



**Florida Center for Nursing
Quarterly Board of Directors Meeting**

Wednesday, June 18, 2025

University of South Florida
College of Nursing
MDN 3002 (Dean's Conference Room)
12901 Bruce B. Downs Blvd.
Tampa, FL 33612

Mission:

The Florida Center for Nursing is established to research and address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources.

Vision:

The vision of the Florida Center for Nursing is to ensure that the health care needs of the residents and visitors of Florida are met by a competent and sufficient nursing workforce.

Values:

- | | |
|----------------|---|
| Accountability | We commit to delivering the FCN's statutory goals. |
| Integrity | We practice high ethical standards through interpersonal and interprofessional relationships. |
| Respect | We cultivate collaborative partnerships that promote access for everyone. |
| Courage | We take bold steps to create innovative best practices to advance the nursing profession. |

Business Meeting Minutes

Business meeting called to order and roll call conducted at 9:01 a.m.

Attendance:

FCN Board of Directors in Attendance:

Dr. Louisana Louis, Ms. Kristina Cloversettle, Ms. Julianne Colle (virtual), Ms. Suzanne Depew, Dr. Mary Anne Enns, Dr. Michele Heston, Ms. Joanne S. Hoertz (virtual), Dr. Robin McGuinness (virtual), Dr. Jacqueline Munro, Ms. Monica Puga (virtual), Dr. Robert Keiser and Dr. Leslie Rogers.

Excused: Ms. Michele Panetta.

Quorum established: Yes.

FCN Staff in Attendance: Dr. Rayna Letourneau, Ms. Ana Sanchez, and Ms. Vincenza Shaw.

Recorders: Ms. Ana Sanchez and Ms. Vincenza Shaw.

1. Approval of March 5, 2024, Minutes

Motion to approve March 5, 2024, FCN Board of Directors quarterly meeting minutes by Dr. Michele Heston. Seconded by Dr. Leslie Rogers.

Approved unanimously, motion carried.

2. Recognition of Board of Directors Officers

Recognized Dr. Louisana Louis for her service as Chairperson of the Florida Center for Nursing Board of Directors during the 2023-2025 strategic plan.

Informational.

3. Legislative Updates

Reviewed the budget timeline for legislative session. Lawmakers finished the annual session and passed the budget for the upcoming fiscal year. The budget includes \$5M in recurring funds from the General Revenue Fund, provided to the Florida Center for Nursing at the University of South Florida as authorized in section 464.0195, Florida Statutes. Funds shall be used to address supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources. The Center shall develop a strategic statewide plan for nursing supply in this state.

(<https://www.flsenate.gov/Session/Bill/2025/2500/Amendment/801764/pdf>)

Reviewed House Bill 1427 to evaluate its potential implications for the Florida Center for Nursing, specifically concerning the reporting of nursing education program exit examination outcomes and the assessment of remediation strategies on NCLEX pass rates.

(<https://www.flsenate.gov/Session/Bill/2025/1427/BillText/er/PDF>)

Informational.

4. Strategic Planning

Reviewed the Florida Center for Nursing Strategic Plan 2023-2025 End Report.

Reviewed the Florida Center for Nursing Strategic Plan 2026-2028. The plan includes two strategic priority areas.

- Research and Evidence-Based Practice: This strategic goal aims to advance nursing workforce development by generating actionable research and promoting the integration of evidence-based practice (EBP) to support recruitment, retention, and utilization of nurse workforce resources across Florida's nursing education programs and health care settings.
- Recognition, Reward, and Renewal for Nurses in Florida: This goal seeks to foster an environment that values and supports nurses through meaningful recognition, holistic well-being initiatives, and opportunities for continuous professional development across Florida.

The 2026-2028 strategic plan includes initiatives that will be phased over three years, with annual reviews and measurable key performance indicators (KPIs) for each objective. The FCN executive director is responsible for monitoring progress and providing quarterly updates to the FCN Board of Directors.

Informational.

Meeting break at 10:07 a.m.

Meeting resumed at 10:21 a.m.

5. Florida Board of Nursing Update

Jennifer Baxley, Deputy Executive Director of FBON, provided updates pertaining to nursing regulation issues at the state level.

Informational.

Meeting break at 12:05 p.m.

Meeting resumed at 12:55 p.m.

6. FCN Committee Updates

- Finance Committee.
Dr. Keiser presented a general summary of financial standing for FCN.
- Bylaws Committee.
The next meeting is scheduled for August 5, 2025, at 3:00 p.m. EDT.
- Research Committee.
Dr. Munro provided update from the committee meeting. Dr. Rodgers presented an update from the research and evidence-based practice committee of the Florida Organization for Nursing Leadership (FONL).

- Performance Appraisal Committee.
The Performance Appraisal Committee will begin work next quarter to evaluate the executive director's performance for fiscal year 2025.

Informational.

7. Executive Director Update

Dr. Letourneau provided a quarterly update to the directors. Information included a review of current research studies, a review of the National Forum of State Nursing Workforce Centers annual conference, and a summary of the International Council of Nurses (ICN) Congress 2025.

The FCN Well-Being Advisory Board recommended to the Board of Directors that well-being be intentionally integrated into the strategic statewide plan addressing the nursing workforce supply in this state.

Informational.

8. Chairperson Update

Dr. Louis expressed gratitude for her service as chairperson and announced the transition of leadership to the Chairperson-elect, Dr. Michele Heston.

Informational.

9. Chairperson Elect Update

Dr. Heston announced the plan for two FCN community events to be hosted by South Florida State College on September 17, 2025. One event will be designed to engage students, while the other will focus on outreach to community members in Highlands County.

Informational.

10. Individual Director Updates

The directors provided updates regarding topics that are pertinent to their specialty areas as well as geographic locations. Items discussed included:

- Florida Organization for Nursing Leadership (FONL) upcoming conference
- National higher education policy and changes to student loans
- Academic-practice partnerships
- Nursing excellence

Informational.

11. Upcoming Quarterly Full Board of Directors Meetings

Future quarterly BOD meetings are tentatively scheduled at the following locations:

- September 18, 2025, at South Florida State College, Avon Park, FL.
- December 10, 2025, TBD.

Motion to adjourn at 2:13 p.m. by Dr. Robert Keiser. Seconded by Dr. Leslie Rogers.



Headquartered at the University of South Florida College of Nursing

12901 Bruce B. Downs Blvd., MDC 22 | Tampa, FL 33612 | www.flcenterfornursing.org

Florida Center for Nursing
Strategic Plan 2023-2025 End Report

Presented to the Board of Directors

June 2025

Respectfully submitted by:

Rayna Letourneau, PhD, RN

Executive Director, Florida Center for Nursing

Associate Professor, University of South Florida College of Nursing

Executive Summary

The Florida Center for Nursing (FCN) has successfully concluded its 2023–2025 Strategic Plan, advancing its mission to ensure a competent and sufficient nursing workforce for the State of Florida. Guided by its core values of accountability, integrity, respect, and courage, FCN focused on three strategic priorities: Research, Recruitment & Retention, and Recognition. This report outlines the achievements, challenges, and future opportunities aligned with each strategic goal and objective.

Research

FCN strengthened its role as a data-driven leader by conducting comprehensive supply and demand analyses of the nursing and health care workforces. A robust, statewide database was maintained and enhanced, offering insights into workforce trends. Data on nursing faculty was also collected, and community feedback was actively integrated to guide strategic decisions.

Recruitment & Retention

To address persistent workforce shortages and vacancies, FCN launched innovative pilot programs supporting the recruitment and retention of nurse faculty and clinical preceptors. The FCN developed data-informed recommendations for professional development and identified best practices in academic preparation and continuing education.

Recognition

FCN elevated the visibility and value of the nursing profession through statewide recognition programs, media campaigns, and podcast initiatives. The FCN celebrated nursing excellence, promoted positive public perceptions, and partnered with communities to support nurse well-being and healthy work environments.

Conclusion

Through strategic alignment, stakeholder engagement, and a commitment to innovation, FCN made measurable progress in strengthening Florida's nursing workforce. The outcomes of this plan lay a strong foundation for future initiatives that will continue to support, celebrate, and sustain the nursing profession across the state.

Strategic Priority 1: Research

Goal: Identify and analyze issues and opportunities related to supply and demand for the nursing and health care workforce.

Objectives and Related Key Achievements

1.1 Conduct a statistically valid supply and demand gap analysis of the nursing workforce and health care workforce.

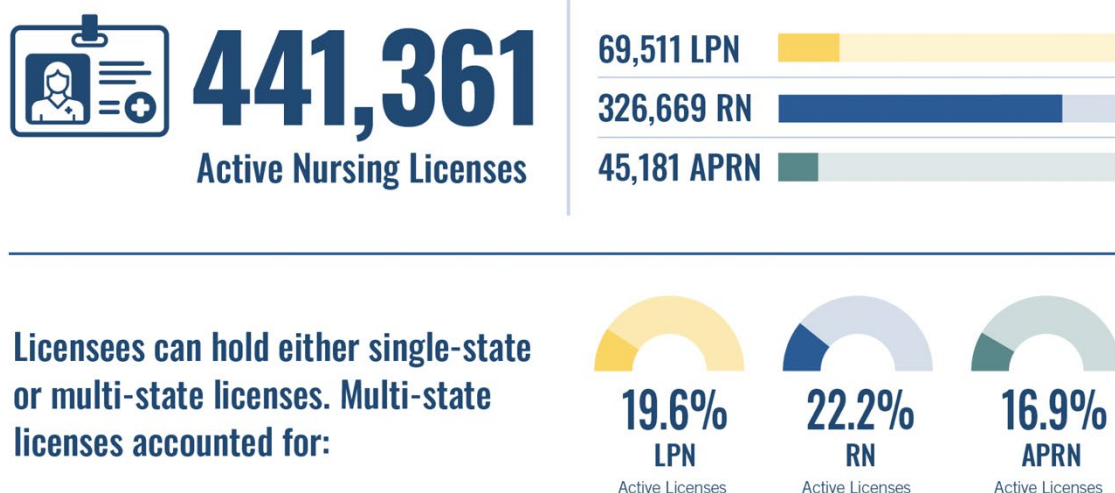
Completed and published a statistically valid supply and demand report in 2023. The analysis informed state workforce planning. A 2025 statistically valid analysis of the gap between supply and demand has been completed and the report is being prepared for publication.

1.2 Maintain a comprehensive database that tracks the current supply and demand of the nursing workforce within the state.

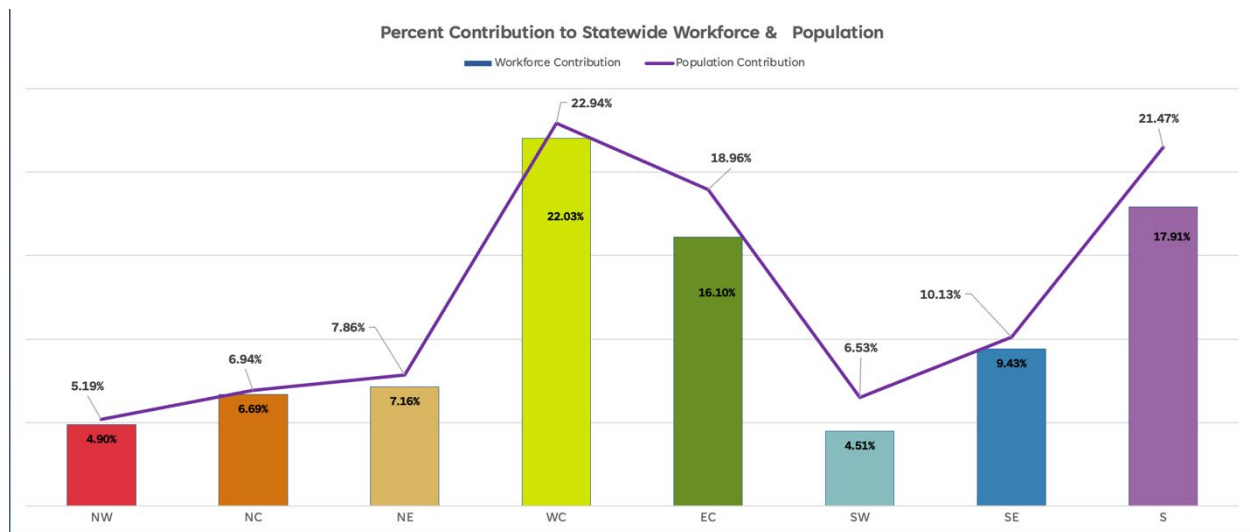
Maintained a database that tracks the current supply of the nursing workforce within the state, to include Licensed Practical Nurses (LPNs), Registered Nurses (RNs), and Advanced Practice Registered Nurses (APRNs). The data can inform recruitment, training, and policy strategies.

The figures below illustrate sample data from the maintained database.

Nursing Supply, 2021-2022 License Renewal Cycle



Regional Distribution of Nurses, 2021-2022 License Renewal Cycle



1.3 Collect data on nursing faculty supply and demand.

Collected annual data on nursing faculty supply and demand, revealing critical shortages, and guiding targeted interventions. Using a survey, nursing education programs reported the number of vacancies, the composition of the nursing education program's faculty, and the current and future need for additional faculty positions.

The tables below illustrate sample data from the maintained database, showing nursing faculty vacancy rates and barriers to faculty recruitment.

Faculty Vacancy Rate by Accreditation Status*

Program Type	Accredited	Approved	Probationary	FL- Statewide
FT Nursing Faculty Vacancy Rate*				
ADN	11.1%	10.96%	5.70%	10.47%
BSN	11.39%	11.59%	10.45%	11.35%
PT Nursing Faculty Vacancy Rate*				
ADN	9.25%	7.83%	9.60%	8.97%
BSN	5.17%	10%	10.53%	5.72%
* Indicates an estimate as of September 30th, 2023				

Barriers to Faculty Recruitment by Nursing Program

Academic Year				
Factor	2020-2021	2021-2022	2022-2023	2023-2024
PN Programs	n=148	n=119	n=148	n=160
Salary Not Competitive	42.6%	37.8%	48%	43.8%
Cost of Living	12.2%	17.6%	23.6%	21.9%
Limited Qualified Applicant Pool	27%	31.9%	29.1%	28.1%
Geographic Location	8.8%	10.9%	12.2%	9.4%
Other	8.1%	5%	6.8%	5%
No Problems with Recruiting	18.9%	20.2%	13.5%	24.4%
ADN Programs	n=134	n=123	n=154	n=163
Salary Not Competitive	48.5%	32.5%	40.9%	36.2%
Cost of Living	18.7%	11.4%	24%	19%
Limited Qualified Applicant Pool	45.5%	43.1%	44.2%	38%
Geographic Location	8.2%	9.8%	11.7%	11.7%
Other	13.4%	10.6%	3.9%	3.7%
No Problems with Recruiting	11.2%	18.7%	18.2%	29.5%
BSN Programs	n=61	n=59	n=102	n=114
Salary Not Competitive	55.7%	44.1%	34%	29%
Cost of Living	27.9%	28.8%	27.2%	17.5%
Limited Qualified Applicant Pool	75.4%	61%	47.6%	40.4%
Geographic Location	13.1%	11.9%	11.7%	14.9%
Other	14.8%	13.6%	6.8%	4.4%
No Problems with Recruiting	11.5%	16.9%	18.4%	25.4%

1.4 Utilize feedback from communities of interest to guide strategic activities.

Conducted forums, think tanks, and surveys with health care leaders, nurses, educators, business and industry partners, consumers, and policy makers to align research and initiatives with community needs.

Specifically, the executive director and staff engaged and collaborated with national and state agencies, associations, and organizations to present data and research findings the develop solutions to implement systemic changes.

Impact

The Florida Center for Nursing's strategic activities aligned with priority area of research had a meaningful impact across multiple areas of the nursing workforce. These efforts

have informed policy decisions related to nursing education, ensuring that legislative and academic strategies are grounded in current workforce needs and evidence. FCN played a vital role in supporting grant applications and program development, helping to secure funding and shape initiatives that strengthen the nursing pipeline. Additionally, by enhancing the transparency and accessibility of workforce data, FCN has empowered stakeholders with the insights needed to make informed decisions and drive sustainable improvements in programs and health care delivery.

Strategic Priority 2: Recruitment & Retention

Goal: Provide statewide resources to address issues of recruitment and retention in the nursing workforce.

Objectives and Key Achievements

2.1 Utilize data to develop recommendations to support professional development and nursing education.

Published annual reports with data to support actionable recommendations for professional development and nursing education. Hosted a statewide education symposium which disseminated critical statewide nursing workforce data analyses, addressed current trends, challenges and opportunities in nursing education, and developed forward-thinking recommendations for the future of nursing education in Florida.

2.2 Pilot innovative solutions to support the recruitment, development, and retention of nurse faculty.

Implemented a pilot program offering continuing education for nurses interested in becoming nursing faculty.

2.3 Pilot innovative solutions to support the recruitment, development, and retention of clinical preceptors.

Initiated a webinar highlighting the critical role of preceptors in nursing education, followed by the launch of a three-part webinar series showcasing innovative strategies, support mechanisms, and success stories in preceptorship.

2.4 Identify best practices in the academic preparation and continuing education needs of nurse educators, nursing faculty, and preceptors.

Created an online repository of continuing education webinars Identifying best practices in the academic preparation and continuing education of nurse educators, nursing faculty, and preceptors.

Impact

The Florida Center for Nursing's strategic activities under the priority area of recruitment and retention have made a measurable impact on strengthening the nursing workforce. Through the publication of data-driven reports, FCN has informed state workforce

planning and legislative recommendations, helping shape policies that address critical supply and demand challenges. The FCN has also fostered a culture of continuous professional development, encouraging nurses to grow and advance in their careers. Notably, more than 670 nurses have participated in FCN's online faculty innovation program, reflecting a strong commitment to building academic capacity and supporting the next generation of nurse educators.

Strategic Priority 3: Recognition

Goal: Develop, enhance, and promote recognition, reward, and renewal activities for Florida nurses.

Objectives and Key Achievements

3.1 Promote nursing excellence programs at the individual and organizational levels.

Promoted nursing excellence programs at the individual and organizational levels in the 2023 and 2024 annual reports. The photo below, from the Florida Center for Nursing 2024 Impact report, is an example of how nursing excellence was promoted at the individual level.

Recognition

Research demonstrates that meaningful recognition is linked to higher job satisfaction, greater job commitment, lower levels of burnout, and can be a strategy to retain nurses.



Pathway to Excellence Program®

"The American Nurses Credentialing Center (ANCC) Pathway to Excellence Program recognizes a health care organization's commitment to creating a positive practice environment that empowers and engages staff."

- AdventHealth Daytona Beach Hospital
- AdventHealth DeLand
- AdventHealth Fish Memorial
- AdventHealth New Smyrna Beach
- AdventHealth of Carrollwood
- AdventHealth Wesley Chapel
- Baptist Health Mariners Hospital
- Bartow Regional Medical Center
- Baycare Ambulatory Surgery Centers
- Baycare Health System - Winter Haven Hospital
- Broward Health Imperial Point
- HCA Florida St. Lucie Hospital

- Mease Countryside Hospital
- Mease Dunedin Hospital
- Morton Plant Hospital
- Morton Plant North Bay Hospital
- Naples Comprehensive Healthcare System
- South Florida Baptist Hospital
- St. Joseph's Children's Hospital
- St. Joseph's Hospital
- St. Joseph's Hospital North
- St. Joseph's Hospital South
- St. Joseph's Women's Hospital



Magnet Recognition Program®

"To nurses, Magnet Recognition means education and development through every career stage, which leads to greater autonomy at the bedside."

- AdventHealth Celebration
- AdventHealth for Children
- Baptist Health Baptist Hospital of Miami
- Baptist Health Doctors Hospital
- Baptist Health Homestead Hospital
- Baptist Health South Miami Hospital
- Baptist Health West Kendall Baptist Hospital

- Baptist Medical Center Beaches
- Baptist Medical Center Jacksonville
- Baptist Medical Center Nassau
- Baptist Medical Center South
- Brooks Rehabilitation Hospital
- Cleveland Clinic Weston Hospital
- Joe DiMaggio Children's Hospital

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Magnet Recognition Program® Continued

- Johns Hopkins All Children's Hospital
- Mayo Clinic Florida
- Moffitt Cancer Center & Research Institute
- Nicklaus Children's Hospital
- Orlando Health Arnold Palmer Hospital for Children/Orlando Health Winnie Palmer Hospital for Women and Babies

- Orlando Health Orlando Regional Medical Center
- Sarasota Memorial Health Care System
- Tampa General Hospital
- UF Health Jacksonville
- UF Health Shands Hospital
- Wolfson Children's Hospital



American Academy of Nursing 2024 Fellows

"Induction into the Academy represents the highest honor in nursing. Earning the FAAN (Fellow of the American Academy of Nursing) credential is a significant recognition of one's accomplishments and signifies the future impact they will make"

- Laurie Abbott, PhD, RN, DipACLM, PHNA-BC
- Florida State University College of Nursing
- Francine Bono-Neri, PhD, RN, APRN, PNP
- Nova Southeastern University College of Nursing
- Staja Q. Booker, PhD, RN
- University of Florida College of Nursing
- Giovanna C. De Oliveira, PhD, MSN, RN, ANP-C, PMHNP-BC
- University of Miami School of Nursing and Health Studies
- Beth M. King, PhD, APRN, PMHNP-BC
- Florida Atlantic University Christine E. Lynn College of Nursing
- Yui Matsuda, PhD, PHNA-BC, MPH
- University of Miami School of Nursing and Health Studies
- Angela S. Prestia, PhD, MSN, RN, NE-BC
- Florida Atlantic University & Case Western Reserve University
- Natasha Schaefer Solle, PhD, MSN, RN
- University of Miami, Sylvester Comprehensive Cancer Center
- Jorge A. Valdes, DNP, CRNA, APRN, FAANA
- Florida International University Nicole Wertheim College of Nursing & Health Sciences
- Lisa A. Wiese, PhD, MSN, RN, GERO-BC, PHNA-BC, CNE, FGSA
- Florida Atlantic University Christine E. Lynn College of Nursing

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3.2 Promote media and positive image-building efforts for nursing.

Launched the "If You Nurse You Know (IYNYK)" campaign to increase awareness of FCN brand within the community, yielding 139,630,307 impressions using performance driving media and brand awareness media (Facebook, LinkedIn, programmatic display, print, and

out-of-home advertising). The following pictures are examples of out-of-home advertising used in the statewide marketing campaign.



3.3 Demonstrate the impact nurses have on individuals and communities.

Executed the Frontline Nursing podcast which recognizes the impact nurses have on individuals and communities. The podcast has more than 36,000 downloads from 150 countries and territories. The graph below illustrates growth of the podcast over time.

Frontline Nursing Podcast Downloads through June 2025.



3.4 Collaborate with communities of interest to promote nurse well-being and healthy work environments.

Established the Florida Center for Nursing Well-Being Advisory Board made of members throughout Florida who are experts in nurse well-being and healthy work environments. The advisory board is established to provide the Florida Center for Nursing Board of Directors with input and advice on policy matters related to the well-being of the nursing workforce.

Collaborated with Sigma Theta Tau International Nursing Honor Society Delta Beta at-Large Chapter (University of South Florida and University of Tampa) and Moffitt Cancer Center Magnolia Campus to offer an event during nurses week 2025, which included a presentation on promoting well-being for Florida's nurses from the Florida Center for Nursing.

Impact

The Florida Center for Nursing's strategic activities in the area of recognition have significantly contributed to achieving the goal of developing, enhancing, and promoting recognition, reward, and renewal initiatives for Florida's nurses. These efforts have helped boost morale and instill a deeper sense of professional pride among nurses across the state. By acknowledging the vital contributions of nurses and celebrating their achievements, FCN has reinforced the value of the profession. Additionally, these recognition initiatives have supported healthier work environments and advanced nurse well-being, fostering a culture where nurses feel seen, supported, and motivated to thrive in their roles.

Conclusions and Recommendations

The 2023–2025 Strategic Plan has made significant strides in advancing the Florida Center for Nursing’s mission to strengthen the state’s nursing workforce. Through targeted initiatives and impactful outcomes, FCN has laid a strong foundation for continued progress.

Looking ahead, sustaining and scaling successful pilot programs in faculty and preceptor support will be essential to building long-term capacity.

Emphasizing advanced data analytics will enhance the FCN’s ability to anticipate and respond to future workforce trends.

Expanding recognition efforts to include rural and underserved areas will help ensure broader acknowledgment of contributions across all communities, while ongoing engagement with communities of interest will help align strategies with Florida’s evolving health care needs.

These forward-looking objectives will position FCN to continue leading efforts that support, elevate, and sustain the nursing profession across the state.



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Strategic Plan 2026–2028

Vision

The vision of the Florida Center for Nursing is to ensure that the health care needs of the residents and visitors of Florida are met by a competent and sufficient nursing workforce.

Mission

The Florida Center for Nursing is established to research and address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources.

Values

Accountability. We commit to delivering the FCN's statutory goals.

Integrity. We practice high ethical standards through interpersonal and interprofessional relationships.

Respect. We cultivate collaborative partnerships that promote access for everyone.

Courage. We take bold steps to create innovative best practices to advance the nursing profession.

Strategic Priority 1:

Research and Evidence-Based Practice

Goal:

Advance nursing workforce development by generating actionable research and promoting the integration of evidence-based practice (EBP) to support recruitment, retention, and utilization of nurse workforce resources across Florida's nursing education programs and health care settings.

Objectives:

1. Expand Research Capacity

- Develop strategic partnerships with academic institutions and health care systems to support collaborative research.
- Create workforce development initiatives that support nursing research, policy analysis, and evidence-based practice across the state.

2. Promote Evidence-Based Practice

- Develop and disseminate EBP toolkits and training modules tailored to Florida's various health care environments.
- Host symposia, expert panel sessions, and webinars to share best practices and emerging evidence.

3. Data-Driven Workforce Planning

- Enhance the FCN's data infrastructure to provide timely, actionable insights on nursing workforce trends.
- Deliver a biennial "State of the Nursing Workforce in Florida" report to Florida's lawmakers with recommendations to support workforce sustainability, education, and access to nursing care.
- Deliver an annual "State of the Nursing Education in Florida" report to Florida's lawmakers with recommendations to strengthen nursing education to better prepare a competent and future-ready nursing workforce.

Strategic Priority 2:

Recognition, Reward, and Renewal for Nurses in Florida

Goal:

Foster an environment that values and supports nurses through meaningful recognition, holistic well-being initiatives, and opportunities for continuous professional development across Florida.

Objectives:

1. Recognition and Reward Programs

- Launch a statewide “FCN Excellence in Nursing” awards program to honor outstanding contributions in clinical care, leadership, education, research, and community service.
- Partner with health care organizations to promote frameworks that align with Magnet® and Pathway to Excellence® standards.

2. Promote Media and Positive Image-building Efforts for Nursing

- Demonstrate the impact nurses have on individuals and communities.
- Launch a marketing campaign to increase awareness of the FCN brand.

3. Support Nurse Well-Being and Renewal

- Develop a “Nurse Renewal Initiative” offering resources for mental health, resilience training, and career coaching.

4. Leadership and Career Advancement

- Construct a robust learning academy for nurses and future nurses, emphasizing competence, confidence, and learner-centric strategies to maintain a qualified nursing workforce in the State of Florida.
- Develop and disseminate professional development opportunities and continuing education activities to enhance the knowledge, skills, and attitudes of Florida’s nursing workforce.

Implementation & Evaluation

- **Timeline:** Initiatives will be phased over three years with annual reviews.
- **Metrics:** Each objective will include measurable KPIs (e.g., number of research grants awarded, EBP training completions, nurse satisfaction scores).
- **Governance:** The Executive Director will monitor progress and report quarterly to the FCN Board of Directors.