



**Mother Cabrini Health Foundation
Nursing Initiative
2024 Request for Proposals**

Background

Mother Cabrini Health Foundation (MCHF) believes all New Yorkers, including the most underserved patients – those who are on Medicaid, are uninsured, live in rural areas, or are medically underserved for other reasons – deserve the highest quality of care. Many of the hospitals in the State are facing nursing shortages that impact their ability to deliver high quality care. According to the Center for Health Workforce Studies' 2024 [report](#) on the healthcare workforce in New York State, just over 90% of hospitals said they found it difficult to recruit Registered Nurses, and nearly all hospitals (98%) found it difficult to retain Registered Nurses. Excellence in nursing is critical to achieving patient safety, high quality of care, and the best possible clinical outcomes. Therefore, MCHF seeks to bolster the nursing workforce at hospitals that substantially serve high-need populations who need and deserve the highest quality of care.

Through extensive consultation with stakeholders, a landscape scan, and the research [study](#) MCHF gained a deeper understanding of the major challenges hospitals face in recruiting, retaining, and growing a strong nursing workforce, all of which impact the ability to provide high quality care to patients. Challenges include the following:

- **Workplace Culture and Well-being:** Nurses are experiencing high levels of burnout, stress, violence, bullying, and incivility. Workplace violence is a significant concern in urban and rural hospitals. Burnout is both a cause and a consequence of the nursing shortage, creating a vicious cycle.
- **Issues Specific to Younger Generations:** Younger nurses are feeling more burnt out than experienced nurses. They are less clinically prepared partly because the pandemic disrupted their clinical training. They seek more flexibility in their jobs and come with different career expectations, compared to their older counterparts.
- **Experience Gap:** Covid-19 accelerated the retirement of older nurses, leaving a gap in mentoring and precepting for new nurses. Caregiving responsibilities for children and the elderly also contribute to experienced nurses leaving their jobs in hospitals.
- **Localized Shortages of Talent:** Rural hospitals and hospitals without linkages to academic programs have difficulties with recruitment. Hospitals in upstate New York, particularly those located in rural areas, are more likely to report hiring mostly associate degree RNs. They have less access to baccalaureate-prepared nurses due to having fewer BSN nursing programs in the area.
- **Competitive Hiring Dynamics within the healthcare sector and with non- healthcare sectors:** Hospitals are under pressure to continually increase pay and benefits to keep up with the competition from other hospitals and other types of healthcare provider organizations. Nursing education programs find it hard to recruit faculty since teaching is

not as well paid as clinical practice. More generally, the healthcare sector is competing with non-healthcare sectors to recruit talent.

Our research also shows that there is considerable variation in what hospitals need depending on their characteristics, contexts, and capacities. Though experienced across the state, workplace violence is a particular concern for urban hospitals. Shortages of local talent to recruit from is a particular concern of rural hospitals, while less of a concern for urban hospitals. Smaller hospitals face the disadvantage of limited career growth opportunities for their nursing workforce but also the advantage of a strong sense of community. Hospitals with unionized workforces have special considerations.

Thus, MCHF recognizes the need to support hospitals in adopting a holistic, flexible approach to address their nursing shortage problems. A holistic approach allows hospitals to address both the symptoms and the root causes of their multiple, inter-connected challenges. A flexible approach means that hospitals can develop and implement solutions suited to their unique characteristics, contexts, and capacities.

MCHF identified the Magnet Recognition Program® (Magnet) and Pathway to Excellence Program® (PTE) from the American Nursing Credentialing Center as holistic, flexible approaches for hospitals to address the multiple, inter-connected challenges driving the nursing shortage. Magnet and PTE are industry-recognized standards of excellence in nursing care and positive practice environments for nurses.

Additionally, the Foundation's research indicates hospitals that have implemented nurse residency and/or virtual nursing programs have seen positive impact on their nursing workforce and on patient outcomes. Such initiatives reinforce standards set by Magnet and PTE related to successful transition to practice and innovations to improve quality of care.

Purpose

The MCHF Nursing Initiative is designed to take a multi-pronged, holistic approach to help hospitals that provide care to underserved patients to deliver high quality of care and address nursing workforce challenges by developing healthy, supportive work environments.

This request for proposals (RFP) seeks hospitals that substantially serve high-need populations (*see eligibility guidelines below*) that are interested in **pursuing American Nurses Credentialing Center (ANCC) accreditation through either the Magnet Recognition Program® (Magnet) or Pathway to Excellence Program® (PTE)**. These accreditations are evidence-based frameworks that address multiple drivers of the nursing workforce challenges hospitals face.

- Magnet sets standards of excellence in the following domains that together result in excellence in nursing care:
 - Transformational leadership
 - Structural empowerment
 - Exemplary professional practice

- New knowledge, innovations and improvements
- PTE sets standards of excellence in the following domains that together constitute positive practice environments for nurses
 - Shared decision-making
 - Leadership
 - Safety for nurses and patients
 - Quality
 - Well-being
 - Professional development

Very few hospitals that serve a high percentage of Medicaid-eligible patient populations have Magnet or PTE recognition, given their lack of resources to undertake the journey towards accreditation. This Nursing Initiative seeks to bring these industry standards of excellence in nursing care to more hospitals that serve high-need populations.

The Nursing Initiative will support grantee hospitals on their path toward recognition in either program with the following supports:

- Multi-year funding customized to support the variety of activities, processes, and fees associated with pursuing accreditation
- Participation in a learning community of peer hospitals pursuing accreditation

MCHF encourages proposals from hospitals that are not currently designated Magnet and are at any stage in the journey toward accreditation – from initial interest/exploration to those that have already begun pursuit of accreditation.

Ultimately, the Nursing Initiative seeks to support hospitals in their journey to meet standards of excellence in nursing care established by Magnet and PTE so that nurses are empowered to deliver high quality care to patients who need it the most.

Additional Optional Components

In addition to supporting the journey toward Magnet or PTE accreditation, the Nursing Initiative will also support grantee hospitals to pursue **development, implementation, enhancement, or expansion of Virtual Nursing** and/or **Nurse Residency** programs for specific departments within the hospital, if they so choose.

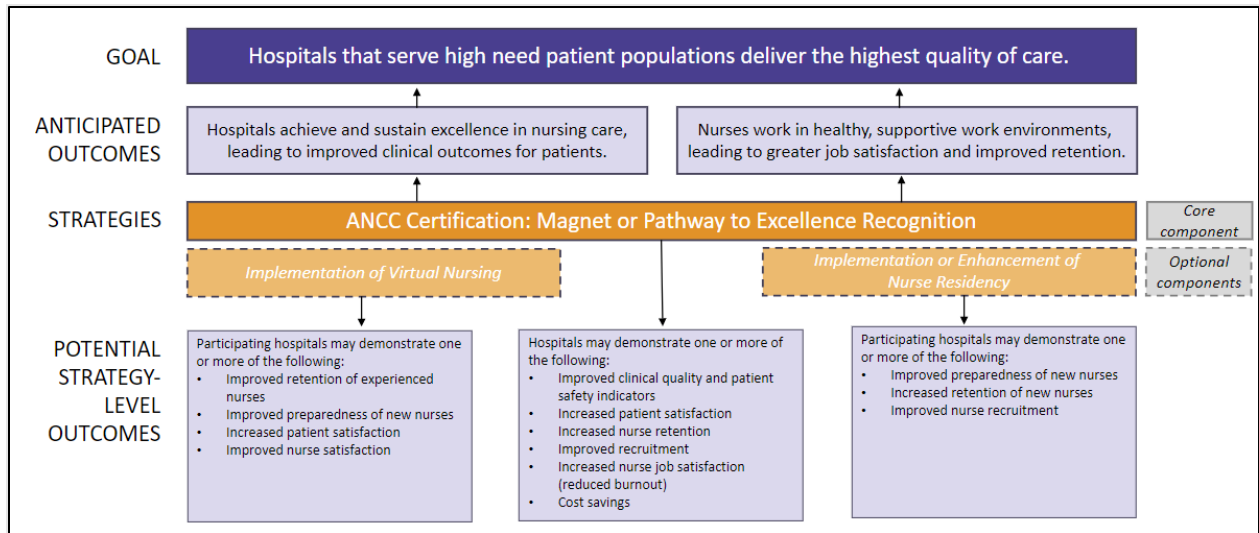
- **Virtual Nursing** allows experienced nurses to provide expertise during routine but important and time-intensive parts of patient care, such as intake and discharge, via bedside video conferencing. Through the support of virtual nursing, MCHF seeks to help hospitals improve patient care and education by keeping experienced nurses engaged in the workforce to serve as virtual nurses, reducing administrative load for bedside nurses, and providing mentoring support by experienced virtual nurses to newer bedside nurses. MCHF will support hospitals endeavoring to use virtual nursing to *add* to their nursing workforce – not to replace current bedside nurses.
- **Nurse Residency** programs are provided to cohorts of RNs and combine specialty-specific classroom instruction with clinical experience under the supervision and

guidance of preceptors, coaches, and the program director. Through support of nurse residency, MCHF seeks to help hospitals improve nurse preparedness and reduce turnover.

While every hospital selected for support through the Nursing Initiative will pursue Magnet or PTE recognition, the inclusion of Virtual Nursing and/or Nurse Residency is an optional component of an applicant’s request. With this package of core and optional components, MCHF aims to meet hospitals where they are and support their pursuit of nursing excellence and improved patient outcomes.

Learning Collaborative

In addition to funding, MCHF will convene grantee hospitals in a learning collaborative designed to share learnings, amplify strengths, workshop challenges, and reduce barriers to success. Grantees will be expected to participate, and MCHF will co-create and co-govern the learning collaborative with grantees in order to maximize the opportunity to create a productive and useful learning environment. Though final details are yet to be developed, it is anticipated that the group will meet at least annually with interim opportunities for learning and collaboration.



Funding Details

Types of Award	<ul style="list-style-type: none">• MCHF will award project-specific funding related to the strategies outlined above. Funded projects may support a wide range of activities in pursuit of Magnet or PTE accreditation.• Optionally, funding may also include activities related to the development, implementation, enhancement, or expansion of nurse residency and/or virtual nursing programs.• All supported activities must comply with the Ethical and Religious Directives for Catholic Health Care Services.
Number of Awards	<ul style="list-style-type: none">• The number of awards will be determined by the composition of the selected portfolio of hospitals and the level of funding requested by each. MCHF anticipates it could range from 8 – 15 hospitals with awards of various sizes.
Amount of Award	<ul style="list-style-type: none">• There is not an explicit range for budget requests. Hospitals should request the amount of funding they will need to complete the proposed project for the entire duration of the grant.• The maximum annual award to an individual hospital is not expected to exceed \$1M.• Applicants must submit an estimated budget for the full length of the proposed project. Recognizing that projects rarely unfold precisely as planned, grantees will be required to submit interim expenditure reports and, together with the Foundation, will have an opportunity to adjust subsequent year grant awards as projects unfold.
Award Duration	<ul style="list-style-type: none">• MCHF will support hospitals for the duration of their Magnet or PTE journey, up to a maximum period of 5 years.
Use of Funds	<ul style="list-style-type: none">• Funded projects may support a wide range of activities in pursuit of Magnet or PTE accreditation, including, but not limited to, the following:<ul style="list-style-type: none">○ Needs assessment/gaps analysis○ Consultants○ Staffing○ Program fees• Optionally, funding may also include activities related to the development, implementation, enhancement, or expansion of nurse residency and/or virtual nursing programs. Funding may include, but is not limited to, the following:<ul style="list-style-type: none">○ Planning/Needs assessment○ Physical infrastructure modifications○ Equipment○ Consultants○ Staffing○ Training

Payment of Award

- Grant awards will be made in annual or semi-annual installments, dependent upon the agreed upon budget.
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Eligibility Criteria

- Eligible applicants are general hospitals and acute care facilities (or their affiliated foundations) in New York State designated by the IRS as 501(c)(3) tax-exempt organizations that substantially serve high-need patient populations relative to the general population in their region. This might include:
 - Safety net hospitals
 - Sole community hospitals
 - Hospitals serving primarily rural regions
 - Hospitals substantially serving Medicaid enrollees and/or uninsured patients

Applicants must be individual hospitals, not hospital systems. A system interested in applying for funding at multiple hospitals must complete a separate application for each hospital.

- Eligible applicants will not currently have Magnet designation, though they may be currently pursuing the designation at any stage in the journey. This means eligible hospitals could have been designated Magnet in the past but have since lost the designation. Hospitals currently designated Magnet are not eligible to apply to pursue PTE. However, hospitals currently designated PTE are eligible to apply to pursue Magnet.
- Eligible applicants must demonstrate leadership buy-in and the organizational infrastructure that demonstrates sufficient capacity and history to conduct proposed efforts in a timely, well-managed way that leads to desired outcomes.
- All grants must adhere to and comply with the ethical principles, tenets, and teachings of the Roman Catholic Faith, including but not limited to the Ethical and Religious Directives for Catholic Health Care Services published by the United States Conference of Catholic Bishops. Applicant organizations are not required, however, to be affiliated with the Catholic Church to be eligible for grants.

Selection Criteria

Proposals will be reviewed by MCHF staff. Final funding decisions will be made by MCHF leadership and Board of Directors. Proposals, which will be collected via MCHF's online system beginning October 1, 2024, will include the information outlined below.

- Application
 - Organization background, overview, finances, and governance
 - Statement of Need: What are your current needs and challenges related to recruiting, retaining, and growing a strong RN workforce in your hospital?
 - Description of your current gaps in meeting the Magnet or PTE requirements
 - Description of your current strengths in meeting the Magnet or PTE requirements
 - In pursuit of Magnet or PTE, what activities/strategies are you requesting funding for? Link the activities/strategies for which you are requesting funding to the gaps identified above.
 - What will this request not cover related to Magnet or PTE requirements?
 - If nurse residency is included in grant request: Describe the current state of nurse residency at your hospital and how you might use MCHF funding to support it.
 - If virtual nursing is included in grant request: Describe the current state of virtual nursing at your hospital and how you might use MCHF funding to support it.
 - Population to be served
 - Hospital demographics: Number of beds, geography served, number of inpatient discharges, number of outpatient visits, payor percentage mix, total number of direct care employees, total number of RNs, RN vacancy rate, RN turnover rate
 - Timeline of activities
 - Measurement and outcomes: Description of how you currently measure performance related to 1) RN satisfaction and engagement, 2) RN recruitment and retention, and 3) patient safety, quality of care, and outcomes that are sensitive to nursing care; gaps in collecting and analyzing key indicators in these areas and plans to strengthen performance measurement capacity; and anticipated improvements as a result of this initiative.
 - Proposed grant budget and accompanying narratives describing the use of funds
- Supporting documentation
 - A personal letter of support from your hospital's CEO, Chief Operating Officer, Chief Nursing Officer and Chief Financial Officer.
 - Assessments or gap analyses supporting any of the initiatives covered or relating to this project:
 - *Magnet® Application Manual Organizational Self-Assessment*
 - *Pathway to Excellence® Self-Assessment of Organizational Culture*
 - Narrative description of how and when the analyses were conducted.
 - Evidence of Organization's Legal Status
 - Most recent organizational operating budget
 - Most recent audited financial statements
 - Most Recent Tax Returns (IRS form 990)
 - Most recent auditors' management letter if applicable
 - Qualified Opinion

- Uniform Guidance Report on Internal Controls (if applicable)
- List of Current Major Funders of the Organization, including Amounts
- Current Board of Directors: Names and Primary Affiliations
- Most Recent Annual Report (if applicable)

Finalist candidates will be required to participate in a site visit or meeting with MCHF Nursing Initiative staff prior to final funding decisions.

Application Deadline Policy

Applications must be submitted via MCHF’s [online system](#) by the deadline of 11:59 pm on Wednesday, December 4, 2024.

If you have not already done so, you will be required to register via the [online system](#) before you begin the proposal process. To do so, click “Register Here”.

Applications submitted after 11:59 pm on December 4, 2024 will not be accepted without prior permission of MCHF.

Key Dates and Deadlines

- Application opens: October 1, 2024
- Applicant webinar: October 15, 2025, 11:00 am ([Register here](#))
- Application closes: December 4, 2024
- Finalist site visits: Late January/early February 2025
- Grant awards: March/April 2025

Evaluation and Monitoring Statement

Grantees will be expected to participate in a mixed methods, multi-year evaluation. Grantees are expected to share quantitative and qualitative information on:

- Implementation of the initiative in their hospitals,
- Outcomes related to RN satisfaction and engagement,
- RN recruitment and retention,
- Patient safety, quality of care, and outcomes that are sensitive to nursing care,
- Challenges, successes, and lessons learned.

Grantees may be asked to participate in focus groups and in-depth interviews.

The goal is to share learnings with the healthcare field by publicly sharing the impact of the initiative and learnings on the MCHF website, at professional conferences and forums, and through the publication of journal articles. Information provided by grantees will be aggregated

and summarized across hospitals and exclude any information that would identify a specific hospital.

MCHF will work with grantees to ensure that the evaluation meets the grantee's requirements for data confidentiality consistent with applicable regulatory guidelines that hospitals are subject to.

About Mother Cabrini Health Foundation

The Mother Cabrini Health Foundation is a private, nonprofit organization whose mission is to improve the health and well-being of New Yorkers, bolster the health outcomes of vulnerable communities, eliminate barriers to care, and bridge gaps in health services. Named after a tireless advocate for immigrants, children, and the poor, the Foundation funds programs and initiatives across New York State that provide either direct healthcare services or address the social determinants of health. For more information, visit <https://www.cabrinihealth.org/>