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
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!
Areas of Accomplishments in 2020-21

- Academic Programs
- Research
- Partnerships & Service
- Diversity, Equity & Inclusion
- Faculty, Student & Staff Advancement
- Administration
- Communications & Marketing
- Development & Alumni Engagement
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
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

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**TOTAL $ AWARDED FOR RESEARCH (IN MILLIONS)**

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<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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<tbody>
<tr>
<td>$</td>
<td>$6.3</td>
<td>$7.3</td>
<td>$9.9</td>
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- ✓ 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.
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.

**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

Sources: America's Health Rankings, United Health Foundation, AmericasHealthRankings.org; CDC. United States Cancer Statistics: Data Visualizations.
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

**Top Colleges for Diversity**

**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

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**DEI Initiatives**

- **Antiracism & Racial Justice Education**
- **Accountability**
- **Educational Practices for Equity**
- **Recruitment & Hiring (Faculty)**
- **Recruitment & Hiring (Staff)**
- **Sense of Belonging**
- **Advising & Retention (Faculty)**
- **Advancement & Retention (Staff)**
- **Advancement & Retention (Staff)**
- **Advancement & Retention (Staff)**

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**PEACE**

*Promoting Empowered Approaches for Critical/Challenging Encounters*
**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

### Additional Promotions

- **Margaret “Peggy” Bush**, Promotion to Professor
- **Ragan Johnson**, Promotion to Associate Professor
- **Schenita D. Randolph**, Promotion to Associate Professor
- **Staci Reynolds**, Promotion to Associate Professor
- **Tolu Oyesanya**, Promotion to Associate Professor
- **Iris Padilla**, Promotion to Associate Professor
- **Brigit Carter**, Promotion to Professor
- **Qing Yang**, Promotion to Associate Professor
- **Anne Derouin**, Promotion to Professor
- **Margaret “Peggy” Bush**, Promotion to Professor

**Note:** The asterisk (*) indicates new faculty appointments.
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.

Marketing Stats

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

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>FY17</td>
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<tr>
<td>FY23</td>
<td>$600,000</td>
</tr>
<tr>
<td>FY24</td>
<td>$593,134</td>
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</table>

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.

Accelerating Nursing Research Challenge

$610K → $1M
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 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.

- Pandemics
- Structural Racism
- Technological Advances
- Demographic Shifts
- Climate Change
- Inequitable Health System Access
- Healthcare Financing
- Overdose Epidemic
- Migration
- Gun Violence Epidemic
- Political Divides
- Mental/Behavioral Health
- Widening Inequality
Large-Scale Events Shape the Healthcare Landscape in Multiple Ways

1. Through New Challenges for Healthcare Systems and Public Health

2. By Exposing Chronic Inequities

3. Through Synergies that Exacerbate Existing Inequities

Three Case Examples:

- The ongoing COVID-19 pandemic as a new challenge for healthcare systems and public health
- Structural racism shaping the disproportionate impact of COVID-19 in communities of color
- 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
- Redeployment, Retraining & Support for the Workforce
- Changing Traditional Models of Care
- Development & Implementation of New Technologies
- Addressing Amplified Health Inequities
- New Priorities for Long-Term Planning
- Improvement of Data Collection & Implementation Evaluation

Figure adapted from: Balser et al. 2021. Perspectives of the National Academy of Medicine
The Physical and Mental Impact of the COVID-19 Pandemic on Nurses in the U.S.

Lost on the frontline

In the first year of the pandemic, nurses accounted for 1 in 3 COVID-19 deaths among people who work in healthcare.

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

<table>
<thead>
<tr>
<th>Rate ratios, age-adjusted; relative to whites</th>
<th>Black</th>
<th>Latino</th>
<th>Asian</th>
<th>AI/AN</th>
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</thead>
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<tr>
<td>COVID-19 Cases</td>
<td>1.1x</td>
<td>1.9x</td>
<td>0.7x</td>
<td>1.7x</td>
</tr>
<tr>
<td>COVID- Hospitalizations</td>
<td>2.8x</td>
<td>2.8x</td>
<td>1.0x</td>
<td>3.5x</td>
</tr>
<tr>
<td>COVID-19 Deaths</td>
<td>2.0x</td>
<td>2.3x</td>
<td>1.0x</td>
<td>2.4x</td>
</tr>
</tbody>
</table>

**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

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

<table>
<thead>
<tr>
<th>All Races</th>
<th>Non-Hispanic White</th>
<th>Non-Hispanic Black</th>
<th>Latino</th>
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<tbody>
<tr>
<td>78.8</td>
<td>78.8</td>
<td>74.7</td>
<td>81.8</td>
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</table>

<table>
<thead>
<tr>
<th>Change in U.S. Life Expectancy by Select Race/Ethnicity, 2019 to 2020</th>
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<tbody>
<tr>
<td>All Races</td>
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<tr>
<td>77.8</td>
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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

- Total overdose deaths
- All opioid deaths

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

- **All**: 30%
- **Male**: 33%
- **Female**: 23%
- **Ages 15-24**: 48%
- **Ages 25-34**: 33%
- **Ages 35-44**: 35%
- **Ages 45-54**: 25%
- **Ages 55-64**: 23%
- **Black**: 45%
- **Latino**: 42%
- **AIAN**: 39%
- **Asian American**: 37%
- **White**: 24%

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

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**NASEM**, 2021

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

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**NINR**, 2021

Strategic Plan Working Group Draft Framework for 2022-2026

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**NASEM**, 2021

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

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**AACN**, 2021

The Essentials: Core Competencies for Professional Nursing Education

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**NONPF**, 2021

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

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**AACN**, 2021

The Research-Focused Doctoral Program in Nursing: Pathways to Excellence (DRAFT)
Major Themes for the Advancement of Nursing Emerge

- Leadership in Addressing Social Determinants of Health
- Recognition of Nurses’ Contributions
- Nurse-Led Interventions and Models of Care
- Removal of Scope-of-Practice Restrictions
- Reinvestment in the Nursing Workforce
- Reform of Payment Models
- Reinforcing and Expanding Key Nursing Competencies
- Enhancing Education and Clinical Training
- Nursing Transformation of Healthcare
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

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

Dean Ramos: The Journey to Nursing

% of Residents Living Below Poverty Line

- 26 - 34%
- 21 - 24%
- 16 - 20%
- 7 - 15%

*U.S. Poverty Rate: 11%
Influences Shaping my Trajectory and Vision for DUSON

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*More COVID-19 cases than 99% of U.S. counties*
Influences Shaping my Trajectory and Vision for DUSON

Dean Ramos: The Journey to Nursing

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

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 first dean, Vincent Guilamo-Ramos, MS(’97), PhD, MPH, LCSW, RN, ARNP-BC, 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 wherever I lived,” he said. That construção thinking and questioning, which led to a career of asking, answered 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

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
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
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**

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.
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:
#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
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

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**
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
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

Global Nursing Workforce 2018: 27.9 mil +13.7 mil needed → 41.6 mil

Global Nursing Workforce Needed by 2030:

Current and projected nursing density per 10,000 population:

- < 10
- 10 to 19
- 20 to 29
- 30 to 39
- 40 to 49
- 50 to 74
- 75 to 99
- 100 +

Percentage of Female (♀) and Male (♂) Current Nursing Personnel, by WHO Region:

- Africa: 75% ♂, 24% ♀
- Americas: 87% ♂, 13% ♀
- South-East Asia: 89% ♂, 11% ♀
- Europe: 89% ♂, 11% ♀
- Eastern Mediterranean: 78% ♂, 22% ♀
- Western Pacific: 95% ♂, 5% ♀

Source: WHO. State of the World’s Nursing 2020
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.”

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

- **US Population**: 49.2%
- **LPNs/LVNs**: 42.2%
- **RNs**: 32.0%
- **NPs**: 10.0%

### 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”

Moving from Awareness to Action

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

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

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”

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 (e.g., 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

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
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

100 years of DUSON impact

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