

The Future of Oregon's Nursing Workforce: Analysis and Recommendations

Proposal submitted to the Oregon Health Authority

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Project Purpose

The Oregon Health Care Workforce Committee is interested in conducting a study of nurse staffing issues, in response to a request from the Legislature. The Oregon Health Authority is responsible for directing this study for the Commission. The final report will be due by November 15, 2022

General Scope of Work

This study seeks to understand trends in the license nursing workforce in Oregon to guide the Legislature and Oregon Health Authority to address critical concerns about staffing shortages. The study would consider all levels of care, including (but not limited to) hospitals, long-term care facilities, community health centers, home health, public health, and schools.

The specific topics in which the Legislature and Committee are interested include:

- Size and characteristics of the Oregon nursing workforce
- Administrative capacity of the Oregon State Board of Nursing (OSBN) to process licenses and renewals, monitor disciplinary actions, and track the workforce, and related regulatory issues such as reciprocity with other states and the Nurse Licensure Compact
- Training capacity in Oregon, including availability of clinical placements
- Transition of newly-graduated nurses into practice, including the workload impact to incumbent nurses of onboarding newly-graduated nurses
- Compensation of nurses, including both wages and benefits, across employment settings and nurse experience
- Workload of nurses, including variation across settings, the use of unlicensed assistive personnel, and the impact of skill mix
- Nurse burnout, retention, and vacancies across employment settings, age groups, and experience levels
- Concerns about current and potential nursing shortages
- Inter-state migration of nurses
- International recruitment and immigration
- Impact of the COVID-19 pandemic on the nursing workforce
- Cultural responsiveness of the nursing workforce

The Philip R. Lee Institute for Health Policy Studies (IHPS) would lead this work. Information about IHPS and the proposed project team is provided below.

Methodology and Key Activities

The project will engage an Advisory Committee, which will include professional association leaders, health care employers, educators, and other knowledgeable individuals. Members of the Advisory Committee will be selected in consultation with the Health Authority and, if desired, the Health Care Workforce Committee. The Advisory Committee will meet monthly. IHPS will be responsible for convening Advisory Committee meetings, including preparation of agendas, review materials, and minutes. If desired by the Health Authority, all meetings can be made accessible to the public via Zoom.

The final deliverable will be a report to the Legislature addressing the issues listed above. The data collection and analysis that will shape the report will be conducted by IHPS in collaboration with the Oregon Center for Nursing (OCN, described below) in order to leverage the data assets OCN already has in place.

The cultural responsiveness of the nursing workforce is a foundational concern of the Legislature and Health Care Workforce Committee. In this context, cultural responsiveness describes the capacity of the nursing workforce and of individual nurses to respond to the issues of diverse communities. The Cultural responsiveness of the workforce and of individual nurses aims to assure competent language access and incorporation of diverse cultural approaches, strengths, perspectives, experiences, frames of reference, values, norms and performance styles of clients and communities to make services and programs more welcoming, accessible, appropriate and effective for all intended recipients. The domain of cultural responsiveness will part of each of the specific topics listed below, to ensure that this foundational domain is considered in every aspect of this work.

The proposed data sources for each topic are provided in the table below. All work will be directed by IHPS. Some specific analyses will be led by OCN when OCN has unique access to and experience with data and when OCN has previously studied and reported on the topic.

Proposed topics and data sources

Topic	Proposed Data	Notes
Size and characteristics of the Oregon nursing workforce	Licensing records from OBSN Licensing survey data from the Health Care Reporting Program U.S. American Community Survey National Sample Survey of RNs (2018)	Analysis of licensing data will be led by OCN. Analysis of other data sources will be led by IHPS.
Administrative capacity of the Oregon State Board of Nursing	Administrative data from OBSN Interviews with OBSN leadership and staff Interviews with nurses and/or representatives from professional organizations	Analyses will be led by IHPS.
Training capacity in Oregon	Education data from OBSN	Analyses will be led by OCN.

Transition of newly-graduated nurses into practice	Review of literature Interviews with educators and employers	Data collection and analysis will be led by IHPS.
Compensation of nurses, including both wages and benefits, across employment settings	U.S. American Community Survey National Sample Survey of RNs (2018) U.S. Bureau of Labor Statistics Oregon Employment Department	Analysis will be led by IHPS.
Workload of nurses	American Hospital Association Annual Survey of Hospitals Interviews with nurses and employers Literature review on strategies to optimize workload for quality of care	Data collection and analysis will be led by IHPS
Nurse burnout, retention, vacancies	Nurse well-being survey to be conducted by OCN Survey of employers conducted by OCN New survey to be fielded in Q3 of 2022	Analysis will be led by OCN.
Concerns about current and potential nursing shortages	Interviews with nurses, educators, and employers Projection models	Analysis will be led by IHPS.
Inter-state migration of nurses	Licensing records from OSBN	Analyses will be led by OCN.
International recruitment and immigration	Licensing records from OSBN	Analysis will be led by OCN.
Impact of the COVID-19 pandemic on the nursing workforce	Review of literature, including prior OCN reports Interviews with nurses, educators, and employers	Data collection and analysis will be led by IHPS.

Deliverables, Timeline, and Payment Schedule

This project will produce multiple deliverables and culminate in a report to the Legislature. The final report to the Legislature will include all findings as well as recommendations for action by the Legislature, government agencies, employers, professional organizations, and other stakeholders. A series of products will be delivered in advance of the final report.

Intermediate deliverables, due dates, and proposed payments are:

- Detailed analysis plan for approval for the Health Authority.
- Brief report on the size and characteristics of the Oregon nursing workforce, including employment and compensation, inter-state migration, and immigration. This report would include preliminary information about the administrative capacity of the OSBN based on administrative data.

- Brief report on nurse burnout, retention, vacancies, and workload, based on administrative and secondary data.
- Brief report on nurse training capacity and transition to practice in Oregon, including preliminary forecasts of supply and demand based on quantitative data.
- Brief report on the impact of the COVID-19 pandemic, workload issues, nursing shortages, and perspectives on OSBN regulatory and administrative issues, based on interviews.

The brief reports will be timed to elicit feedback from the Advisory Committee and will provide most of the content of the final report to the Legislature.

The final deliverables are:

- A final report for the Legislature that will include all findings and recommendations for action.
- Presentation to the Health Care Workforce Committee and/or Legislature.

The final report is due to the Legislature by November 15, 2022. A draft report is thus required by early September for review by the Health Authority and a final draft is due by mid-October to share with the Oregon Health Policy Board for its review and approval.

The IHPS team has a reputation for working closely with funders and collaborating organizations to inform research efforts and collaborate on dissemination to ensure that critical information is received by decision-makers. Our ultimate objective is to ensure that the objective, detailed knowledge gained through this project reaches healthcare leaders who can enact change to address critical issues facing the Oregon nursing workforce and the health care delivery system.

Timeline

Key Activities	Deadline
Execution of contract	ASAP
Finalize analysis plan & receive approval from the Health Authority.	5/27/2022
Report on the size, characteristics, compensation of the Oregon nursing workforce, migration/immigration, & OSBN capacity based on quantitative data & literature review	6/30/2022
Report on nurse workload, burnout, retention, and vacancies, based on quantitative data and literature review	7/18/2022
Report on nurse training capacity and transition to practice & supply/demand projections based on quantitative data and interviews	8/15/2022
Report on interview findings on OSBN regulations/capacity, nurse workload, burnout, vacancies, retention, shortages, and COVID-19 based on interview research.	9/6/2022
Draft final report to Oregon Health Authority	9/30/2022
Final Advisory Committee meeting and presentation	10/28/2022
Final report & presentation to Legislature	11/15/2022

Organization and Project Team

Philip R. Lee Institute for Health Policy Studies at UCSF

UCSF, which is the only University of California campus dedicated exclusively to the health sciences, has an overarching mission of advancing health worldwide and is devoted at every level to serving the public. UCSF provides all of the necessary infrastructure for successful research, including the ability to store and analyze quantitative and qualitative data securely and extensive library holdings.

This project will be conducted at the **Philip R. Lee Institute for Health Policy Studies** (IHPS or Institute), which is an organized research unit within UCSF founded in 1972. IHPS faculty are a multidisciplinary group that collaborates with other UCSF units, other universities, the private sector, government, and community-based organizations to conduct, synthesize, and translate research that can be applied to real-world policy arenas, program areas, and practice settings.

Joanne Spetz, PhD, FAAN, is the Director of the Philip R. Lee Institute for Health Policy Studies and has been a member of the faculty of Healthforce Center at UCSF for 20 years. Dr. Spetz's research focuses on the economics of the health care workforce, organization of health care services, and quality of health care. She is an internationally known expert on the nursing workforce, having led studies over the past 30 years on nurse supply, demand, education, earnings, and contributions to the quality of care across healthcare settings. Her current research includes a federally funded study of the roles of nurse practitioners and other advanced practice clinicians in expanding access to medication treatment for opioid use disorder. She has collaborated with the Robert Wood Johnson Foundation in their Campaign for Action for the Future of Nursing, developing a Dashboard to track progress of the Campaign, conducting original research to shape future directions for nursing innovation, and evaluating specific initiatives of the Campaign. She has served as Principal Investigator of a series of contracts with the California Board of Registered Nursing to study the state's nursing workforce since 2005, and was the Principal Investigator of the U.S. National Sample Survey of Registered Nurses in 2008. Dr. Spetz has expertise in mixed-methods evaluation research, the analysis of large secondary datasets, survey research, and econometric analysis. Dr. Spetz received her Ph.D. in economics from Stanford University after studying economics at the Massachusetts Institute of Technology. She is an Honorary Fellow of the American Academy of Nursing.

Timothy Bates, MPP, is a Senior Research Analyst at IHPS. He has conducted health workforce research at UCSF for 15 years. Mr. Bates has expertise in the analysis of large public datasets including the American Community Survey, Integrated Post-secondary Education Data System, Current Population Survey, and National Sample Survey of Registered Nurses. He has led data analysis for research on the supply of behavioral health professionals as well as other health care workers. He has authored more than 30 reports and journal articles. Mr. Bates has an MPP from University of Minnesota and a BA from Macalester College

Oregon Center for Nursing

The Oregon Center for Nursing (OCN) is a nonprofit organization created by nursing leaders in 2002. Recognized by the Oregon state legislature as a state advisor for nursing workforce issues, OCN fulfills its mission and objectives with help from its dedicated leadership, staff, and community partners across Oregon. OCN has a long-standing relationship with the Oregon State Board of Nursing and experience

analyzing data from the Board. OCN also conducts its own surveys, including recent surveys on nurse burnout, nurse turnover, and the COVID-19 pandemic.

Jana Bitton, MPA, Director of OCN, will lead a subcontract through which OCN will provide data analysis for this project. She is a nonprofit professional focused on building strong relationships, creating successful outcomes and establishing long-term funding. She has served as Director of OCN since 2014.