



Nevada State Simulation Center 5 Year Strategic Plan 2025-2030



Developed by:

Nina Marcellus, Brittney Machin-Campos, James Allen, Crystal Marcelo Basa, and Karin Healy

Compiled by: Brittney Machin-Campos

Table of Contents

List of Figures	2
Executive Summary.....	3
Division Background	3
Program Organization and Leadership	4
Overview of Services.....	4
Market Summary	5
Program Evaluation Methods	6
Program Strengths	6
Areas for Improvement.....	7
Competitor Analysis.....	7
Directional Strategy	8
Financial Overview.....	9
Financial Goals	9
Conclusion.....	10
References:	11

List of Figures

- [Figure 1. Leadership and Organization Chart](#)
- [Figure 2. PDSA Evaluation Method](#)



Executive Summary

Since 2021, the Nevada State (NS) Simulation Center has served the community of Clark County. As a state funded institution the NS Simulation Center serves approximately 484 nursing students from Nevada State University. NS Simulation Center plans to be one of the first simulation centers in the Southern Nevada area to be fully accredited. Our plan is to continue offering premiere education by upholding our students, faculty and staff to national accreditation standards and create competent and caring nurses.

Division Background

Leadership team:

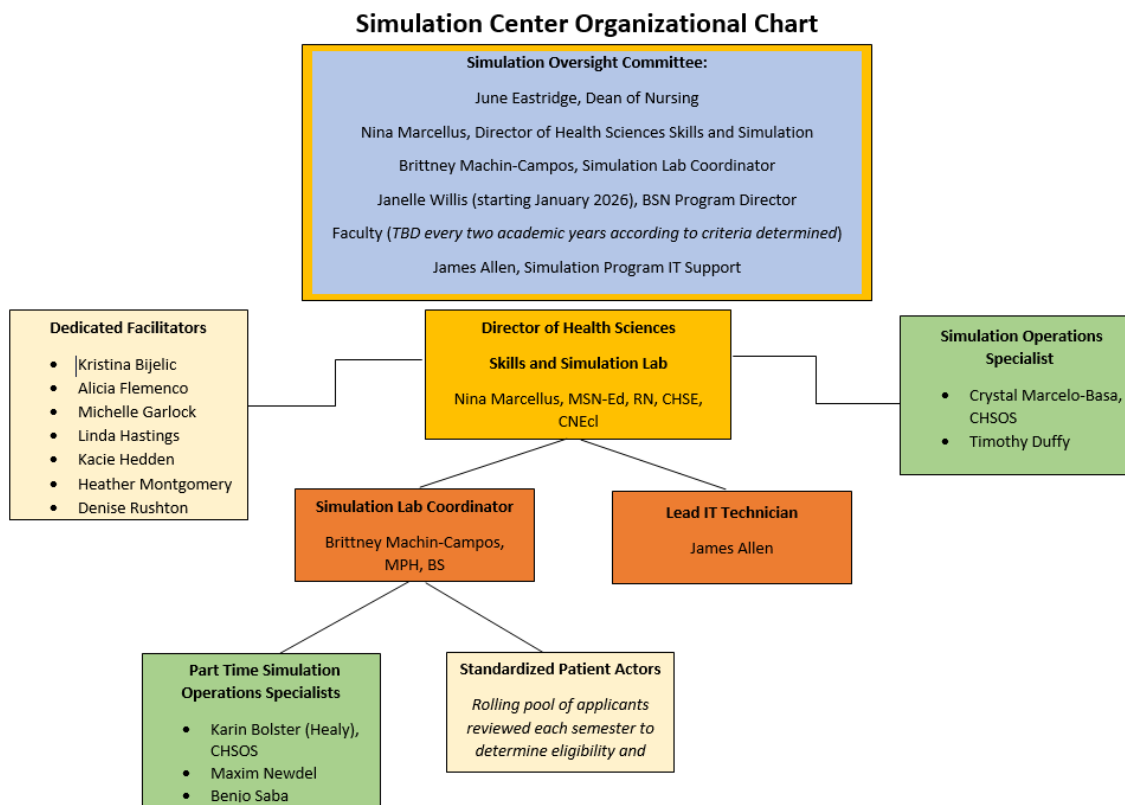
Nina Marcellus has served as NS Health Sciences Director of Lab and Simulation since May 2021. In this role, the Director oversees the daily operations of the Simulation Center and Skill Lab courses. This includes the delivery of the lab and simulation portion of the nursing curriculum, lab content planning, development of LMS course shells for content delivery, room scheduling, supply requests, oversight of support staff, and lab/simulation faculty and facilitator mentoring. The Health Science Lab and Simulation Director ensures that the lab experience follows INACSL standards and is aligned with the Caring Science Curriculum, collaborates with nursing faculty to best use lab facility resources to support course content delivery, and assists faculty in ensuring alignment with the new AACN Essentials. This position is appointed by and reports to the Dean of Nursing.

Brittney Machin-Campos served as the Lead Simulation Operation Specialist (SOS) from July 2021 through June 2024 when her role became Simulation Lab Coordinator. As the Coordinator, this role is responsible for facilitating the operations of both skills lab and simulation education for the School of Nursing to ensure that users receive a quality educational experience according to both the AACN essential and INACSL standards. In addition, to collaborate with faculty to revise any simulated scenario content to ensure that all simulation scenarios are up to standards and clinical based evidence. The role also oversees Standardized Patient training, as well as scheduling and training incoming part time simulation operations specialists.

James Allen has served as the Information Technologist Specialist for the Program since July of 2021. The IT specialist provides simulation IT Support for the Director, Simulation Operation Specialists (SOS), instructors, and students. As the IT specialist, this role manages over 200 various computing devices including Laerdal simulators and software, patient monitors, audio visual equipment, KbPort simulation capture software, MedCart simulation software, MS Office software, Adobe software, desktop computers and laptops.

Program Organization and Leadership

SIMULATION CENTER ORGANIZATIONAL CHART – FIGURE 1.



Overview of Services

NS Simulation Center currently offers simulation experiences throughout the entire BSN program curriculum starting at the fundamental level and continuing through the students' final practicum semester. In addition, we offer skills labs for our students set up in a three-tier platform. As the students advance from one skills lab to the next in subsequent semesters, they have the opportunity to gain experience and build upon their fundamental knowledge of nursing skills. The Program serves 575-625 students per semester at any given level of the program, depending on attrition and cohort enrollment.

Service for Marketing Plan:

NS Simulation center expansion into the surrounding community partners is the service featured in this marketing plan. Due to the location of NS Simulation Center, we have the opportunity to expand the simulation center to serve not only the Nevada State Nursing Students, but our community partners too. Currently, NS Simulation Center is serving solely NS students, including nursing and Speech Language Pathology (SLP) revealing a lack of outreach to our community partners.

This 5-year strategic market plan outlines the development of our partnerships within the community, sustaining the growth of the NSU nursing program, and supporting the NSU nursing students and faculty. The plan also highlights the establishment of a BLS certification program for NSU students, staff and community partners, in addition to accreditation for the NS Simulation Center.

Core Competencies:

1. Maintain a strong leadership team to support organizational mission, vision, and values
2. Expand the Simulation Staff to support the core standards of simulation put forth by the Society of Simulation for Healthcare
3. Gain financial sustainability for the Simulation Program in 5 years

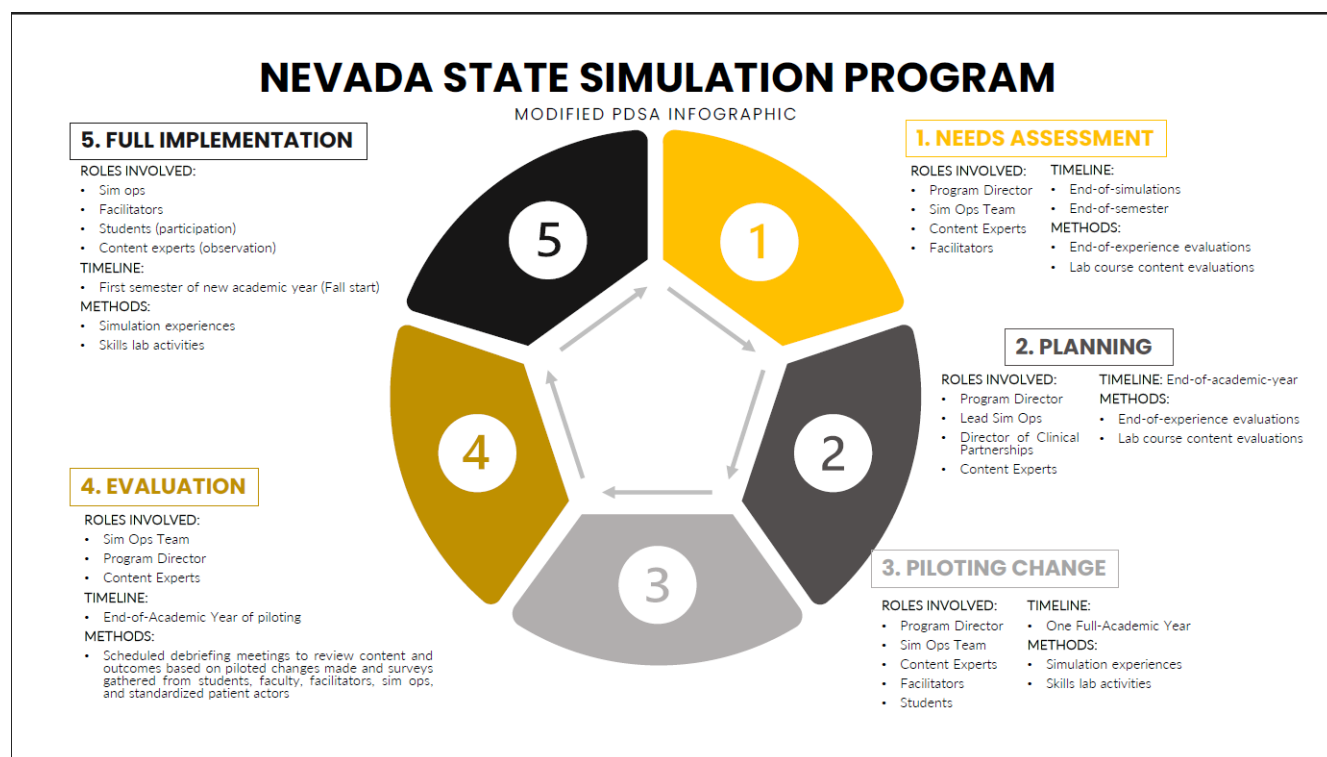
Market Summary

Nevada State Simulation Center is in Henderson, Nevada. As of July 2025, Southern Nevada has a population of 2.37 million people, a 4.59% increase since 2020 (Healthy Southern Nevada, 2023). As the population in Clark County continues to rise, the demand for health services will continue to grow. Currently, there is a projected 10% shortage in nursing staff across the nation by 2027. Therefore, Nevada State Board of Nursing has tasked Nevada nursing institutions to grow their nursing programs to meet the healthcare needs of the community. With 2023-2025 funding from SB 375, and current funding from SB 498, Nevada State has invested money into growing their nursing program by adding additional cohorts for evening shift and adding an additional day shift cohort with Summer's off. This in turn requires an increase in simulation hours and skill lab hours. In 2025, the simulation center completed 2,500 scheduled simulation encounters and 3,727 skills lab hours for students throughout the curriculum. This is 32.2% and 41% growth in student contact hours respectively from 2022.

Program Evaluation Methods

PLAN-DO-STUDY-ACT (PDSA) EVALUATION METHOD

Figure 2



Program Strengths

1. The Program has support from the leadership of the School of Nursing. This support is crucial in maintaining the standards of best practice in healthcare simulation and in support of our budgeting, hiring, and scheduling processes for the Program.
2. The Program maintained a consistent team of 5 staff since 2022, increasing that number to a total of eight (8) in 2025, to include the Program Director, Simulation Lab Coordinator, Information Technologist, and two (2) dedicated full-time Simulation Operations Specialists and three (3) dedicated part-time Simulation Operations Specialists.
3. The Program maintains the standards set forth by the Society for Simulation in Healthcare (SSH) and the International Nursing Association of Clinical Simulation and Learning (INACSL) to ensure student experiences are equitable and serve to fill gaps in knowledge across the curriculum.

Areas for Improvement

1. The role of Director from 2021 to 2024 included course coordinator and/or teaching duties that posed a challenge in time for logistics and growth planning processes within the Program. This challenge was addressed with the allocation of funding through the legislature (SB375). This funding allowed for the role of Course Lead for lab courses involving multiple sections and multiple instructors for a period of two academic years to allow time for financial sustainability planning. The course leads has alleviated some of the workload placed on the Director to allow for more formal growth planning and logistics for the Program beginning in January 2024.
2. The School of Nursing is growing in student census which places challenges on the Program surrounding space and staffing. Faculty numbers to support the growing program are challenging in the current state of academia. The SoN has faced the same challenges as many higher education institutions across the nation have with short staffing and budget cuts for faculty lines. Summer semester 2023 brought with it a substantial number of new clinical instructors (twenty part time faculty) while Fall semester 2023 brought in a substantial number of new faculty (six faculty to start in January 2024). Faculty growth has challenged us to onboard, train, and mentor more faculty to ensure faculty retention.
3. Space is becoming a challenge with the size and fast paced growth of the nursing program. The Simulation Program supports not only high-fidelity simulation experiences but multiple skills lab courses throughout the curriculum that require space, time, staffing, and resources within the center. Frequent evaluation of space and use of resources is necessary and overseen by the Lead Simulation Operations Specialist in collaboration with the Director of Lab and Simulation.

Competitor Analysis

The Nevada State Simulation Center currently has one major competitor: The Clinical Simulation Center of Las Vegas (CSCLV) utilized by the University of Nevada—Las Vegas (UNLV) School of Nursing. The CSCLV offers the same services as the NS Simulation Center. However, NS Simulation Center staff are trained simulation operations specialists versus their staff being trained as generalists. In addition, the UNLV simulation center uses a faculty-facilitator model that involves student participants to portray the patient which does not per the INASCL standards. There are several other private institutions that offer nursing programs, but none have an established simulation program like Nevada State. Ultimately, many of our students select our school for our reputation in the School of Nursing and the Simulation Center, but also the financial support and feasibility for their nursing education.

Directional Strategy

Mission:

The mission of the Program is to create an environment of learning that fosters the principles of leadership, professionalism, and critical thinking within our student body, staff, and faculty. Our focus is to aim for excellence in healthcare by utilizing the most up-to-date technology and following evidence-based clinical practice while providing students with an environment of psychological safety throughout their simulation experience.

Vision:

The vision of the Program follows the same vision set forth by the School of Nursing at Nevada State University. The Nevada State University School of Nursing fosters excellence in healthcare by providing innovative and evidence-based education. Our focus on caring and competence leads to improved health, safety, and cultural awareness for all participants within the communities served.

Values:

The Simulation Program values diversity of students, faculty, staff, and leadership while seeking to promote a culture of inclusivity, innovation, humility, and appreciation for all those developing, participating, and observing activities within this space.

Financial Overview

The Nevada State Simulation Center is currently state funded through Nevada State School of Nursing. Our operating budget is fixed at \$59,000 for supplies a year, currently (2025-26). All salaries for both full time and part time employees are paid through Nevada State School of Nursing operating budget. NS Simulation Center financial plan is to bring in external revenue to offset operating costs such as manikin and medical equipment maintenance and purchase of new medical and simulation equipment in the next 5 years (end of 2029).

Financial Goals (2025-2030)

- I. Redistribution of Gift fund \$75,000 annually paused from 2023-2025 due to additional grant and legislative monies and deadlines for use of funds.
 - a. Year 1 (2025-2026)
 - i. Spent \$16,000 on operating cost (occurred in 2023).
 - ii. QCPR Program – 250 subscriptions for Fall 2026, pending approval from anonymous gift fund
 1. Trainers purchased in 2024; software not purchased initially due to specific parameters within the technology grant terms
 - iii. Year 3 can reach out to community partners.
 - iv. Reserving \$10,000 contingency (for technology support)
 - b. Year 2 (2026-2027)
 - i. Reserving \$10,000 contingency (for technology support)
 - ii. Pediatric manikin – planned purchase from Med Vision, pending approval from anonymous gift fund
 - c. Year 3 (2027-2028)
 - i. SB 498 operating budget will no longer be available.
 - ii. \$50,000 operating budget from gift fund
 - iii. Reserving \$10,000 contingency (for technology support)
 - d. Year 4 (2028-2029)
 - i. Reserving \$10,000 contingency (for technology support)
 - ii. \$50,000 operating budget from gift fund
 - e. Year (2029-2030)
 - i. Reserving \$10,000 contingency (for technology support)
 - ii. \$50,000 operating budget from gift fund
- II. Produce external revenue outside of the school of nursing to pay for manikin and equipment maintenance and provide funding for new equipment purchases.
 - a. QCPR BLS certification program purchase at the end of 2026, beginning of Q1 2027.

- i. Start-up cost will be covered by gift fund. By the beginning of Q1 2028, should be self-sustaining fiscally.
 - b. Rental space to community partners will occur after the center is self-sustaining financially, beginning of Q1 2027. Minimal rental has occurred for filming purposes under the guidance of the business office and events planning policies.
 - c. NS High school Nursing Bootcamp available to senior and junior high school students. Offering a 1–3-day camp that will cost between \$75 - \$200 starting Q3 of 2026, pending time, space, and resources.
- III. Standardized Patient increase from 30% to 40% was put on pause due to “flat budget” in FY25. Below are the planned initiatives that were previously written in 2024.
 - a. All 484 simulations will use 4 SPs starting Spring 2024
 - b. New initiative: As of Summer 2025, 484 simulations transitioned into the 428 lab space due to evaluation of programmatic need for more focus on clinical hours in the 484 course and fiscal considerations, among other reasons such as student workload and AACN alignment with the curriculum.
 - c. Standardized patient for Millie for 452 Community Simulations starting Summer/Fall 2024
 - d. New initiative: IPE activities involving BSN and MS-SLP students use 3 standardized patients beginning Summer 2025
 - e. Wilson Carter in 444 Sims Summer 2024/Fall 2024
 - i. This initiative did not move forward due to FY25 budget constraints at the institutional level
 - f. Beth Sanders (colostomy) in 384 Sims in Summer 2024/Fall 2024
 - i. This initiative did not move forward due to FY25 budget constraints at the institutional level

Conclusion

After thorough analysis of the NS Simulation Center, the leadership team of the Program has developed a strategic management plan that will provide financial sustainability, premiere quality educational experiences for the students, and continue to uphold standards of best practice for simulation in healthcare. The NS Simulation Center commits to ensuring that our pledge to provide the highest standards of healthcare education and support to both the community and the School of Nursing remains constant.



References:

<https://www.healthysouthernnevada.org/index.php?module=DemographicData&controller=index&action=index>