

December 28, 2023

The Honorable Katie Hobbs,
Governor of Arizona
1700 West Washington St.
Phoenix, Arizona 85007

The Honorable Warren Peterson
President, Arizona State Senate
1700 West Washington St.
Phoenix, Arizona 85007

The Honorable Ben Toma
Speaker, Arizona State House of Representatives
1700 West Washington St.
Phoenix, Arizona 85007

The Honorable Thomas Shope
Chairperson, Arizona State Senate Health and Human Services Committee
1700 West Washington St.
Phoenix, Arizona 85007

The Honorable Steve Montenegro
Chairperson, Arizona State House Health and Human Services Committee
1700 West Washington St.
Phoenix, Arizona 85007

Dear Governor Hobbs, President Peterson, Speaker Toma, Chairperson Shope and Montenegro:

Pursuant to House Bill 2691 as outlined in ARS 36-1805, the department (Arizona Department of Health Services from here on referred to as ADHS) and the administration (Arizona Health Care Cost Containment System from here on referred to as AHCCCS) are required to submit a report on the status of the Nurse Education Investment Pilot Program (ARS 36-1802), the Student Nurse/New Graduate Clinical Placements and Preceptor Training Program (ARS 36-1803) and the Transition to Practice Program (ARS 36-1804).

ADHS collaborated with the AHCCCS and their subcontractors the Arizona State Board of Nursing and the Arizona Hospital and Healthcare Association to compile the report. ADHS was the lead for the Nurse Education Investment Pilot Program (ARS 36-1802) and AHCCCS was the lead for the Student Nurse/New Graduate Clinical Placements and Preceptor Training Program (ARS 36-1803) and the Transition to Practice Program (ARS 36-1804).

ADHS established one Inter-State Agreement (ISA) with the Arizona Board of Regents and ten

www.azahcccs.gov
602-417-4000
801 East Jefferson St.
Phoenix, AZ 85034

www.azhealth.gov
602-542-1025
150 North 18th Ave., Ste. 500
Phoenix, AZ 85007

Agreements with the community college districts to carry out the program's goal. AHCCCS entered into an ISA to allow the Arizona State Board of Nursing (the Board) to administer the grants, select appropriate curriculum and report data back to AHCCCS utilizing the funding provided to AHCCCS.

The attached report addresses in more detail the following:

1. The number of participating entities and who participated in each program.
 - a. ARS 36-1802: 1 ISA and 10 agreements have been established.
 - b. ARS 36-1803: 28 projects have been awarded via 1803 funding.
 - c. ARS 36-1804: No participants in 2023 due to delay in program launch.
2. The number of nurses who completed each educational and clinical training program.
 - a. ARS 36-1802: 5005 total nurses completed the educational programs which include Nursing Assistants, Licensed Practical Nurses, Registered Nurses, and Advanced Practice Nurses.
 - b. ARS 36-1803: 2921 total nurses participating in the clinical training program.
 - c. ARS 36-1804: No participants in 2023 due to delay in program launch.
3. The measurements developed by ADHS or AHCCCS on the expansion of the Statewide Health Care Workforce and retention rates of Health Care Institutions.
 - a. ARS 36-1802: Measurements are developed and will be evaluated after the first year of implementation. Details are included within the attachment.
 - b. ARS 36-1803: Measurements are developed and will be evaluated after the first year of implementation. Details are included within the attachment.
 - c. ARS 36-1804: Information to be collected after program implementation.
4. Expansion of University and Community College Programs including the number of additional nursing students in each educational program.
 - a. ARS 36-1802: Development of 84 new positions to support the growth of the nursing programs with a total of 812 additional students enrolled.
 - b. ARS 36-1803: Not applicable.
 - c. ARS 36-1804: Not applicable.
5. The number of new nurse preceptors at each Health Care Institution, the number of students and Licensed or Certified Nurses trained by the expansion of preceptors at each Health Care Institution and the turnover rate of Licensed or Certified Nurses within one year of hiring at each Health Care Institution.
 - a. ARS 36-1802: Not applicable.
 - b. ARS 36-1803: 459 Total Preceptors, 2462 Total Preceptees, rates will be evaluated after one year of hiring.
 - c. ARS 36-1804: To be reported in 2024 after program implementation.
6. The number and Identity of Health Care Institutions and the number of nurses participating at each Health Care Institution in the Licensed Registered Nurse Transition to Practice Program and the turnover rate of Licensed Registered Nurses within one year of hiring at each participating Health Care Institution.
 - a. ARS 36-1802: Not applicable.
 - b. ARS 36-1803: Not applicable.
 - c. ARS 36-1804: To be reported in 2024 after program implementation.
7. Any other benchmarking and outcome reports developed by ADHS to measure the effectiveness of the programs established pursuant to this chapter.
 - a. Details are included within the attachment.

If you have any questions regarding the attached report, please feel free to reach out to us.

Sincerely,



Carmen Heredia
Cabinet Executive Officer
& Executive Deputy Director
Arizona Health Care Cost Containment System



Jennifer Cunico
Cabinet Executive Officer
& Executive Deputy Director Arizona
Department of Health Services

CC: The Honorable Adrian Fontes, Arizona Secretary of State
Zaida Dedolph Piccoro, Health Policy Advisor, Office of the Governor



Annual Report (per A.R.S. 36-1805)

September 24, 2022 - September 30, 2023

ARS 36-1802 Arizona Nurse Education Investment Pilot Program

ARS 36-1803 Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

ARS 36-1804 Arizona Transition to Practice Program for New Graduate Registered Nurses Annual Report

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Submitted To:

The Honorable Katie Hobbs, Governor, State of Arizona
The Honorable Warren Petersen, President, Arizona State Senate
The Honorable Ben Toma, Speaker, Arizona State House of Representatives
The Honorable Thomas Shope, Chairperson, Arizona State Senate Health and Human Services Committee
The Honorable Steve Montenegro, Chairperson, Arizona State House Health and Human Services Committee

Prepared By:

Arizona Department of Health Services - Bureau of Women's and Children's Health
Edith Di Santo, MPH, Primary Care Office Chief
Erin Gonsalves, BA, AAS, Workforce Program Manager
Jasmine Atitebi, MPH, Workforce Program Manager

Arizona Health Care Cost Containment System- Division of Health Care Services
Brandi Howard, MHI, BSN, RN, CPM

Arizona State Board of Nursing
Kelly Smith, MA, Grant Manager

Arizona Hospital and Healthcare Association
Karen Ofafa, MPH, BSN, CSSBB, CPHQ

Acknowledgements to Reviewers:

Celia Nabor, MPA, Assistant Director, Division of Public Health: Prevention Services
Joey Ridenour, RN, MN, FAAN, Executive Director Arizona State Board of Nursing
Julia Wacloff, MSPH, RDH, Program Administrator, Access to Care, Bureau of Women's and Children's Health
Kathleen Malloch, PhD, MBA, RN, FAAN, 36-1803 Grant Consultant
Kathy Scott, PhD, MPA, BASN, RN, FACHE, 36-1803 Grant Consultant
Laura Luna Bellucci, MBA, Bureau Chief, Bureau of Women's and Children's Health
Sheila Sjolander, MSW, Deputy Director, Public Health Services
Tim Porter-O'Grady, DM, EdD, ScD(h), APRN, PAAN, PACCWS, 36-1803 Grant Consultant
Tomi St Mars, MSN, RN, CEN, FAEN, Public Health Nurse Liaison

Background & Overview

Introduction

In response to Arizona's nursing shortage, [House Bill 2691](#) was passed and authorized the development of three programs to improve the capacity of this state's healthcare workforce. Those programs are ARS 36-1802 Nurse Education Investment Pilot Program, ARS 36-1803 Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program, and ARS 36-1804 Arizona Transition to Practice Program for New Graduates. Each has contributed to the content and required annual reporting in this document. This report shall be submitted on or before December 31, 2023, and each December 31 thereafter. Recipients include the Governor, the President of the Senate, the Speaker of the House of Representatives, and the Chairpersons of the Health and Human Services Committees of the Senate and the House of Representatives, or their successor committees, and shall provide a copy of the report to the Secretary of State.

ARS 36-1802: The Nurse Education Investment Pilot Program's goal is to increase the capacity of Arizona's nursing education programs by increasing the number of all levels of nurses graduating from this state's nursing education programs by fiscal year 2026-2027 from the number graduating in fiscal year 2021-2022. Per [Arizona Revised Statute \(ARS\) 36-1802](#), "the Department (Arizona Department of Health Services) shall allocate funds to the Arizona Board of Regents and community college districts to be used to pay for salaries, benefits, training and related expenses and operational costs necessary to increase the number of qualified nursing education faculty members teaching in nursing degree and certificate programs. Funds may also be used for capital expenses that are directly related to additional faculty and students, including student support services."

ARS 36-1803: Per [Arizona Revised Statute \(ARS\) 36-1803](#), the Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Program will provide the infrastructure, implementation, oversight, reporting, and evaluation of the pilot grant program. The grant program's purpose shall be to increase the placements of student nurses/new grad nurses and nursing assistants in clinical rotations, increase and enhance preceptor training, and increase the number and retention of nurses and nursing assistants in the state of Arizona. AZ Board consultants will oversee the Arizona Health Care Workforce, Grant Program 36-1803: Kathy Malloch, PhD, MBA, RN, FAAN; Kathy Scott, PhD, MPA, RN, FACHE; Tim Porter O'Grady, DM, EdD, APRN, FAAN, FACCWS. Program funds are allocated from AHCCCS to the Arizona Board of Nursing to provide funding to qualified healthcare institutions (HCIs).

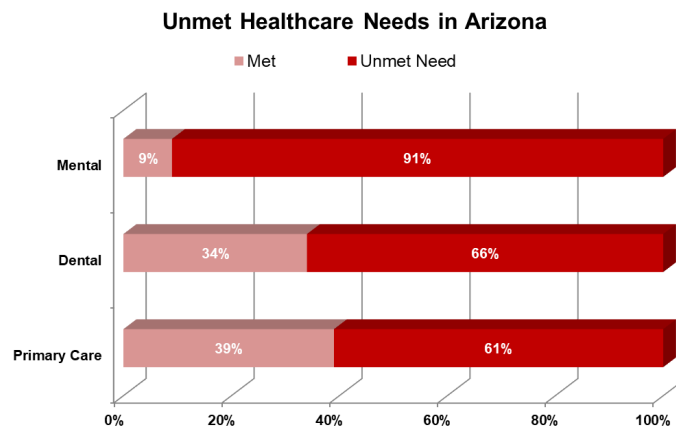
ARS 36-1804: Per [Arizona Revised Statute \(ARS\) 36-1804](#), the Transition to Practice program for new graduate registered nurses is housed at AHCCCS which is working with AzHHA (an eligible entity as a statewide hospital association) for implementation. Curricula for the statewide program must be selected from a national vendor with experience administering similar programs and must include:

- Effective decision-making skills
- Clinical leadership while administering care
- Incorporating research-based evidence into practice
- Professional commitment to nursing, and
- Individual developmental goals.

Stipends will be provided to participating healthcare institutions (HCIs) to support implementation. Priority is given to critical access hospitals or hospitals outside Maricopa and Pima County.

Executive Summary/ Implementation

Arizona has a long history of coordinating and implementing state and federal primary care workforce programs in an effort to increase access to care points and incentives for healthcare providers to work in health professional shortage areas (HPSAs) of the state. As of September 2023, Arizona had 722 HPSAs: 244 primary care, 245 dental, and 233 mental health. These include facility HPSAs for Federally Qualified Health Centers and Indian Health Service sites. Arizona needs 667 primary care physicians, 485 dentists, and 228 psychiatrists to eliminate these HPSA-designated areas. There are also 37 Medically Underserved Areas and 10 Medically Underserved Populations in the State. Residents residing in these underserved areas are less likely to receive preventative health services.¹



Nurses represent a critical component of the healthcare system and unfortunately have been heavily impacted by the healthcare workforce shortages. Circumstances such as the COVID-19 pandemic, the aging of the nursing workforce and resulting retirements, and lack of qualified educators have led to a drastic need to increase the number of nurses practicing in this state. In 2018, a report on the retirement plans of RNs in Arizona showed that approximately 11,000

¹Designated Health Professional Shortage Areas, Fourth Quarter of Fiscal Year 2023 Designated HPSA Quarterly Report. As of September 30, 2023. Bureau of Health Workforce, Health Resources and Services Administration, U.S. Department of Health and Human Services.

nurses are already retired or plan to retire within the next 2 to 5 years.² This means that by 2023, Arizona will have lost a significant number of nurses.

The goal of increasing the number of nurses practicing in Arizona is fundamental to improving the health of Arizona's residents and overcoming the state's healthcare workforce shortage. The allocation of funds to support nurses' education, training, and transition to practice through this chapter has already begun to show progress toward this goal.

ARS 36-1802: During year one (September 24, 2022, through September 30, 2023) of the Nurse Education Investment Pilot Program, the universities and community colleges hired faculty, purchased equipment, renovated campus spaces, and implemented changes to recruit and retain more students and faculty. The schools faced challenges including recruitment of qualified faculty due to competing with other industries that offer higher salaries, declining student enrollment since COVID-19, supply chain delays interrupting construction and expansion efforts, and the delays in receiving initial awards. Despite these setbacks, the Department was successful in implementing the program and is happy to report on the numerous achievements the participating entities have made this year.

The legislation authorizing the Nurse Education Investment Pilot Program became effective on September 24, 2022. Pursuant to the legislation, funds were allocated based on the number of nursing students graduating in fiscal year 2021-2022 from eligible education programs. The Department compiled the number of graduates and calculated the amounts to be distributed to the Arizona Board of Regents and community college districts. As per the legislation, the Department consulted with the statewide organization that represents community colleges, Arizona Community College Coordinating Council (AC4) to determine an equitable distribution of funds amongst the community colleges. AC4 recommended a base of 30% be distributed to each college, and the remaining 70% per the number of nurse graduates. This allowed smaller rural community colleges to receive adequate funding to invest in growing their nursing programs.

The Department successfully navigated through barriers and worked diligently to implement the program establishing and creating agreements with the ten community college districts and an Inter-State Agreement with the Arizona Board of Regents. Full program implementation launched in the spring and summer of 2023. Due to the timing of the launch, a few of the schools experienced delays in recruitment of new faculty until agreements were finalized and were unable to make notable progress during this time. However, in partnership with the Department, awarded schools were able to carry unused funds from the first year into their second-year budgets and have plans in place to expand their programs in State Fiscal Year 2024.

ARS 36-1803: The legislation authorizing the Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program became effective on September 24, 2022. The Arizona State Board of Nursing (the Board) created the infrastructure for the pilot program from the

²Department of Health and Human Services, Health Resources and Services Administration, Nursing Workforce Dashboard. Accessed November 20, 2023.

effective date through the launch of the health care institution (HCI) preceptor site projects on July 1, 2023. The implementation period was delayed due to issues related to the cost-reimbursement model; however, the Board has been successful in creating a path forward in conjunction with the Arizona Health Care Cost Containment System (AHCCCS) and under the guidance of the Governor's Office of Strategic Planning and Budget.

Since September 2022, the Arizona State Board of Nursing has developed the administrative infrastructure to create, accept, approve, and deny grant applications; provide guidance and expertise related to practice readiness; hired grant staff; created policies and procedures for the grant; awarded first-year projects; secured a data analytics vendor; monitors the progress and compliance of the awardees monthly; and collects monthly progress data.

The work completed to this point continues to be driven by the interagency service agreement (ISA) between AHCCCS and the Board and the HB2691 legislation. The first quarter of implementation has been one of great progress. The following are notable items that exemplify this:

- Preceptor site agreements were finalized and executed. Signed copies were sent to AHCCCS and OSPB for review and filing.
- A no-cost one-year extension was approved through a revised ISA. Due to this change, a new budget was created to accommodate the additional year. We have provided the following naming conventions for each year
 - FY23: Planning and Infrastructure Formation year
 - FY24: Implementation Year One (July 1, 2023- June 30, 2024)
 - FY25: Implementation Year Two (July 1, 2024- June 30, 2025)
 - FY26: Implementation Year Three (July 1, 2025- June 30, 2026)
- Year one funded preceptor site projects were launched on July 1, 2023³ The consultants and staff meet one-on-one with grant recipients to provide project guidance and oversight. In addition, a Grant Recipient meeting is held on the second Thursday of each month to provide the preceptor sites with educational tools, administrative updates, and project highlights.

Program Status: The general overview of the project's health is on track. The project schedule, project scope, and budget are progressing as expected. The Arizona State Board of Nursing meets bi-weekly with AHCCCS and OSPB to share challenges, share successes, and ask questions related to budget and invoicing.

ARS 36-1804:

Program Status: The Arizona Health Care Cost Containment System (AHCCCS) initially contracted with the Arizona Hospital and Healthcare Association (AzHHA) as a consultant to assist with the administration and implementation of this program in April of 2023. Since then, there have been additional contract negotiations leading to an amended contract which was executed in

³ Note that additional Year One projects were awarded in November 2023 for ARS 36-1803.

November of 2023. Consequently, the Transition to Practice program was not launched until November 2023. Prior to implementing a cohort, the program requires a lead time of about 60 days. Due to this, the first cohort is scheduled to onboard in March 2024.

Implementation plan

- First year (2024) Transition to Practice implementation timeline determined
- Onboarding four cohorts a year, the first one in March 2024 (Application deadline for cohort one is January 12, 2024)
- Press release announcing program launch published November 28, 2023.
- AzHHA website updated with program details and application information November 2023
- Recruitment email sent to critical access and priority facilities on November 29, 2023.
- Recruitment and marketing shared on AzHHA and partner social media platforms
- Implementation and cohort planning with OpusVi curriculum vendor - ongoing

In addition, grant leads for HB2691 (ARS 36-1802, ARS 36-1803, ARS 36-1804) projects meet monthly to share information, create a plan for collaborative data collection, and provide updates related to each grant addressing the nursing pipeline.

2023 Annual Report Measures

Report Structure

As required by ARS 36-1805, the Department (Arizona Department of Health Services) and the Administration (Arizona Health Care Cost Containment System) shall submit a report by December 31st of each year on the status of the programs. The report shall include:

1. The number of participating entities and who participated in each program.
2. The number of nurses who completed each educational and clinical training program.
3. The measurements developed by the department or administration on the expansion of the statewide healthcare workforce and retention rates of healthcare institutions.
4. The expansion of university and community college programs, including the number of additional nursing students in each educational program.
5. The number of new nurse preceptors at each healthcare institution, the number of students and licensed or certified nurses trained by the expansion of preceptors at each institution, and the turnover rate of licensed or certified nurses within one year of hiring at each healthcare institution.
6. The number and identity of health care institutions and the number of nurses participating at each health care institution in the licensed registered nurse transition to practice program and the turnover rate of licensed registered nurses within one year of hiring at each participating health care institution.
7. Any other benchmarking and outcome reports developed by the department to measure the effectiveness of the programs established pursuant to this chapter.

1. The Number of Participating Entities and Who Participated in Each Program

ARS 36-1802: Nurse Education Investment Pilot Program

For the Nurse Education Investment Pilot Program, one Inter-State Agreement and 10 Agreements were established. The Department signed the Inter-State Agreement with the Arizona Board of Regents supporting the Arizona State University, Northern Arizona University, and the University of Arizona. The 10 Agreements were established for the community college districts that received funding. The following colleges received funding: Arizona Western College (Yuma La Paz Community College) Central Arizona College (Pinal Community College), Cochise Community College, Coconino Community College, Eastern Arizona College (Graham Community College), Maricopa Community College, Mohave Community College, Northland Pioneer College (Navajo Community College), Pima Community College, and Yavapai Community College. A total of 13 universities/colleges participated in the Nurse Education Investment Pilot Program.

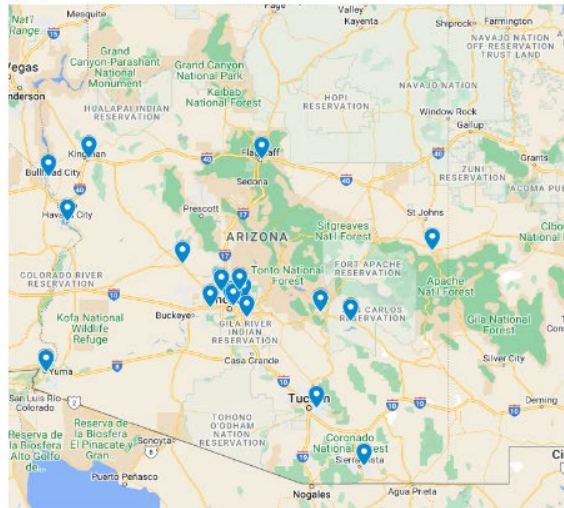


ARS 36-1803: Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

Twenty-eight (28) projects have been awarded through 1803 funds. This includes the participation of 17 small and large HCIs. As noted below, some facilities received awards for various programming. The localities include 16 Urban, 10 Rural, and 2 organizations that are implementing in both Urban and Rural localities.

Preceptor Site Locations

- Abrazo Health
- Banner Health
- Cobre Valley
- Dignity Health
- Honor Health
- Kingman Regional
- Lifepoint Health
- Mayo Health
- Northern Arizona Healthcare
- Oasis Behavioral Health
- Phoenix Children's
- San Carlos
- Tucson Medical Center
- White Mountains
- Wickenburg Community Hospital
- Yuma Regional Medical Center



System/Clinic/Hospital	Program Type
<i>Abrazo Health</i>	Preceptor - Extern (pre-licensure RN)
<i>Abrazo Health</i>	Preceptor - New Grad RN Residency
<i>Banner Health</i>	Preceptor - New Grad RN Residency
<i>Banner Health</i>	Preceptor - Specialty Skill RN Training (Periop)
<i>Cobre Valley</i>	Preceptor - Specialty Skill RN (Specialty TBD)
<i>Cobre Valley</i>	Preceptor - Clinical Training Student Nurses (pre-licensure RNs)
<i>Cobre Valley</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone
<i>Dignity Health</i>	Preceptor - New Grad Residency (RN)
<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)
<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)
<i>Honor Health</i>	Preceptor (adjunct faculty) - Clinical Training Student Nurses (Pre-licensure RN)
<i>Honor Health</i>	Preceptor - Specialty Skill RN Training
<i>Kingman Regional</i>	Preceptor - Clinical Training Student Nurses (pre-licensed RNs)
<i>Lifepoint Health</i>	Preceptor - New Grad RN Residency
<i>Mayo Cancer</i>	Preceptor - Specialty Skill RN Training (Cancer Care)

<i>Mayo Health</i>	Preceptor - New Grad RN Residency
<i>MGA Homecare</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone
<i>Northern Arizona Healthcare</i>	Preceptor - New Grad RN Residency
<i>Oasis Behavioral Health</i>	Preceptor - New Grad RN Specialty Training (Behavioral Health)
<i>Phoenix Children's</i>	Preceptor - New Grad RN Residency
<i>San Carlos</i>	Provider Preceptor - Clinical Training Student Nurse (pre-APRN graduation)
<i>San Carlos</i>	Preceptor - New Grad RN Residency
<i>TMC</i>	Preceptor - New Grad RN Residency
<i>White Mountains</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone
<i>Wickenburg Community Hospital</i>	Withdrew from the program in October due to the administrative burden on a small staff
<i>Yuma</i>	Preceptor - Clinical Training Student Nurses (Pre-licensed PNs)
<i>Yuma</i>	Preceptor - Clinical Training Student Nurse (pre-certified Nursing Assistants)
<i>Yuma Regional Medical Center-RN</i>	Preceptor - Extern (pre-licensure RN)

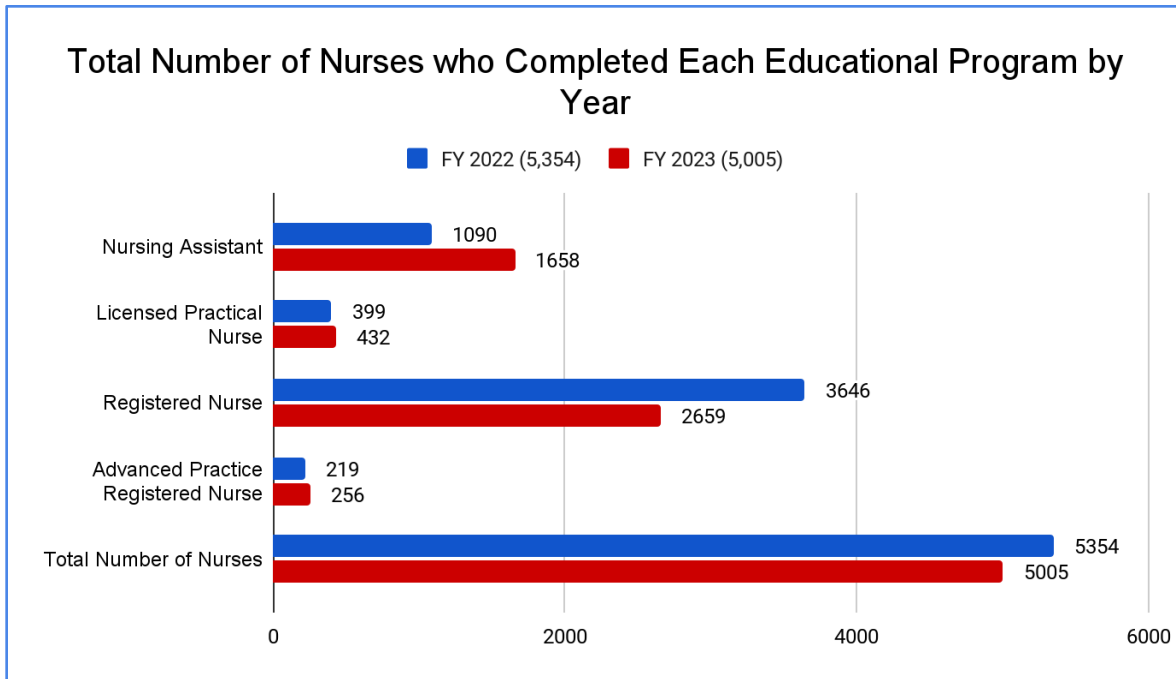
ARS 36-1804: Arizona Transition to Practice Program for New Graduate

No participants in 2023 due to delay in project launch

2. The Number of Nurses Who Completed Each Educational and Clinical Training Program

ARS 36-1802: Nurse Education Investment Pilot Program

Compared to the number of nursing students who completed each educational program in State Fiscal Year 2021-2022, there have been increases in the nursing assistant, licensed practical nurse, and advanced practice registered nurse graduates, as shown below. Additional increases are anticipated in the future years of the program.



Number of nurses who completed each type of educational program by school:

<i>School Name</i>	<i>Nursing Assistant</i>	<i>Licensed Practical Nurse</i>	<i>Registered Nurse</i>	<i>Advanced Practice Registered Nurse</i>	<i>Total</i>
<i>Arizona State University</i>	N/A	N/A	435	56	491
<i>Northern Arizona University</i>	N/A	N/A	246	71	317
<i>University of Arizona</i>	N/A	N/A	375	129	504
<i>Community Colleges</i>					
<i>Arizona Western College</i>	135	3	56	N/A	194
<i>Central Arizona College</i>	47	19	37	N/A	103
<i>Cochise Community College</i>	47	23	64	N/A	134
<i>Coconino Community College</i>	93	N/A	29	N/A	122
<i>Eastern Arizona College</i>	112	N/A	58	N/A	170

Maricopa Community College	806	240	942	N/A	1988
Mohave Community College	99	74	144	N/A	317
Northland Pioneer College	66	N/A	31	N/A	97
Pima Community College	162	73	151	N/A	386
Yavapai Community College	91	N/A	91	N/A	182
Total	1,658	432**	2,659	256	5,005

*N/A (Not Applicable) indicates the school does not offer that particular nursing program.

**Many healthcare institutions no longer hire Licensed Practical Nurses (LPN's) and only hire Registered Nurses (RNs). LPNs have a smaller scope of practice than an RN and require RN oversight.

ARS 36-1803: Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

System/Clinic/Hospital	Program	Total Nurses Participating in Clinical Training Program (Launch-9/30/23)
<i>Abrazo Health</i>	Preceptor - Extern (pre-licensure RN)	209
<i>Abrazo Health</i>	Preceptor - New Grad RN Residency	41
<i>Banner Health</i>	Preceptor - New Grad RN Residency	505
<i>Banner Health</i>	Preceptor - Specialty Skill RN Training (Periop)	5
<i>Cobre Valley</i>	Preceptor - Specialty Skill RN (Specialty TBD)	4
<i>Cobre Valley</i>	Preceptor - Clinical Training Student Nurses (pre-licensure RNs)	0
<i>Cobre Valley</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	0
<i>Dignity Health</i>	Preceptor - New Grad Residency (RN)	176

<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)	1318
<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)	NEW- Awarded after Q1 FY24
<i>Honor Health</i>	Preceptor (adjunct faculty) - Clinical Training Student Nurses (Pre-licensure RN)	15
<i>Honor Health</i>	Preceptor - Specialty Skill RN Training	NEW- Awarded after Q1 FY24
<i>Kingman Regional</i>	Preceptor - Clinical Training Student Nurses (pre-licensed RNs)	101
<i>Lifepoint Health</i>	Preceptor - New Grad RN Residency	75
<i>Mayo Cancer</i>	Preceptor - Specialty Skill RN Training (Cancer Care)	16
<i>Mayo Health</i>	Preceptor - New Grad RN Residency	0
<i>MGA Homecare</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	NEW- Awarded after Q1 FY24
<i>Northern Arizona Healthcare</i>	Preceptor - New Grad RN Residency	28
<i>Oasis Behavioral Health</i>	Preceptor - New Grad RN Specialty Training (Behavioral Health)	52
<i>Phoenix Children's</i>	Preceptor - New Grad RN Residency	217
<i>San Carlos</i>	Provider Preceptor - Clinical Training Student Nurse (pre-APRN graduation)	7
<i>San Carlos</i>	Preceptor - New Grad RN Residency	4
<i>TMC</i>	Preceptor - New Grad RN Residency	61
<i>White Mountains</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	9
<i>Wickenburg Community Hospital</i>	WITHDREW FROM PROGRAM	0
<i>Yuma</i>	Preceptor - Clinical Training Student Nurses (Pre-licensed PNs)	30
<i>Yuma</i>	Preceptor - Clinical Training Student Nurse (pre-certified Nursing Assistants)	48

<i>Yuma Regional Medical Center-RN</i>	Preceptor - Extern (pre-licensure RN)	0
Total		2921

ARS 36-1804 Arizona Transition to Practice Program for New Graduate

No nurses enrolled in 2023 due to a delay in the project launch.

3. The Measurements Developed by the Department of Administration on the Expansion of the Statewide Healthcare Workforce and Retention Rates of Health Care Institutions

ARS 36-1802: Nurse Education Investment Pilot Program

The Department requires quarterly and annual reporting of the community colleges and AZ Board of Regents (on behalf of the universities) to provide updates on their progress. The community colleges and universities are required to report on the following measures: the number of nursing education faculty members who have been hired as a result of the funds, the number of nurse graduates, how their work is attempting to increase the number of nurse graduates, how funds for capital expenses are being used to support additional faculty and students including student support services, how monies are being used for efficiency and shared resources, and how they are working to include underrepresented populations and geographic areas. They are also asked to describe any challenges and barriers and an overall program update quarterly and annually.

ARS 36-1803: Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

Arizona State Board of Nursing has contracted with Forward Health Group (FHG) following a rigorous Request for Proposal (RFP) Bid process through the [State Procurement Office](#). In addition, the Board completed the Project Investment Justification and Information Technology Advisory Committee (ITAC) processes as required for vendors of this nature. The Arizona State Board of Nursing presented the data analytics project on September 20, 2023, to ITAC. The committee approved moving forward with Forward Health Group. The kick-off with this vendor was held on October 4, 2023, which is outside the reporting period of this document. Moving forward, reporting measurements required by the legislation and the interagency service agreement between AHCCCS and the State Board of Nursing will be collected through Forward Health Group’s data collection and survey portal. Any measurements beyond the required metrics will be developed in conjunction with FHG and grant leads for all HB2691 Projects (ARS 36-1802 and ARS 36-1803).

1803 Quarterly Reporting (Requirement per ISA YH23-0048 between the Board and AHCCCS)

Grantees will provide a written report to the Program Administrator quarterly. The following due dates are established for quarterly reporting on an amendment to the ISA signed 2/1/23:

- March 21st for the activity performed in December, January, and February
- June 20th for activities performed in March, April, and May
- September 20th for activities performed in June, July, and August
- December 20th for activities performed in September, October, and November

Report categories:

- 2019 Baseline data for preceptors, preceptor programs, upskilling programs, and the number of nurses in each skill level
- Categories of nurses precepted (advanced practice, registered nurse, practical nurse, and nursing assistant)
- Number and clinical specialty of nurses precepted
- Number of Preceptors certified and area of specialty
- Number of Preceptor Programs developed and expanded in 2023
- Optional categories: Student satisfaction with preceptor experience
- Number of hours precepted
- Categories of nurse specialties trained (skilling-up nurses)
- Optional category: Number of nurses with increased digital competence (Focus will be on the electronic health record; Criteria to be developed)
- Optional category: Student satisfaction with clinical experience (Survey to be developed to include the name of the school and student semester)
- Optional category: Description of any changes in grantee processes, content, and/or expectations because of this work. What was learned?
- Optional category: "What obstacles were there to achieving goals

For the first quarter of the grant, the number of preceptors/preceptees/hours precepted was collected through the state form collection tool (Google Forms).

Retention numbers will be collected through the FHG portal upon one year of completion of the project. As our team reviewed baseline retention information provided by awardees, it was discovered that organizations measure retention and turnover rates differently. Forward Health Group and the Arizona State Board of Nursing team are determining a standardized definition and collection formula that all awardees will follow so that the data collected will be aligned with the required retention metrics (improved nurse retention) and comparing each organization in a like way (apples to apples).

Many applicants did include measures, objectives, baselines, and goals in their application and clarification documents. All stated that retention, turnover, and vacancy rates will be evaluated after the first year of implementation. A sampling of those is as follows:

- *Abrazo*:
 - Measuring conversion rate from extern to RN (Goal 50-70%)
 - First-year turnover rate (Goal to reduce by 5%)
 - Reduced RN orientation cost (Goal to reduce by 25%)
- *Banner*: Retention rate (Goal equal to or greater than 85% for new graduate RNs at one year)
- *Dignity*: Reduce the percentage of RN contract labor (to be achieved with the support of Dignity Health Arizona's Recruitment, Retention, and Workforce development team consisting of over forty executives)
- *Honor Health*: Reduce the turnover rate (Baseline nurse turnover rate is 16.7%).
- *Kingman*: Aims to generate positive financial outcomes by reducing the turnover rate and increasing retention (Goal is to save an estimated \$80 per nurse lost within the first year of practice)
- *Lifepoint*: Upon completion of their residency program graduates are to commit to two years of service)
- *Mayo Clinic*: Retention is reviewed on an annual basis (Goal/target is to retail equal to or greater than 90% of nurses)
- *Northern Arizona Healthcare*
 - Flagstaff Medical Center: Baseline turnover numbers as measured in the National Database of Nursing Quality Indicators- 25th percentile group in Q3 2022
 - Verde Valley Medical Center: Baseline turnover numbers as measured in the National Database of Nursing Quality Indicators- 50th percentile group in Q3 2022
- *Phoenix Children Hospital*: Decrease in first-year turnover rate by 50% (Baseline turnover is 44%)
- *Tucson Medical Center*: Increase retention rate to 15% (Benchmark is 17.36%)
- *Yuma Medical Center*: Achieve 90% retention after the first year of implementation.

ARS 36-1804 Arizona Transition to Practice Program for New Graduates

To be collected in 2024 after program implementation

4. The Expansion of University and Community College Programs, Including the Number of Additional Nursing Students in each Educational Program

ARS 36-1802: Nurse Education Investment Pilot Program

The universities and community colleges have been expanding their nursing programs using various strategies. The primary strategies for expansion have been a) Increasing the number of additional nursing education faculty members, b) Increasing the number of additional nursing students, c) Expanding program capacity via the capital improvements, and d) Supporting other operational costs directly related to the increase in nursing students and faculty.

a) Additional Nursing Education Faculty:

Nurse Education Investment Pilot Program funds have been instrumental in increasing the number of nursing faculty members to meet the needs of the growing programs. This year, \$1.8 million in personnel funds have helped create 84 new positions to support the growth of Arizona’s nursing programs. \$27,600 has been spent on travel for new faculty to attend trainings and conferences. New faculty members who receive adequate training and professional development are more likely to stay in their positions and to have the latest evidence-based knowledge to better support their students.

Funds have also helped with faculty retention by creating mentorship programs to connect new hires with experienced faculty. Additional support roles such as lab coordinators, simulation technicians and student success coaches reduce the burden on current faculty and provide more comprehensive support for the students.

Details on the number of new faculty members can be found below. Please note, the schools who reported not having new hires this year have plans in place to hire nursing faculty members within the next fiscal year. Additionally, a few of the schools reported that they hired faculty using other sources of funding. Those new hires are not represented in the totals shown below.

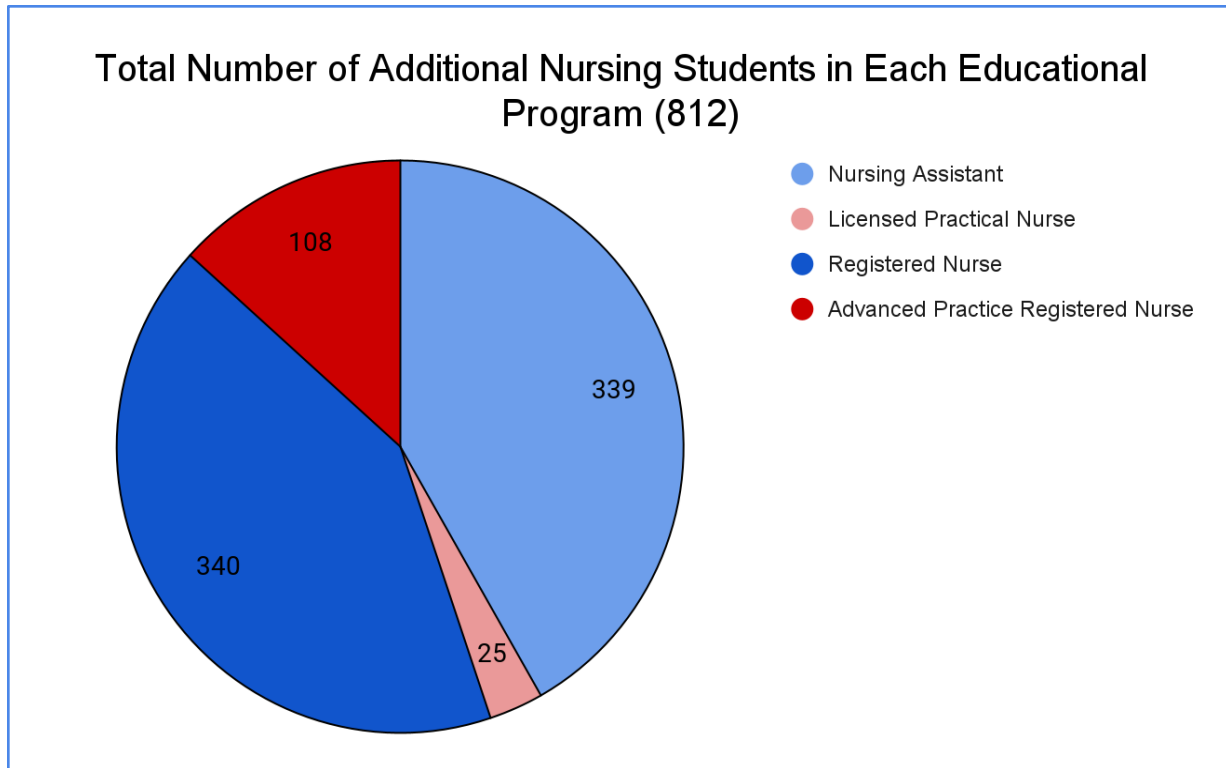
Number of Additional Nursing Education Faculty Members by School:

<i>School Name</i>	<i>Total Number of Additional Nursing Faculty</i>	<i>Description</i>
<i>Arizona State University</i>	15	15 full-time clinical track faculty members
<i>Northern Arizona University</i>	12	12 full-time Nursing Faculty
<i>University of Arizona</i>	3*	1 full-time Associate Clinical Professor, 2 part-time Assistant Clinical Professors, 45 on-call faculty (not included in total)
<i>Community Colleges</i>		
<i>Arizona Western College</i>	2	1 professor of nursing focused on retention and remediation, 1 full-time nursing faculty

<i>Central Arizona College</i>	0	No funds were spent in year 1 but plans are in place to hire in year 2
<i>Cochise Community College</i>	2	1 full-time Assistant Director of Nursing/Faculty member focused on recruitment and retention of nursing students and faculty, 1 full-time LPN faculty member
<i>Coconino Community College</i>	4	1 full-time Director of Nursing, 1 part-time Student Success Coach, 1 full-time Skill Lab Faculty Coordinator, 1 full-time Clinical Faculty Coordinator
<i>Eastern Arizona College</i>	4	2 Nurse Education Coordinators focused on student retention, 2 part-time Nurse Education Coordinators (one for simulation/lab and one for NA program)
<i>Maricopa Community College</i>	35	35 New faculty for the NA and RN programs (Student Success Navigator, student lab facilitators)
<i>Mohave Community College</i>	0	No funds were spent in year 1 but plans are in place to hire in year 2
<i>Northland Pioneer College</i>	2	1 Nursing faculty, 1 adjunct Nursing faculty
<i>Pima Community College</i>	0	No funds were spent in year 1 but plans are in place to hire in year 2
<i>Yavapai Community College</i>	5	5 full-time nursing faculty
Total	84*	<i>*45 additional on-call faculty (not included in total)</i>

b) Additional Nursing Students:

During year one of the Nurse Education Investment Pilot Program, the participating entities have begun to lay the foundations needed to expand their programs’ capacities by hiring faculty and creating space for new faculty and students. The department is pleased to report that eight of the eleven schools have already started seeing increases in nursing student enrollment. However, due to the delays in receiving funds, not all schools were able to utilize funds to the extent needed to make an impact on their enrollment numbers or faculty recruitment. Therefore, larger increases in the number of additional students are anticipated during years two and three of the program.



Number of Additional Nursing Students in Each Educational Program by School:

<i>Entity Name</i>	<i>Nursing Assistant</i>	<i>Licensed Practical Nurse</i>	<i>Registered Nurse</i>	<i>Advanced Practice Registered Nurse</i>	<i>Total</i>
<i>Arizona State University</i>	N/A	N/A	137	76	213
<i>Northern Arizona University</i>	N/A	N/A	68	28	96
<i>University of Arizona</i>	N/A	N/A	39	4	43
Community Colleges					
<i>Arizona Western College</i>	43	N/A	34	N/A	77
<i>Central Arizona College</i>	0	0	0	N/A	0
<i>Cochise Community College</i>	0	0	0	N/A	0
<i>Coconino Community College</i>	0	N/A	0	N/A	0
<i>Eastern Arizona College</i>	0	N/A	0	N/A	0
<i>Maricopa Community College</i>	210	0	0	N/A	210
<i>Mohave Community College</i>	0	0	0	N/A	0

<i>Northland Pioneer College</i>	39	N/A	32	N/A	71
<i>Pima Community College</i>	35	25	20	N/A	80
<i>Yavapai Community College</i>	12	N/A	10	N/A	22
Total	339	25	340	108	812

**N/A (Not Applicable) indicates the school does not offer that particular nursing program.*

c) Capital Expansion:

To facilitate the growth of nursing programs, the community colleges and universities spent a total of \$1.3 million during the year to increase classroom space, create office space for new faculty, upgrade technology, and increase clinical simulation by purchasing equipment and building control rooms. Simulation-based training allows the opportunity to learn new skills, engage in deliberate evidence-based practice, and receive focused and real-time feedback in a relatively risk-free environment. Expansion efforts are expected to continue into year 2 of the program.

Many nursing programs struggle to secure adequate clinical rotations for their students. Hospitals are understaffed and do not have the capacity to train the number of students needing placements. Replacing clinical experience with up to 50% simulation, as approved by the Arizona Board of Nursing, assists students in gaining the hands-on experience required to complete their programs. This is particularly helpful for rural schools, whose few hospitals cannot guarantee exposure to a broad range of clinical scenarios. To accommodate the new simulation equipment, schools are creating or adding onto their simulation centers which gives students the tools needed to practice their clinical skills on campus. Six schools have purchased high-fidelity simulation manikins to give students the opportunity to practice clinical skills and judgment in a safe environment (University of Arizona, Northern Arizona University, Northland Pioneer College, Maricopa Community College, Coconino Community College, and Arizona Western College). Eastern Arizona College and Yavapai Community College acquired two anatomage tables (a 3D anatomy, physiology, and virtual dissection technology that enables users to experience the most accurate anatomy visualization) that support anatomy and physiology knowledge. Maricopa Community College and the University of Arizona purchased medication dispensing systems (technology that improves drug dispensing efficiency by minimizing medication errors) to better prepare students to enter the workforce.

Funds for capital expenses have supported renovations to existing classrooms and the creation of new space for additional students and faculty. Renovations are already underway on five campuses (University of Arizona: Tucson, Cochise Community College, three Maricopa Community College locations: Mesa, Paradise Valley, and Scottsdale). The schools are also upgrading their technology to deliver course content in the most efficient manner. These upgrades will help prepare students for entry into the workforce and keep faculty up to date on the most modern teaching methods.

d) Other Operational Costs:

The community colleges and universities have been able to invest in the overall enhancement of the nursing students’ learning experiences. The enrichment of the nursing curriculum and student support not only helps retain students but also attracts students who are considering nursing school. Recruitment efforts are drastically enhanced by being able to provide state of the art technology in labs and classrooms and supportive learning environments.

Three schools are utilizing funds to pay for software to assist students in preparing for exams, developing clinical judgment, and to help coordinate clinical placements (Northern Arizona University, Coconino Community College, and Arizona Western College). Funds have also provided the means to purchase or replace lab equipment, allowing more students to be in the lab training with new, fully functioning equipment.

In addition to physical purchases, this funding has given schools the opportunity to put into action student support and retention strategies. For example, Maricopa Community College has implemented boot camp workshops for new nursing students to provide additional training and resources for successful program completion. Three schools have hired faculty whose main focus is to support students at risk of dropping out or failing a class. These efforts are helping to build the foundation to support more nursing students to complete their programs.

Note: Question 4 is Not Applicable to ARS 36-1803 or ARS 36-1804

5. The number of new nurse preceptors at each health care institution, the number of students and licensed or certified nurses trained by the expansion of preceptors at each institution, and the turnover rate of licensed or certified nurses within one year of hiring at each health care institution

ARS 36-1803: Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

The table below outlines the increase of preceptors and preceptees at each healthcare institution from the period of the project launch (July 1, 2023) through September 30, 2023. The numbers represent the expansion for one quarter (Q1 FY24) of implementation.

System/Clinic/Hospital	Program	Total Preceptors	Total Preceptees
<i>Abrazo Health</i>	Preceptor - Extern (pre-licensure RN)	24	185
<i>Abrazo Health</i>	Preceptor - New Grad RN Residency	26	15
<i>Banner Health</i>	Preceptor - New Grad RN Residency	113	392
<i>Banner Health</i>	Preceptor - Specialty Skill RN Training (Periop)	3	2

<i>Cobre Valley</i>	Preceptor - Specialty Skill RN (Specialty TBD)	2	2
<i>Cobre Valley</i>	Preceptor - Clinical Training Student Nurses (pre-licensure RNs)	0	0
<i>Cobre Valley</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	0	0
<i>Dignity Health</i>	Preceptor - New Grad Residency (RN)	39	137
<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)	39	1279
<i>Dignity Health</i>	Preceptor (Adjunct Faculty) - Clinical Training Student Nurse (pre-licensure RN)	NEW- Awarded after Q1 FY24	NEW- Awarded after Q1 FY24
<i>Honor Health</i>	Preceptor (adjunct faculty) - Clinical Training Student Nurses (Pre-licensure RN)	7	8
<i>Honor Health</i>	Preceptor - Specialty Skill RN Training	NEW- Awarded after Q1 FY24	NEW- Awarded after Q1 FY24
<i>Kingman Regional</i>	Preceptor - Clinical Training Student Nurses (pre-licensed RNs)	9	92
<i>Lifepoint Health</i>	Preceptor - New Grad RN Residency	50	25
<i>Mayo Cancer</i>	Preceptor - Specialty Skill RN Training (Cancer Care)	10	6
<i>Mayo Health</i>	Preceptor - New Grad RN Residency	0	0
<i>MGA Homecare</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	NEW- Awarded after Q1 FY24	NEW- Awarded after Q1 FY24
<i>Northern Arizona Healthcare</i>	Preceptor - New Grad RN Residency	28	0
<i>Oasis Behavioral Health</i>	Preceptor - New Grad RN Specialty Training (Behavioral Health)	14	38
<i>Phoenix Children's</i>	Preceptor - New Grad RN Residency	41	176
<i>San Carlos</i>	Provider Preceptor - Clinical Training Student Nurse (pre-APRN graduation)	3	4
<i>San Carlos</i>	Preceptor - New Grad RN Residency	1	3
<i>TMC</i>	Preceptor - New Grad RN Residency	9	52
<i>White Mountains</i>	Generic Preceptor - New Grad RN, New Grad LPN, New to practice CNA, Student nurse capstone	0	9

<i>Wickenburg Community Hospital</i>	WITHDREW FROM PROGRAM	0	0
<i>Yuma</i>	Preceptor - Clinical Training Student Nurses (Pre-licensed PNs)	19	11
<i>Yuma</i>	Preceptor - Clinical Training Student Nurse (pre-certified Nursing Assistants)	22	26
<i>Yuma Regional Medical Center-RN</i>	Preceptor - Extern (pre-licensure RN)	0	0
Totals		459	2462

ARS 36-1804 Arizona Transition to Practice Program for New Graduate

To be reported in 2024 after program implementation

Note: Question 5 is Not Applicable to ARS 36-1802

- The number and identity of healthcare institutions and the number of nurses participating at each healthcare institution in the licensed registered nurse transition to practice program and the turnover rate of licensed registered nurses within one year of hiring at each participating healthcare institution

ARS 36-1804 Arizona Transition to Practice Program for New Graduate

To be reported in 2024 after program implementation

Note: Question 6 is Not Applicable to ARS 36-1802 or ARS 36-1803

- Any other benchmarking and outcome reports developed by the department to measure the effectiveness of the programs established pursuant to this chapter

ARS 36-1802: Nurse Education Investment Pilot Program

The Department is collaborating with the leads on the Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program and the New Graduate Registered Nurse Transition to Practice Program to collect data on the outcomes of these initiatives in order to assess their impact on Arizona’s nursing workforce. These three programs each represent interrelated components of the goal to improve nursing in this state. The Arizona Board of Nursing has contracted with Forward Health Group to provide data analytics services for these programs. The Department looks forward to presenting more detailed findings in future years.

For the Nurse Education Investment Pilot Program, the Department requires the universities and colleges to submit quarterly reports on barriers and challenges in establishing the program. The most common challenge being the recruitment and retention of qualified nursing faculty. This leads to faculty burn-out and loss of faculty to other higher-paying sectors. In addition, the overall decrease in students interested in the medical field has made it difficult to increase enrollment numbers. A number of colleges expressed difficulty with vaccination requirements for nursing students to participate in clinical rotations and COVID-19 vaccination hesitancy.

Despite these challenges, there have been notable successes from the colleges, such as faculty and staff continuing to provide high-quality education for nursing students so they are prepared for the workforce upon graduation. For the first time in two years, Coconino Community College has been able to offer summer nursing assistant classes because of the Nurse Education Investment Pilot Program. Faculty have been hired, which is a general success for the colleges. The new hires have been equipped with training to provide high-quality education to the nursing students to prepare them for the workforce upon graduation. The ability to purchase or upgrade equipment and simulation technology has boosted morale and is now a selling point for nursing programs to attract new students. The investment in nursing education is highly appreciated by the faculty and students throughout the state.

ARS 36-1803: Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program

The Arizona State Board of Nursing is collaborating with the leads on the Nurse Education Investment Pilot Programs and the New Graduate Registered Nurse Transition to Practice Program to collect data on the outcomes of these initiatives to assess their impact on Arizona's nursing workforce. These three programs each represent interrelated components of the goal to improve nursing in this state. The Arizona Board of Nursing has contracted with Forward Health Group to provide data analytics services for these programs. The Department looks forward to presenting more detailed findings in future years.

For the Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program, the Arizona State Board of Nursing and Forward Health Group have completed a preceptor survey pilot. This instrument is aligned with the NCSBN's (National Council of State Boards of Nursing) evaluation tool with their written permission. The surveys are to be provided to all preceptors participating in the grant-funded program to measure the efficacy of each organization's programming. This survey has been shared with the Arizona Hospital and Health Care Association (AzHHA) and will be adapted for ARS 36-1804: Arizona Transition to Practice Program for New Graduate Registered Nurses to use with their preceptors.

In addition, the Arizona State Board of Nursing and Forward Health Group are developing a preceptee survey based on the Casey Fink evaluation tool. These will be completed by the end of the calendar year 2023.

Additional Future benchmarking and outcome report plans

1. Forward Health Group has met with all HB2691 Grant Leads. Our collective teams will collaborate on holistic data collection to determine the impact of the total funding for 36-1802, 36-1803, and 36-1804. The next annual report will contain visualizations of the required reporting items for all funded projects in the nursing workforce pipeline.
2. Organization and cultural survey for participating organizations- to measure any shifts in HCIs to ensure program sustainability.

ARS 36-1804 Arizona Transition to Practice Program for New Graduate

To be reported in 2024 after program implementation

Conclusion

The Nurse Education Investment Pilot Program has made significant progress toward its goal of increasing the number of seats for nursing students and increasing the number of students completing nursing programs in Arizona. The community colleges and universities are establishing the infrastructure needed to accept and graduate more students by hiring faculty members and purchasing the technology and equipment needed for their training.

Although there were initial delays with implementation, in the first year of the Nurse Education Investment Pilot Program, schools were successful in adding 84 nursing faculty members and adding 812 additional nursing students. This led to a total of 5,005 nurse graduates in the State of Arizona. Participating schools now have the capacity to improve and update their infrastructure for classroom education by purchasing new simulation equipment and updating outdated classrooms and lab equipment providing them with the resources and the potential to increase their enrollment and graduate more nurses. Additionally, these programs have been enhancing their staff training and capacity by investing in the professional development needed for nurse education. Based on feedback received from the schools, the impact can be seen in the environment physically and also in student and staff appreciation and morale. The Department is confident that the investment in nurse education and its infrastructure will continue to positively impact the nursing field in Arizona in future years.

The Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program began its launch with preceptor sites in July 2023 and is beginning to see growth in the objectives with the participating sites. Participants are working hard to kick off their programming and meet the administrative expectations of the grant. Feedback from the participating hospitals has been

positive, reporting gratitude for the opportunity to uplevel their clinical placement and preceptor education and programming through this funding.

The Transition to Practice Program launched in November of 2023 and is positioned to implement its first cohort in March of 2024. The logistics have been put in place and the Arizona Hospital and Healthcare Association and staff are confident that 2024 will be a year of growth for ARS 36-1804.

The grant leads for all of the HB2691 programs (ARS 36-1802, ARS 36-1803, ARS 36-1804) will continue to collaborate to maximize the impact of these programs to address the nursing pipeline in Arizona.