



Nurses Middle College Network of Schools: Partnering with New Communities Blueprint Narrative

M.S Hall + Associates has been contracted with Home Care Association of New York State to produce a blueprint of one of their highlighted projects within their portfolio funded by the Mother Cabrini Foundation. The highlighted project is an innovative charter school network known as the Nurses Middle College Network of Schools. M.S. Hall's method has used a business model canvas as a template to act as the aforementioned blueprint. The following narrative supports and enhances the visual representation and webinar of the blueprint, which acts as a readiness assessment for interested communities across New York State as they pursue partnering with Nurses Middle College (NursesMC).

Mission Alignment

Interested communities need to know where to start as they pursue partnering with Nurses Middle College because NursesMC doesn't "push" itself into new markets – instead it looks for communities that want them and step up to create the conditions it needs. Hence, the first necessary condition are aligned missions between interested communities and NursesMC. The mission of the Nurses Middle College Network of Schools is "to dramatically improve health outcomes by launching and supporting outstanding nursing high schools that will create a pipeline of diverse and well-prepared future nurses." As such, NursesMC seeks out communities where nursing shortages are present and their impacts are felt. The second area of alignment centers on the local education system. Communities facing nursing shortages who also desire to create a pipeline in earlier stages of education should take note. Moreover, NursesMC aims to bring educational equity and access to communities where disparities and marginalization has and is occurring. Health inequities have been amplified due to COVID, compounding both the need for nurses and access to education. NursesMC exists to partner with aligned communities moving towards remedying these complex challenges.

Beneficiaries

Beneficiaries are the different groups of people or institutions an organization specifically and intentionally aims to reach and serve. With the aforementioned mission, NursesMC serves marginalized students interested in nursing careers, their families and communities, and, ultimately, the healthcare workforce. Students interested in nursing careers benefit from the NursesMC program through college preparatory work, dual and concurrent college enrollment, healthcare experience via mentors and internships, and through personal development in areas such as, professionalism, empathy and compassion. These benefits in the form of college cost-savings and early exposure to healthcare environments benefit families and communities. Lastly, the healthcare workforce benefits by having

nurses with racial and language concordance with their patients, which research has shown, produces better health outcomes. Communities seeking to serve these beneficiaries are in alignment with NursesMC and its mission.

Governance

The third condition needing to be met for communities interested in partnering with NursesMC has to do with governance. Every NursesMC school needs an outstanding founding board with local credibility that is willing to invest time in launching a school. For NursesMC, communities need the following:

- 3-5 nursing and community executive leaders
 - Deans & Senior Level educational leaders who have influence
 - Chief Nursing Officers
 - Executive Directors of Community Based Organizations

These representatives allow for a connection between nursing organizations and leadership, community level decision-makers, and educational institutions at the onset of their NursesMC journey. Strategic development, collaboration, and awareness building across industries builds the necessary foundation for governance. These need to be identified by communities in order to move forward with NursesMC.

Community Support

The next condition centers around the question: will the community support a Nurses Middle College? To answer that question, NursesMC requires the following evidence:

- 3-5 letters of support from community organizations to assist in recruitment
- 1-2 letters of support from local political leaders
- An assessment of the political climate surrounding charter schools

Knowing the desire of the community through its community organizations and political leaders allows NursesMC to ascertain the likelihood of its success. Charter schools must pass through various assessments and approval processes and having community support is a must. Interest and desire start the conversation; concrete evidence of support make the model viable.

Healthcare and Higher Education Partner

Fifthly, NursesMC requires interested communities to engage and secure partnerships with strong healthcare and higher education partners. Being the key institutional partners for the NursesMC model, members of the governance body should be utilized to garner engagement and support. NursesMC looks for the following related to these institutions:

- Letter of support from at least 1 college or university willing to offer the college courses at the school and have students on campus
- 3 letters of support from health care organizations willing to partner on internships

Without this key condition being met, NursesMC will not have strong partners to bring its model to an interested community.

Facility/School Building

The last condition has to do with the physical space required for the NursesMC model to work. Communities must have the scalable facility for students and staff to convene in and implement the

program. As such, it is imperative to have assessments done at the onset of this journey to ensure any possible permitting, construction, abatement, or other issues can be attended to. NursesMC looks for communities to secure the following:

- Approximately 50K square feet (for 500 students)
- Scalability to grow as we go: 15K, 27K, 39K, 50K square feet
- Facility operations at 8-15% of total budget

Knowing communities differ by a variety of economic and social realities, NursesMC asks interested communities to budget 8-15% of their total budgets versus a static amount for the facility. This flexibility allows communities to search out and discover what is feasible and affordable.

Summary and Next Steps

This readiness assessment begins the journey for communities interested in partnering with NursesMC. Every condition must be met as they are interdependent pieces of the model. This initial step towards partnership is then followed up by the NMC team taking a deeper dive into particular items, namely:

- School leadership
- Teacher pipeline
- Authorizing
- Financial sustainability
- Enrollment
- Transportation
- Facilities
- Philanthropy

For more information, interested parties can:

- Learn more about NursesMC here: <https://www.nursesmc.org/>
- Contact Dr. Pamela McCue, head of NMC: pmccue@nursesmc.org



**Nurses Middle College
Network of Schools**

NursesMC