the nursing profession so that our region can access safe, high-quality healthcare.

Vision
The communities of Charlotte, DeSoto, Manatee, and Sarasota counties have access to quality healthcare provided by a diverse, highly educated, and skilled nursing workforce.

Accomplishments and success include:
- Expansion of the regional educational system’s capacity for advanced nursing education
- Establishment of a Nurse Education Navigator (NEN) Position
- Toolkit to increase BSN percentages shared with hospital leadership
- Scholarship program awarding over half a million dollars
- Comprehensive communications

Expansion of Regional Educational System’s Capacity for Advanced Nursing Education

SNAC has been instrumental in increasing the number of nursing programs available in the region.

Since SNAC’s inception in 2013, educational institutions have engaged collaboratively via SNAC – members gained insight and took action. Academic members achieved great heights as new nursing programs were created and existing nursing programs expanded. Over the past ten years, seven accredited universities developed and began to offer BSN programs or new educational pathways. This includes adding BSN programs into business plans and ensuring enough doctoral-trained nurses to teach the programs. With this growth, more nurses are encouraged to complete degrees in their hometown rather than transferring to other communities.

Through interviews and research, academic partners shared impressive statistics:
- Florida Southwest State College has streamlined its Associate Degree in Nursing (AND) to a BSN program and has graduated 2,000 BSN students since 2009.
- "Out of 80 nursing schools in Florida, the nursing program at Florida State University ranks #4 in the state, and out of more than 1,700 nursing programs nationally, it ranks #207. Its 3-year average NCLEX-RN passing rate is 92.48%, giving the Florida State University an overall grade of A." Florida State University Nursing Programs, Rankings and Awards in Tallahassee, Florida (nrcareers.org)
- Galen University achieved accreditation and joined as a member of SNAC with plans to add a physical campus in Sarasota.
Keiser University created the first traditional BSN program in the Suncoast region, implemented a second-degree program, and currently tracks that 85% of Keiser nursing graduates stay local.

State College of Florida has streamlined its ADN to a BSN program.

University of South Florida Sarasota-Manatee added a second-degree program and is preparing for a 200% increase in enrollment to graduate 500 additional nurses by the end of 2027. Evolving for this dramatic increase includes adding 40 new faculty, 25-30 new staff, and multiple scholarship opportunities.

According to SNAC leadership, nursing program access and student capacity are the coalition’s biggest accomplishments and legacy.

As Florida legislation holds program restrictions on state and community colleges, students find it difficult to transfer credits leading to the accumulation of debt and lengthened timeline until degree completion. SNAC advocated for expanded nursing program capacity and reduced legislative barriers to create further opportunities.

Establishment of a Nurse Education Navigator (NEN) Position

As part of improving the percentages of BSN-prepared nurses and making the process easier for students interested in advancing their education, SNAC created a Nurse Education Navigator (NEN) position. The NEN was available and free of charge for current or interested students. The NEN provided the most up-to-date information about colleges in the four-county area and helped navigate the next steps. This includes, but is not limited to, discussing college credit questions, financial issues, scholarships, and the admission process.

Kenneth Elliott, BSN, stated, “Talking to the NEN was huge for me. She knew what options were available locally and provided personal references to faculty and guidance counselors. That help gave me a great foundation for consideration and my final decisions.”

Through interviews, it was evident that adding a NEN was an asset to students and the region. Academic and healthcare members of SNAC are enthusiastic about how the NEN supported students. Alumni themselves stated the NEN:

- Assisted with interviews
- Explained courses and educational paths
- Helped reflect and identify personal strengths and areas of improvement
- Built nursing course schedules and navigated options
- Shared scholarship opportunities
- Identified what professional opportunities were available and even helped achieve jobs at neighboring medical centers

Academic and healthcare members in professional leadership positions stated they often recommended students speak with SNAC’s NEN to assist with educational path planning and scholarship assistance. There was not an individual interviewed who did not know of the NEN or speak highly of their capabilities, resources, and knowledge.
Rodrigo Ruiz-Rosales, a SNAC 2021 BSN scholarship awardee states, “Thanks to your generous support, I am the first in my family to attend and graduate from college.”

Angela Vitale, Ph.D. states, “The SNAC team made me feel so supported and elevated” when asked about the financial support received from SNAC to commit to a Ph.D. in Nursing education.

Thanks to community partnerships, generous donors, and leadership from Community Foundation of Sarasota County, SNAC has gifted scholarships within the Suncoast region since 2016.

“Since inception, the total scholarships awarded amounted to $749,500 and supported 204 BSN and doctoral students combined.” Community Foundation of Sarasota County

SNAC member, Sue Shkrab, developed a toolkit for area hospitals with resources to increase the BSN workforce.

Within this extensive document, materials serve to encourage hospitals to begin crafting a BSN New Hire Agreement Policy. With this policy, a hospital would require all newly hired RNs, part-time or full-time, to obtain a BSN within a set amount of years from the hire date. Sarasota Memorial Health Care System implemented a 3-year policy and still offers tuition assistance for nurses pursuing a BSN degree. Manatee Memorial Hospital also utilized the free toolkit provided by SNAC and adopted this policy. In addition, a document focused on specific strategies for increasing BSN-prepared nurses was provided to healthcare organizations as a resource guide.

15 Keiser students received scholarships to pursue degrees in nursing, and 3 Keiser employees received SNAC scholarships to pursue BSN degrees.

Doctor of Nursing Practice (DNP) graduate and SNAC scholarship recipients stated they would not have pursued their DNP degree without financial support from SNAC. As a parent with children of their own in college, they did not want the financial burden of pursuing higher education. With SNAC, the degree path became a reality, and now they serve as a hospital SNAC members and proud DNPs.

BSN graduate and SNAC scholarship recipient stated that a SNAC scholarship not only opened doors financially but inspired them to continue working hard as others believed in their potential to succeed.

Time-trusted coordination by the Community Foundation of Sarasota County undergirded SNAC’s success.

Generosity from the Bishop Parker Foundation was integral to SNAC’s accomplishments.
Comprehensive Communications

As SNAC progressed, the need for a strategic and comprehensive communication platform did too.

“SNAC is a trusted source of information on legislative, healthcare, and educational issues that impact nursing. SNAC hosts webinars and participates in virtual and in-person informational meetings to share insights, research, and recommendations on issues of importance.” SNAC Community Report

Focusing on marketing led SNAC to create an educational website, including publications and resources that were easy to access and free to the public. SNAC member, Sue Shkrab, led this endeavor. One SNAC Member stated that SNAC’s clear communications present credibility and professionalism.

SNAC also worked diligently to communicate with local and state levels, focusing on advocacy. Utilizing a 2-pronged strategic communications approach, SNAC shared issues and opportunities with policymakers. (Advocacy and Support: Downloadables | SNAC (snac4fl.org)). The coalition supported state-wide efforts, including establishing the Nursing Action Coalition of Florida.

With a strong communications foundation and aligned messaging, SNAC successfully shared the goal to increase BSN-educated nurses in the Suncoast and received support from academic, healthcare, and community leaders.

Note From Researcher:

Interviews revealed that passionate and powerful leadership from co-chairs Jan Mauck and Charles Baumann, with strategic consulting from Deborah Gauvreau, ensured SNAC’s continued success. This team, along with several members with SNAC from inception, formulated a coalition focused on moving the needle for the Suncoast region’s nursing profession.

CONCLUSION

Over the past ten years, SNAC has accomplished a variety of impressive advances to the Suncoast region nursing workforce. While SNAC increased the percentage of BSN and doctorate-prepared nurses, the coalition also directed attention to the nursing field and increased education and academic progression opportunities. Approaches and accomplishments aligned with the mission, vision, and strategies, focusing on access to safe, high-quality healthcare. Passionate SNAC leaders and members can be thanked for the multitudes of success.

As SNAC evolves and plans to sunset programming in the Suncoast, many legacies will continue with support from community and nursing leaders across Florida.

The successful and impactful nursing scholarship program will continue supporting nursing education locally through the Community Foundation of Sarasota County, and contributions received by SNAC in 2023 will be directed to these scholarships. Melissa Shelton will remain the
SNAC would like to extend special thanks to SNAC members and all of the support teams for their passionate work toward enhancing the educational advancement of registered nurses throughout the Suncoast.

Several SNAC projects will transition to the Nursing Action Coalition of Florida but progress with current leads, LaVerne Green and Kathy Harnick. SNAC will fund the remainder of these projects. Jan Mauck will also remain on the board of the Nursing Action Coalition of Florida.

Communications assets will be transitioned to various entities, with archives available on TPF’s website.

While SNAC’s active programming will sunset, lasting impact will continue thanks to the new realities created by SNAC leadership, partner groups, members, and donors.

ACKNOWLEDGEMENTS

SNAC would like to extend special thanks to SNAC members and all of the support teams for their passionate work toward enhancing the educational advancement of registered nurses throughout the Suncoast.

**SNAC’S FOUR COUNTY REACH:**

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<td>• DeSoto Memorial Hospital</td>
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<td>• Florida SouthWestern State College</td>
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<td>• Keiser University</td>
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<td>• Florida State University</td>
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<td>• Galen College of Nursing</td>
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### SNAC’S FOUR COUNTY REACH:

**Manatee**
- **Academics:**
  - State College of Florida
  - University of South Florida Sarasota-Manatee
- **Healthcare:**
  - Blake Medical Center
  - Lakewood Ranch Medical Center
  - Manatee Memorial Hospital
  - Empath | Tidewell Hospice
- **Community:**
  - Manatee Community Foundation
  - Bishop Parker Foundation
  - Donors

**Sarasota**
- **Academics:**
  - Florida Gulf Coast University
  - Florida SouthWestern State College
  - Keiser University
  - Florida State University
  - Galen College of Nursing
  - State College of Florida
  - University of South Florida Sarasota/Manatee
- **Healthcare:**
  - Doctor’s Hospital
  - Englewood Community Hospital
  - Sarasota Memorial Health Care System
  - Sarasota Memorial Hospital Venice
  - Empath | Tidewell Hospice
- **Community:**
  - Community Foundation of Sarasota County
  - The Patterson Foundation
  - CareerEdge
  - Donors

### Appendix A: History of National and Regional Efforts That Catalyzed SNAC

1909
- Florida Nurses Association (FNA) is established.

2001
- Statute 464.0195 establishes the Florida Center for Nursing (FCN).

2007
- The Center to Champion Nursing in America, located within AARP, is created as an initiative between AARP Foundation, AARP, and Robert Wood Johnson Foundation.

2010
- Institute of Medicine (IOM) releases *The Future of Nursing: Leading Change, Advancing Health*.
The Campaign for Action establishes a second group of state Action Coalitions, including Florida.

**Florida Action Coalition (FL-AC)** forms with Florida Blue Foundation and the Florida Center for Nursing (FCN) as co-leads — succeeded by the **Nursing Action Coalition of Florida**, established in 2021.

FL-AC establishes an Education Action Team.

**2012-2023**

- The FL-AC’s Education Action Team creates a regional pilot project which developed a regional coalition opportunity: Suncoast Nursing Action Coalition.
- Large successes are made in the Suncoast and nationally in implementing IOM recommendations.
- SNAC actively participates in creating the new **Nursing Action Coalition of Florida**.
- In 2021, The National Academy of Medicine (previously known as IOM) releases **The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity**.

Many national and state movements have occurred for the Suncoast Nursing Action Coalition (SNAC) to evolve.

The Institute of Medicine (IOM), now named the National Academy of Medicine (NAM), completed a two-year investigation and developed the report that started it all. "**The Future of Nursing: Leading Change, Advancing Health**" was published in October 2010 and detailed how nursing contributes to America's healthcare system with over 40 recommendations. Eight primary recommendations were utilized for advancing nursing within the United States.

The Robert Wood Johnson Foundation, AARP, and AARP Foundation joined in a national collaboration named "**Future of Nursing: Campaign for Action**." This work focused on implementing recommendations directly from the report. The Center to Champion Nursing in America, located within AARP and established in 2007, oversaw and supported national and state coalitions.

Fifty-one state action coalitions were created, including a local chapter, the **Florida Action Coalition (FL-AC)**, succeeded by the Nursing Action Coalition of Florida in 2021. This effort, taking place in 2011, was led by the Florida Blue Foundation (FBF) and the Florida Center for Nursing (FCN), which invited state leaders with and without nursing experience to participate. Elected officials, executives within the health industry, health professionals, educators, philanthropists, and Florida business leaders all rallied to take part in the coalition.

Florida's assigned priorities include the following:

- Prepare and enable nurses to lead change to advance health
- Increase the proportion of nurses with a baccalaureate degree to 80% by 2020
- Build an infrastructure for the collection/analysis of healthcare workforce data
- Assure that nurses practice to the full extent of their education and experience
Florida would need over 13,000 RNs with a BSN degree by 2020 to complete the IOM goal to increase by 80%.

FL-AC established an Education Action Team, which created a regional pilot project to advance the IOM recommendations. This pilot project was the grassroots-level workgroup SNAC, which evolved into a standing coalition encompassing four counties: Charlotte, DeSoto, Manatee, and Sarasota.

Jan Mauck, former Chief Nursing Officer at Sarasota Memorial Health Care System, and Charles Baumann, a community member who retired from Kerkering & Barberio Accounting Firm, envisioned and implemented SNAC and co-chaired the coalition since 2013. Jan Mauck was recognized with a Lifetime Achievement Award at the annual Summit of the Florida Action Coalition in 2019 for her leadership, advocacy work, and "advancing education transformation." (Our History | SNAC (snac4fl.org)

Through research and interviews with organization leaders, it is prevalent that the Nursing Action Coalition of Florida, Florida Nursing Association, and SNAC worked in a system together to promote nursing. Instead of working in silos, they joined to create a larger impact on healthcare outcomes.

**Suncoast Nursing Action Coalition (SNAC): A regional coalition of representatives from major healthcare organizations and academic centers educating nurses and community members in Florida's Charlotte, DeSoto, Manatee, and Sarasota counties.**