



**Clinical  
Practice**

**People &  
Environment**

**DUSON Strategic Plan**  
Annual Progress Report  
2016-2017

**Research**

**Education**

**Global  
Health**

**Community  
Health  
Improvement**

 **Duke University**  
School of Nursing



**1 out of 3**

staff members participated in  
strategic plan implementation

**1 out of 2**

faculty members participated in  
strategic plan implementation

**100 people**

participated in strategic plan  
implementation



Dear Friends,

I find it hard to believe that it has been a year since we launched our 2016-2020 Strategic Plan for the Duke University School of Nursing (DUSON). What is not hard to believe is the dedication and effort that I have seen over the past 12 months by teams of faculty, staff and students representing every area of the School, to begin to make this vision for our future a reality.

Our Strategic Plan was built on six focus areas: Education, Research, Clinical Practice, Community Health Improvement, Global Health and perhaps our most important focus area, People & Environment. From these six areas, our plan featured 23 specific goals and 58 strategies that would help us meet them. For our first year, we identified 20 of these strategies that would serve as the foundation of our future work.

Members of my Executive Committee championed the efforts of implementation teams in each of the focus areas. More than 100 of our faculty, staff, students and Duke University and Health System partners participated in one or more of these teams. I cannot thank these individuals enough for their leadership and commitment to our students and our DUSON community that they demonstrated this year. We are truly building our community of excellence one person, one team at a time.

I invite you to take a few minutes and review the incredible progress these teams have made in a very short period of time. I know that the momentum created this year will serve as the foundation for continued success in the years to come as we work towards our vision of *"together transforming the future of nursing, to advance health with individuals, families and communities."*

I encourage you to join us on this exciting journey.

Sincerely

A handwritten signature in black ink that reads "Marion E. Broome". The signature is written in a cursive, flowing style.

**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

# People & Environment

## STRATEGY

### **Strategy 1.1**

Foster an inclusive environment where people from all backgrounds thrive and work together for a common good

### **Strategy 1.2**

Recruit and retain outstanding faculty, staff and students who are representative of the diverse community served by DUSON

### **Strategy 2.1**

Commit to unwavering dedication to the core values of DUSON

### **Strategy 2.2**

Continue to build and respective and supportive environment

## OUTCOMES

- Developed position description and recruiting plan for Associate Dean, Diversity and Inclusivity
- Organized ongoing plan for diversity & inclusion awareness sessions
- Developed draft faculty, staff and student recruiting targets for further review
- Created routine reporting to assess progress towards recruitment and retention of identified underrepresented targets
- Created Core Values signage, and awareness raising communications plan
- In addition to website presence, developed multiple strategies to institutionalize core values
- Established assessment of contribution to core values as part of annual faculty evaluations
- Identified and posted learning opportunities to strengthen conflict resolution skills
- Increased transparency by publishing departmental annual reports and Executive Committee meetings on share drive.
- Developed and provided DUSON's finances training to faculty and staff.



### **Strategy 3.2**

Improve work-life fit

- Established After Hours Communications guidelines and After-Hours Sakai Support policy
- Created job description, completed interview process and hired a Wellness Coordinator



# Research

## STRATEGY

### Strategy 1.1

Focus more extensively on faculty mentorship and research development

### Strategy 2.1

Recruit, retain, recognize and develop world leading research faculty at DUSON.

### Strategy 3.2

Implement four research areas of excellence (RAEs): Clinical Innovation, Population Health, Precision Health, Methods & Analytics

### Strategy 4.1

Promote and accelerate DUSON research, innovation and accomplishments

## OUTCOMES

- CNR offering key services through center cores
  - Established Research Steering Council, Grant Writing Club
  - Held 27 research events, 6 faculty think tanks
  - Offerings include weekly stats and IRB labs
  - Pilot grant funds made available year round
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- External research consultants hired
  - Joint faculty appointments and research faculty recruitment underway.
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- Four RAEs up and running with research faculty leads
  - Launched Health Innovation Lab
  - Collaborative and developmental activities sponsored by RAEs include workshops, roundtables, visiting scholars
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- Held successful DUSON Research Day Conference
  - Significant increase in campus-wide collaborations

# Community Health Improvement

## STRATEGY

### Strategy 1.2

Develop a centralized office within DUSON to coordinate the community and population health agenda

## OUTCOMES

- Significant DUSON presence at Duke Health and DU committees.
- Solidified a dedicated community and population health improvement program and created an office.
- Benchmarked 14 academic institutions and schools. Illuminated multiple possibilities for the DUSON office to link elective courses, mobile health program/clinics, interdisciplinary student clinics and opportunities for community engagement.
- Completed listening sessions with internal and external stakeholders to assess expectations of the office.
- Completed DUSON faculty community and population health improvement survey to inform future work. Results shared with faculty and leadership.

### Strategy 2.2

Create a research cluster specific to community and population health improvement.

- Formally connected community health improvement research, CNR population health pillar, and Office for Community and Population Health improvement within DUSON.
- Formally connected DUSON with Duke community and population health improvement research.
- Expanded capacity to support community and population health improvement research pre to post award.



# Global Health

## STRATEGY

### Strategy 1.3

Strategically identify global priorities and geographies.

## OUTCOMES

- Developed an updated Guiding Principles for OGACHI activities to inform future global projects, activities and education.

### Strategy 2.1

Integrate global health concepts and experiences across all DUSON educational programs

- Tactics developed to expand the scope of global health education at DUSON, including the possibility of a minor/certificate in global health.





# Education

## STRATEGY

### Strategy 1.1

Systematically assess all programs (existing and proposed) for relevance, quality and sustainability.

### Strategy 1.2

Create an engaging student-centered learning environment

### Strategy 2.1

Increase scholarship and other funding to offset the cost of tuition

### Strategy 3.1

Develop innovative new models and approaches for nursing education

## OUTCOMES

- New process and template documents created to be used to evaluate existing and proposed programs.
- Documents reviewed and approved by Executive Committee and Academic Team.
- Developed recommendations to support 3 priority tactics around developing and using best practices on student engagement, to support educational practices.
- Outlined a process for gathering, assimilating and disseminating data around educational best practices that demonstrate student involvement.
- 19.4% increase in DUSON Annual Fund giving with \$441,000 received from 947 donors.
- Secured \$885,000 in pledges for new ABSN scholarship support matched 1:1 by the Access and Opportunity Challenge.
- Created 7 new endowments and increased 1 existing endowment, totaling \$1.77M.
- Secured additional lead gifts and pledges toward the Sharon Hawks and Frank Titch DNP-Anesthesia Scholarship Endowment totaling \$62,400.
- Developed proposal for reorganizing the Institute for Educational Excellence; focusing on Education Excellence, Innovation and Scholarship.
- Proposal circulated for leadership input and approval.

# Clinical Practice

## STRATEGY

### Strategy 1.1

Create diverse faculty practice and patient care models that are financially and logistically sustainable.

### Strategy 1.3

Align DUSON's appointment, promotion and tenure practices to reflect the value of clinical practice.

### Strategy 2.1

Work with Duke Health and other practice partners to develop clinical and scholarly collaborations that are mutually beneficial.

## OUTCOMES

- Completed information gathering to better understand current faculty clinical practice models and perceived barriers at DUSON.
- Completed faculty survey with 39 respondents and benchmarking of clinical practice in peer schools.
- Consulted with Advance Practice Provider (APP) reimbursement model expert.
- Established series of meetings with DUHS Advanced Practice leadership to determine employer perspectives on faculty practice opportunities and challenges.
- Revised DUSON's APT criteria to include scholarly activities suited to the practice scholar.
- Revisions advanced for approval to APT Committee.
- Executive Sponsors involved with ongoing Duke Advancement of Nursing, Center of Excellence (DANCE) initiative to implement and sustain its foundational pillars.



# Teams

## People & Environment

### David Bowersox Britig Carter

Crystal Arthur  
Amy Baskin  
Melissa Batchelor-Murphy  
Eric Bloomer  
Deb Brandon\*  
Michael Cary  
Stefanie Conrad  
Jill Cordell\*  
Robin Dail\*  
Anne Derouin\*  
Bonita Douglas  
Michael Evans\*  
Will Falls  
Keysha Hall  
Les Harmon\*  
Jennifer Higgins  
Rion Hollard  
Remi Hueckel  
Libby Joyce  
Angie Keith\*  
Debra Mattice  
Bebe Mills  
Chris Muckler  
Laverne Myers  
Angela Richard-Englin  
Ernie Rushing\*  
Frank Titch  
Barbara Turner  
Queen Utley-Smith\*  
Selnatta Vereen  
Helen Williams  
Tracey Yap

## Strategic Plan Implementation Leader

**Diane Uzarski**

## Research

### Marilyn Hockenberry

Mary Lou Affronti  
Sathya Amarasekara  
Donna Biederman  
Caroline Bishop  
Michael Cary  
Jianhong Chang  
Wonshik Chee  
Robin Dail  
Sharron Docherty  
Christian Douglas  
Jennifer Dungan  
Rosa Gonzalez-Guarda\*  
Jane Halpin  
Jennifer Higgins  
Rachel Hirschey  
Sue Hunter  
Eun-Ok Im  
Karen Judge  
Libby Ladd  
Isaac Lipkus  
Devon Noonan  
Wei Pan\*  
Karin Reuter-Rice  
Ryan Shaw\*  
Sophia Smith  
Robbin Thomas  
Allison Vorderstrasse\*  
Julia Walker  
Julie Yamagiwa  
Qing Yang

## Community Health Improvement

### Barbara Turner

Donna Biederman\*  
Anne Derouin  
Alison Edie  
Irene Felsman  
Rosa Gonzalez-Guarda\*  
Michelle Hartman  
Jennifer Higgins  
Marilyn Hockenberry  
Eun-Ok Im  
Karen Judge  
Maggie McDonough  
Devon Noonan  
Izy Obi  
Iris Padilla  
Wei Pan  
Schenita Randolph  
Glenn Setliff  
Ryan Shaw  
Eleanor Stevenson  
Allison Vorderstrasse

## Global Health

### Michael Relf

Jessica Almy-Pagan  
Jane Blood-Siegfried\*  
Julie Cusatis  
Kirsten Corazzini  
Irene Felsman\*  
Michelle Hartman  
Kimberly Jackson  
Brett Morgan  
Zhao Ni  
Kathy Pereira  
Rosa Solarzano  
Eleanor Stevenson  
Brittany Sullivan  
Belinda Wisdom  
Christy Michaels\*\*  
Eric Myn\*\*

## Education

### Janice Humphreys

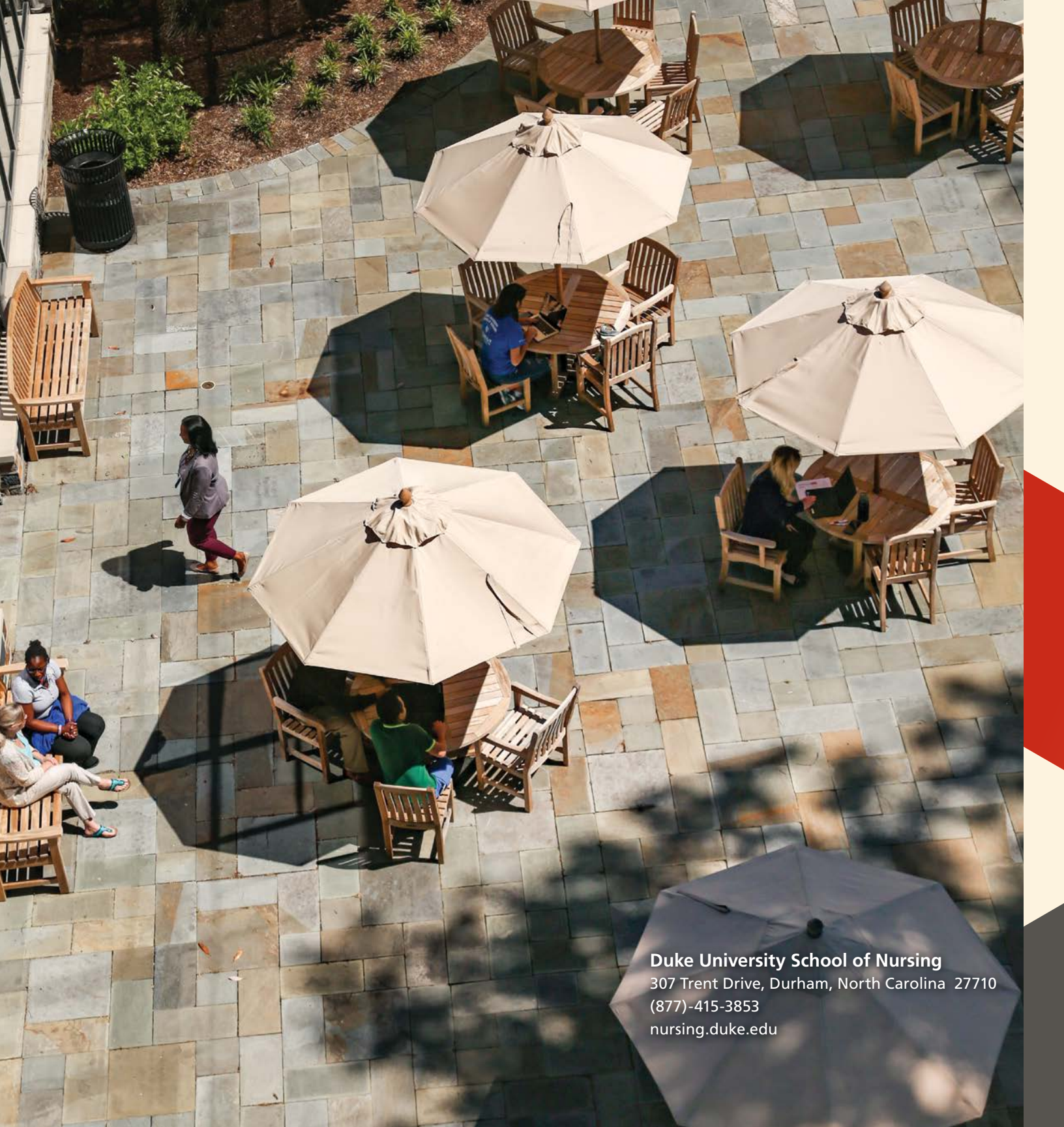
Crystal Arthur  
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Jennie De Gagne\*  
Tony Dren  
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Nancy Foskey\*  
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Diana Staples  
Deirdre Thornlow  
Terry Valiga  
Julia Walker  
Michael Zychowicz\*

## Clinical Practice

### Katherine Pereira Valerie Sabol

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Charnetta Cooper  
Les Harmon  
Marilyn Oermann\*  
Kathy Pereira  
Liz Rende\*  
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