



PHASE II PROGRAM PROPOSAL

PROGRAM TITLE: HEALTHCARE EXPANSION

WIP CATEGORY: HEALTHCARE

PSG SPONSOR/S: DR. JOE SCHAFFER

PROGRAM CO-LEADS: DR. KARI BROWN-HERBST, DEAN STARLA MASON, DR. KAREN BOWEN

INSTITUTION/S: LARAMIE COUNTY COMMUNITY COLLEGE

PRESIDENT(S)/AGENCY DIRECTOR SIGNATURES

Presidents/Agency Directors from all participating institutions or agencies must sign off on this proposal in order for the full proposal to be reviewed for consideration of Phase II funding. Signature indicates that the President/Director has reviewed the application and acknowledges the program component as a priority for their institution or agency. Components that include multiple institutions and agencies should include signatures from all.

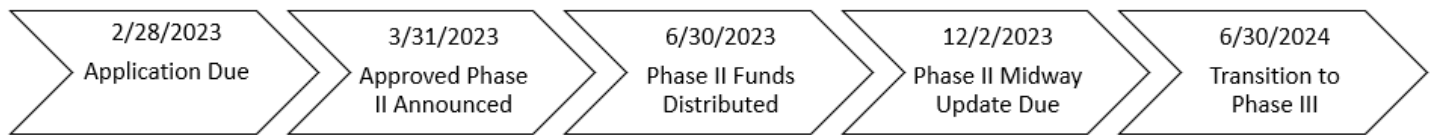
NAME: Dr. Joe Schaffer, President

SIGNATURE:  Joe Schaffer (Feb 28, 2023 14:06 MST)

PROPOSAL SUBMISSION & REQUIREMENTS

The following sections include relevant details needed to support the decision-making for the funding of WIP Phase II projects. Should funding be awarded, this application will serve as the foundation for the component's project charter that will guide the work of the project in the entirety of Phase II. Proposals will be reviewed and final funding decisions will be made by Governor Gordon. Questions about this proposal should be directed to Lauren Schoenfeld (lauren.schoenfeld@wyo.gov). Phase II will follow the below timeline unless changes are identified and approved.

A project charter is a formal, succinct document describing a project - or in WIP language, a "component" - in its entirety. The Project Management Institute (PMI) defines a project charter as "a document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities." Therefore, the WIP component charters are project charters that carry the association with WIP, assignment of component leads/co-leads, have the authority tied to a sponsoring institution and PSG member, and authorization to expend resources to accomplish the goals and objectives described within.



Submission Requirements

- **Proposals are to be submitted to Lauren Schoenfeld at lauren.schoenfeld@wyo.gov by 5:00 pm on February 28, 2023.**
- **Only fully completed proposals (including a proposed budget) are submitted, they will be reviewed for participation in Phase II.**
- **Please include any and all justification, including regular data reports and strategic plans, to support the workforce and economic needs associated with your proposal.**

1. COMPONENT INFORMATION

1.1. Phase I Continuation: Select the type of Phase II component you are proposing. If a Phase I project, please complete section 1.2.

X Not a Phase I Project

☐ Component was funded in Phase I and Phase II will continue current component progress

☐ Component was funded in Phase I and Phase II will provide a new direction building on current progress

1.2. Summary of Phase I (if applicable). Provide a brief description of Phase I progress, key deliverables, metrics that were met, and how Phase II funding would progress this work further.

n/a

1.3. Description: Provide a brief description of the component. Please include the scope of the project in Phase II, the component's importance to the institution/s and state, and the problem you are trying to solve and/or the opportunity to be leveraged. Please also include how the proposal ties into your current strategic or academic plan.

Healthcare program expansions are critical to ensure training and expertise are available across the state. The healthcare industry is experiencing significant need and is essential for economic growth and diversification throughout Wyoming. Employment opportunities and the projected growth in healthcare occupations throughout the state present substantial pressures for higher education to respond through new or increased capacity and subsequent programming. From entry-level roles and clinician opportunities to direct care providers, prospects exist at all levels. Laramie County Community College (LCCC) endeavors to respond to pressures currently facing our industry partners with targeted expansion of programming in our School of Health Science & Wellness (HSW). Therefore, WIP Phase II funding is sought to focus our efforts in two distinct initiatives.

First, this WIP component will establish a new Practical Nursing (PN) program at LCCC. Staffing shortages of licensed care professionals like Practical Nurses continues to grow toward a critical high, especially in underserved states like Wyoming. In support of the national and state-wide expansion

initiative for healthcare education, Senator Barrasso and colleagues have pleaded with the Centers for Medicare and Medicaid Services (CMS) to address staffing issues. They cite the “...importance of ensuring beneficiaries of federal health care programs have access to safe and high-quality nursing care.” The request of our representatives continues by citing the projected shortage to continue stating “...the health care sector is projected to have a shortage of nurses (10 to 20% based on a spring 2022 estimate) in the coming years.” The environment not staffed with qualified healthcare providers creates an “...environment that leaves vulnerable patients and their families with far less access to care.”

A stand-alone Practical Nurse (LP) program presents the opportunity for more students to secure training and seek employment in this critical occupation. Currently LCCC Nursing students qualify for the Practical Nurse licensure exam because of success in the first two semesters of their intended degree, the Associate Degree in Nursing (ADN). In fact, LCCC has the highest passage rate (93%, on average) for the inclusive PN program of all Nursing programs in Wyoming. Many of our students do take their exam and secure summer employment as LPNs. However, those students leave their employer at the start of the subsequent Fall semester to complete the final year of their ADN degree. The LPN position, in many cases, remains vacant and the impact on the industry is realized again.

We propose to address this through a program designed for students who seek the LPN as the next step in their educational and professional journeys. Our proposed PN program will be delivered in a stand-alone hybrid/asynchronous format that pairs online didactic instruction with a regular bi-semester residency requirement on the LCCC campus in Cheyenne. This programming will span three semesters and will be completed in the final semester with a required capstone clinical experience that can be completed in the student’s home community. This format provides an accessible and flexible format for students throughout Wyoming, specifically benefiting our rural communities. The LPN is a critical healthcare worker in long-term care facilities, hospitals, public health, home health, and private practices. It provides for a life-sustaining wage as well as an on-ramp to additional training and careers in healthcare for those who seek it. We believe this is an innovative program that will attract students from across the state, and more importantly will impact Wyoming communities where healthcare vacancies are impacting the promise of quality care.

At a broad level, the Practical Nursing program at LCCC helps the state on two macro issues. The first is the provision of quality healthcare to support the Wyoming citizenry, especially where there is a challenge to the pipeline of clinicians in rural communities. The second issue focuses on the diversification of the state’s economy, recognizing that healthcare has been identified as one of the industries Wyoming desires to continue and grow. By providing a program that develops individuals in healthcare not only are we addressing the needs of underserved patients and residents in their communities but also supporting individuals to achieve advanced professional status. LCCC desires to increase the number of opportunities that students have for entry into the healthcare industry, something that is a challenge with limited space available for the significant number of students who apply for the various health programs at the College each year. In addition to the limited spaces available in the current format, the proposed program allows for students who are unable to leave working/family situations regardless of their home community to obtain additional training and degrees. As the only program of its kind in Wyoming, adding this program not only supports state societal and economic goals, but also addresses healthcare program demand and capacity issues.

Secondly, to continue our service to the expanding needs of our regional healthcare partners, we seek to establish an Associate Dean position to shoulder several of the administrative and operational responsibilities inherent in a large instructional unit that welcomes 1 of every 3 students who enroll at the College. In the 2021-2022 academic year LCCC conferred more than 700 degrees. More than 250 of those graduates received degrees from an HSW program. One of every three students who enroll at LCCC declare a healthcare major field of study and nine of our healthcare programs are accredited by external accrediting bodies. In the last five years the School of Health Science & Wellness has grown through the development of a Bachelor of Applied Science degree (Healthcare Administration), expansion of our ADN program (now enrolling 40 students per semester), expansion in imaging, and the development of new degrees in Speech, Language Pathology, Health Information Technology, Echocardiography, and Respiratory Therapy. Additionally, HSW has developed distinct programming at the request of our healthcare programs with certification courses, Certified Nurse Assistant, Telehealth, and others.

LCCC's Strategic Plan 2030 articulates a goal to expand our offerings in healthcare; this aligns with the workforce development component of WIP and the state's critical need for qualified employees. The College has benefitted from WIP Phase I and Wyoming Works programmatic funds to launch expansion in the Medical Imaging suite (the Echocardiography program) and Respiratory Therapy, respectively. This expansion, as well as the growth and impact highlighted above has increased the administrative, leadership, and managerial responsibilities in our School of Health Science & Wellness. The continued expansion envisioned at LCCC through our collaboration with industry and higher education partners in Wyoming necessitates the need for assistance in the HSW Dean's office. This proposal seeks three years of support for 1 FTE to fill this role and to afford the College the opportunity to strategically plan for sustaining this role through the General Fund.

1.4. Constraints & Risks: Please describe the constraints (the restrictions or limitations the team may face as it relates to time, money, and equipment) and risks (an uncertain event or condition that could have one or more effects on the component's progress and ability to meet metrics). It is the co-leads job to manage these limitations and risks and balance constraints with available resources to ensure component success.

The following constraints have been identified:

- A relatively short timeframe has been identified to launch and implement the PN program by Fall 2024 and this will require an expedited curriculum approval process through LCCC's Academic Standards Committee, the College, the Wyoming Community College Commission, the Higher Learning Commission, and the U.S. Department of Education (for Financial Aid.)
- The PN project is being overseen by the Nursing program's Program Director and the HSW Dean in conjunction with their other day-to-day duties. This responsibility could prove burdensome but is mitigated by the approval of the Associate Dean position.
- The practice of nursing skills by our PN students requires additional instructional equipment than what the nursing program currently possesses.
- Due to the specialized nature of the content and curriculum in the PN program, an application process will be necessary to admit students; existing and currently enrolled LCCC students will not be able to simply change their major to begin the program.

- The number of enrolled students in the program at any one time will be subject to and/or limited by WSBN and ACEN accreditation requirements and the number of qualified clinical sites.

2. OBJECTIVES, ACTIVITIES, AND METRICS

2.1. Objectives: List the key objectives that will guide the work of this component through Phase II. Objectives should be SMART: Specific, Measurable, Attainable, Realistic, and Time-bound.

The overarching purpose of this project is to continue the expansion of healthcare programming at Wyoming's largest community college through the development and launch of a Practical Nurse program as well as the addition of a leadership/administrative position in the College's School of Health Science & Wellness. SMART objectives guiding this work include:

1. Create a WSBN and ACEN accredited Practical Nursing program at Laramie County Community College that will produce properly trained and licensed nurses to fill the underserved community need in Wyoming and our region.
 - a. Develop a Practical Nursing program curriculum that is sequential, meets WSBN and ACEN requirements, LCCC's Academic Standards guidelines, and industry standards by August 2023.
 - b. Hire an appropriately qualified nurse educator as a full-time instructor and necessary adjunct faculty for the Practical Nursing program courses by August 2023.
 - c. Verify current and initiate new affiliate agreements with qualified care facilities for student experience in nursing by August 2023.
 - d. Apply for WSBN approval August 2023 and seek ACEN accreditation August 2023. As collaborators in the conceptual design of this program, the WSBN has confirmed their preliminary support for this endeavor.
 - e. Acquire nursing equipment and other instructional resources to support student learning and laboratory simulations by December 2023.
 - f. Develop program application, website information, and other advertising materials to distribute to potential students by December 2023.
 - g. Collaborate with LCCC Student Life to reserve on-campus housing options for travelling students ensuring the successful completion of the residency. These arrangements will need to be secured January 2024.
 - h. Select qualified students to enter the program by March 2024.
 - i. Launch PN programmatic instruction August 2024.
2. Secure an Associate Dean, Health Science & Wellness to support and stabilize the Dean role and position HSW for further expansion by August 2023.
 - a. Define roles and responsibilities associated with Internal and External Collaboration, the application of Strategic Enrollment Management, Pathways Leadership, Compliance, and Curriculum and Outcomes Assessment by May 2023.
 - b. Launch employee recruitment in collaboration with LCCC Human Resources by June 1, 2023.
 - c. Recruit and complete hiring process; employee start date August 1, 2023. (Aligns with onboarding of new faculty and supports orientation to the school and personnel.)

2.2. Measurable Activities: Map out the major events of the component, including the completion of key deliverables that are necessary for the component to meet the stated objectives. Explain what will be accomplished during each semester and include information about who is responsible for completion.

Fall 2023

Measurable Activities	Expected Completion	Responsible Party
Prepare PN Curriculum: Prepare review by Academic Standards Committee; outline assignments, write modules, design learning activities; align with WSBN, ACEN Standards, PN-CLEX Exam Content specifications; Prepare curriculum documentation (MCOR, syllabi), identify curricular resources	August, 2023	Program Director Karen Bowen Primary Faculty Jenny Himes-Baumgartner
Recruitment and Hiring of Faculty Member	August 2023	Program Director Karen Bowen
Submit WSBN and ACEN applications	August 2023	Program Director Karen Bowen Dean Starla Mason
Associate Dean, Health Science & Wellness Position Description finalization, recruiting, hiring, and orientation	August 2023	Dean Starla Mason SVPAA Kari Brown-Herbst LCCC Human Resources
Procure equipment and materials	December 2023	Program Director Karen Bowen LCCC Contracting & Procurement
Develop and distribute marketing and application materials	December 2023	Karen Bowen LCCC Marketing & Communication

Spring 2024

Measurable Activities	Expected Completion	Responsible Party
WSBN Approval	Spring 2024	Program Director Karen Bowen Dean Starla Mason
Secure housing options for traveling students to complete required residencies	January 2024	Program Director Karen Bowen LCCC Student Life personnel
Application and selection of students	March 2024	Program Director Karen Bowen Program Assistant Dawn Williams

Summer 2024

Measurable Activities	Expected Completion	Responsible Party
Completion of curriculum activities	August 2024	Program Director Karen Bowen Primary Faculty Jenny Himes-Baumgartner
Site visit with WSBN and ACEN	Summer 2024	Program Director Karen Bowen Primary Faculty Jenny Himes-Baumgartner
Launch LP programming	August 2024	Program Director Karen Bowen Primary Faculty Jenny Himes-Baumgartner

Provide any additional context or information about the timeline of the component below.

[Click or tap here to enter text.](#)

- 2.3. **Success Metrics:** Elaborate on the objectives stated above and identify the specific, quantifiable, and measurable criteria that define the success of this component. Success metrics should include at least one PSG-approved WIP metrics included in the dropdown list below. When selecting a metric please elaborate on how the metric will be measured in the context of the proposed work of the component. Metrics can align with more than one objective. See Appendix A for complete list of Component metrics.

Objective	Metric & Demonstration of Success in Context of the Program Component's Objective
<i>Example Objective 1. Develop a new Powerline Technology program</i>	Number of Students Enrolled <i>The newly established program will enroll 15 students (100% capacity) in each semester</i>
Objective 1 <i>Create a WSBN and ACEN accredited Practical Nursing program at Laramie County Community College that will produce properly trained and licensed nurses to fill the underserved community need in Wyoming and our region.</i>	<p>New educational program stood up There are currently no stand-alone PN programs offered in Wyoming.</p> <p>Number of Students Enrolled Enrollment in year 1 will be capped at 16 students; the year 2 cohort will be 24, and year 3 will be capped at 32.</p> <p>Student Retention – by Semester LCCC has the highest passage rate (>93%, on average) for the inclusive PN program of all Nursing programs in Wyoming. We anticipate this same success with the stand-alone program.</p> <p>Recruitment of non-traditional students The program will appeal to non-traditional students in that it is offered online, and it requires relatively limited absence from home and/or current employment. Further, non-traditional and rural students will be attracted to the opportunity for clinical experiences in a healthcare affiliate in their home community. This negates the need to move from home in order to secure degree achievement and subsequent employment as an LPN.</p>

	<p>Jobs available in Wyoming that match degree</p> <p>Job placement after graduation A recent check showed there were 200+ LPN job openings in Wyoming alone, and close to 600 in the Front Range Area. Due to this need, some of these positions also have sign-on bonuses associated with them.</p> <p>The Health Care Focus Group of the Southeast Workforce Advisory Group Meeting in 2018 determined that there is a continuous and growing need for all levels of nurses, including skilled workers at this level and LPNs provide a critical step in the Nursing career path: CNA>LPN>ADN>BSN>MSN>NP.</p> <p>Average wage of jobs The average salary for a licensed practical nurse (LPN) is approximately \$53,400. Nationally, the field is expected to grow by 8% by 2028, adding almost 58,000 jobs (O-net, 2021); in Wyoming, a similar rate of growth is expected. Wyoming and Colorado both require licensure for LPNs, making this a high value credential.</p> <p>Number of courses that are not offered traditionally – online, hybrid, night classes The PN program will be delivered in a hybrid format. All courses will be delivered online via LCCC’s Learning Management System with a qualified faculty. In a 16-week semester a student will spend two weekends on LCCC’s Cheyenne campus. The final semester will be completed in a healthcare affiliate in the student’s home community.</p>
<p><i>Objective 2: Secure an Associate Dean, Health Science & Wellness to support and stabilize the Dean role and position HSW for further expansion.</i></p>	<p>Number of business partnerships HSW’s programs currently celebrate more than 75 regional healthcare partnerships. The Associate Dean position will create the capacity to cultivate additional relationships and ensure the consistent and regular communication, collaboration, and engagement occurs between all partners and the programs with which they are affiliated.</p> <p>Number of Students Enrolled With responsibility for applying strategic enrollment management across HSW the Associate Dean will collaborate to secure enrollment at 100% capacity in all HSW programs while also collaborating on the recruitment of underserved populations such as low-income and first-generation Wyoming residents.</p> <p>New educational program stood up</p> <p>Number of students enrolled</p> <p>Anticipated need of job based on industry trends</p> <p>Recruitment?</p> <p>Student Retention Because the Associate Dean position will be defined by focused responsibilities for Internal and External Collaboration, the application of Strategic Enrollment Management, Pathways Leadership, Compliance, and</p>

	Curriculum and Outcomes Assessment, this administrator will engage in initiatives across the College and across Wyoming that target all of these metrics. Further, because expansion in healthcare is a strategic initiative in LCCC’s Strategic Plan 2030, growth in this area will remain a focus at LCCC for many years to come. Dedicating resources now to that growth establishes the foundation for continued expansion.
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2.4. Connection to WIP Metrics: All WIP components lead to the long-term success of WIP. Please select ALL applicable long-term WIP metrics from the dropdowns and elaborate on how this component will lead to the advancement of the stated metric. See Appendix B for longer-term WIP metrics.

New jobs added to Wyoming’s economy

There are more than 200 LPN job openings in Wyoming and no stand-alone programs designed to address this great need. According to [JobsEQ](#) 415 new LPNs will be needed annually in Wyoming due to employee transition and occupational growth through 2028. The proposed LCCC program presents capacity to train students from all regions of Wyoming including our most remote locations where quality healthcare professionals are scarce. Further, successful students in the PN program are well-positioned to return to higher education to advance their licensure and continue to fill vacancies along the Nursing career path.

Average age of WIP program graduates

There are more than 4,000 LPNs employed regionally (Wyoming +75-mile radius, [JobsEQ](#)). More than 90% of these professionals are aged 25 or greater; LPNs aged 35-44 years is the largest age group at 24.5% of the whole. The PN program has been designed to serve the non-traditional student through hybrid instruction, limited time away from home, and the opportunity to fulfill the majority of program requirements in the student’s home community. With this design the program is accessible to all and is aligned with Wyoming’s higher education attainment goals.

Retention of Wyoming graduates

The PN program will be accessible to students throughout Wyoming. Further, through the capstone clinical requirement students will practice PN skills under the direction of their community healthcare provider. We believe this will deepen the relationship between our students, the facility in which they train, and the community in which they live, reducing the export *out* of Wyoming. This will also lead to local economy diversification in remote parts of the state and improve healthcare accessibility where it is needed. Finally, with entry-level salaries of \$47,000 and average salaries of \$53,400 ([JobsEQ](#)) the LPN provides a life-sustaining wage for Wyomingites, in Wyoming. Additionally, with dedicated capacity for increasing external collaboration and engagement, we anticipate the Associate Dean will strengthen the association between Wyoming’s rural communities, the healthcare services offered in them, and the College’s graduates.

Job placement after graduation

Job placement in Wyoming has not been an issue for PN graduates, as 100% of graduates seeking employment in an LPN role have found it. This program anticipates the same level of success with the currently underserved population in rural and remote areas of Wyoming.

Job growth within smaller communities

The PN program is designed to serve students and healthcare providers in smaller and rural communities throughout Wyoming. It is accessible with limited expectation for absence from the community and does not create difficult employee vacancies as workers seek this training and/or retraining.

2.5. **Evaluation:** How will the success of this component be evaluated? What data will be collected to determine if the component is having the desired impact?

The success of the PN program can be evaluated in several ways. Evaluation processes are already in place at the College to track student success, retention, and program completion. These success measures will be applied to the PN program as well. Over the last three years, students completing the first year of the ADN program and exercising the option to attain their PN certification has been >90%. We anticipate a similar success if not improved completion from the stand-alone program. Additional program evaluation includes first-time tester pass-rates for the PN-NCLEX (national licensure examination) for graduates of the program. This information is tracked by the nursing program as well as WSBN, and ACEN accrediting bodies. WSBN quarterly reporting has shown over the last three years LCCC has accomplished a >90% pass rate for first time PN testers. The state requirement until this year has been 75% and LCCC rates have consistently surpassed this marker. Finally, PN program evaluation can be completed through employment rates for graduates. This information is collected through post-graduation surveys – both student and employer partnership follow-up. Over the last three years, 100% of students applying for employment as LPNs have achieved employment. LCCC students that do take their exam are able to secure summer employment as LPNs. However, those students tend to leave their employer at the start of the subsequent fall semester to complete the final year of their ADN degree. The LPN position, in many cases, then remains vacant and the impact on the industry is realized again. Due to this, employment data will be important to track for graduates of the stand-alone PN program.

Success of the Associate Dean will be measured through increased external partnerships, increased engagement of regional healthcare providers, and increased awareness of all healthcare programming at the College as seen through program inquiries, program applicants, and increased enrollment in programs throughout HSW. Further, success of this role will be reflected in the addition of new or enhanced allied health programming. Finally, with responsibility for student learning assessment analysis throughout HSW, the Associate Dean's success will be indicated through increased student learning and competency demonstration and improved licensure rates in all applicable programs.

3. COMPONENT STAKEHOLDERS

3.1. **Program Component Lead(s):** Who will be the main contact(s) for the component? Is there a plan if one of the leads must leave the program?

Role/Responsibility	Name	Contact information
PSG Sponsor	Dr. Joe Schaffer	Jschaffer@lccc.wy.edu ; 307.778.1102
LCCC Executive Sponsor	Dr. Kari Brown-Herbst	kherbst@lccc.wy.edu ; 307.778.1103
Project Lead	Starla Mason	smason@lccc.wy.edu ; 307.778.1118
Project Co-Lead	Dr. Karen Bowen	kbowen@lccc.wy.edu ; 307.778.1111
Member	Jennifer Himes-Baumgartner	JBaumgar@lccc.wy.edu ; 307.778.1333

Member	Dawn Williams	DWilliam@lccc.wy.edu ; 307.778.1267
Member	Clint Searce (LTCC Representative)	Clint_Searce@lcca.com ; 307.778.8997
Member	Kasey Mullins, Public Health	Kasey.Mullins@laramiecountywy.gov

3.2. Working Group: List the component's working group members, respective institutions, key responsibilities. The working group should include both members that are both internal and external to the institution(s) involved. Think of those affected both directly and indirectly by the work of the component and who will have input on the work and outcome of the component but may not necessarily be represented on the component team.

Name	Institution	Responsibilities
Dean, Starla Mason	LCCC	Hiring (Associate Dean), Supervision
Dr. Karen Bowen	LCCC	Hiring (PN program needs), accreditation liaison, curriculum, assessment, evaluation, community partnerships
Jennifer Himes-Baumgartner	LCCC	
Clint Searce (LTCC Representative)		Collaboration, agency representation
Kasey Mullins, Public Health		Collaboration, agency representation

3.3. Working Group Communications Plan: Please explain how the working group will work effectively across institutions to communicate with one another, meet key milestones, and meet the component's objectives and deliverables.

Communication Type	Owner	Frequency	Audience	Delivery Method
<i>Co-lead Work Sessions</i>	Co-leads (Starla Mason, Karen Bowen, Jennifer Himes-Baumgartner)	Bi-weekly	Co-leads	Emails, project deliverables and reports
<i>Task Force/Advisory Committee Meeting</i>	Co-leads	Key Project Milestones (i.e., curriculum review, accreditation development)	Project Workgroup, PN Advisory Committee, Nursing Task Force	Meeting(s) (In-person or Teams) supported via email and virtual <i>community</i> and document repository
<i>Project Updates</i>	Co-leads (Starla Mason, Karen Bowen, Jennifer Himes-Baumgartner)	Monthly	Project Workgroup	Email

3.4. Industry/Business Partnership and Engagement: Please explain how industry partners (current and future partnerships) will be leveraged to advance the component's progress.

Stakeholders relevant to this project include advisory committee members of the nursing departments both in leadership positions, education positions, and front-line staffing positions in a variety of care settings including community health, long-term care, acute-care, and others. Especially in rural communities throughout Wyoming, industry partners and long-term care centers will be allies in their partnership with LCCC to develop their internal employees as practical nurses. In this development, the industry partners will have the ability to provide a higher level of care to their citizens and residents. Additionally, we envision the Associate Dean's role as serving as a primary contact for all clinical

partners serving our HSW programs, ensuring that all affiliate agreements and program policies remain in alignment with their needs.

3.5. K-12 Partners: Please explain how and which K-12 partners will be involved in the component and support to the overall success of the project.

K-12 partners in this project include school nurse professionals that serve in the health promotion component of the practical nursing program. Additionally, as part of the pre-requisite requirements for the program, occupational health instructors offer nursing assistant training certification as taught in the high school sector. These courses are held alongside the workforce development and college curriculum to prepare students for this practical nursing program. This partnership prepares students in various communities to successfully participate in this program.

The Associate Dean role will carry responsibility for internal and external collaborations and through this role will cultivate relationships with our K-12 partners as an intentional pipeline for students to all programs in LCCC's School of Health Science & Wellness. This position will enhance those partnerships already established through programmatic advisory committees and encourage new partnerships where they have yet to be developed.

3.6. Community Partners: Please explain how and which community partners will be involved in the component and support to the overall success of the project.

Stakeholders relevant to this project include advisory committee members of the nursing departments both in leadership positions, education positions, and front-line staffing positions in a variety of care settings including community health, long-term care, acute-care, and others. Some key facility members include Life Care Centers of America in Cheyenne and Public Health of Cheyenne and Laramie County. We anticipate others across the state will have a vested interest in the project.

4. MARKETING, FUNDING, & SUSTAINABILITY

4.1. Marketing & Communication Plan: Explain how critical information will be delivered to both internal and external stakeholders throughout the project, by who, and at what frequency.

Communication Type	Owner	Frequency	Audience	Delivery Method
<i>Co-lead Work Sessions</i>	Co-leads (Starla Mason, Karen Bowen)	Bi-weekly	Co-leads	Emails, project deliverables and reports
<i>Task Force/ Advisory Committee Meeting</i>	Co-leads	Key Project Milestones (I.e., Curriculum review)	Project Workgroup, Nursing Advisory Committee, Nursing Task Force	Meeting(s) (In-person or Teams) supported via email
<i>Project Updates</i>	Co-leads (Starla Mason, Karen Bowen)	Monthly	Project Workgroup	Email
<i>Program Marketing</i>	Co-leads, LCCC Marketing &	TBD	Wyoming	Varies

	Communication team			
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4.2. Budget: Submit the supplied budget template with the completed charter. If opting to utilize an indirect cost formula the maximum indirect cost rate will be 20%.

☐ There will be carry over of Component's Phase I funding into Phase II. If so, please explain how those funds will be used on the attached budget template.

Budget attached.

4.3. Funding Sources: What is the primary source/s of funding for the component? If external sources will be used in conjunction with WIP funding, please explain.

This project relies on WIP funding for program development and start up, and three years of operational costs. Nursing faculty would only be funded in the first year of the project. Thereafter, the College will seek funds through the Wyoming Investment in Nursing (WyIN) program for costs associated with the LP faculty salaries. This request will be made through the Wyoming Community College Commission in April 2023 for proposal in the FY25/FY26 biennial budget to be built in the 2024 legislative session. Anticipated funding for the faculty positions would become available starting July 1, 2024. Per state statute, one FTE faculty salary would be funded for every increase of 8 LP nursing students.

We anticipate that after 3 years the Associate Dean position will be fully assumed in the College's general fund and standard budgetary processes at the College.

4.4. Sustainability Plan: Please provide a brief sustainability plan that demonstrates how additional financial resources, if needed, will be acquired upon the completion of Phase II to sustain this component and demonstrate how other key factors (enrollment, industry demand, etc.) will support the long-term sustainability of this component.

This project relies on WIP support for seed funds for the LP program. As expressed above, the College will also seek WyIN funds for faculty salaries effective year two of this project. If awarded, WyIN funds will allow for growth through increased enrollments and create sustainability in the program. We anticipate that after 3 years both the LP program and the Associate Dean position are fully subsumed within the College's general fund budget and standard budgetary processes. The LP program will be sustained through enrollment and access to LCCC Foundation funds which are currently accessible to all accredited programs in HSW. These funds afford opportunities for equipment maintenance and replacement, emergency relief for students, and professional development for faculty. Further, the LP program will be able to seek additional support the WyIN for faculty salaries. Finally, the program will be eligible to compete for college one-time and innovation project funds when such allocations are available at LCCC. The Associate Dean position will be requested of the College's President's Cabinet as a permanently funded role (General Fund) to launch in FY27 (July 1, 2026).



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Dr. Joe Schaffer, President
Laramie County Community College
1400 E. College Drive
Cheyenne, WY 82007


RE: PN Program at LCCC
February 27, 2023

Dear Dr. Schaffer,

Our organization fully supports the proposed standalone Practical Nursing (PN). The PN program supports the specialized nursing care provider needed for the work we do in the community. There is a critical position between Certified Nursing Assistant (CNA) and Registered Nurse (RN) that the PN can fill, all while providing much needed care for the residents of our great state. A vulnerable population served more specifically by the PN role is the residents of our care centers who so desperately need the skilled care these professionals can provide. At a recent check of nurse recruiting platforms, there are approximately 200 open PN positions throughout the state of Wyoming. A PN could fill the 10 to 15 open nursing positions we currently have at Life Care Center of Cheyenne.

In our current partnership, Life Care Centers of Cheyenne offers clinical rotation for your Associate Degree in Nursing (ADN) program. These rotations are offered in the first year of the program, the semester before students have the option to sit for the PN examination. We believe this rotation has supported a successful transition to certificate achievement and state licensure for your students. As your clinical partner we can see this expanding to include the PN students and assist them with this critical component of their education and developing practice.

As the Executive Director for this organization and a graduate of your nursing program, I have agreed to serve on the advisory committee for the PN program. Donna Burkins LPN, SDC at Life Care Center of Cheyenne has also agreed to serve on the advisory committee as an PN expert. Donna brings 30 years of experience (the past 12 years in Wyoming) as an LPN. In this role, we will provide advice and direction regarding state-wide healthcare initiatives, scope-of-practice expectations, and academic needs to support the strong development of graduates. With an already stellar reputation with the Wyoming State Board of Nursing (WSBN) and Accreditation Commission for Education in Nursing (ACEN) I am confident that a free-standing program such as this will perform equally as well and enjoy similar student success and help fill a critical direct care need in our state.

Sincerely,
Clint Eric Searce, RN, ED

Life Care Center of Cheyenne






WIP Phase II Application_Healthcare Expansion

Final Audit Report

2023-02-28

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