

Duke University School of Nursing: State of the School 2021

October 27, 2021



Vincent Guilamo-Ramos, PhD, MPH, LCSW, RN, ANP-BC, PMHNP-BC, AAHIVS, FAAN
Dean, Duke University School of Nursing
Vice Chancellor for Nursing Affairs, Duke University
Director, Center for Latino Adolescent and Family Health

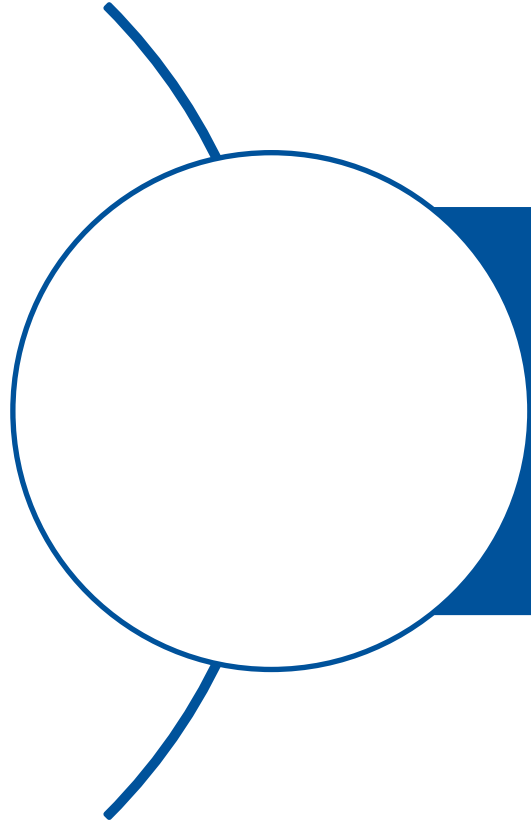
Overview



DUSON Past Academic Year Accomplishments 2020-21

The Current Context of Healthcare

Implications and Reflections for DUSON's Future



DUSON Past Academic Year Accomplishments 2020-21

Taking Pause to Reflect on the Impact of the COVID-19 Pandemic



COVID-19 Response and Resilience at DUSON

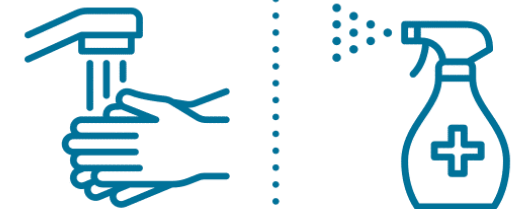
Vaccination Success: 100% of students, faculty, staff, and instructors met Duke's COVID-19 vaccination requirements.

Surveillance Testing: continues for students and those not vaccinated; optional for others.

Classroom Transmission Rate: Zero, Zilch, Nada, None!

Research Project Progression: all active projects were able to continue, even though a few experienced delays.

Coordination and Teamwork: continued linkage with DU and DUHS leaders to navigate shifting landscape and coordinate within DUSON. Incredible team effort!



UNIVERSITY -----

School Leadership

Operations

Academics

DUSON -----

**Town Halls: Faculty,
Staff, Students**

**Coordinating
Committee**

**Academics
Committee**

Building on Excellence

Areas of Accomplishments in 2020-21



Academic Programs



Research



Partnerships & Service



Diversity, Equity & Inclusion



Faculty, Student & Staff Advancement



Administration



Communications & Marketing



Development & Alumni Engagement



Academic Programs – Building on Excellence



DUSON continues to be among the top-ranked nursing programs in the United States.



- 🏆 **Applicant numbers remain strong** throughout, despite the pandemic.
- 🏆 Mean **retention (97%) and job placement (92%)* rates were high.**
- 🏆 Certification and licensing pass rates **exceed 95%** across all clinical programs.
- 🏆 Successful **continuation of teaching activities** throughout COVID-19.
- 🏆 DUSON has begun process for school's **reaccreditation.**
- 🏆 The **Center for Nursing Discovery (CND) simulation lab** received a **five-year re-accreditation** by the Society for Simulation in Healthcare (SSH) and the Council for Accreditation of Healthcare Simulation Programs in the **area of teaching/education.**



* Based on most recent available data from the 2020 DUSON Alumni Survey



Research Enterprise – Building on Excellence

2020-21 Research Areas of Excellence



Data Science

Led Data Science Workshop for campus & initiated Data Science Certificate Program



Health Innovation

Supported multiple COVID-19 Projects (e.g. EasyShift, Coviage, CovIdentify, iDrape)



Population Health

Enabled CITI training in Spanish for Duke & established Latin-19 and RESPECT NC projects

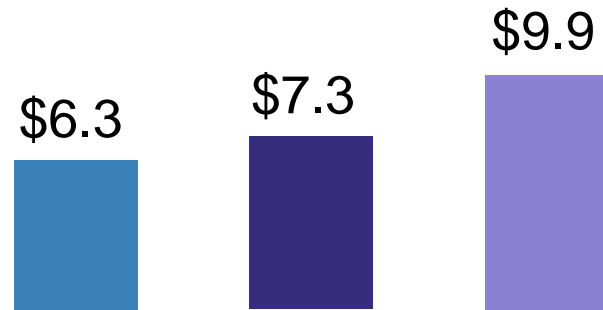


Precision Health

Adapted biomarker data collection methods for COVID-19

TOTAL \$ AWARDED FOR RESEARCH (IN MILLIONS)

■ FY19 ■ FY20 ■ FY21



✓ Established Research Racial Justice Taskforce



DUSON-INFUSE →

Checklist to help researchers infuse equity throughout research lifecycle.



New **podcast to raise awareness of endemic racism** in research and promote equity.



Partnerships and Service 2020-21 – Community Health

In 2020-21 DUSON and the Lincoln Community Health Center, a federally qualified health center (FQHC), partnered to implement the **D-CHIPP Quality Improvement (QI) Scholars Program** aimed at increasing patient linkage to follow-up care for diabetes management and colorectal cancer screening.

Lincoln Patients Connected with Follow up Care

Diabetes in NC

More than **1 in 10** adults in NC are diagnosed with diabetes

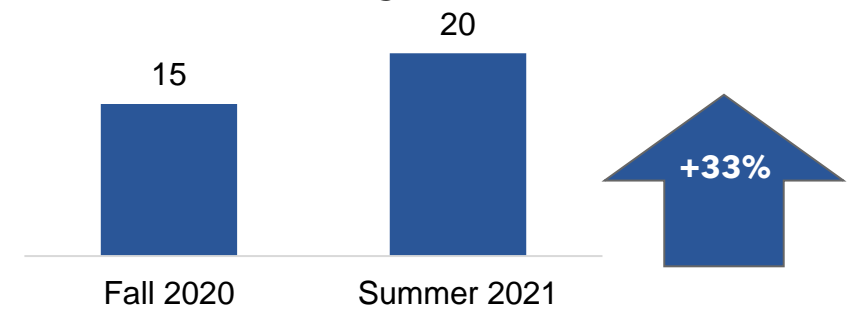
Diabetes is the 7th leading cause of death in NC

Colorectal Cancer in NC

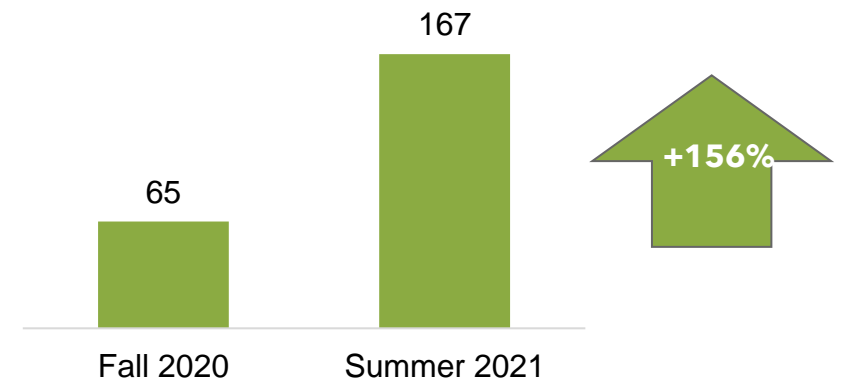
Nearly **1 in 10** cancer diagnoses in NC are for **colorectal cancer** (cancer is the leading cause of death in NC)

Colorectal cancer accounts for the 2nd most cancer deaths in NC

Diabetes Management



Colorectal CA Screening





Partnerships and Service 2020-21 – Global Health

DUSON has strong partnership with Duke Global Health Institute (DGHI) both in terms of affiliates and core faculty

Affiliates → Jane Blood-Siegfried, Anne Derouin, Irene Felsman

Core Faculty → Brandon Knettel, Marta Mulawa, Michael Relf, Hanzhang Xu



DUSON has a significant and growing international program of research funded by NIH

Brandon Knettel, Tanzania: Assessing the Feasibility and Acceptability of a *Telehealth Hub to Reduce Suicidality and Improve HIV Care Engagement.*

Michael Relf, Tanzania: Acceptability and efficacy of an internalized stigma reduction intervention among women living with HIV.

Marta Mulawa, South Africa: Developing an mHealth intervention that leverages social networks to improve ART adherence among HIV-Infected adolescents.

New Clinical Affiliations Agreements for DUSON Global Clinical Immersion Experiences

Chiang Mai University Faculty of Nursing (Thailand): All DUSON academic programs.



Kilema Hospital (Tanzania): Added graduate programs.

Teamwork City of Hope (Tanzania): Added graduate programs.



Diversity, Equity, & Inclusion Highlights 2020-21

2020 + 2021 Health Profession Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine



2020 + 2021 Best Nursing School for Men in Nursing by the American Assembly for Men in Nursing



DEI Initiatives

Developed and implemented **Leading to Equitable Access to Health Professions (LEAHP)**



January 2021 launch of the **PACE program**, and training of **10 Peer Facilitators**



The Racial Justice Task Force and the 9 Racial Justice Committees developed strategies for **DUSON's antiracism plan**



Developed and implemented **Mentoring Black Nurses Toward Success** in partnership with DANCE and DUHS



DUSON Trinity Curriculum Bridge will **successfully graduate ABSN students** December 2021



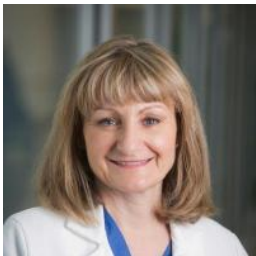


Special Awards and Recognitions 2020-21 – Faculty Promotions

Tenure Appointments



Devon Noonan, Promotion to Associate Professor with tenure



Karin Reuter-Rice, Promotion to Associate Professor with tenure



Ryan Shaw, Promotion to Associate Professor with tenure



Margaret "Peggy" Bush, Promotion to Professor



Ragan Johnson, Promotion to Associate Professor



Schenita D. Randolph, Promotion to Associate Professor



Brigit Carter,* Promotion to Professor



Tolu Oyesanya, Promotion to Associate Professor



Staci Reynolds, Promotion to Associate Professor



Anne Derouin,* Promotion to Professor



Iris Padilla, Promotion to Associate Professor



Qing Yang, Promotion to Associate Professor



Special Awards and Recognitions 2020-21 – Faculty, Student and Staff Awards

43 DUSON Faculty received Fellowships,
Leadership, Service, Scholarship and Teaching Awards



6 DUSON Students received Leadership,
Excellence and Service Awards



7 DUSON Staff received Service, Leadership and
Excellence Awards





Administrative Highlights 2020-21

Staffing & Administrative Adjustments

Staff Flexibility:

Several staff shifted to other departments or duties that had increased workload due to COVID-19.

- Helped the other departments and saved jobs!



Work Location Plans:

Planning process to support **flexible work locations** using guiding principles and defined criteria.

- **Survey to determine needs of faculty & students** for on campus support.
- Administrative leaders use survey data to create Team Success Plans.

Consistent LMS Experience for Students:

Regardless of course, 18 months ahead of plan, including great work by EdTech team.



Financial Positives



- **Ended FY21 with modest surplus** after challenging year.
- **Lower revenue** than planned due to no tuition increase.
- **Reduced expenses** due to COVID-19 restrictions and university requirements.
- **Adjusted advertising strategy** to allow admissions applications to rebound.
- **Tremendous teamwork across the school.**



Communications and Marketing Highlights 2020-21

Communication Reach

Expanded national student recruitment advertising to mitigate COVID-19 impact for 2021 and beyond.

- Increased ad testing and varied placements.
- These tactics proved to be highly successful in generating prospects and applicants, especially when all live events were cancelled.

More than 20 video projects and 30 photo projects completed, including a series of videos to welcome the new Dean.



Sustained strong website traffic with **more than 1.5M visitors** and **3.3M pages of content** being accessed (July 2020 - June 2021).

Maintained **more than 25 microsites** in addition to the main website in support of key DUSON initiatives and research projects.



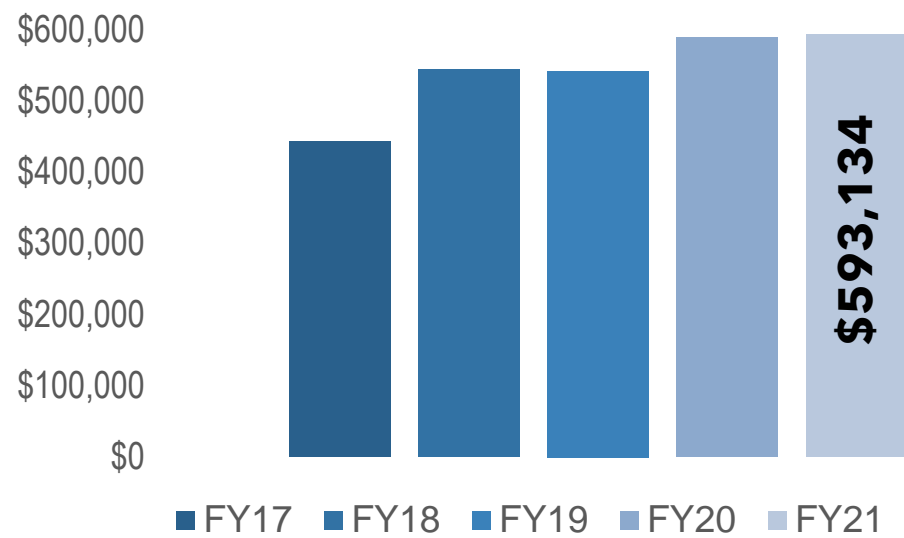
Sustained growth in social media following across platforms (Instagram, LinkedIn, Facebook, YouTube, and Twitter).



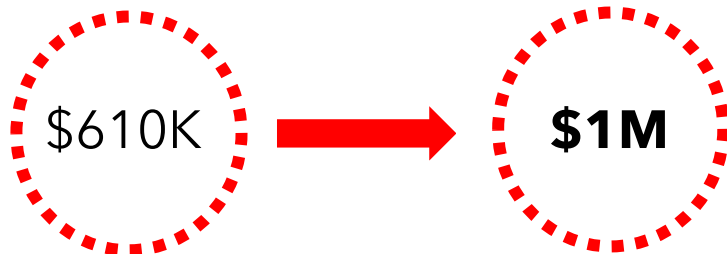
Development and Alumni Affairs Highlights 2020-21

Fundraising Accomplishments

Annual Fund Growth



Accelerating Nursing Research Challenge



Development Initiatives

Campus to Couch

- 300 **total** participants
- 84% **repeat** attendees
- 48% **first-time** SON event attendees
- 30% **graduate** and **professional alumni**



DNP Scholarship

Launched a campaign with a **\$50K gift to create a \$300K DNP scholarship fund** for Veterans in honor of Dean Broome's service.



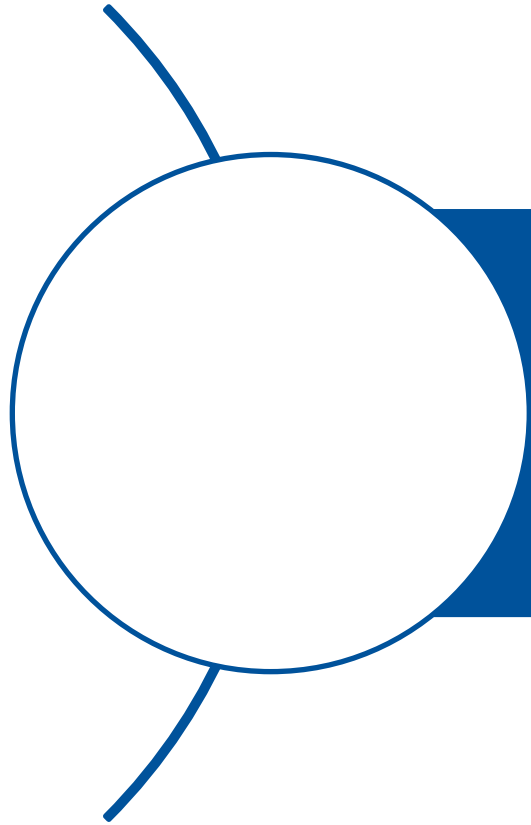
Thank You to Dean Broome



A Time of Transition

After 7 years of leadership, Dean Broome passed the torch of leadership to Dr. Vincent Guilamo-Ramos on July 1, 2021. He became the 12th Dean of DUSON and its first male, Latino, and second alumnus dean.

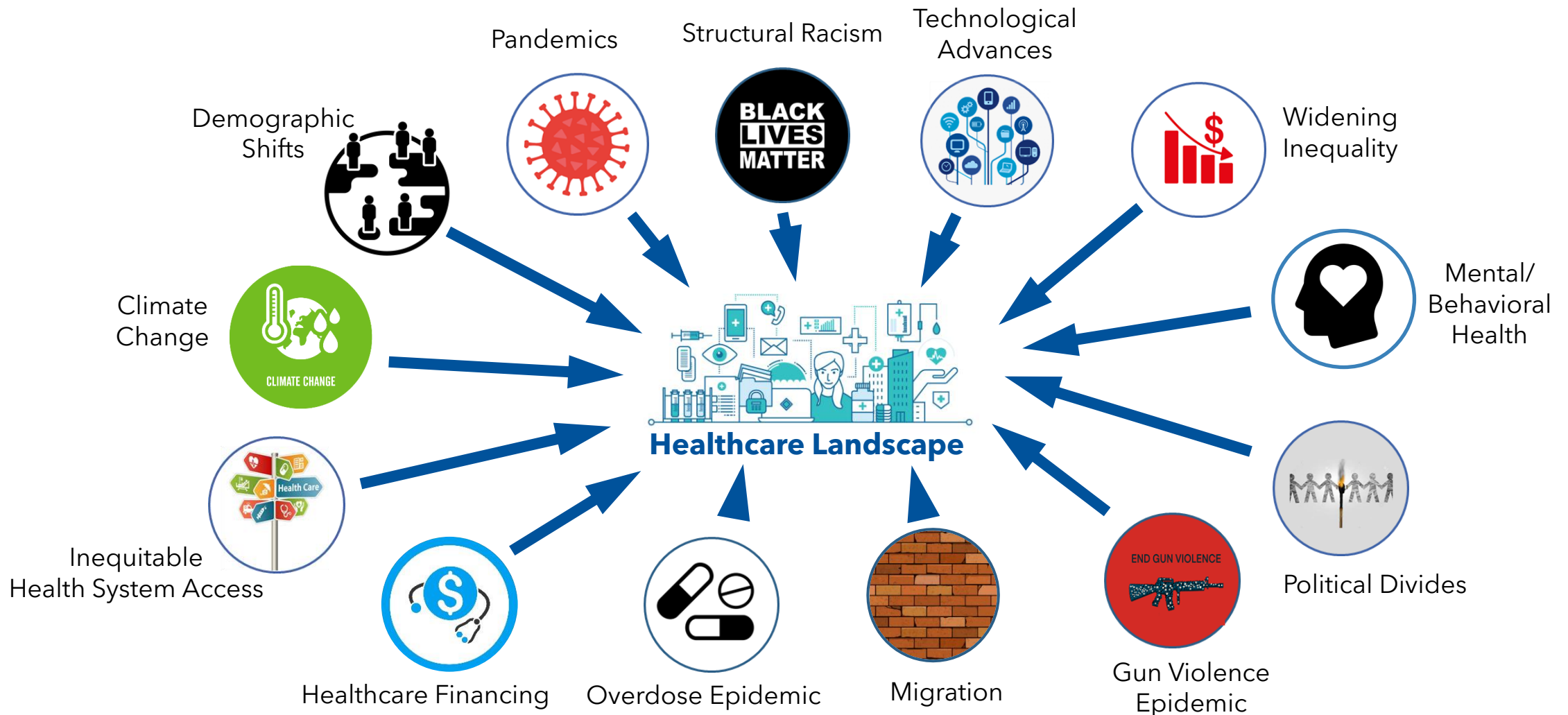
Thank you, Dean Broome, for your leadership and advancement of DUSON!



The Current Context of Healthcare

The Changing Context of Healthcare

The current healthcare landscape is undergoing **significant change** and is being shaped by **large-scale transformative events**, including **contemporary** and **chronic** health and social welfare inequities.

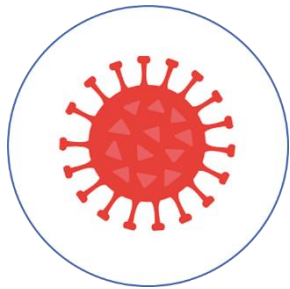


Large-Scale Events Shape the Healthcare Landscape in Multiple Ways

1.

Through New Challenges for Healthcare Systems and Public Health

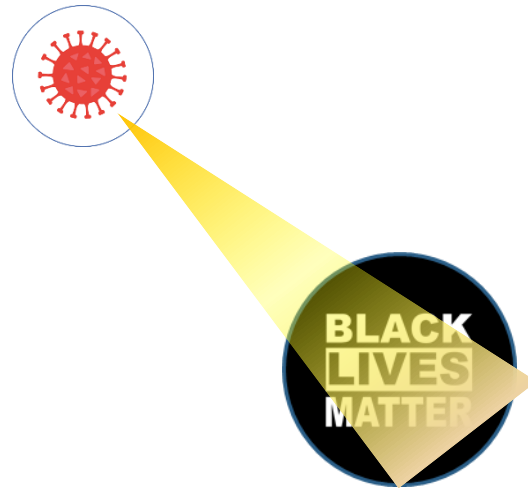
Three Case Examples:



The ongoing COVID-19 pandemic as a new challenge for healthcare systems and public health

2.

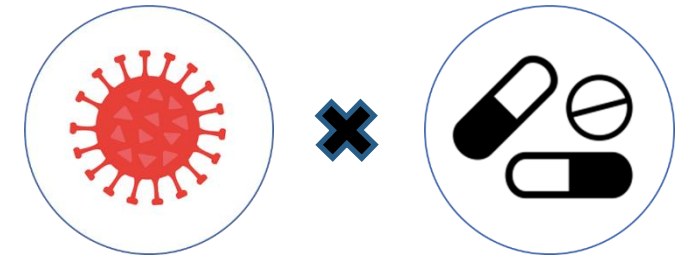
By Exposing Chronic Inequities



Structural racism shaping the disproportionate impact of COVID-19 in communities of color

3.

Through Synergies that Exacerbate Existing Inequities



Record increases in overdose deaths during the COVID-19 pandemic



1. New Challenges for Healthcare: The Ongoing COVID-19 Pandemic

Health system adaptations in response to COVID-19:

Expansion of Capacity

An icon showing a blue upward-pointing arrow next to a grid of blue human figures, representing an increase in capacity.

Redeployment, Retraining & Support for the Workforce

An icon showing a person pointing at a whiteboard with a gear and a laptop, with three other people seated in front, representing workforce training and support.

Changing Traditional Models of Care

An icon showing two white curved arrows forming a circle around a red heart with a white ECG line, representing a shift in care models.

Development & Implementation of New Technologies

An icon showing a white hand pointing at a stethoscope on a tablet screen, representing the use of new technologies.

Addressing Amplified Health Inequities

An icon showing a white balance scale with two human figures on the pans, representing health equity.

New Priorities for Long-Term Planning

An icon showing a person in a suit looking through a telescope at a circular inset containing a bar chart with an upward arrow, representing long-term planning.

Improvement of Data Collection & Implementation Evaluation

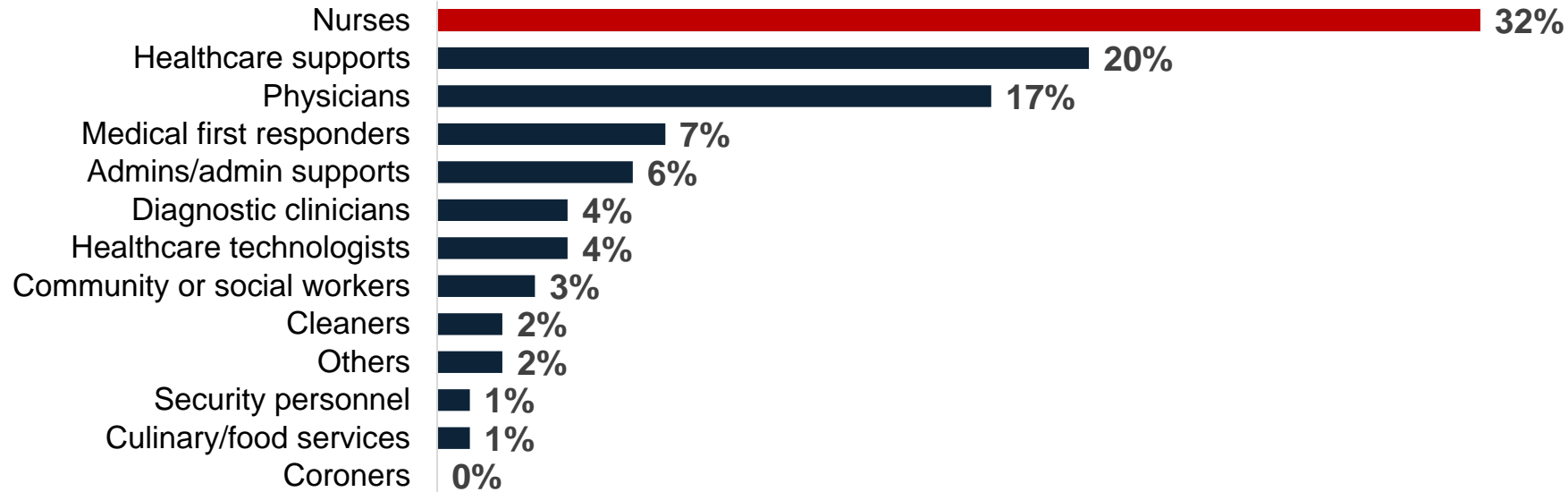
An icon showing three colored document icons (red, blue, grey) with arrows pointing to a hand holding a pen, representing data collection and evaluation.

The Physical and Mental Impact of the COVID-19 Pandemic on Nurses in the U.S.

Lost on the frontline

Thousands of US healthcare workers died fighting Covid-19 in the first year of the pandemic.

A partnership between
The Guardian and
Kaiser Health News



In the first year of the pandemic,
nurses accounted for

1 in 3

COVID-19 deaths among people
who work in healthcare



2021 FRONTLINE NURSE MENTAL HEALTH & WELL-BEING SURVEY

Self-reported mental health and well-being among nurses decreased by **27%** since before the pandemic

67% of nurses think the mental health and well-being of nurses is not a priority in the healthcare industry.

46% of nurses are less committed to nursing than before COVID-19, *more than half of whom consider leaving the profession.*



2. Exposing Chronic Inequities: COVID-19 & Structural Racism

Structural Racism and Inequities in COVID-19 Exposure

- E.g., ~1 in 2 essential workers living in the US (45%) are **ethnic/racial minorities**
 - Increased risk of COVID-19 exposure.
- E.g., The average **household size is larger** for **ethnic/racial minorities**, as compared to Whites
 - Increased risk of COVID-19 exposure.

Structural Racism and Inequities in COVID-19 Treatment & Outcomes

- E.g., Ethnic/racial minority groups have elevated rates of **un- and under-insurance**.
 - Increased risk of inadequate COVID-19 treatment/outcomes
- E.g., Latinos and Blacks are more likely to live in **medically underserved** and **health professional shortage** areas.
 - Increased risk of inadequate COVID-19 treatment/outcomes

| Rate ratios, age-adjusted; relative to whites | Black | Latino | Asian | AI/AN |
|---|-------------|-------------|-------|-------------|
| COVID-19 Cases | 1.1x | 1.9x | 0.7x | 1.7x |
| COVID- Hospitalizations | 2.8x | 2.8x | 1.0x | 3.5x |
| COVID-19 Deaths | 2.0x | 2.3x | 1.0x | 2.4x |

Change in U.S. Life Expectancy by Select Race/Ethnicity, 2019 to 2020

| All Races | Non-Hispanic White | Non-Hispanic Black | Latino |
|-----------|--------------------|--------------------|--------|
| 78.8 | 78.8 | 74.7 | 81.8 |



| All Races | White | Black | Latino |
|-----------|-------|-------|--------|
| 77.8 | 78.0 | 72.0 | 79.9 |

CDC; Arias E, Tejada-Vera B, et al., <https://www.cdc.gov/nchs/data/vsrr/vsrr015-508.pdf>, <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2020.00897>, https://www.urban.org/sites/default/files/publication/103651/delayed-and-forgone-health-care-for-nonelderly-adults-during-the-covid-19-pandemic_1.pdf, <https://www.cdc.gov/coronavirus/2019-ncov/covid-data/investigations-discovery/hospitalization-death-by-race-ethnicity.html>, <https://www.epi.org/blog/who-are-essential-workers-a-comprehensive-look-at-their-wages-demographics-and-unionization-rates/>

Life Expectancy (years), 2019

Change in Life Expectancy (years)

Life Expectancy (years), 2020

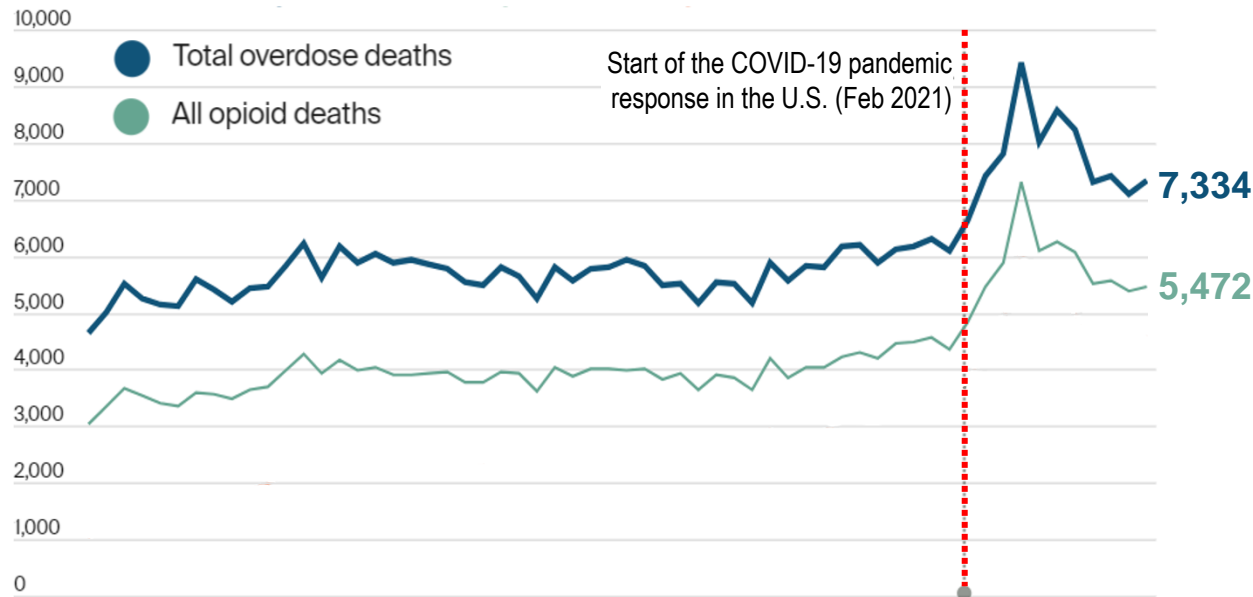


3. Synergies That Exacerbate Existing Crises: COVID-19 & the Overdose Epidemic

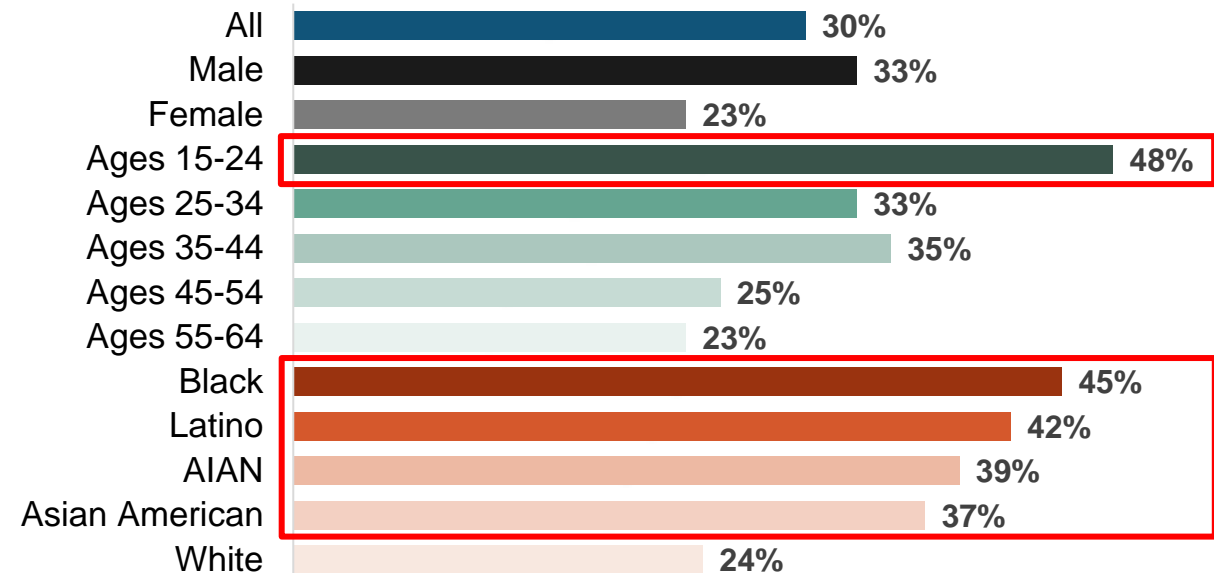
The 2019-20 increase in overdose deaths recorded during the first year of the COVID-19 pandemic is the largest on record in the U.S.

- **Elevated substance use** during the COVID-19 pandemic
- Increased **solitary drug use** has contributed to increasing overdose deaths
- Drugs obtained from **unknown/unreliable sources** has increased risk of overdose (cutting/mixing)
- The pandemic **disrupted access to SUD treatment**

Monthly Overdose Deaths, 2016-20



% Increase in Overdose Deaths by Demographic Group, 2019-20

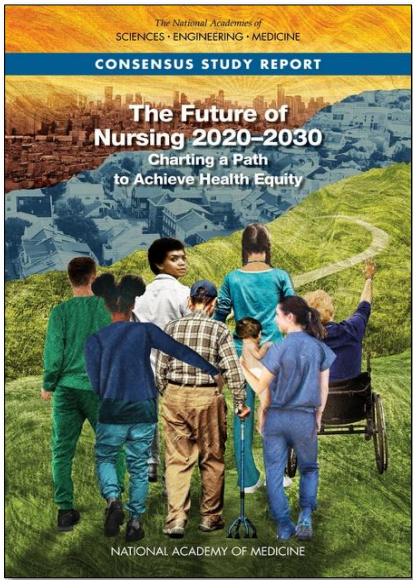


The Nursing Profession at a Critical Juncture

Large-scale events, including **contemporary** and **chronic** health and social welfare inequities, have put the **nursing profession at a critical juncture**.



The Nursing Profession Has Been in Discussion About the Way Forward



NASEM, 2021

The Future of Nursing 2020-2023: Charting a Path to Achieving Health Equity



NINR, 2021

Strategic Plan Working Group Draft Framework for 2022-2026

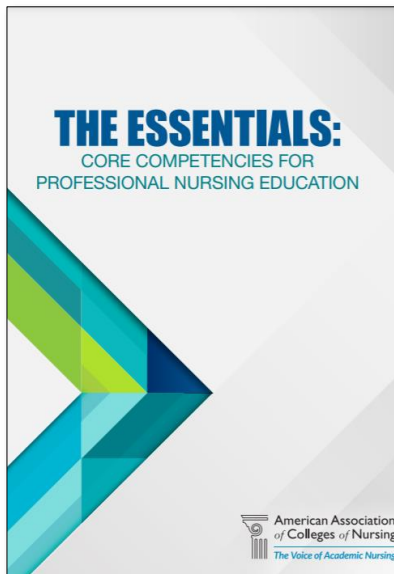


NASEM, 2021

Implementing High-Quality Primary Care: Rebuilding the Foundation of Healthcare

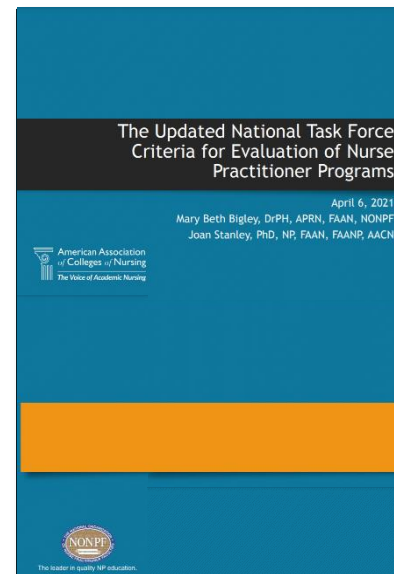
AACN, 2021

The Essentials: Core Competencies for Professional Nursing Education



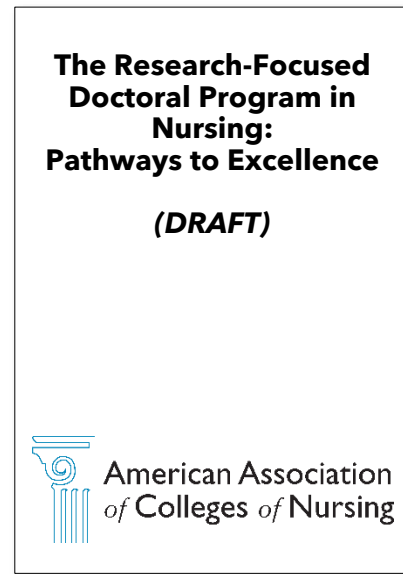
NONPF, 2021

The Updated National Task Force Criteria for Evaluation of Nurse Practitioner Programs

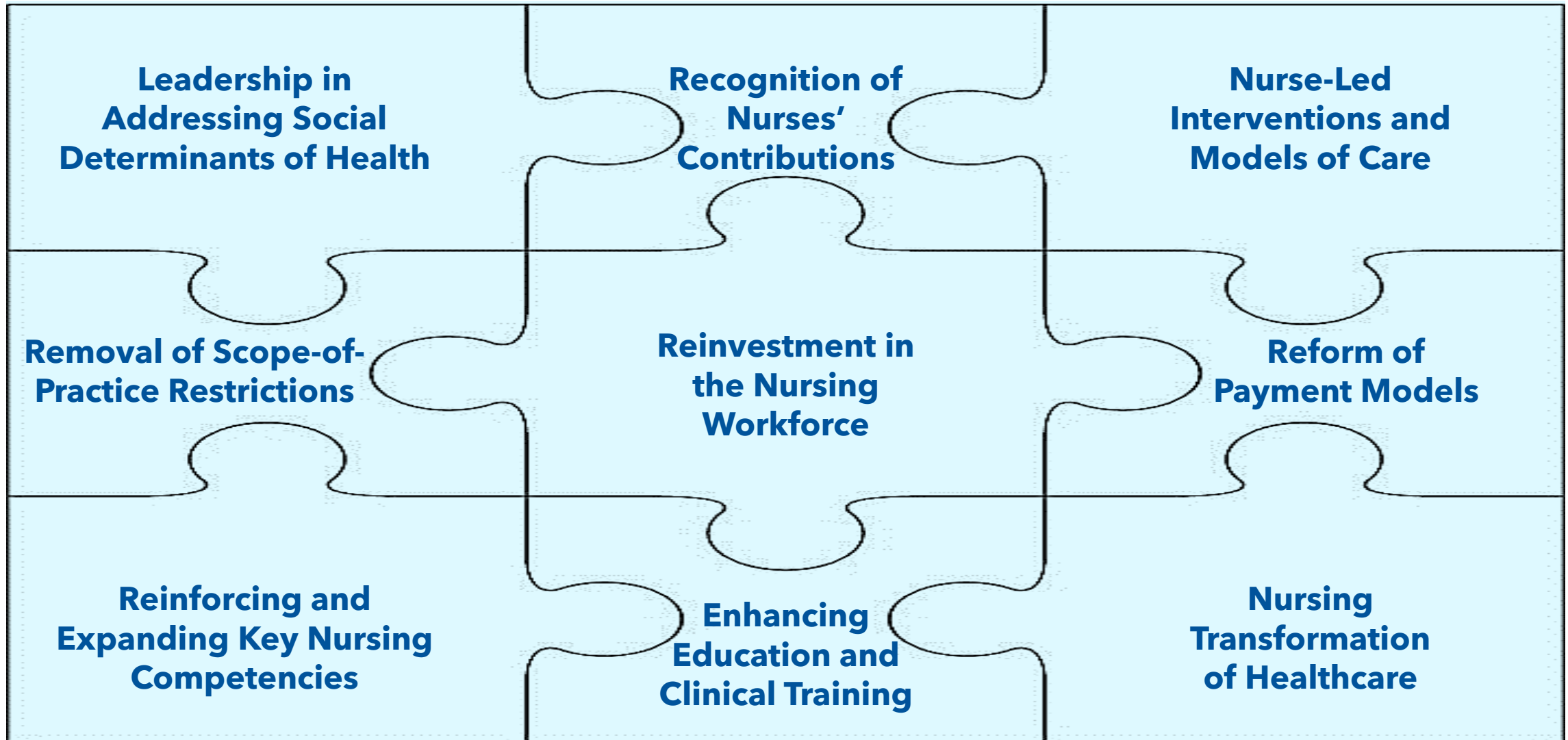


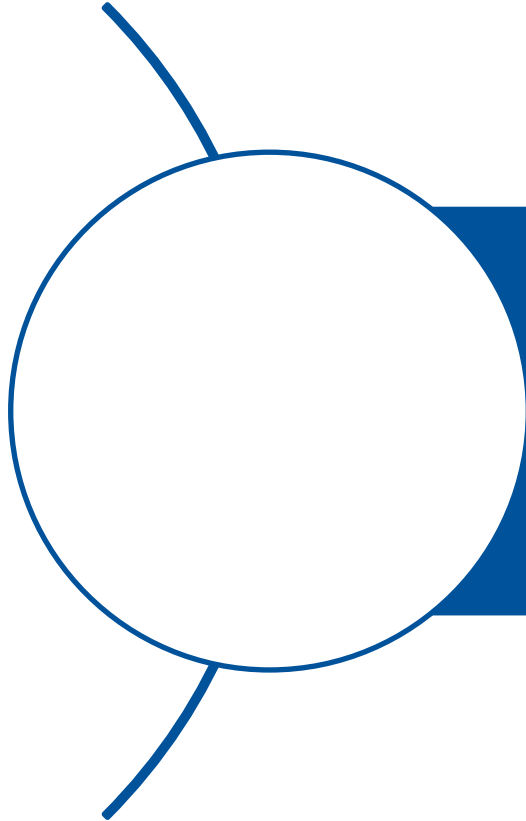
AACN, 2021

The Research-Focused Doctoral Program in Nursing: Pathways to Excellence (DRAFT)



Major Themes for the Advancement of Nursing Emerge





Implications and Reflections for DUSON's Future

Influences Shaping My Trajectory and Vision for DUSON



The Bronx: An Overview

Demographics:



- **56.4%** identify as **Latino**
- **29.0%** identify as **Black**
- **33.7%** are **foreign-born**
- **32.9%** of households have **children under 18**

Social Inequities:



- Median **household income** of **\$41,432** (\$68,703 for the US).
- **27%** of the population ages 25+ **did not graduate high school** (12% for the US).
- As of September 2021, **unemployment rate** was **18.6%** (4.8% in the US).

Contributions:

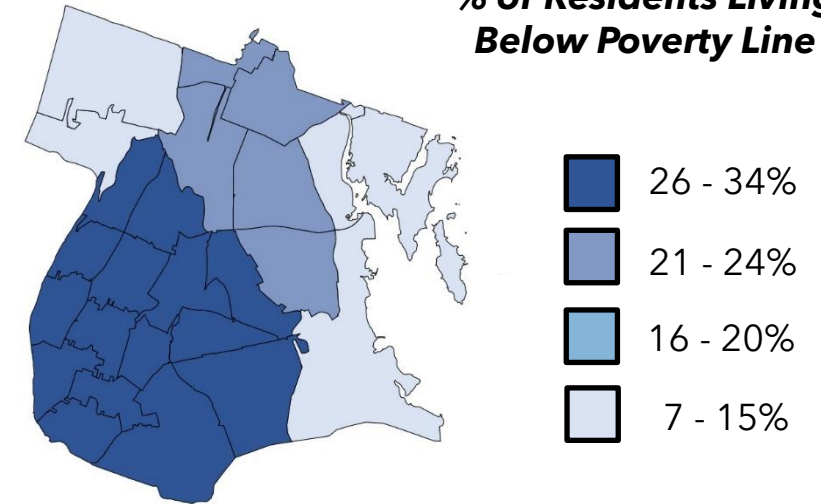


- Rich in culture, the Bronx is the **birthplace** of **Hip-Hop**, **breakdancing**, and popularized **Salsa** in the US and globe. **"The Real Little Italy,"** City Island a seaport community, **Bronx Bombers**
- The Bronx is home to **largest metropolitan zoo** (Bronx Zoo) and **the oldest public golf course in the US** (Van Cortlandt Park Golf Course), Botanical Gardens
- Influential residents from **JLo** and **Cardi B** to **Supreme Court Justice Sonya Sotomayor**, and Nobel Prize Winner **Eric Kandel**.

Influences Shaping my Trajectory and Vision for DUSON



% of Residents Living Below Poverty Line



***U.S. Poverty Rate: 11%**

Dean Ramos: The Journey to Nursing

Social Welfare:

Motivation to enter field:

- Advance social justice
- Respond to social welfare needs
- Understand structural drivers of poverty

Public Health:

Motivation to enter field:

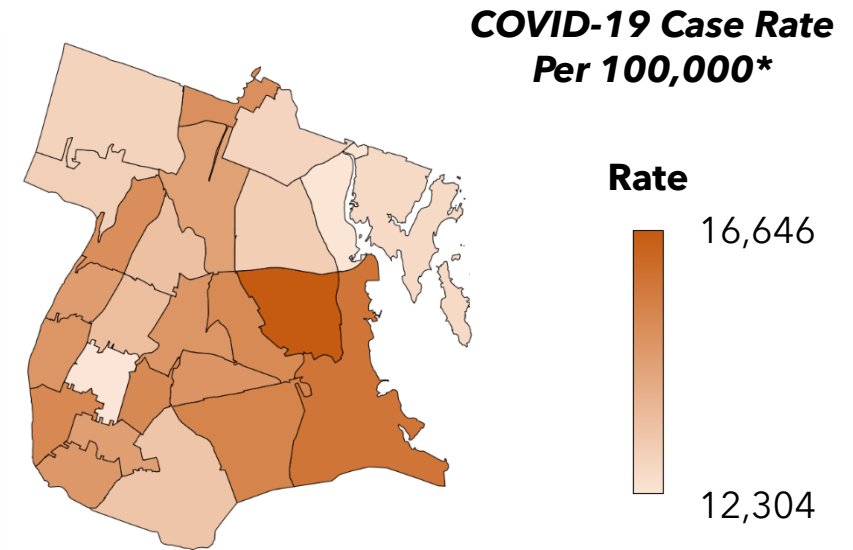
- Understand and address social determinants of health
- Examine factors that shape the distribution of disease, risk
- Respond to health disparities at the population level

Nursing:

Motivation to enter field:

- Understand healthcare systems as actors in addressing health inequities
- Develop healthcare knowledge & skills informed by a holistic nursing perspective
- Directly intervene as a healthcare provider

Influences Shaping my Trajectory and Vision for DUSON



***More COVID-19 cases than 99% of U.S. counties**

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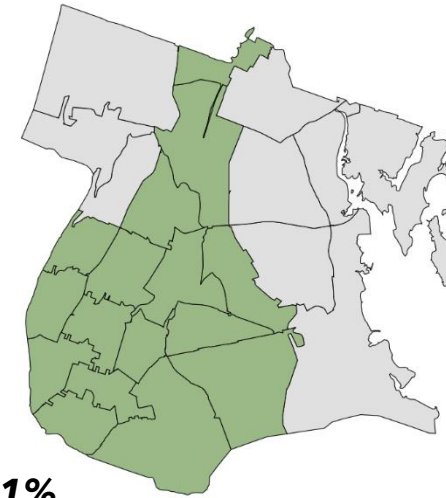


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Influences Shaping my Trajectory and Vision for DUSON



■
HRSA Designated
Medically
Underserved Area
(MUA)*

***63.1%**
of Bronx residents live in a HRSA Designated MUA

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Motivation to enter field:

- Understand healthcare systems as leaders in addressing health inequities
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DUSON as an Opportunity for Impact

Important Values



Ethnic and Racial Justice



Commitment to Life Opportunities



Community and Population Health



Strong Identity and Sense of Self



Meaningful Change and Impact

Aligning Values and Commitment with Passion and Opportunity

A conversation with Vincent Guilamo-Ramos

In July, the Duke University School of Nursing will welcome its 12th dean, **Vincent Guilamo-Ramos, MSN'17, PhD, MPH, LCSW, RN, ANP-BC, PMHNP-BC, AAHIVS, FAAN.** Ramos brings with him a staunch commitment to social justice and equity, particularly as seen through the lens of social determinants of health. The child of immigrants, Ramos grew up in the Bronx, and didn't really understand the concept of disparity until he left his borough on a field trip to lower Manhattan.

"I could see from the window of that school bus that things looked different in other parts of New York City than where I lived," he said.

That started Ramos thinking and questioning, which led to a career of seeking answers through education in



Opportunities and Vision in 7 Key Areas:



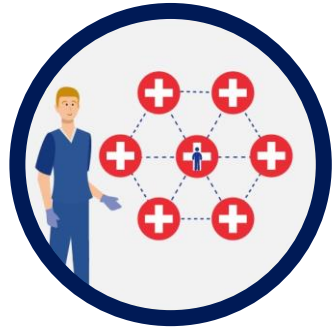
Invest in People & Environment



Innovate, Evaluate & Lead Nursing Education



Advance and Redefine Nursing Science



Develop, Evaluate & Disseminate Nurse-Driven Models of Healthcare



Expand, Align, and Evaluate Local & Global Partnerships



Increase Diversity, Equity & Inclusion Within the School and Broader Profession



Strengthen Nurse Leadership and Impact

Invest in People and Environment









Investing in Ourselves and Our Future

 Duke University School of Nursing

Opportunities for DUSON's Future

Re-investment in the DUSON community in response to **unprecedented social changes and shifts in work life.**

What does this mean?

-  Increased **support for faculty, staff, and students**
-  Increased **efficiency of processes** to balance workloads
-  Strengthen **career opportunities and growth at DUSON**
-  Opportunities for deeper **connections and commitment to one another and the institution**
-  Finding **renewed meaning and strengthened purpose** in improving the health and well-being of individuals, families, and communities
-  Further **strengthen connections with our alumni and networks** globally
-  Greater investment of **tangible resources**



Investing in Ourselves and Our Future

 Duke University School of Nursing

Innovate, Evaluate & Lead Nursing Education



**Innovate, Evaluate & Lead
Nursing Education**

Opportunities for DUSON's Future

Re-consideration of academic programs in response to a **changing healthcare context**, **new practice demands on the nurses of the future**, and **new criteria for nursing education**:



New pathways for entry into the nursing profession to address workforce shortages (e.g., master's entry to nursing practice [MEPN] programs)



Reinforced commitment to **excellence and innovation in education** (including focus on competencies vs. focus on hours)



Greater focus on **health equity and the social determinants of health** (including practical/clinical experiences in communities experiencing health inequities)



New and reinforced competencies in **systems thinking, new health technologies, public health preparedness, and leadership**



Expanded academic programming focused on the **health needs of underserved populations** experiencing health inequity

Advance and Redefine Nursing Science



Advance and Redefine Nursing Science

Opportunities for DUSON's Future

Nurses, the **largest healthcare workforce** in the US (>4 mil.), must address the **most pressing challenges in healthcare and public health.**

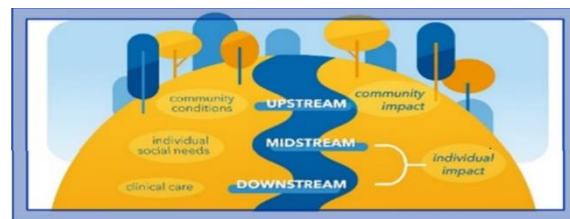
Three Priority Areas for Nursing Research

(Outlined by the NINR Strategic Plan Working Group, 2021)



Nursing Research Goal #1

Use Nursing Science to **Dismantle Structures** that Foster **Racism** and **Inequity**



Nursing Research Goal #2

Develop, Evaluate, and Disseminate **Multi-Level Interventions** Designed to Address **Social Determinants of Health**



Nursing Research Goal #3

Apply a **Holistic Approach** to the Advancement of **Health Care** and **Precision Health**

#1: Nursing Science to Dismantle Structures of Racism and Inequity



 Duke University
School of Nursing

**Implication for
Research at DUSON:**

Opportunities for DUSON's Future



Recognition of the importance to **move beyond characterization** of inequities, toward:

- **Understanding** drivers of inequity
- **Identifying** causal factors that are amenable to change
- **Developing and evaluating interventions designed to** reduce historic inequities



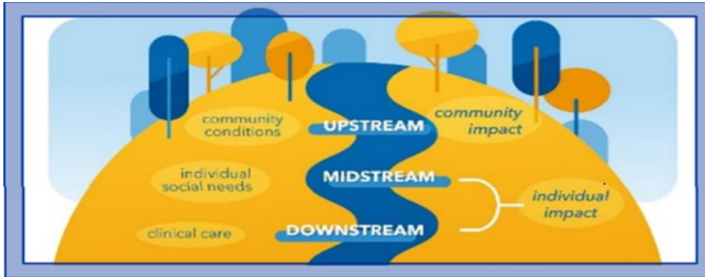
Conceptual and methodological advancement of health equity science, through:

- Novel **theoretical models in dismantling structural racism and inequity**
- Innovative **research designs and statistical analyses** (e.g., causal inference methods, cluster randomized trials, stepped-wedge trials, etc.)
- Improvement of available **measures of structural racism/determinants**



Adoption of **implementation science and impact** approaches to optimize the **scale-up, reach,** and **real-world effects of nursing science** on advancing health equity and dismantling structural racism.

#2: Multi-Level Interventions to Address Social Determinants of Health



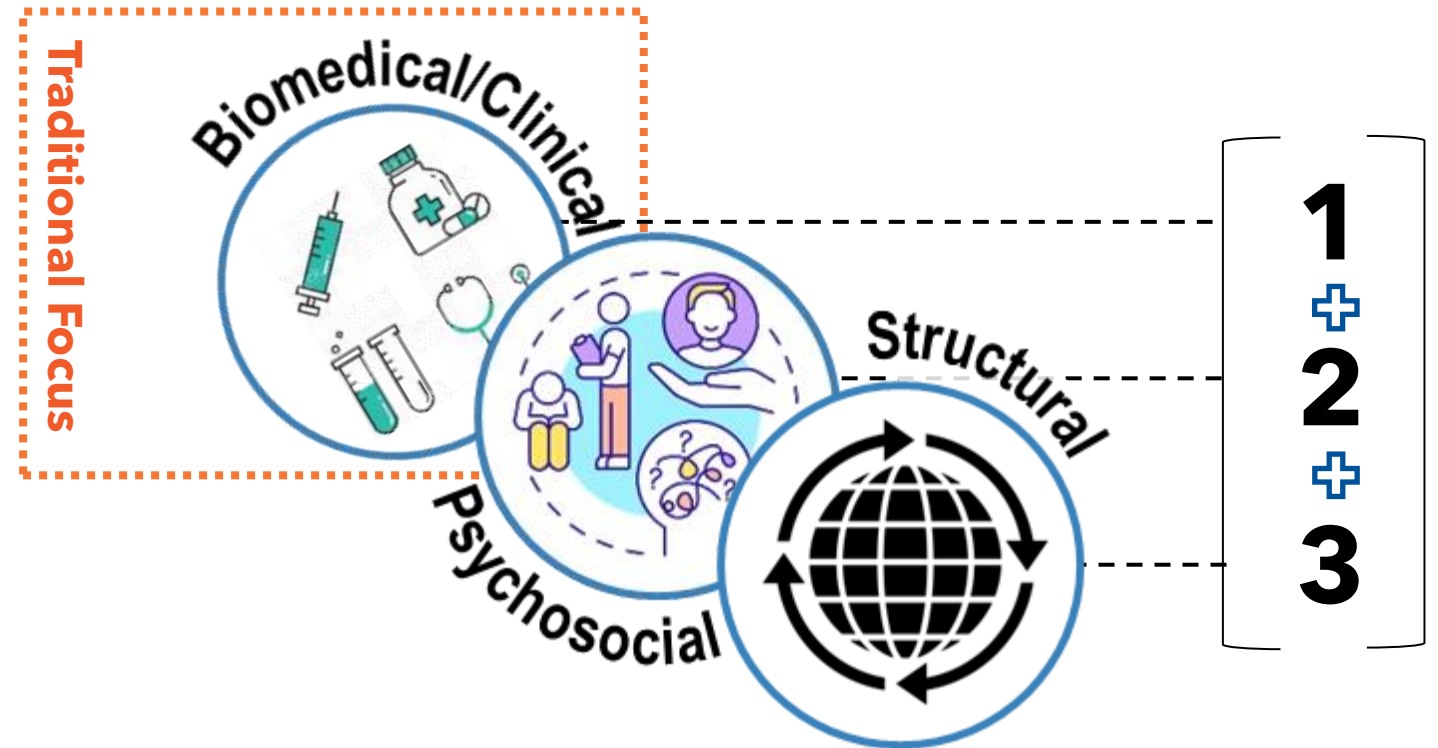
Opportunities for DUSON's Future



Rigorous science to develop, evaluate, and disseminate **combination strategies** that integrate three distinct levels of intervention components—**multi-level nursing interventions**:



Implication for Research at DUSON:



#3: A Holistic Approach to Advancement of Healthcare & Precision Health



Opportunities for DUSON's Future



Advancing the tailoring and personalization of individualized healthcare within a holistic framework of precision health with respect to:



Intervention Type

- E.g., personalization of intervention content to population (e.g., genomics, lifestyle)



Delivery Setting and Model

- E.g., environmental context



Frequency and Intensity

- E.g., timing and dosing of intervention content, care coordination



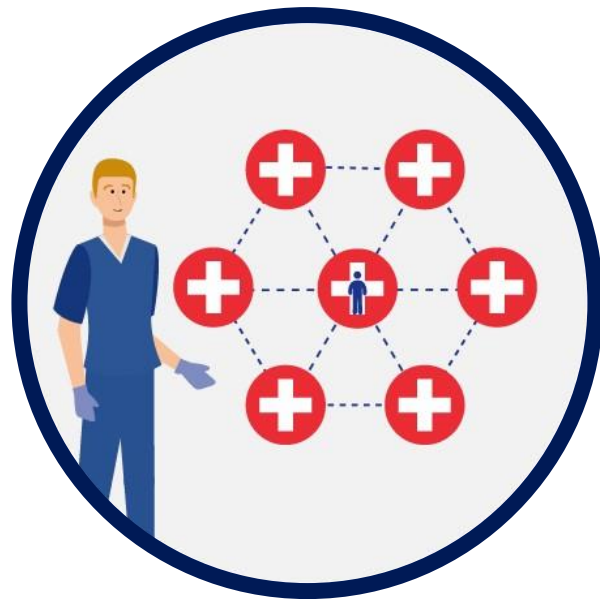
Composition of Care/Research Team

- E.g., nurses vs. non-nurse mix, transdisciplinary

 **Duke University**
School of Nursing

**Implication for
Research at DUSON:**

Develop, Evaluate & Disseminate Nurse-Driven Models of Healthcare



Develop, Evaluate & Disseminate Nurse-Driven Models of Healthcare

Opportunities for DUSON's Future

Development, evaluation, and dissemination of nurse-driven models of service delivery within **centralized** and **decentralized** care models.

Priorities for advancing nurse-driven models in centralized healthcare:

Research to **quantify the contribution of nurses** to healthcare delivery and outcomes

Exploration of **health system-level levers to support nurse-driven care** (e.g., value-based payment metrics)

Optimized integration of nurse care within Duke Health as a model for wider scale-up



Priorities for advancing nurse-driven models in decentralized healthcare:

Nurse-led community-based care as a strategy to **enhance scale, reach and efficacy of healthcare in underserved communities**

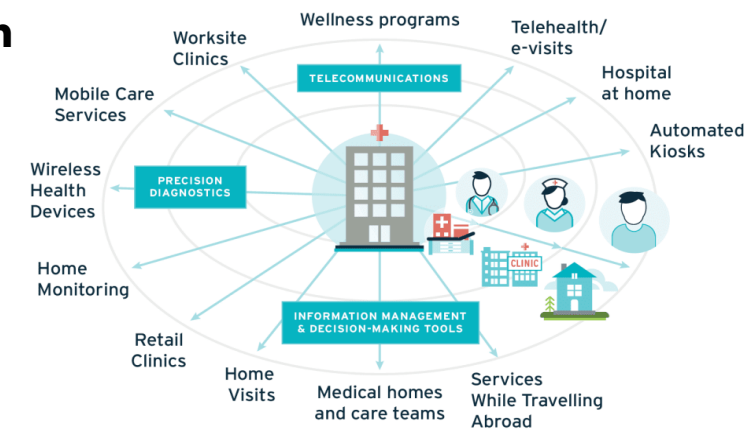
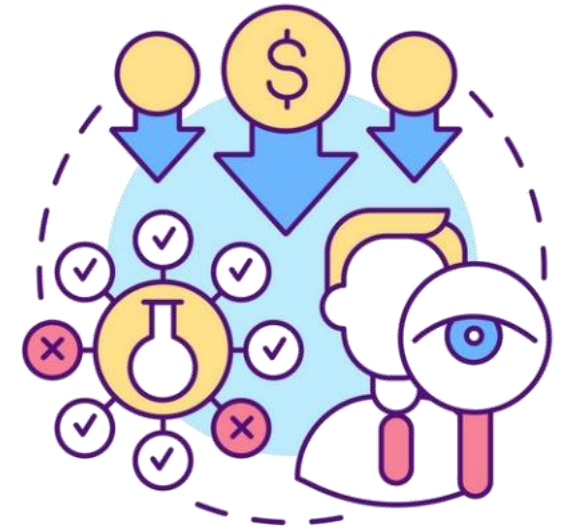


Figure from: MacIntosh, et al. (2014). Transforming Health: Towards Decentralized and Connected Care.

Priorities for Supporting Knowledge Development and Innovation at DUSON

Increased NIH and other extramural federal research funding through strengthened research infrastructure:

- NIH P30 Research Center Grant
- NIH T32 Institutional Research Training Program Grant



Scientific mentoring and research development across the entire faculty and student lifecycle as an institutional priority:

- Evidence-based approach to mentoring and research development
- Goals and metrics for mentoring/research development outcomes
- Comprehensive support across conceptual, methodological, and analytic domains



Ongoing **support for regulatory and research compliance**

Expand, Align, and Evaluate Local Partnerships



Expand, Align, and Evaluate Local Partnerships

Opportunities for DUSON's Future

Develop a **guiding framework** for local partnerships to **optimize impact** on community and population health.



Step 1: Alignment/Amplification DUSON efforts with Duke University and Health System efforts to reduce local health inequities

E.g., **Duke University Strategic Community Impact Plan**

Step 2: Science-Based Approach to Partnership and Service

Identification of most **important levers for reducing local inequities**



Strategic selection of **partnerships and delivery of service components with the most promise for addressing local inequities**



Step 3: Rigorous Evaluation of Partnership in Addressing Local Inequities

Expand, Align, and Evaluate Local Academic Partnerships



**Expand, Align, and Evaluate
Local Partnerships**

Nursing School institutional partnerships increase opportunities for **collective impact and success**



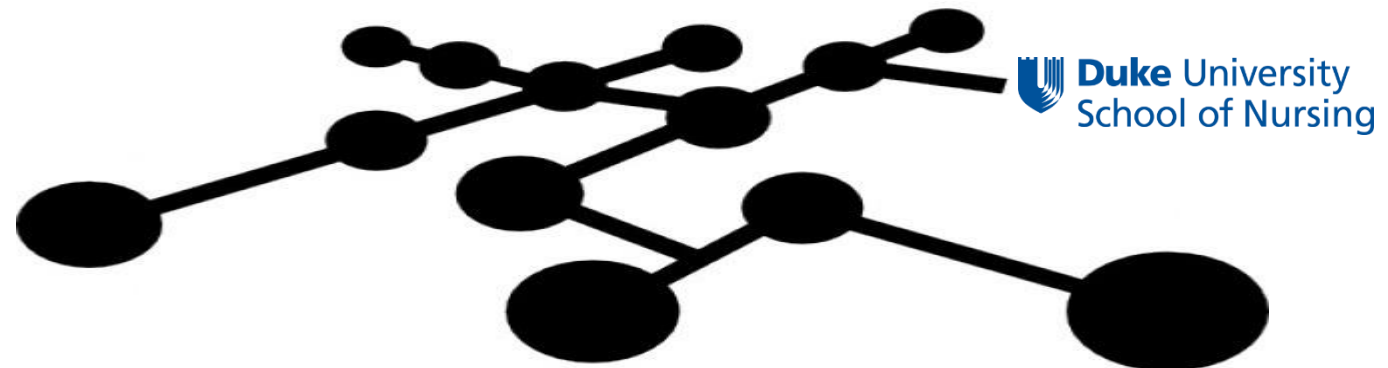
Pipelines/ladder programs for student advancement



Research & service collaborations



Collective voice in advocacy for advancement of the profession in NC and nationally



The State of the World's Nursing 2020

STATE OF THE WORLD'S NURSING 2020



*Investing in education,
jobs and leadership*



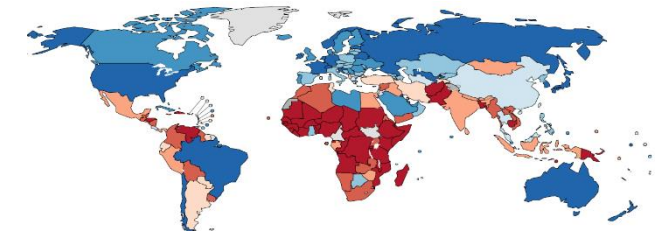
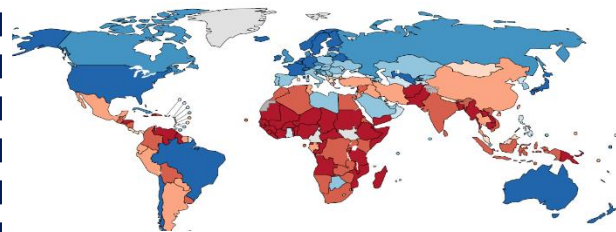
Global Nursing
Workforce 2018:

27.9
mil

+13.7 mil
needed

Global Nursing Workforce
Needed by 2030:

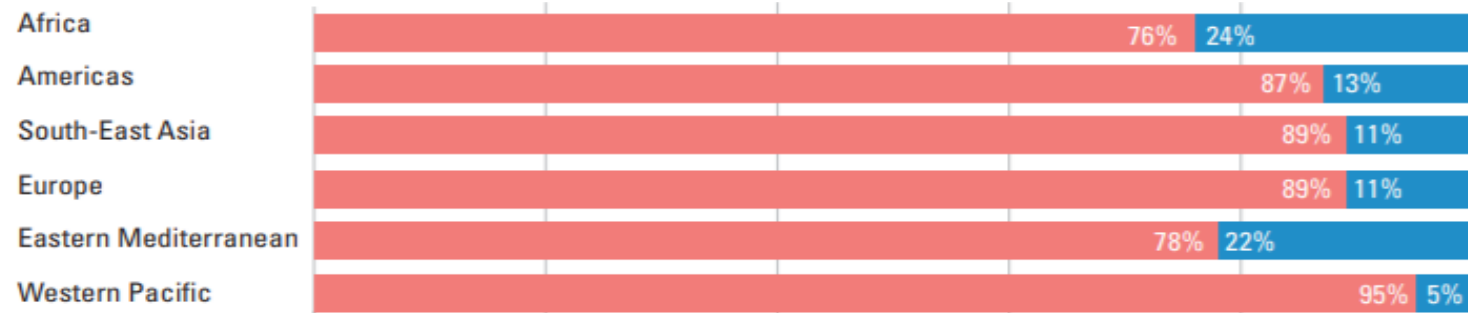
41.6
mil



Current and projected nursing density per 10,000 population:



Percentage of Female (■) and Male (■) Current Nursing Personnel, by WHO Region



Expand, Align, and Evaluate Global Partnerships



**Expand, Align, and Evaluate
Global Partnerships**

Opportunities for DUSON's Future

"No global health agenda can be realized without a concerted and sustained effort to maximize the contributions of the nursing workforce"
World Health Organization, State of the World's Nursing. 2020.

A **framework for global nursing partnerships** needs to **maximize impact by leveraging nurses for:**



Scale

E.g., Align DUSON global partnerships to **address nursing workforce shortages**



Reach

E.g., **Identify and strategically select** nursing partnerships with promise for global impact

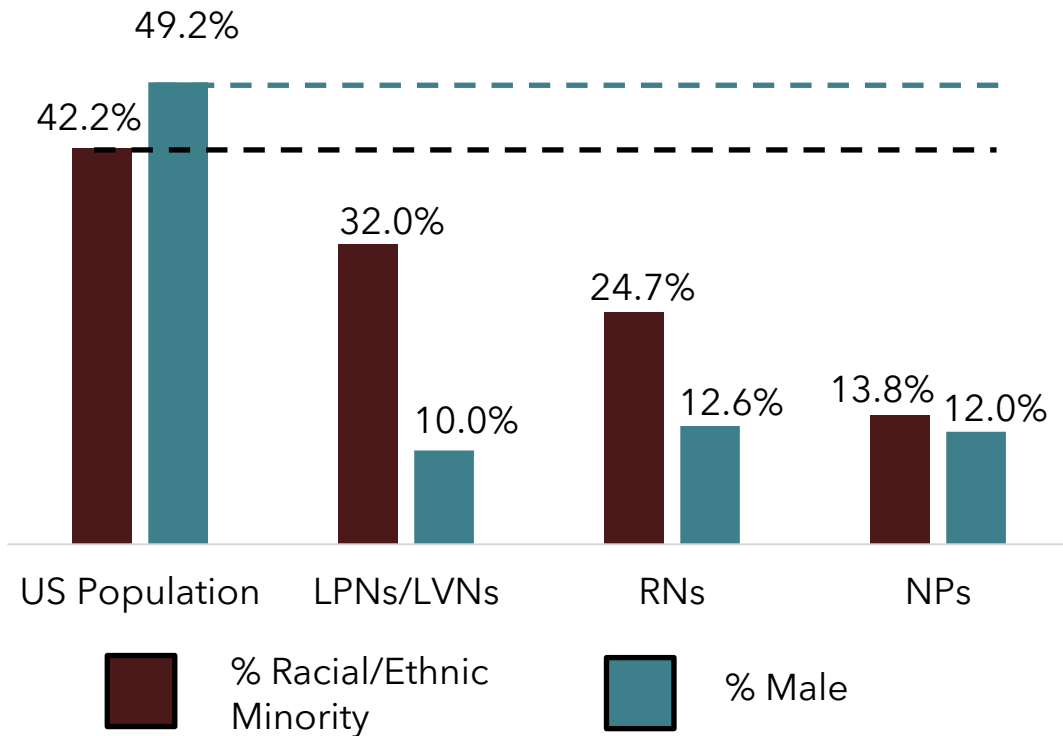


Effectiveness

E.g., Rigorously evaluate the **impact of global nursing partnerships** in addressing inequities

Nursing Workforce in the United States

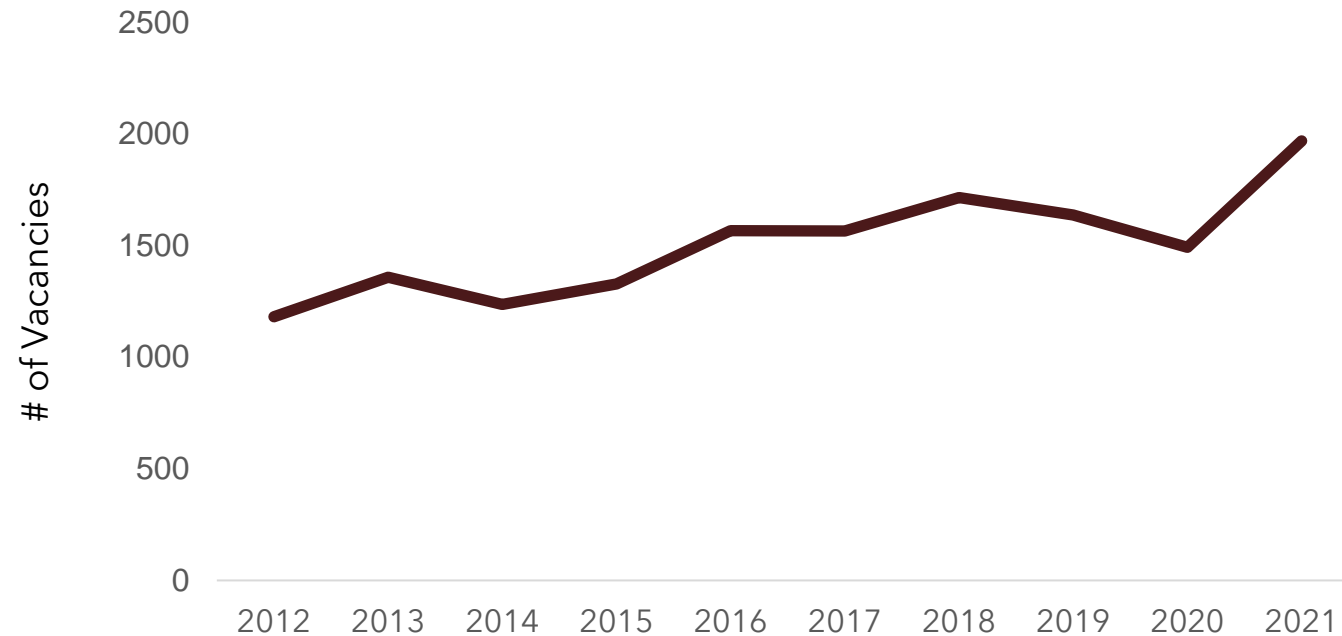
Representation of Nursing Workforce



Only **1 in 3** DNP and PhD students in 2020 were racial/ethnic minorities

Only **1 in 7** DNP and PhD students in 2020 were male

Faculty Shortages



Faculty vacancies, among other factors, represent a **significant barrier** to **expanding the U.S. nursing workforce** and **addressing health inequities**:

- Inadequate numbers of faculty
- Insufficient clinical sites for training
- School financial constraints

Increase Diversity, Equity & Inclusion

“Diverse teams bolster excellence—quality, efficacy, and efficiency”



Increase Diversity, Equity, and Inclusion

Moving from Awareness to Action

The Racial Justice Task Force and the 9 Racial Justice Committees developed strategies for **DUSON’s antiracism plan**

1. Prioritization and investment in most promising strategies for addressing diversity, equity, & inclusion (DEI) at DUSON

2. Selection of clear goals and metrics for enhancing DEI at DUSON

3. Rigorous evaluation of strategies in addressing DEI at DUSON



National Commission to Address
Racism in Nursing

DUSON needs to take the upcoming ANA report into consideration for DEI plan

Increase Diversity, Equity & Inclusion

“Diverse teams bolster excellence—quality, efficacy, and efficiency”



Increase Diversity, Equity, and Inclusion

Opportunities for DUSON's Future

Faculty



- **Cluster Hiring** Initiatives
- **Pipelines for Early Career Faculty** (e.g., “DUSON First Look”)
- **Support infrastructure** for retention, promotion, and tenure
- **Culture & climate**

Students



- Targeted **recruitment and retention** strategies for underrepresented students
- Targeted **alumni engagement for recruitment** of underrepresented students (eg, racial/ethnic minority & male students)

Staff



- Ongoing attention to **DEI across the staffing lifecycle** (entries, progressions, exits)
- Critical **review of hiring, promotion and retention practices** in relation to DEI outcomes

Academic Programs



- **Specific academic programming** on the health needs of historically underserved & underrepresented populations
- **Infusion** of content on health needs of underserved & underrepresented populations **throughout academic programs**

Strengthen Nurse Leadership and Impact



Strengthen Nurse Leadership and Impact

Opportunities for DUSON's Future

"It's Time for Universities to Fulfill Their Promise as Engines of Social Change"

Adam Gamoran, President, William T. Grant Foundation (08/06/2020)



Develop **consistent and compelling messaging** to communicate the **story of DUSON impact**



Leverage **novel communication tools and new channels of communication** to **amplify the reach** of DUSON messaging



Develop strong **relationships and partnerships with key decision-makers** to shape policy and practice



Develop a **strategic communications plan for DUSON** designed to **elevate the voices of nurses** as leaders in shaping the future of healthcare and health equity

Recommitting to DUSON at a Time of Transformation and Opportunity



**Students, faculty, staff,
alumni, and friends of
DUSON**

DUSON is asking for your
support, energy, and ingenuity
to bring this vision to life

Bringing the Vision to Life: A New Strategic Plan for DUSON



**Strategic Plan
2021-2026**

DUSON is announcing
a partnership with

slalom

for 2021-2026
strategic planning

Introducing Slalom

Slalom is a **global consulting firm** whom we've gotten to know over the past several months. We've chosen them to be our **guide through the strategic planning process** for a few reasons.

1

Strategic Planning as a Core Competency

The team has delivered 100s of **cross-industry strategic plans**

Benefit - lessons learned on creatively solving shared challenges (e.g., addressing chronic inequities)

2

Nursing & Higher Ed Insights & Perspective

Slalom brings insights and perspective across the **nursing, healthcare, and higher-ed landscape**

Benefit - cutting edge insights into digital health, health equity, and latest trends with higher-ed

3

Insurgent Mindset and Challenger Mentality

The team will push us to think about the **"art of the possible"** and help us to put our own stamp on our institution

Benefit - DUSON's strategic plan will look different than—better than—its peers and will deliver metrics-driven results

Thank You and Acknowledgments To:

**DUSON students,
faculty, staff, alumni
and friends**

for their contributions
that position DUSON to
build on excellence

**Chancellor A. Eugene Washington
&
President Vincent E. Price**

for their leadership and strategic plans
that served as guiding frameworks for
this vision

**Dean Marion E. Broome,
Duke Health and University
Leadership, and everyone in
attendance today**

for their commitment to
supporting DUSON and
the nursing profession

DUSON 2021-2031: Investing in Ourselves and Our Future

2031

100 years of
DUSON impact



**Investing in
Ourselves and
Our Future**

 Duke University School of Nursing

2021

Duke University School Of Nursing: Investing in Ourselves and Our Future