

2016-2020

Strategic Plan Midpoint Update

JANUARY 2019





Dear Friends,

A strategic plan can be thought of as a roadmap to help guide an organization towards a vision of what it hopes to be. The process of developing the plan, if done well, successfully blends the talents of its people and resources, with its aspirations for the future.

As with any journey there are milestones. Today, we stand at the mid-point of our strategic journey. I believe it is a good time to reflect on our successes of the past two years, as well as the work that remains ahead of us.

I think back to April, 2016 when we were finalizing this roadmap for ourselves. After nearly eight months of collaboration and feedback from more than 6,000 members of our DUSON community, we were certain that we had created a thoughtful process where we could harness our organizational strengths that would help us realize the future we saw here at Duke and DUSON.

Since beginning this journey, we have seen remarkable progress not only achieving the goals that we established, but also in evolving ourselves into a more effective and successful clinical, educational and research-oriented community of nurse scholars.

These achievements have been broad-based and our commitment to our future remains strong. So far, more than 200 faculty and staff have voluntarily contributed thousands of hours to help us realize the promise that we saw in ourselves three years ago. Today, our commitment continues to grow. This Midpoint Update only captures a portion of the tremendous growth and achievement that we as a community have seen. I hope it will give you a glimpse into the very bright future that lies ahead of us.

For those who have helped reach this milestone, thank you for your continued support. I invite everyone to learn more about our progress and to join us as we continue this exciting process of self-discovery and growth for Duke University School of Nursing.

Sincerely,

Marion E. Broome, PhD, RN, FAAN

Dean and Ruby Wilson Professor of Nursing, Duke University School of Nursing
Vice Chancellor for Nursing Affairs, Duke University
Associate Vice President for Academic Affairs for Nursing, Duke University Health System

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Community Health Improvement

Collaborate with the community to advance health

Goals:

- Strengthen DUSON's capacity to promote community engagement and health improvement.
- Create, evaluate and disseminate effective community and population-based models for practice, education and research.
- Enhance the impact of DUSON's programs and resources to reduce health inequities and disparities.

Notable Achievements:

- Developed new DUSON Community Health Improvement Partnership Program (D-CHIPP) infrastructure including director, program coordinator, advisory board, and 25 affiliated DUSON faculty.
- Gained recognition as a trusted community health partner and leader in community health improvement across DUSON, Duke, and the greater Durham area; working to advise, collaborate and allocate resources to improve health.
- Forged and advanced multiple partnerships shaping policy, research, academic and programmatic activities with Duke, Durham, regional and national agencies.
- Used Design Thinking methodology and workshops to increase our community partner's capacity to advance their missions.
- Initiated a platform for difficult conversations about health disparities and health inequity.
- Based on community partner feedback, D-CHIPP established a consortium of nursing schools in the Durham area to effectively streamline student nursing activities to address agency needs.





Global Health

Take DUSON to the world and bring the world to DUSON

Goals:

- Strengthen infrastructure and support for global activities within DUSON, optimizing external strategic partnerships.
- Align DUSON global endeavors to strategically optimize bi-directional research, education and service.
- Position DUSON to shape global nursing and to address targeted global health problems through capacity building and partnerships.

Notable Achievements:

- Hosted over 70 international deans, nursing leaders, and students from 10 countries to participate in educational programming/research mentoring and knowledge sharing.
- Provided global clinical immersion experiences to more than 140 students in six countries.
- Created a Global Health Curricular Infusion Grants Program in collaboration with IEE.
- Forged five new relationships to execute MOUs and clinical affiliation agreements (CAA) to promote global research and scholarship and student-faculty exchange.
- Implemented Global Partner Rewards Program including a scholarship to fund participation in the Visiting Scholar program from partner institutions.





Clinical Practice

Provide and promote unparalleled clinical experience

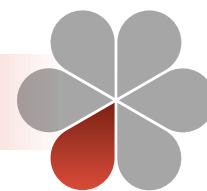
Goals:

- Advance clinical excellence in faculty to provide exemplary patient care and extraordinary educational experiences.
- Cultivate mutually beneficial opportunities with other health care organizations to design, test and implement clinical practice innovations.
- Position DUSON as a valuable partner and recognized resource for patient-centered clinical practice and leadership.

Notable Achievements:

- Revised School of Nursing APT criteria for Track II faculty to include exemplars to recognize faculty's "excellence in scholarly practice and leadership in practice". Revisions approved by Academic Council and the Board of Trustees and will be effective July 1, 2019.
- Completed benchmarking survey of 16 peer institutions to receive information about faculty clinical practice models existing nationally.
- Completed survey of DUSON faculty to identify faculty with clinical practices, and understand barriers to participating in clinical practice.
- Created job description for Associate Dean of Clinical Practice Initiatives.
- Creation of a visionary definition for faculty clinical practice (FCP) at DUSON.
- Creation of a budget plan and position description for an Assistant Dean for Clinical Innovation and Practice Partnerships.





Education

Prepare nursing leaders who will shape the future

Goals:

- Prepare nursing graduates who will lead the transformation of health care for the future.
- Ensure that Duke's nursing education is accessible to admitted students.
- Lead innovative nursing education nationally and globally.
- Increase the number of nurses in influential leadership positions.

Notable Achievements:

- Launched Psychiatric Mental Health NP program and Certificate and DNP Executive Leadership Specialty and Certificate.
- Developed standardized templates for programmatic review that allow DUSON to critically examine our program offerings.
- Critically evaluated two academic programs.
- Individual donors committed \$900,000 toward the Nurse Leaders Scholarship Challenge, designed to leverage \$1,000,000 for endowed scholarship.
- Expendable and endowed scholarship support from philanthropic foundations increased and includes a new commitment of \$650,000 from the Helene Fuld Health Trust.
- Reorganization of Institute for Educational Excellence and appointment of new Director of Assessment and Evaluation.



Research



Lead and accelerate nursing science and its translation

Goals:

- Develop supportive infrastructure that will position DUSON as a leader in nursing science and its translation.
- Promote and accelerate DUSON research, innovation and accomplishments.
- Diversify the research portfolio and funding sources.
- Focus on targeted research clusters of excellence for growth and investment.
- Recruit and retain outstanding research faculty staff, students and trainees.

Notable Achievements:

- CNR received Chancellor Washington's commitment of \$3,750,000 for five years, with up to an additional \$1,000,000 of matching funds.
- Hired key research support positions and provided numerous workshops, writing labs, think tanks, and mock proposal reviews
- Increased integration with Duke Nursing through implementation of a pilot grant call and participation by a Duke nurse scientist on the Research Steering Council and planning committees.
- CNR's Research Areas of Excellence engaged with numerous groups across Duke in collaborative research – including Center for Applied Genomic And Precision Medicine, Pratt School of Engineering, Clinical and Translational Science Institute, Nursing Informatics Collaboratory and Duke Immune Profiling Core.



- Created DUSON Biomarkers lab as a resource enabling nurse scientist-driven biomarker research.
- 113% increase in NIH grant and a 26% increase in non-NIH grant submissions; almost doubling the success rate of NIH proposals.
- Awarded 13 CNR pilot grants totaling over \$215,000.
- Catalyzed new research efforts by designing and offering events in collaboration with internal and external partners and NIH staff; including an annual Nursing Research Conference, Research Seminar Series and Summer Institute.
- Created Health Innovation Lab to foster entrepreneurial endeavors; including collaborations with Duke Engineering and Duke Innovation & Entrepreneurship. Entrepreneurial collaborations resulted in a local start up Pneumonics Inc., a new spin out company, Line Snugglers®, and Duke Mobile App Gateway, the University and Health System's new digital health endeavor.
- Diversified our NIH portfolio with funding from multiple NIH Institutes, including the National Institute- for Nursing Research (NINR), National Institute on Minority Health and Health Disparities (NIMHD), National Cancer Institute (NCI), National Institute of Allergy and Infectious Diseases (NIAID), and National Heart, Lung, and Blood Institute (NHLBI).
- Faculty-led research projects include collaborations with over 20 Duke departments, organizations and affiliates.
- Developed a joint research pilot call with the Clinical and Translational Science Institute (CTSI) to support community-engaged research in the Durham community.
- Developed Accelerating Nursing Research – A Challenge for Investment in collaboration with DUSON's Development & Alumni Affairs to increase philanthropic research funding.



People and Environment

Be the destination for outstanding talent



Goals:

- Advance all dimensions of diversity and inclusiveness as essential components of excellence at DUSON.
- Cultivate a culture that recognizes and respects the contributions and role of every individual at DUSON.
- Become a recognized employer of choice.
- Strengthen operational effectiveness and support for the people and environment of DUSON.

Notable Achievements:

- Appointed the inaugural Associate Dean, Diversity and Inclusion.
- Created Core Values awareness-raising communications plan.
- Formed School of Nursing Core Values Committee to develop action plans in response to opportunities identified in the school's core values survey.
- Developed common web page to catalogue learning opportunities to strengthen conflict resolution skills.
- Implemented treadmill meeting room within School of Nursing Pearson Building, allowing over 80 meetings and 200 participants to walk while they meet with full meeting room AV functionality.
- Implemented Sit/Stand Workstation program, providing 17 workstations to faculty and staff who complete pre and post evaluations.
- Hired DUSON Wellness Coordinator who successfully expanded Wellness Program to include:
 - Self defense
 - Yoga
 - Strength training
 - Periodic massage services
 - Relaxation room
 - Virtual race



Strategic Plan Teams: Years 1 and 2

Community Health Improvement

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Strategic Plan Implementation Leader

Diane Uzarski

Strategic Plan Time Line

2016

- April 2016** AMC Strategies developed DUSON Strategic Plan
- August 2016** Strategic Plan implementation
- September 2016** Center for Nursing Research Innovation Lab opened

2017

- June 2017** Psychiatric Mental Health NP program and certificate offered
- July 2017** D-CHIPP Program formed
- July 2017** CNR receives Chancellor Washington commitment of \$3.75M
- August 2017** DNP Executive Leadership Specialty launched
- August 2017** Biomarkers Lab opened
- September 2017** DUSON Wellness launched

2018

- March 2018** Core Values awareness program launched
- April 2018** OGACHI Global Partner Rewards Program implemented
- June 2018** OGACHI Global Health Curricular Infusion Grants Program with Institute for Educational Excellence created
- July 2018** Associate Dean, Diversity and Inclusion appointed
- December 2018** APT criteria revised and approved by Academic Council and Board of Trustees